

NATIONAL IMAGERY AND MAPPING AGENCY

# EDGE

KNOW THE EARTH...SHOW THE WAY  
FEBRUARY 2002



Olympics Security Looks to NIMA



February 2002

# EDGE

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## On the Cover

The area of Olympics activity is shown in an image derived from elevation data gathered aboard the Space Shuttle Endeavour during the NIMA-NASA Shuttle Radar Topography Mission. In this graphic created by Dr. Robert Crippen of NASA's Jet Propulsion Laboratory, the heights have been exaggerated four times for contrast. The image is from a JPL mosaic of Landsat 5 "enhanced true color" imagery. NIMA is a crucial enabler for situational awareness at the Olympics. An article on NIMA's new role at National Special Security Events starts on page 8.

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# ON MY MIND...

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

**T**he Deputy Director and I have just concluded our first offsite with NIMA's Key Component leaders, and I want to provide you with some immediate feedback. Contrary to my experience with most offsites, this was a very productive few days that will have a near-term positive impact on NIMA. We spent the bulk of our time on two critical topics - our draft Statement of Strategic Intent and proposed changes to our Human Resources Program.

Before I address those substantive topics, let me summarize the keynote sessions with Mr. George Tenet, Director of Central Intelligence (DCI), Ms. Joan Dempsey, Deputy Director of Central Intelligence for Community Management, and Mr. Bran Ferren, Co-Chairman and Chief Creative Officer of Applied Minds Inc. We were extremely fortunate to obtain some of their very valuable time - and we could not have had a better kick-off than to hear their views of the world, the Intelligence Community and NIMA. The DCI's overall message was "Substance Matters!" In that vein, he thanked NIMA for our specific contribution to the daily briefing provided to the President and to our more general support in tackling our in-depth, enduring challenges. The DCI also took the time to read our draft Statement of Strategic Intent. He embraced our new concept of geospatial intelligence as an effective way to capture the integration of our specific imagery and geospatial analytical disciplines. Finally, the DCI challenged us to take care of our people - in his words "There is no more important resource."

Ms. Dempsey reviewed our draft Statement of Strategic Intent as well and found it to be a well thought-out description of our transformation plan. She then focused on the significant additional resources (money and people) that are coming to NIMA over the next five years to meet some of our most critical needs. While this is a result of increased community confidence in NIMA, Ms. Dempsey cautioned that expectations would be raised along with the plus-ups - meaning the burden now falls on us to show meaningful returns on those investments.

Mr. Ferren provided a thought-provoking and invigorating view of our future. He characterized today's environment as the same as being "three minutes into Pearl Harbor" - emphasizing the early nature of this new phase in our country's history. Given his experience at the Disney Corporation, Mr. Ferren challenged us to think about our business as one of storytelling. To do so well, one must initially focus on providing the customer with context (relates mostly to our geospatial contribution) and then integrating content (relates mostly to our imagery intelligence). Mr. Ferren stressed that our geospatial intelligence must provide our customers both the context to assist understanding as well as the content to further knowledge.

With that as a stage setter, we then focused our attention and time on the two main topics of the offsite - the aforementioned draft Statement of Strategic Intent and proposed changes to our Human Resources Program.

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# ON MY MIND...

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First, we completed a line-by-line review and discussion of the draft NIMA Statement of Strategic Intent. From our revised mission statement ("NIMA provides timely, relevant, and accurate geospatial intelligence in support of national security") to our newly coined vision ("Know the Earth...Show the Way") to the 10 Strategic Goals, we questioned everything. I thought we had a superb draft before the offsite, but it was greatly strengthened by the group. Everyone participated, and everyone committed to our Strategic Goals. The final Statement of Strategic Intent is online on NIMA's home page on both the SCEN and SBU network, as well as the World Wide Web (<http://www.nima.mil>), under "What's Hot."

In keeping with the DCI's direction (not to mention our original intent), we spent the bulk of the offsite working through the proposed changes to our Human Resources Program. In considering these changes, we strove to develop a process that supports our mission and functions simply, fairly and openly. The most fundamental change returns accountability for the entire process (evaluation, pay raises, bonuses and promotions) to the employee's chain of command. While great progress was made during the offsite, the new HR plan requires more work and coordination. In the next few weeks, the draft will be reviewed by all of NIMA's seniors, the *WORKFORCE21* Integrated Process Team, the Employee Council and the Equal Opportunity Council. I am committed to communicate more specific details as they evolve.

In the interim, I set the Contribution Factor at 2 for all employees for the Pay Pool deliberations. Exceptional variations that warranted a 1 or a 3 were available if, and only if, approved by the Deputy Director or me.

We wrapped up our offsite by reviewing the combination of challenges and opportunities that confront all of us. Peter Marino, Chairman of the NIMA Commission, provided a positive review of our progress against their recommendations, but cautioned against complacency in the wake of the additional dollars coming our way.

As we continue our transformation to meet the expectations and needs of our stakeholders, Joanne and I left extremely optimistic about our ability to succeed. We could not have been more pleased with the enthusiasm and the commitment of the Key Component leaders. There is a real sense of teamwork and dedication throughout - and we're very proud to be a part of the NIMA team.

It's now time to turn the progress made at our offsite into meaningful changes in the NOW, NEXT and AFTER NEXT. With your ideas and input, we will all move forward as a total NIMA team. I enlist your participation and your support.



JAMES R. CLAPPER, JR.  
Lieutenant General, USAF (Ret.)  
Director

# NIMA Begins Long-Term Planning For a New Building and Campus

By Bob Webster  
Installation Master Planning Office

**I**s there a new building and a new campus in NIMA's future? Such a possibility is not surprising when considering "NIMA After Next."

NIMA Director Retired Lt. Gen. James R. Clapper Jr. recently said: "NIMA requires a designed-for-the-purpose, modernized facility that is secure and securely constructed to consolidate our East facilities. The economics and efficiencies are obvious. This will be a long-term project, and now is the time to start locating, designing and building a new facility that will serve NIMA and its customers for the years to come."

General Clapper has tasked the Installation Master Planning Office (formerly the Facilities Consolidation Program Office) to research and develop a plan for a new NIMA campus while continuing the current consolidation efforts. These current efforts include closing Building 213 at the Washington Navy Yard, consolidating most NIMA East analysis and production in Bethesda, and moving some staff elements to Reston. Some production elements may remain in Reston.

The criteria for a new campus include exploring locations within a 50-mile radius of the Pentagon, preferably on a military installation or at a "militarily protected" location. While the focus is on these criteria, the effort also includes reducing NIMA's footprint at CIA, the Pentagon and the Defense Intelligence Analysis Center, Bolling Air Force Base, D.C. Reductions in these areas will mostly likely

drive the creation of an analytic cell in NIMA St. Louis.

The rationale for a new campus includes achieving additional collocation, interoperability and geographic efficiencies in NIMA operations. One goal is to reduce facility vulnerabilities and enhance NIMA's force protection capabilities through asset consolidation. In light of the Sept. 11 attacks, a new campus can also be more easily designed to meet Department of Defense anti-terrorist standards than renovating existing structures, thereby reducing long-term costs.

Although the idea of a new campus and building sounds exciting, there are many hurdles to be cleared in the process and the timeline is a long one. The initial site selections include Fort Belvoir and Vint Hill Farms in Virginia, as well as Fort Meade in Maryland. These sites have the necessary land available, which is estimated initially to be some 150 acres. The Military District of Washington will have significant influence on site selection.

Environmental studies will be required for all potential sites. The studies are expected to take approximately 18 to 24 months to complete, including the time needed to identify a contractor to conduct the assessments. The studies will run concurrently for all potential sites identified and involve modeling and studies of air quality, hazardous waste, natural resources, plant and animal growth cycles and infrastructure issues. The results of the studies will become part of the decision-making process in selecting the final location.

There is also a long chain in the approval process, which will

involve DoD elements as well as congressional interests. Costs will need to be developed, designs will need to be proposed, selected and approved, and the necessary funding will have to be obtained.

As this project develops, there will be other considerations, such as the demand for onsite childcare and specifications for a fitness center.

The high-level timeline below reflects this effort, which began in December. The process probably will not be completed until December 2008 if there are no major delays.

## Milestones

In addition to the short-term milestones of working with the Military District of Washington and Corps of Engineers, the proposed long-term milestones include:

- August 2005 – completion of 35 percent design review
- Spring 2006 – Congressional hearings
- July 2006 – final design
- September 2006 – funds available
- January 2007 – construction contract award
- July 2008 – completion of construction
- December 2008 – completion of move in

**NIMA employees should not expect immediate decisions from the many entities that will have an influence on the outcome of this huge project. The Installation Master Planning Office will provide updates as information is forthcoming.**

# NIMA's Geospatial Libraries... Providing Maps and More

By Barbara Laws

If you want maps and other geospatial products, come to one of the Geospatial Libraries in the Dissemination Office's Research Division (ISDR). Our holdings include millions of topographic maps and aeronautical and hydrographic charts on paper and compact disc, including many new products.

The Geospatial Libraries provide customers with research services and access to geospatial source materials. Our customers include NIMA employees and external customers, such as the Department of Defense, other government agencies, humanitarian organizations and the public.

The main Geospatial Libraries are located in St. Louis, Reston, Bethesda and the Washington Navy Yard. A map and chart library is also at the Pentagon.

The libraries loan products for 30 days or longer. Upon request in person or by completing a form online, the libraries will purchase products for mission-related use. The libraries can also scan products and send the copies to other sites.

While original products may be loaned, others are "expendable," meaning they are not to be returned to the library. Our expendable collection has been greatly expanded due to the crisis situation since Sept. 11.

The Bethesda expendable collection includes large-scale maps on paper and compact disc of the Balkans, Korea, the Middle East, South Asia, and Central and South America. We now have a complete collection of expend-



*Navy Petty Officer 2nd Class Charles Merryman, a reservist mobilized through the Crisis Augmentation Program, adds maps and charts to the expendable collection in Bethesda.*

PHOTOS BY ALAN KING

able medium-scale Joint Operations Graphics (JOGs).

The Geospatial Libraries are well-equipped to help customers locate maps and charts at NIMA or elsewhere. Customers may conduct product searches on terminals located in the libraries.

Among other services, the libraries offer electronic ordering from the Defense Logistics Agency (DLA), the agency responsible for the distribution of NIMA products. NIMA library

personnel will assist or train customers on how to order products from DLA's Defense Supply Center Richmond (DSCR). Designated personal computers are available in the libraries for customers to transmit their product requests. Since specialized software is used, customers need to know their Department of Defense Activity Address Code (DoDAAC). If unknown to the

*continued on page 12*



## About the Author

*A federal employee for 23 years, Barbara Laws is Chief of the Geospatial Library in Bethesda. She supervises a "dynamic" team consisting of eight NIMA employees and a Navy petty officer, and oversees four contractors. She attributes the success of her team to the Biblical quote, "For I bear witness that according to their ability, yes, and beyond their ability, they were freely willing (2 Corinthians. 8:3)."*

# NIMA Moves Toward the Future Through Pre-Acquisition Program

By Neil Brown

**B**attles always occur at the intersection of two maps," one military strategist said in describing the past difficulties of coordinating troops.

In the multi-dimensional, multi-faceted military and intelligence operations needed to combat terrorism, it is crucial that all U.S. and Allied participants have the same view of the battlefield. NIMA imagery and geospatial analysts, special operations teams on the ground, B-2 and F/A-18 pilots, human intelligence (HUMINT) case officers, National Security Agency cryptanalysts and coalition partners must share a common operating picture.

To achieve a common picture, NIMA is committed to a transformation to the National System for Geospatial Intelligence (NSGI). This system, formerly the U.S. Imagery and Geospatial Information System (USIGS), will provide an integrated, agile 21st-century information technology (IT) enterprise. The NSGI includes not only integrating geospatial information with imagery intelligence, but also integrating the tasking, processing, exploitation and dissemination (TPED) of national and commercial imagery, as well as providing the capability to exploit imagery intelligence from airborne and tactical assets.

Accomplishing these goals means transforming the NSGI enterprise, including the NIMA work force, operations, business processes and practices, as well as the Agency's IT infrastructure, policies, standards, hardware and software systems. To make the transformed processes and



Jim Jancaitis



John Westcott

capabilities work, the work force needs new skills and training.

Transforming NIMA to the NSGI will involve and impact every person in the work force, as well as NIMA's customers and mission partners. In the view of one key Congressional staff member, "The decisions that NIMA will make in the next year are the most important in its history."

NIMA's Pre-Acquisition Program Office (AP) is working to establish the foundation for the future by preparing NIMA's leadership, the Intelligence Community and Congress to make the critical decisions that will lead to a transformed NSGI.

Using Congressionally directed pre-acquisition funding, AP is working to define a world-

class NSGI enterprise, based on implementation of commercial and mission-specific technologies.

A key goal of AP's is defining a future architecture capable of using all intelligence sources.

This is called the

"multi-INT" architecture, which means that future NIMA analysts and customers will have access on the Web to tailored information that supports their mission, such as HUMINT, signals intelligence (SIGINT), Measurements and Signatures Intelligence (MASINT) and open source. With instantaneous Web delivery, NIMA customers will receive real-time, automatically generated custom products.

AP started its studies five years ago by providing alternative architectures for what was then USIGS.

Based on competition among four USIGS contractors, NIMA recently selected two defense aerospace teams, led by General

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## About the Author

A contractor with the MITRE Corp., Neil Brown retired from the Community Management Staff (CMS), where he led a multi-discipline team, supporting the Deputy Director of Central Intelligence for Community Management, which focused on intelligence architectures, remote sensing policy, commercial imagery and foreign relationships. Prior to joining CMS, he served in National Reconnaissance Office Imagery Intelligence operations. He is currently supporting the Pre-Acquisition Program in the Business Solutions Division of AP.

# NIMA Support to Winter Olympics Reflects New Role for Agency

By Paul Hurlburt

**N**IMA has supported National Special Security Events (NSSEs) since these events were first designated in 1998, but never at the level undertaken to support the 2002 Winter Olympics.

Several thousand athletes and more than 2 million spectators were expected for the international competition in Utah, which runs through Feb. 24.

A cadre of analysts from NIMA, with a tailor-made geographic information system (GIS) that integrates near real-time imagery, deployed in late January to aid decision-makers in the Olympics Intelligence Center (OIC). Advanced workstations were also deployed to provide robust support, reflecting an escalation of the demand for the kind of information NIMA can provide.

"NIMA's effort (at the Olympics) will be used as the foundation for supporting future events," said Joseph Drummey, Chief of the Homeland Defense and Civil Support Division in the Office of Americas, Analysis and Production Directorate (PAMH). The Division, which stood up following the Sept. 11 terrorist attacks, is leading NIMA's support to the Olympics.

The Olympics area encompasses 900 square miles, including Salt Lake City and slopes of the Wasatch Mountains east of the city. Current information relevant to evolving situations enables decision-makers to act quickly in a crisis.

## Collaborative Effort

The Olympics NIMA Support Team (NST) deployed as members of the first National Intelli-

gence Support Team (NIST) to operate in the continental United States. The group, which is providing technical as well as analytical expertise on site, has been dubbed, unofficially, NIMA "Way West."

The Olympics NST is collaborating with members of numerous federal agencies in the OIC and also supporting the Joint Forces Command's Joint Task Force-Olympics in Utah. In addition, Todd Cummings is providing on-site support directly to the Secret Service as NIMA's full-time technical representative.

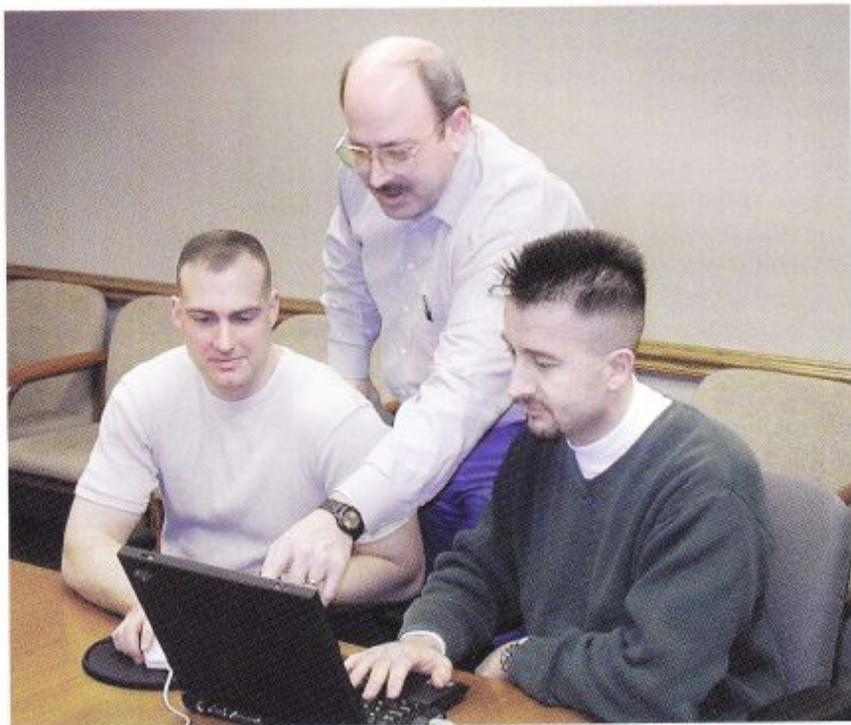
The request for NIMA's participation on the NIST came through the FBI, the lead federal agency at the Olympics, said Bess Kotsiras, a member of the Homeland Security Customer Support Team.

The team's primary mission is to support counterterrorism. The National Reconnaissance Office (NRO) is supporting NIMA's effort on site.

## Tailored GIS

Along with the expertise of its people, NIMA is providing a field-deployable GIS built by the NST under the leadership of Mark Riccio, Chief of the PAMH Domestic Counterterrorism Branch. Riccio, who began his federal career as a cartographer in Bethesda 11 years ago, called the database of computer-linked data sets "one of the most complete unclassified GISes in NIMA."

The NIMA team "took information from disparate sources and integrated all of it into a GIS that provides a common resource for everyone supporting the



Mark Riccio, right, Chief of the Domestic Counterterrorism Branch, joins Mark Kelly, left, and William Mullen in viewing a geographic information system branch members built for the Winter Olympics.

PHOTO BY TONY BOONE



Members of the National Intelligence Support Team set up a communications satellite dish on the roof of the Olympics Intelligence Center in Salt Lake City, where a cadre of NIMA employees is providing on-site support.

Olympics intelligence effort," Riccio said.

"The GIS is designed to facilitate the production and analysis of a wide variety of products and data," Riccio added. Instead of concentrating on pre-building large quantities of "products," the team focused on developing data to support customer requests on a quick turnaround.

### Proactive Support

Building the system themselves allowed the team to study firsthand the customers' requirements for situational awareness and build a system designed to anticipate those requirements. With the custom data sets, the team can be "proactive," Riccio said. "We can ask customers, 'What are you trying to do?' and then come up with the right solution, based on our ability to quickly tailor information."

Standard products like Operational Navigation Charts are included in the GIS. At the same time, the database accommodates near real-time imagery (National Technical Means) provided by the NRO, NIMA's on-site partner. Other imagery sources include

recent digital aerial photography supplied by the Surdex Corp. of St. Louis and high-resolution commercial imagery from the IKONOS satellite.

Some of the elevation data in the Olympics database has one-meter resolution, thanks to an airborne Light Detection and Ranging (LIDAR) sensor flown by the Army's Rapid Terrain Visualization Program.

"We obtained the terrain elevation data directly from the laser sensor, which allowed for immediate exploitation by NIMA analysts," Riccio said.

Vector data, in the form of georeferenced points, lines and polygons, was provided by a variety of federal, state and local agencies and organizations. This data portrays roads, utility lines, buildings and much more.

### Synoptic View

"The combination of disparate data sets into a synoptic view showcases the power of a GIS to support the decision maker," Riccio said. The database of the Olympics GIS is filled with information of potential interest

in a security incident. Users can manipulate the spatial information to conduct a variety of analyses, everything from learning the street addresses of buildings in an area of interest to detecting vertical obstructions in

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## Volunteers Wanted

NIMA's Contingency Response Program sends volunteers to support the National Intelligence Support Teams and other customers during crises and exercises.

If you are a geospatial analyst or imagery analyst and are interested in deploying as a part of NIMA's Contingency Response Program, contact Laura Walker at (703) 264-3147 or DSN 570-3147 for information.

# Winter Olympics...

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the line of sight between different points.

## Effect of Sept. 11

Prior to Sept. 11, plans called for the Applied Technology and Process Innovation Division, led by Al League, to provide on-site GIS support at the Olympics. This group began planning NIMA's support to the Olympics two years ago.

Now part of the InnoVision Directorate, League's team continues to concentrate on advanced technology applications, but responsibility for Olympics support shifted to Homeland Defense after the division's creation.

"What Homeland Defense has accomplished since October could not have been done without coordination and support from across NIMA," Riccio said. "External agencies and organizations, especially the FBI and NRO, were indispensable to this endeavor."

## System-Friendly GIS

The GIS is designed to run on systems as small as a laptop and as robust as NIMA's Interactive Exploitation System (IEC). While a two-dimensional display in PowerPoint will be sufficient for some applications, the data can also be displayed in two or three dimensions in ArcView or in simulated fly-throughs using Terra Explorer.

Authorized users have online access to the GIS through the Information Services Directorate's St. Louis Gateway, which is providing data on two military networks. The Uniform Resource Locators are: <http://>



*NIMA Support Team member Jim Moran, right, helps set up the communications satellite dish for the Olympics Intelligence Center.*

[www.nima.smil.mil/crisis/ny\\_dc/oly2/olympic\\_index.html](http://www.nima.smil.mil/crisis/ny_dc/oly2/olympic_index.html) on the SIPRNet/SCEN and [http://www.nima.ic.gov/crisis/ny\\_dc/oly2/olympic\\_index.html](http://www.nima.ic.gov/crisis/ny_dc/oly2/olympic_index.html) on JWICS.

Riccio's group approached other organizations within NIMA to secure equipment necessary for exploiting its GIS. Thanks to the Acquisition Directorate's IEC Program Office, IEC workstations were deployed in Utah. Systems engineer Jim Moran, who provided on-site support as a member of the NIST, was responsible for the procurement and integration of the deployed workstations.

## Expertise Is Key

The data and systems are only part of NIMA's support at the Olympics. Assigned to Homeland Defense are both geospatial and imagery analysts, who work collaboratively on the same issues. Imagery analyst Christopher Viselli is the lead for NIMA support on site. These personnel

are backed by the entire Agency in handling contingencies that require a greater number of analysts, special expertise, or more equipment than what is on site.

## Adding Value

By the end of the Olympics, officials expect a new set of customers to see NIMA as crucial enablers for situational awareness. In Riccio's words, "A big part of what we're doing is showcasing NIMA's capabilities to an emerging set of customers, validating NIMA's ability to add value to homeland security."

Members of the Olympics NST, besides Riccio, Moran and Viselli, are Steven Alness, Edward Erickson, Christopher Forman, Rob Gonzalez, Mark Hopkins, Mark Kelly, Patrick Martin, William Mullen, Phil Neitz, Jason Patti, Martha Pickard, Christopher Riopelle, Todd Stovall, Mike Suk, Todd Somer, Rex Tugwell and Mike Utterback.

# Three Days with the Director

By Vorise Phymeon Lyles

I had the unique opportunity to serve in Executive Officer Mike Connell's absence for about three days in November, as the acting executive officer for NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. This couldn't be too hard, I thought - Mike is pretty organized. Lt. Gen. Clapper knows I am only a temporary substitute. Yeah, right!

Now that I have had time to reflect on my learning experience, I thought that I might share my experience with *Edge* readers.

The good thing about the Director is that he begins his duty days a lot later than one would expect - he usually arrives around 7 a.m. and departs when the "boss" says, "Come home." On the first day this gave me about 30 minutes to prepare for the locomotive that was inbound. Lt. Gen. Clapper's calendar is non-stop. I admire the fact that he not only had the time to attend each scheduled event, he also made time to be personable with everyone.

In one case, the Director tasked me to put together a briefing for him. However, some of this required coordination with many directorates and offices, and I only had 30 minutes to obtain the information, make changes to the slides and prepare briefing books for all attendees. I quickly learned that this duty is a little harder and more stressful than I had thought.

The first briefing I attended with the Director was scheduled for 9 a.m. About an hour before the briefing, Lt. Gen. Clapper tells me, Phymeon (which took him a while to learn to pronounce - FIM-e-on) let me see the slides again. So I provided a

read-ahead for his review. A few minutes later, he tells me the changes he wants on the briefing and that he wants booklets as handouts for the audience. Sounds like a small task, but I had never prepared booklets for the Director! I didn't know his standards, so now I am reaching. Not to mention he wanted specific data that required me to jump through many hoops to obtain and then insert into the briefing. Thank goodness Mike is a pretty organized person and has a good working relationship with the Directorates. His rapport enhanced my ability to accomplish this task. Using the Director's name didn't hurt, either. Little did I know that this is basically the process for most of the Director's presentations; this was going to be a long three days, I thought. The one good thing is that it took him a while to learn how to say my name, therefore my tasks were few, while Penny's, his administrative assistant, were many. So, if you see Mike Connell and it appears as if he is thinking hard about something, leave him be. He is!

During my time with the Director, I heard his "Now, Next, and After Next" briefing presented several times, and each time differently. And it finally is beginning to sink in. NIMA is going places. My time with the Director was long and very insightful. I learned more about NIMA and its business processes than I thought I could learn in three days. First of all, let me assure those of you who work for NIMA, regardless of your duty, you are working for an awesome agency. When it comes to our nation's security, there is no better place to be than here.

This time with the Director also afforded me the unique

opportunity to sit in on several meetings and briefings to discuss NIMA's role with other Department of Defense and Department of Justice agencies, as well as many of our other customers and partners in the imagery business. NIMA's capabilities and strengths are too extensive for anyone to explain or express in one hour. This is not news; however, the passionate and enthusiastic presentation of our Agency's contribution to our nation's defense and security by Lt. Gen. Clapper was awesome! At no time did I see any "political" fanfare. Instead, there were very honest and frank discussions about NIMA.

I would prefer to call this article a "day with Lt. Gen. Clapper." Yes, in fact, he is the Director, but because of the way he "deals" with individuals it is more personable, not the "Director" persona a subordinate would perceive. Thanks, Sir, for the chance to work with and for you. I really enjoyed the learning experience. Does the offer still stand of letting me drive the Mustang?

## About the Author



*Vorise Phymeon Lyles is the Executive Assistant for the Office of the Inspector General, a former federal law enforcement officer and currently an Air Defense Artillery Officer in the Army Reserve.*

# NIMA Geospatial Libraries...

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user, library personnel will assist to ascertain the code.

Library personnel can request geospatial products and text from libraries outside NIMA via Passport, a system of the Online Computer Library Center. The OCLC is a non-profit organization that provides research services to member libraries worldwide. Products may also be requested directly from the Library of Congress and National Archives.

Any SCEN terminal in NIMA is available to search for geospatial products and text on Voyager, the NIMA Integrated Library System (ILS) Reference Libraries' online catalog search capability. After logging onto the SCEN, from the NIMA Home Page, go to Services/NIMA Library/SearchWebVoyager, the Library Catalog, at <http://draco.sc.nima.smil.mil>. Users should then click on "Search Catalog." Clicking on the "Help" button will provide search instructions. Library personnel will assist individuals in using Voyager on SCEN terminals in the



*Library technician Andrew Potts reproduces a map in the Bethesda Geospatial Library.*

libraries. Classroom training is available through NIMA College.

Customers having access to JWICS may also search on Voyager. The address is <http://smaug.stl.nima.ic.gov>. There is also a Web site for Voyager on the SBU network at <http://chimera.nima.mil>.

Customers may also use the SBU network for research. Northern Light and ProQuest are two commercial resources.

Visit NIMA's Reference Libraries for textual products (journals, books and documents) and all-source database searches. They are co-located with the Geospatial Libraries, except in Bethesda, where the Reference Library is in 410 Abert Hall.

The NIMA Libraries plan to celebrate National Library Week April 14-20. In Bethesda, look for the bulletin board display on the 5th floor of Erskine Hall.

## **Remember, if you want map and chart products, come to the Geospatial Libraries:**

**Bethesda**—Erskine Hall, Room 171 (301) 227-2102 (DSN 287);

**Reston**—Building 1, Rooms T-146 and T-148 (703) 264-2156 (DSN 570);

**St. Louis**—Building 36, Room BE93 (314) 263-4175 (DSN 693);

**Pentagon**—Room BG720 (703) 695-7907 (DSN 225);

**Washington Navy Yard**—Building 213, Room 6C1030 (202) 264-6249 (DSN 264).

# Pre-Acquisition Program...

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Dynamics' Electronics Systems and Lockheed Martin Management and Data Systems, to develop the detailed, actionable concept of the NSGI enterprise. This effort is called the Enterprise Architecture Project. The Enterprise Architecture contractors will provide detailed approaches to the goals of Congressional and NIMA leadership by:

- Applying new information technology and modern business practices across the NSGI enterprise;

- Developing a program plan, acquisition strategy and use of a systems integration contract;
- Developing a plan for transitioning to NSGI architecture;
- Ensuring all imagery and geospatial systems (national, tactical, airborne and commercial) are incorporated into an integrated TPED architecture; and
- Providing the basis for migrating to a multi-INT architecture.

To accomplish these goals and lead the pre-acquisition program, NIMA senior leadership selected Jim Jancaitis, who integrated commercial solutions into systems of the U.S. Geological Survey, and his deputy, John Westcott, who has wide experience leading NIMA imagery analysis activities.

Upon completion, the NSGI enterprise will reflect the goals of Congress, the Department of Defense's *Joint Vision 2010* and the Director of Central Intelligence's *Strategic Intent*. It

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## ACCOLADES

# Maritime Safety Web Site Honored

By Howard Cohen  
Maritime Safety Information Division

The Maritime Safety Information Division (GOM) won an "Excellence.gov" award for its Web site after placing in the top 25 among 131 applicants for the award. The site provides worldwide access to extensive menus of maritime safety information.

Steven Hall, GOM Associate Director, received an etched glass trophy and a plaque praising the site for innovation in electronic government during a ceremony in January at the Ronald Reagan Building and International Trade Center in Washington, D.C. NIMA Technical Director Roberta E. (Bobbi) Lenczowski also attended. The award was presented by the Industry Advisory Council's eGov Shared Interest Group, in partnership with E-Gov and the Federal Chief Information Officers Council.

Hall said, "I was proud to accept the 'Excellence.gov' award on behalf of NIMA and the fine men and women who compile our navigation safety information databases."

## Pre-Acquisition Program...

*continued from page 12*

will also reflect the objectives of our NIMA directorates and customers, as well as oversight organizations such as the Community Management Staff and the Assistant Secretary of Defense for Command, Control, Communications and Intelligence.

Continuing as a key contributor to decision dominance in the dangerous world of the 21<sup>st</sup> century means that NIMA must continue to transform itself. NIMA Director Retired Lt. Gen. James R. Clapper Jr. has said, in an assessment of AP's enterprise architecture projects, "I anticipate this work will fundamentally change NIMA."

Stay tuned; there is much more to come.



Steven Hall (left), Associate Director for Maritime Safety, receives the Excellence.gov award from Justine Wood, representing the eGov Shared Interest Group.

A panel from government and industry considered the following requirements when selecting the finalists: extent of the project's impact, resources saved or increased productivity resulting from the

project, the project's ability to simplify or unify processes, and repeatability of the project for other government agencies.

GOM's Web site receives dozens of thanks each year, which typically start

with "Great Web site!" For example, Petty Officer 2nd Class Anderson Sullivan of the U.S. Coast Guard wrote, "This site must be one of the most user-friendly sites I've ever encountered on the Web."

Increasingly in demand and in shorter timeframes, safety-of-navigation data is a natural candidate to benefit from the speed of the Internet. Ships at sea can connect to the World Wide Web via satellite or wait until they reach port where access fees are more reasonable.

Many databases are available for access, query and download. They include hard copy chart corrections, publication corrections, the NIMA List of Lights, messages from the World-Wide Navigational Warning Service, Department of State Special Warnings, the worldwide list of mobile offshore drilling rigs, messages on anti-shipping activity and links to Web sites.

The Maritime Safety Web site can be accessed via the NIMA Homepage ([www.nima.mil](http://www.nima.mil)) under the Safety of Navigation icon or directly at <http://pollux.nss.nima.mil>.



## NIMA Employees Honored

**P**am Krause, a program manager for NIMA's strategic futures initiative in the Frontiers Office of the Innovation Directorate, recently received the National Reconnaissance Office's (NRO) Silver Medal of Superior Performance.

Krause received this high honor for her research on the PROTEUS Project, a study in change dynamics and its associated implications to the NRO. Krause brought together a diverse set of government resources and a commercial "best practice" to help characterize future intelligence challenges while developing research strategies to solve them. The deputy director of the NRO termed her published efforts "world class," with 3,500 copies requested across industry, academia and government, to include the White House and the Office of the Deputy Director of the Central Intelligence.

Krause completed this work while assigned to the NRO under the Intelligence Community Assignment Program.

### NIMA Awards

**Donald Cuming**, program manager in the Installation Master Planning Office, was honored by NIMA for Distinguished Civilian Service. Four others received the NIMA award for Meritorious Civilian Service. They are **Samuel Birchett**, Training and Doctrine Directorate Chief of Staff; **Lenore Guthrie**, Administrative Investigator in the Office of the Inspector General; **Linda (Lynn) Martin**, Administrative Investigator in the Office of the Inspector General; and **Melvin Wagner**, Joint Mapping Toolkit Project Lead in the Acquisition Office.



*Pam Krause*



*Capt. James Bailey*



*Tech Sgt. Edwin Medina*



*Sgt. 1st Class Joseph Biver*

**Andrew Mason**, Chief of the Pentagon Operations Desk on the NIMA Support Team-Defense Intelligence Agency, received a NIMA Customer Service Excellence Award.

### Military Honored

NIMA's Junior Officer of the Year was Air Force **Capt. James Bailey**, program manager and Contracting Officer's Technical Representative for the Imagery Data Exploitation (IDEX II) system in the Enterprise Services Office. The Senior Enlisted Member of the Year was Army **Sgt. 1st Class Joseph Biver**, noncommissioned officer in charge of the Basic Topographic Analyst Course at the Defense Mapping

School. The Junior Enlisted Member of the Year was Air Force **Tech Sgt. Edwin Medina**, Remote Replication System operator at Fort Buchanan, Puerto Rico.

NIMA's Junior Officer of the Quarter was Air Force **Capt. Corey Spoonhour**, project manager for Washington area library architecture in the Systems Engineering Office. The Senior Enlisted Member of the Quarter was Marine Corps **Gunnery Sgt. Andrew Furne**, instructor in the Defense Mapping School's Topography Division, and the Junior Enlisted Member of the Quarter was Army **Sgt. Chad Starkey**, system administrator in the Bethesda Telecommunications Center.

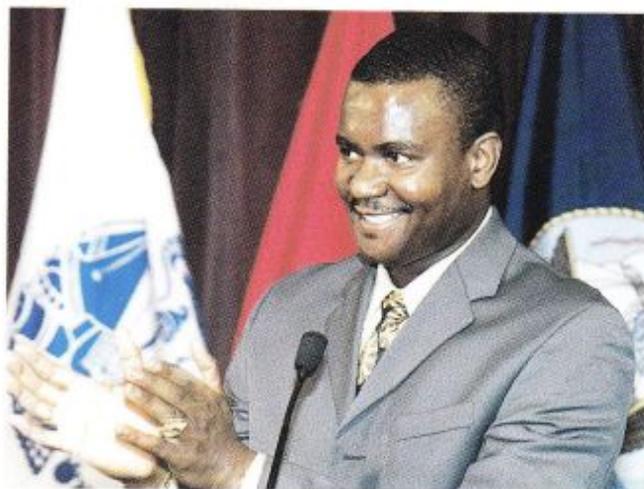
# King's Legacy Revisited

Employees in Bethesda heard a rousing Martin Luther King Jr. Day speech from Dr. Monnieque Singleton, executive director of the Center of Excellence in Rural and Minority Health. An ordained Baptist minister and medical doctor, Singleton encouraged employees to look to King's example in demanding justice and equality for all. "King inspired many of us to stand for justice, and to demand and expect equality," said Singleton. "History is indeed replete with significant events that shaped our future, and dotted with outstanding leaders who influence our destiny."

With those words, Singleton challenged NIMA to "set the tone and create the space for improving race relations and cultural sensitivities" and to "create a climate that shines the 'light in the paths of darkness . . .'"

Singleton reminded employees to "respect and value the cultural and ethnic differences of each and every person . . . because diversity is critical to the success of this Agency."

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr., thanked our guest speaker and said "We have heard and appreciate your message. NIMA



*Martin Luther King Day speaker Dr. Monnieque Singleton reminded employees to "respect and value the cultural and ethnic differences of each and every person."*

*PHOTO BY LARRY FRANKLIN*

has done—and is doing—much, but there is always more to do. Your encouragement is very welcome."

Singleton reminded his audience that large organizations easily fall into complacency and forget, or ignore, the value and obligations of diversity in the workplace. Everyone is responsible for making sure the organizational culture is welcoming and inclusive, and provides every opportunity for individual advancement, he said. His remarks concluded with a challenge to NIMA to lead the way. He asked NIMA to create a "model federal agency that the President and leaders of this great nation can hold up as exemplary in its efforts to celebrate diversity—and to keep America, our America—the land of the free and the home of the brave."

NIMA West employees celebrated Martin Luther King Jr.'s birthday last month by listening

to speaker Rep. Betty L. Thompson, who represents part of St. Louis County in the Missouri House of Representatives. The theme of Thompson's presentation was "What Would Dr. King Say If He Was Living Today?"

King, said Thompson, would remind us that the struggle for justice, liberty and equality of all our citizens continues, with much progress still to be made. "The environment of struggle encompasses all aspects of our lives . . . at home, by being good role models for our children and instilling in them proper values and attitudes; at work, by treating everyone with dignity and respect, and valuing differences; at church and in our communities, by being good stewards, servants and citizen volunteers. These are the paths forward . . . journeys we must make . . . journeys all the more important to America since the horrific tragedy of Sept. 11."

## On the Back Cover

In celebration of Black History Month, we depict this intimate view of abolitionist Frederick Douglass' library at his beloved home, Cedar Hill. Douglass, who lived at Cedar Hill from 1877 until his death in 1895, was known as the "Sage of Anacostia." He was also a women's rights activist, author, owner-editor of an antislavery newspaper, U.S. minister to Haiti and the most respected African American orator of the 19th century.

The National Park Service has preserved Douglass' home and memorabilia at the Frederick Douglass National Historic Site in Washington, D.C.

At NIMA East, the Black Employment Council's North Star Book Club is reading Douglass' autobiography, *Narrative of the Life of Frederick Douglass*. The club, named for Douglass' newspaper, the *North Star*, invites all to share in its book review and discussion Feb. 28 in the Erskine Hall Auditorium in Bethesda.

*PHOTO BY ALAN KING*

**Celebrate  
Black History**

