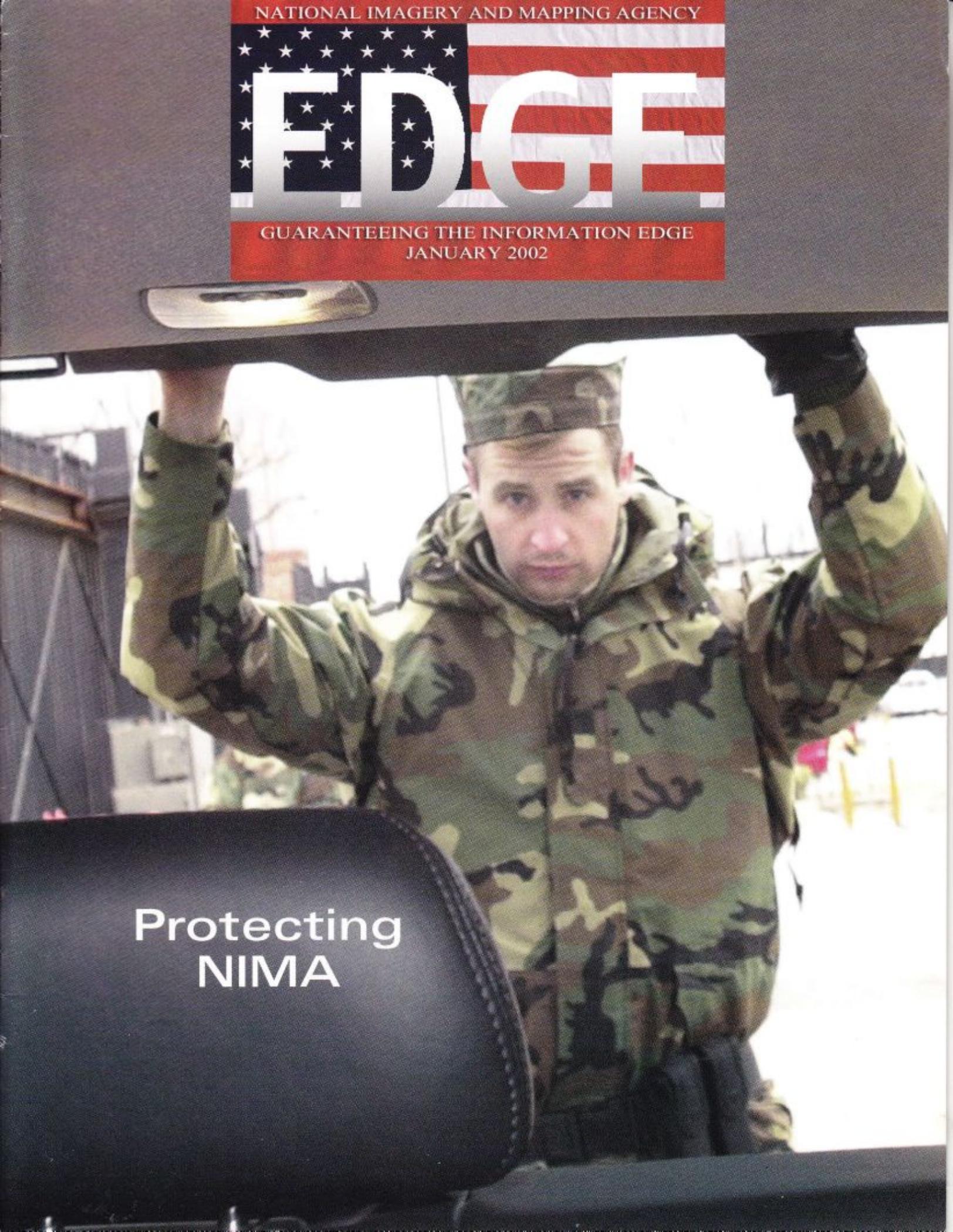


NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
JANUARY 2002

A photograph of a soldier in full camouflage uniform, including a garrison cap and gloves. He is standing inside a vehicle, with his arms raised to hold up the interior roof structure. The background shows a snowy outdoor environment with some industrial or military structures.

Protecting
NIMA

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On the Cover

With his hat on backwards to avoid having it knocked off by the tailgate, Petty Officer 1st class Mark (Mickey) Templar peers inside a vehicle entering the Washington Navy Yard. Members of the Naval Reserve have joined NIMA Security forces East and West as they continue providing enhanced protection following the Sept. 11 terrorists' attacks. Photo by Larry Franklin. Cover design by Pamela Martin. Story begins on page 12.

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ON MY MIND...

Joanne O. Isham Deputy Director, NIMA

First, I want to congratulate the NIMA work force on its accomplishments in 2001 and to wish everyone a happy and healthy New Year. My tenure with NIMA is short, but I already have a keen appreciation for the energy, talent, dedication and devotion this Agency applies to whatever challenge arises. The manner in which all of NIMA responded to the September 11th attacks and the continued support to the war effort in Afghanistan are nothing less than inspirational. It is a privilege to serve with you!

Most of my career has been with the Intelligence Community, where I worked in offices associated with technical and scientific programs, resource management and congressional liaison. My most recent assignment prior to coming to NIMA was as the CIA's Deputy Director for Science and Technology. In that capacity, I learned first-hand the importance of knowing the latest technology innovations, while always considering ways to integrate those solutions into current business operations. I come to this Agency with a special interest in technology and a strong commitment to systems engineering, integration and architecture.

I care deeply about obtaining the necessary resources to acquire and exploit those technologies and trends that will increase the accuracy and quality of our work. We are actively building relationships with our partners in the Department of Defense and Intelligence Community concerning mapping and imagery technology initiatives. I believe that our wealth of expertise can be enhanced greatly with the timely insertion of relevant enabling technology.

As more capable technology and systems enable us, we must not forget that our people make it all possible. Our greatest resource is our people and they are the keys to our successes or our failures. The quality of our people, the caliber of our leaders and the operational concepts and doctrine used to employ technology on the battlefield are the decisive factors. The men and women of NIMA, in every component, and at each level of responsibility, form a winning team. NIMA promotes innovation; we confront challenge; we explore new ideas and methods; and we seek to pioneer fresh ideas. We are an organization with a storied past and a promising future.

I am excited to be here, and I take tremendous pride in being part of the NIMA team.



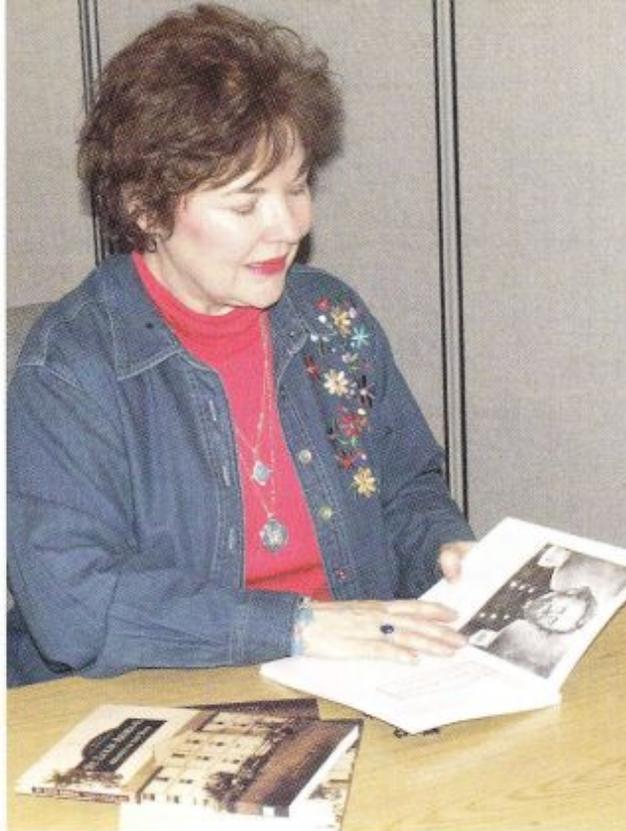
Arsenal History Published

A book highlighting the role the St. Louis Arsenal played in the settling of the American West was published recently by Arcadia Publishing as part of its "Images of America" series. The book, entitled *St. Louis Arsenal, Armory of the West*, was written by St. Louis University archivist Dr. Randy R. McGuire. In this book, he traces the history of the Arsenal from its founding in 1827 to its present use as home of the National Imagery and Mapping Agency, St. Louis.

McGuire says he hopes his book "will provide a fitting testimonial to those who struggled to win the West and to preserve the Union."

In its early years, the Arsenal armed the militias of the newly created territories and states west of the Mississippi River, supplying explorers, settlers, traders and frontiersmen "with the means to protect them in the vast new wilderness," McGuire states. But the most important chapter in the Arsenal's history occurred at the onset of the American Civil War.

On the afternoon of May 10, 1861, Capt. Nathaniel Lyon marched out of the Arsenal at the head of 6,000 Union volunteers to capture an encampment of reputed Confederate sympathizers. This group was believed to be plotting the Arsenal's capture. "It probably did not occur to him that he was embarking on a mission that would forever enshrine his name, and that of the Arsenal, in the annals of Civil War history," writes McGuire.



NIMA employee Jane Wilkinson created several drawings in a new book on the history of the St. Louis Arsenal, now the home of NIMA in St. Louis.

Photo by Gerald Goodin

This event, one of the first conflicts in the Civil War, left the Arsenal in control of the Union. One of the key factors in the Confederate loss was its disadvantage in the production and distribution of weapons and ammunition. If Southern sympathizers in Missouri had captured "this rich St. Louis depository of war material," McGuire writes, "the South would have assumed a much stronger position in the opening days of the war."

The early chapters detail the construction of the Arsenal and its fortifications. Later, the book recounts a number of significant events in the Arsenal's history and its many years of service to the U.S. military and the citizens of St. Louis. Also featured are notable figures who played a part in the Arsenal's history, including the surgeon Dr. William Beaumont, explorer John C. Fremont, Robert E. Lee, Ulysses S. Grant, and William T. Sherman.

Maps and drawings illustrate the growth of the installation decade by decade, showing the Arsenal's expanding role in American life in the 19th cen-

tury. NIMA employee Jane Wilkinson of the St. Louis audiovisual office contributed several of the original drawings in the book, including a portrait of Nathaniel Lyon.

In addition to Wilkinson's contributions, McGuire acknowledged the "considerable assistance" of Jim Mohan, Chief of NIMA Public Affairs in St. Louis. He also recognized the pioneering work of former DMA Aerospace Center employees David Black and Richard Barnard.

Copies of St. Louis Arsenal, Armory of the West, are available at the St. Louis Civilian Welfare Council store. The cost is \$15. The CWC store is open from 11:15 a.m. to 12:15 p.m. on Tuesdays and Thursdays and from 9 to 10 p.m. on the second Tuesday of the month. For more information, contact CWC Chairman Steve Gruendler, (314) 263-4422 or DSN 693-4422.

Corrections

In The December *Edge*, the photo on page 18 should credit Kim Readmond at the Central Institute for the Deaf and the photos on page 7 should credit Carlene Mitchell of the NIMA Research Division in St. Louis.

Telework Comes to NIMA

By Sue Meisner

“Telework is important to the quality of life of an organization’s work force,” said Joanne Isham, NIMA’s Deputy Director, in a recent policy memorandum. “The nation and the community benefit from telework in terms of cleaner air, reduced energy consumption and decreased traffic congestion.”

NIMA has recently established an Agency-wide telework team that will help develop the Agency’s guidelines and implement the Department of Defense (DoD) policy. The group met for the first time last month.

Although NIMA may eventually consider work sites other than employees’ homes, initial efforts will be for employees teleworking from home one day each pay period.

What is telework? According to DoD, it’s “any arrangement in which an employee performs officially assigned duties at an alternative work site on either a regular and recurring, or on an ad hoc, basis.”

“Managers will determine which employees are eligible for telework,” said NIMA telework coordinator Margaret Hager. “It’s important for employees to

understand that telework privileges are not an entitlement, and either the employee or the supervisor can end a telework agreement.” NIMA’s initial program will include non-bargaining unit employees only.

Positions eligible for telework involve tasks and work activities that are “portable” and don’t depend on the employee being in the office. Some tasks and functions that are generally suitable for telework include:

- Thinking and writing;
- Policy development;
- Research;
- Analysis;
- Report writing;
- Telephone contacts; and
- Computer work, such as programming, data entry, word processing, and Web page design



Positions that are not usually suitable for telework involve tasks that employees need to do in the office. Examples include jobs that require daily face-to-face contact with supervisors, coworkers and customers that can’t be handled by e-mail, telephone, fax or computer. Jobs that

require daily access to classified information, or are part of trainee or entry-level positions, are also not suitable.

An alternative work schedule, such as a compressed or flexible schedule, does not preclude telecommuting.

What types of employees make good teleworkers? “Responsible, dependable employees who have a proven record of high personal motivation are good teleworkers,” said Hager. “They must have the ability to prioritize work effectively and have good time management skills.” A fully successful performance rating is also required.

NIMA’s first task is identifying the employees and jobs suitable for telework. Telework team members and NIMA managers will work on this task over the course of the next several weeks. The

Human Resources Directorate and the Office of Business Transformation will then jointly implement the new program. Strategy and technology consultants Booz Allen Hamilton will assist with implementing and auditing NIMA’s program.

“NIMA hopes to tap into the

DoD funds available for telework implementation to purchase laptop computers to facilitate our work-at-home program,” said Hager. “Employees will see more information on the program as NIMA works through the finer points of implementing a new telework policy.”



Photo by Larry Franklin

NIMA Positions Created at White House

By Paul Hurlburt

The first NIMA personnel to serve in new billets created for NIMA at the White House are scheduled to report for duty in January.

NIMA imagery analysts Jeffrey Houle and Clarence Johnson were each selected by the National Security Council (NSC) to serve as White House Situation Room duty officers on rotations that could last up to two years. Two other employees selected by NIMA for consideration by the NSC will serve as alternates. They are imagery analysts Kristina Stevens and David Zwick. All four responded to a Nov. 13 NIMA-wide Assignment Opportunity Notice for an intelligence operations specialist, pay band 3 or 4.

In addition to the two new billets, NIMA also has two personnel in non-NIMA billets at the White House. John Sherman, the first person to serve in one of those billets, helped win recognition for the value of NIMA's input, officials said. He has

completed his tour. NIMA imagery analysts Jay Bonds and Christina Yarmchuk are presently serving in the two non-NIMA billets.

"The four candidates selected for consideration and the two already serving in the White House are among our very best," said Mark Schultz, Deputy Director for Analysis and Production (P). The Director of the Situation Room thanked him and NIMA for the fine candidate pool, stating that the "selection was particularly difficult," Shultz added.

The new positions double the number of NIMA personnel serving at the White House, but more importantly, they "ensure a continued NIMA presence there," Schultz said.

Schultz and P Director Scott White had been working to obtain the NIMA billets for several months, according to Karen Besecky, Human Resources Liaison to P. The outcome was a Memorandum of Agreement arranged for NIMA by P Directorate executive Betsey Mazzella.

White House officials "recognized the need for NIMA analysts, who quickly can pull together information that's needed to understand rapidly evolving situations," Schultz said. Officials in the past have relied on text-based reports, he noted. "Now we're able to get analyzed graphics and images quickly to policy makers, which they find useful." Schultz said the Bush administration has demonstrated a strong preference for "a lot of imagery to help them formulate and implement national security policy."

The new billets provide "a real opportunity for NIMA to demonstrate the value of imagery and geospatial information in analyses," as well as to be seen as an emerging leader in the Intelligence Community, Schultz said. For the NIMA employees selected to fill them, the billets provide an unparalleled opportunity "to understand how our government works," he added.

The NIMA duty officers will serve alongside representatives of the CIA, Defense Intelligence

Agency (DIA), National Security Agency (NSA) and military Services on four-member "watch teams." The teams work in the White House Situation Room, which operates 24 hours a day, seven days a week.

Duty officers "broker all incoming intelligence and disseminate it to interested parties," said Stevens, who served in the Situation Room while assigned to the Air Force. Customers include the President, National Security Advisor, senior White House staff and NSC staff. The President and NSC use all-source intelligence summaries drafted by the duty officers to keep abreast of fast-breaking events. Duty officers also monitor the President's telephone calls to foreign heads of state and draft memoranda of the conversations.

Among skills required of NIMA duty officers, they "must have a broad background in intelligence, with strong political and military analysis skills. They must also find data sources, particularly NIMA imagery and imagery intelligence, independently with minimal guidance and direction," according to the assignment notice. International relations and political science graduates with advanced work in areas such as strategic intelligence were invited to apply, as well as those with significant experience in intelligence work.

Stevens said, "Working in the White House Situation Room was one of the best jobs I've had in my entire intelligence career. You're in a dynamic environment, involved in things as they happen," she added. "Every person I worked with was so professional. I never saw anybody get upset. I never saw anybody's ego surface. We all took responsibility and got the job done."

Houle said, "I'm excited to have this opportunity. I think working in such a fast-paced, high-profile

environment should prove extremely educational." Houle grew up in Wisconsin and Michigan, earning his B.S. in physics from Carroll College in Milwaukee. He came to NIMA in 1998. He is currently finishing a master's degree in public policy with an emphasis in economics at American University.

Johnson applied for the position because it promised an "incredible" experience, he said. The son of a Vietnam veteran, who served aboard a C-130 gunship as a navigator and electronic warfare officer, he calls both Washington, D.C. and San Antonio, Texas home. But he has "lived a little bit everywhere," he added. Johnson earned his bachelor's degree from the University of Southern California and master's in science technology and public policy from the George Washington University Elliott School of International Affairs. He has also studied at the International Space University in France.

Stevens served six years in the Air Force, including a tour at the National Photographic Interpretation Center, one of NIMA's legacy organizations, as a Soviet missile analyst. As an Air Force officer, she also served six months as a watch officer in the White House Situation Room. As a civilian, she was a satellite tasking requirements officer in the Central Imagery Office, another NIMA legacy organization. At NIMA, she worked on modernization programs in the Central Imagery Tasking Office (CITO) and served in tasking requirements management. The daughter of a Marine Corps veteran of World War II, she has a bachelor's in computer science from Pacific Lutheran College in Tacoma, Wash. and a master's in strategic intelligence from the Joint Military Intelligence College (JMJC).

Zwick serves at the Pentagon as a NIMA Support Team Intelligence Officer to the Joint Staff, Intelligence. He worked in project management for a commercial real estate firm before joining NIMA. He has also worked in the Nonproliferation Branch at the Washington Navy Yard. A Navy veteran, he flew missions aboard EP-3 electronic reconnaissance aircraft and served as officer in charge of an intelligence detachment in a hazardous duty zone. He continues to serve in the Naval Reserve at the Pentagon as a watch officer in the National Military Joint Intelligence Center. Zwick earned two bachelor's degrees from the University of Maryland, one in political science and international relations and the other in U.S. diplomatic history. He is currently finishing a master's thesis on "Ethics and Intelligence" at JMJC.

Fresh Career Leaflet Issued

NIMA's Career Development Centers have just published a new leaflet explaining how they use five career assessment instruments (sometimes called "career tests") to enhance career counseling. The publication, titled "Career Instruments Help Dreams Become Goals and Goals Become Reality," by Don Patterson, can be picked up at any Agency Career Center. Call (301) 227-7715 for more information.



Two of NIMA's newer employees in St. Louis have something interesting in common. Analyst and translator Nathan Hays and regional analyst Peter Rinkleff both have experience working in Russia and Kazakhstan in their backgrounds. Wells Huff recently interviewed the two about their experiences. Their stories follow:



Nathan Hays boards a train leaving Kazakhstan.

Photos provided by Nathan Hays

Prior Pursuits Prove Pertinent to NIMA

By Wells Huff

Nathan Hays, an analyst and translator for the NIMA St. Louis GeoNames and Translation Team, is fluent in Russian. This is partly as the result of two stays in the former U.S.S.R., once as a student and later as a member of the U.S. Peace Corps.

Hays' experience and background in Russian culture have

proven to be extremely beneficial to NIMA's activities supporting Operation Enduring Freedom. His expertise is put to the test every morning, translating news reported by the Russian Television Networks – RTR and ORT – on the Internet.

Hays translates the news that is most applicable to the work NIMA is supporting and publishes it on the SCEN. This information has provided valuable

insight into Russian views concerning the events occurring in the world since Sept. 11, 2001.

As a junior at Knox College (Galesburg, Ill.) majoring in modern language, Hays had the opportunity to study abroad at Kuban State University in Krasnodar, a Russian state capital near the Black Sea, from August to December 1995.

Although he had studied Russian, he soon realized that he had a lot to learn. By the time he was ready to come home, he was "quite comfortable" speaking and understanding the spoken language.

Hays graduated from Knox in 1997, and in May 1998 he enrolled in the U.S. Peace Corps. His career goal was to be in the foreign service, and he saw the two-year volunteer tour of duty as valuable in-country experience.

In the Peace Corps, his primary project was to teach English to students (grades 5 through 11) and adults in the small (population 9,000 and later 7,000) Kazakhstan mining town of Kachar, on the Eurasian steppe.

After two months training near Almaty, he was sent there in



Nathan Hays poses with some of his eighth-grade students during his Peace Corps service in the Kazakhstan mining town of Kachar.

time for the academic year beginning in the fall of 1998.

For his secondary project, Hays selected a "tourist club," an outdoor-oriented organization for boys and girls similar to our Boy and Girl Scouts.

Living on his own in an apartment in Kachar was a new experience. Like many other villages in the steppes, the village's heat was supplied by above-ground pipes from a central heating plant. The average temperature outside hovered between 10 degrees above and 10 degrees below zero. For the entire six-month-long winter, the temperature in his apartment never got above 48 degrees.

For three months, from January to March of 2000, electricity was available for only three hours a day. Every month a local official took cash from local receipts back to Russia, where the electricity was produced, to pay for it. One month the cash disappeared, and there was no electricity.

Then there was the village bazaar, the only source of food and household goods. "You never knew, from visit to visit, what they would have and what they wouldn't," said Hays. So his habit was to buy anything he might need later when he saw it.

The good part was, he was soaking up the Russian and Kazakh languages. "I was the only English-speaking person in town," Hays said. After three months, he was dreaming in Russian.

How did the experience change his life? Foreign service is no longer a career aspiration. "You have to leave this county, and live somewhere like Kachar, to appreciate what we have here," Hays said.

And what are some of the things he appreciates? "Hot water. And no bazaar."



Photo provided by Peter Rinkleff

Getting testing tools inside a frozen casing sometimes required extreme measures. Here Peter Rinkleff (in blue), Norwegian Henning Berg and Filipino Mateo Austria use hot water from a tea kettle.

Peter Rinkleff, a new regional analyst in St. Louis, has also lived and worked in Kazakhstan, but for quite a different reason. For six months last year he was in the region of Mangistau, near the Caspian Sea. He was working for Schlumberger, an oil field services company, logging new oil wells in a Texaco exploration field called North Buzachi.

Rinkleff is now assigned to the Caucasus Regional and Geospatial team in the Eurasia-Africa Geospatial Center. After completing Geospatial Analysis training in April, he will be working on products to support geospatial activities over the Caucasus, including interactive fly-throughs, reference graphics and the building and maintenance of a Caucasus Geographic Information System (GIS) database.

After four years of military service, including two-and-a-half years in Germany as a radio intercept operator and German linguist/translator, Rinkleff received a bachelor's degree in geology from Bemidji State University in Minnesota and a

master's degree in geology from the New Mexico Institute of Mining and Technology. His course of study included summer field work on Russia's Kamchatka peninsula, studying Kurile Lake, a large caldera-type volcano in the region.

Graduating in December 1999, he took a job briefly with an environmental consulting firm based in Houston, then went with Schlumberger in September 2000. He was told that after two months' training in Sumatra, Indonesia, he would be sent to do seismic and other testing of oil wells in the Mangistau region of eastern Kazakstan, where the bulk of Kazak on-shore oil is found. He knew that the atmosphere would be somewhat bleak, but the pay was good. Did he anticipate a degree of danger?

"It was really trading one kind of hazard for another," Rinkleff says. "There's always an element of risk, whether you're working at contaminated industrial sites or drill rigs."

continued on page 16

National Geographic Museum Displays Solid 3-D Map of SRTM, Landsat Data

By Paul Hurlburt

The first non-governmental application of data gathered aboard the NIMA-NASA Shuttle Radar Topography Mission (SRTM) is part of a new exhibit at the National Geographic Explorers Hall Museum, 1145 17th St., N.W., in Washington, D.C. The data was used to create an 8- by 4-foot three-dimensional solid terrain model of a portion of Patagonia in South America. The model is one of 17 solid terrain models currently on display at the museum.

Many of the National Geographic museum's models, including the one containing the SRTM data, are visible from the street, hanging in large plate-glass windows.

Elevation data collected during the February 2000 SRTM covered about 80 percent of the Earth's surface. The data, which was gathered by crew aboard the space shuttle Endeavour, increased the resolution of elevation measurements a hundred-fold in many areas that had been sparsely covered. The height measurements were derived from data collected by radar antennas in the shuttle's payload bay and at the end of an attached 60-meter (200-foot) mast. Officials say the SRTM may prove to be one of the best geospatial collection tools in the history of mapping.

Dr. Robert E. Crippen, a research scientist at NASA's Jet Propulsion Laboratory in Pasadena, Calif., created the model of Patagonia by digitally overlaying

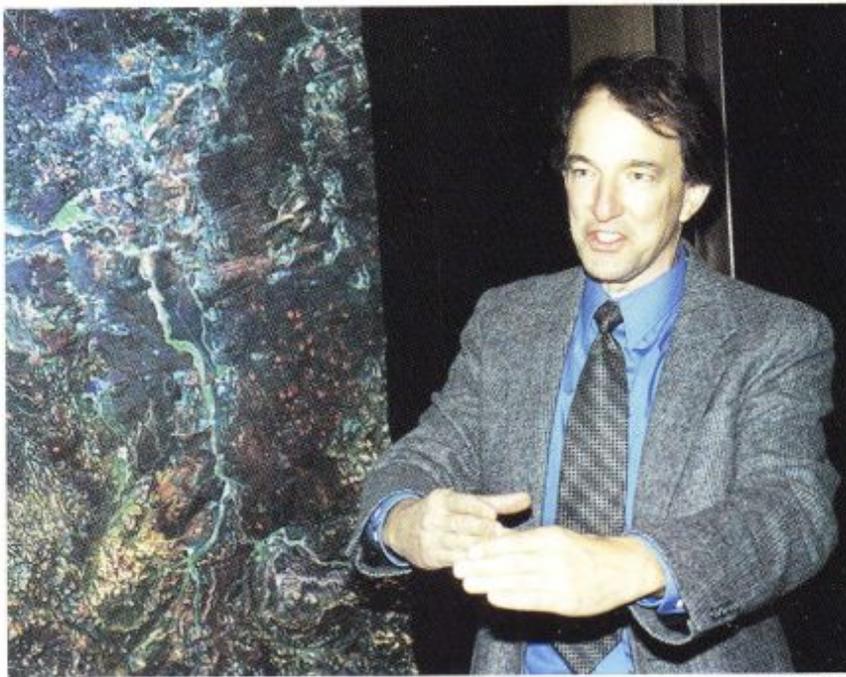


Photo by Rob Cox

Dr. Crippen describes the 3-D model he created using data from the NIMA-NASA Shuttle Radar Topography Mission. Crippen was present for the opening of the exhibit of 3-D models Dec. 10.

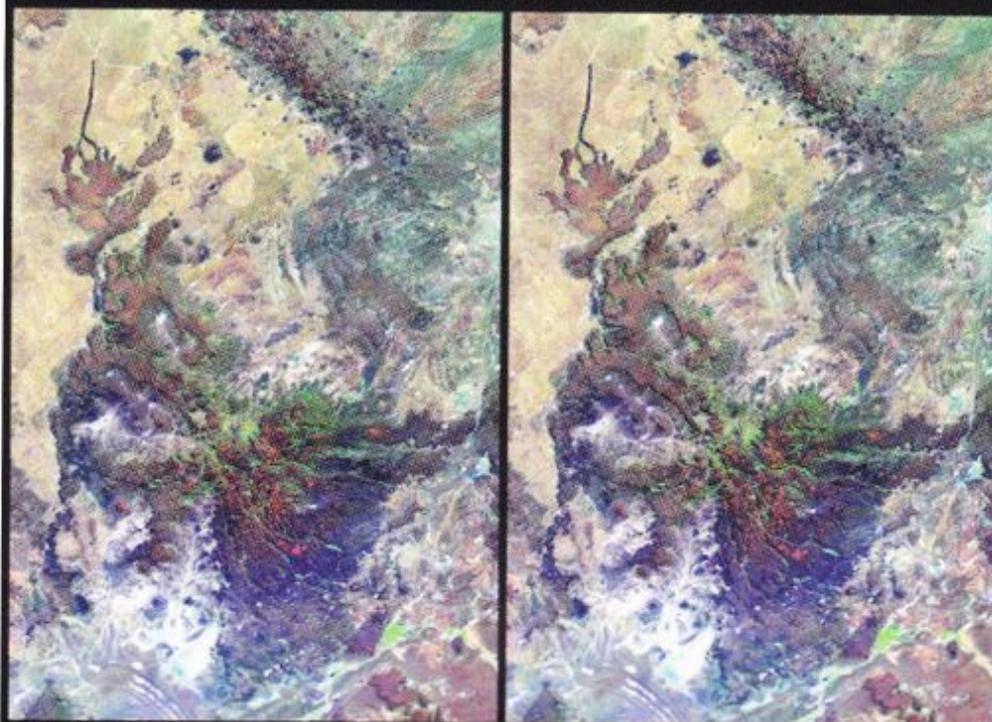
imagery from the Landsat 7 Enhanced Thematic Mapper Plus onto SRTM data of the same area. A principal investigator for the SRTM, Crippen specializes in enhanced information extraction from Earth observation data sets. The Landsat 7 image depicts both visible and infrared reflected light as colors indicating ground cover and rock type.

New Technology

Solid Terrain Modeling (STM) of Fillmore, Calif., built all of the models in the exhibit. Made of hardened high-density polyethylene foam, the models were cut and printed on machines controlled by software that deciphers elevation data. Color images were subsequently trans-

ferred to the surface of the solid terrain models. "Thanks to computer technology, STM has moved 3-D map and model manufacturing into the 21st century," said STM Founder and President Lawrence Faulkner. Both Faulkner and Crippen were present for an opening of the exhibit Dec. 10, along with the Chief of NIMA's Shuttle Radar Topography Program Office, Thomas Hennig.

The exhibit shows an eclectic collection of solid terrain models, among them, Mars, Afghanistan, Hurricane Floyd, Chesapeake Bay and San Francisco. The largest piece is Crippen's 52-foot-long model of the Grand Canyon, hung in a hall overhead, which uses elevation data



Right Eye Image

Left Eye Image

To view stereo pair above, cross eyes slightly until a third white dot appears between the two. New center image is 3D!

Stereo image of Patagonia from the Jet Propulsion Laboratory Web site is on display as a solid 3-D map at the National Geographic Explorers Hall.

produced by the U.S. Geological Survey.

"Besides interpreting the world through photographs and documentaries, the National Geographic Society has long been associated with maps," said Susan Norton, Director of Explorers Hall, during opening remarks. "Our intention in creating this exhibit was to enlarge the viewer's notion of a map by showing 3-D models that break new ground in helping us to understand the Earth." Allen Carroll, Chief of National Geographic Maps, proposed the mapping idea for a renovation of Explorers Hall.

Crippen said JPL welcomed the chance to publicize the utility of SRTM data. It is consistent with

JPL's goal of sharing SRTM data with the public, he said. "Satellite imagery is generally in two dimensions," he noted. "What we have done here is to extract a small bit of the SRTM data to show its value in recognizing and interpreting features in a 3-D format." Processing of all the SRTM data is scheduled for completion next year.

Uses of SRTM Data

NIMA will use the SRTM data to meet customer requirements in the 21st century with a near worldwide database of elevation points 30 meters (about 99 feet) apart. Prior to the SRTM, NIMA's database at that resolution covered less than 5 percent of the

world. Public data sets will be created for the scientific, civilian and humanitarian user communities at varying resolutions consistent with U.S. government policy.

The Patagonia model covers 6,240 square miles (10,043 square kilometers) of the region, including the semiarid plateau comprising most of southern Argentina. The area is a volcanic land with collapsed craters, lava plateaus, a chain of volcanic peaks and a "classic" fault line, Crippen said. These features are plainly visible in the 3-D model.

For a complete description of the 3-D image, visit the JPL Web site. The address is <http://photojournal.jpl.nasa.gov/cgi-bin/PIAGenCatalogPage.pl?PIA02756>.

Protecting NIMA

Naval Reservists Join Security Duty

By Sue Meisner

"It's an honor to serve here," said Petty Officer 3rd class Tracy Young of his military service as a security officer with NIMA West. "We have enough pride in what we're (the U.S. Navy Security Force) doing to go beyond the call of duty to protect people and property."

When we last covered the NIMA security guards, in the November *Edge*, they were hard at work meeting the increased security needs following the Sept. 11 terrorist attack. Mission requirements continue to tax the force, whose members still work 12-hour shifts. But just in time for the New Year, help "sailed" in from the U.S. Navy.

"We were the first organization to get our requirements in (for law enforcement specialists) and received the first class graduates" from the Naval Reserve Law Enforcement Specialist Course, said Cmdr. Mike Yuhas, NIMA's Reserve Management Officer.

From all Over

The sailors come "from all over the country and all sorts of rates (military occupation specialties). They came together for training in Pennsylvania and then came out here," said Yuhas.

"We stood up reservists just to support the new security specialist training requirements," said Lt. Cmdr. Diana Peterson, Department Head for Training Technology, Naval Reserve Force Training, in New Orleans. "We (the Navy) didn't have enough security specialists."



Photo by Larry Franklin

Petty Officer 2nd class Jorge Vasquez checks Imagery Analyst Marisa Howard's identification card as she enters the Washington Navy Yard.

Although the Law Enforcement Specialist Course was already in existence, classes ran just once a quarter. The Navy now has classes available beginning every other week at Naval Air Station Joint Reserve Base Willow Grove, Pa., and Naval Air Station Joint Reserve Base Fort Worth, Texas.

"We condensed the normal, six-week course into two weeks," said Peterson. "The training is very intense; the students work every day, with one day off if they qualify (during weapons training). We're starting from zero with some folks who never planned a security career."

Members of NIMA's U.S. Navy Security Force have been very complimentary of the training they received. Dubbed "Noble Eagle 1," the first class of graduates came to NIMA East, while

the second class, "Noble Eagle 2," went to NIMA West.

Well-Trained Group

"Even with my time in civilian law enforcement, I learned a lot (at the school)," said Young, a Deputy Sheriff for Linn County, Iowa. "The instructors were highly motivated and very knowledgeable."

The instructors have approximately 15 years of Navy experience in addition to their 15 – 30 years in civilian law enforcement, said Peterson. Two served as police officers with the New York City Police Department.

In addition to the Navy training, all of NIMA's security specialists received on-site training at NIMA East or West.

Said Senior Chief Petty Officer Tracy Hickey, Navy Operations Officer in the West, "Training for

both Noble Eagle and NIMA has been exceptional. All security staff members have been very proficient and knowledgeable in security policies and procedures. We look forward to continued training; it helps every sailor to remain on the cutting edge."

"I volunteered for active duty," said Petty Officer 1st class Mark Templar, of Colorado Springs, Colo., "and was pleasantly surprised to work in anti-terrorism efforts at home." Although he worked with refugees in Somalia while on active duty, Templar had no prior law enforcement experience. He's currently part of NIMA's Washington Navy Yard security force.

"It's been an experience," said Petty Officer 1st class Neil Walles, also at the Navy Yard. "We came in not knowing exactly what we were going to do,

and it's worked out well. Walles, who normally handles logistics at a cheese plant in Aurora, Mo., said the reception at NIMA was really good. "People have been really glad to see us, which makes us feel good. Everyone at NIMA has been courteous and kind."

No Complacency

"This is just as important as being overseas," said Petty Officer 1st class Matthew Stewart, of Ava, Mo. "You never know where something might happen – you have to fight complacency." A department manager for Sam's Club, Stewart also volunteered for active duty and was selected for the security training.

"The Noble Eagle training opened up my eyes to the dangers police officers face," said Stewart.

All of the security force members are volunteers. They volunteered for active duty, and the Navy chose them for this assignment, said Yuhas. They come from all over the country and from diverse backgrounds.

The Navy security force is at NIMA to maintain a military presence throughout the national emergency. Their mission is to protect life and property, deter acts of terrorism and prevent acts of crime.

The civilian security staffs, both East and West, have been grateful for the assistance. Said Bill Covington, Security Police Chief in St. Louis, "They're doing a real fine job, completing roving patrols in the morning, working the gates and handling vehicle inspections. Their help has allowed some of our regular staff to have some time off."

"Their service is exemplary," said Smith of the sailors in the East. "We are meeting the requirements for the mission, and remain very optimistic and much encouraged" by their service.

One-Year Tour

Navy security force members are currently working at NIMA Bethesda, Reston and the Washington Navy Yard in the East, and at NIMA Arnold and St. Louis facilities in the West. With anticipated end strength of 35, twenty-seven sailors are currently on board with NIMA. They expect to be with NIMA for one year.

Although NIMA also requested security support from the Army, only the Navy has been able to assist thus far, said Yuhas. "Mobilization of this type has not been done since World War II and so our results to date have been mixed. The Army is still working on the requirement. Eventually we expect the Army's



Photo by Ted Koth

Petty Officer 1st class Matthew Stewart inspects a truck at the entrance to NIMA Bethesda.

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Little Things Can Have Big Results Sometimes, NIMA Lawyer Discovers

By Denise Webster

Years ago I went for a job interview at what was then the Defense Mapping Agency (DMA) General Counsel's Office. It was dark outside as I drove through the small suburban streets of Bethesda, Md. The interview took place at 6 a.m., when it seemed the rest of the world was still asleep. Little did I know then how much the work of this

small Agency affected the world outside the United States; several key legal cases brought home this point to me.

The Mayaguez Incident

On May 12, 1975, Cambodian forces in the Gulf of Thailand seized the SS Mayaguez, a privately owned U.S. vessel. The ship and crew were forcibly held on various islands in the area. Later that same day, DMA issued a "Special Warning" advising

mariners to remain more than 35 nautical miles off the coast of Cambodia and more than 20 miles off Vietnam, including off-lying islands.

The U.S. military rescued the crew two days later, and Marines retook the ship. The crewmembers then sued the United States, alleging, among other things, that DMA should have warned the ship in advance of the potential danger. At trial, the plaintiffs stated that "the Mayaguez was proceeding on a course plotted in accordance with the DMA Sailing Directions."

The U.S. State Department had been advised on May 4 that there had been an attempted seizure of a Korean vessel by what appeared to be Cambodian military forces. The next day, the State Department received a report of a shelling in the same area by a communist vessel. Additionally, on May 7, the U.S. Intelligence Community learned that Cambodian forces had seized a Panamanian vessel. Plaintiffs contended that based upon this information, DMA should have issued an earlier warning and had DMA done so, the Mayaguez would have avoided the area and the incident would never have occurred.

Today, NIMA, as part of its usual course of business, issues radio navigational warnings intended primarily to provide vessels with navigational safety information. This information includes changes or malfunctions in major navigational aids, new depth information, naval operations and search and rescue operations. These radio warnings are later included in the



Photo by Gerald Goodin

NIMA St. Louis Assistant Chief of Police Carol Moore welcomes Petty Officer 3rd class Tracy Young aboard.

U.S. Naval Reservists Join Security Duty

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commitment to be even larger than the Navy's."

Dedicated to Mission

Despite the hardships in leaving families and civilian work obligations, the sailors remain dedicated to NIMA and the security mission.

"While it was hard for them (family members) to see me go, they understand my commitment to the Navy and the importance of my service," said Young.

The sailors have found NIMA's civilian and military staffs helpful in settling them in to their new work and routines. Said Hickey, "Thank you for welcoming us as part of the team."

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weekly printed "Notices to Mariners." The subject warning that was issued was not a radio broadcast warning, however, but a "Special Warning." Special Warnings disseminate political and military information that may affect U.S. shipping. They can originate in any of several agencies, but the State Department must approve them due to their political nature.

Since the Special Warnings are political in nature, and involve discretionary deliberations at high levels of government, the Court ruled that the government is not subject to a lawsuit that questions its exercise of discretion. The Court also noted that even with respect to the radio navigational warnings alone, the government has never undertaken to provide mariners with advance warning of every possible hazard to safety, and could not possibly do so. Moreover, the Court had no evidence that any of the information ever reached DMA prior to the Mayaguez seizure. The fact that someone in the government, large as it is, acquires some information is not sufficient, according to the Court, to charge other government personnel with having the same information.

Lights for Stranded Ship

A case originating in Scotland provides another example of NIMA's worldwide influence. In 1977, the Pioneer Commander stranded on Clettack Skerry in the Pentland Firth in Scotland. The owners of the ship sued the United States, alleging that an error in DMA's List of Lights, describing the Pentland Skerry's Light, caused the stranding. NIMA's List of Lights provides precise characteristics of lightships, lighthouses, offshore light stations, fog signals, lights, buoys and radio beacons. DMA's

About the Author

Denise Webster is an Associate General Counsel in the Office of General Counsel and currently works in the International Division. As part of her duties she represents NIMA on the Legal Advisory Committee of the International Hydrographic Organization. Prior to joining DMA in 1989, Ms. Webster worked at the Defense Logistics Agency, and prior to that served with the Naval Judge Advocate General's Corps in San Diego, Calif.



General Counsel initiated the first computer simulation of a stranding used in a trial. The Court ruled that the navigation of Pioneer Commander had been grossly negligent, the ship was not seaworthy, and the discrepancy in the DMA List of Lights played no part in the stranding. The primary significance of the case was that for the first time, the government argued that DMA is immune from liability for damages attributable to errors in its foreign hydrographic products. The Court agreed and so ruled, but since the case was also won on the merits (the Court ruled that navigation of the ship had been negligent and the ship was not seaworthy), the immunity ruling largely escaped attention.

A Ship Lost in Brazil

Another major piece of litigation the General Counsel's Office handled was the case involving the Hyundai New World, a 200,000 dead-weight ton bulk cargo carrier. In 1987, it stranded in the Bay of San Marcos, Brazil, resulting in a total loss of ship and cargo. The ship's owner, cargo owners and

underwriters, sued the United States for negligence, alleging the ship's navigators were using NIMA (then DMA) chart 24271 containing errors and omissions that caused the stranding. The potential damages were noted at \$60 million.

The DMA chart that had been used was a modified facsimile of a Brazilian chart. A modified facsimile is essentially an exact replication of a foreign country's chart with minor language changes. Part of NIMA's mission is to provide international geospatial products, support, services and information to the Department of Defense and the Intelligence Community. In order to fulfill this mission, NIMA has a robust international program through which it exchanges data with foreign partners.

Because of the potential for unlimited liability resulting from data received from a foreign country, Congress in 1994 enacted 10 U.S.C. Section 456. This statute states that no civil action may be brought against the United States on the basis of

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the content of a navigation aid prepared for or disseminated by NIMA. So what happened to the Hyundai case that was ongoing when the statute was enacted? The statute applied retroactively and the court dismissed the case.

It is impossible to know if the U.S. government would have been held liable if the statute had not applied retroactively. Worth mentioning, however, is that a Korean (Mokpo District) Maritime Casualty Investigation Board found that the Korean-owned ship's stranding occurred primarily because the vessel was misguided into a shallow sea site by the negligent steering of the pilot, and the negligent supervi-

Prior Pursuits Prove Pertinent To NIMA

continued from page 9

The field at North Buzachi has a drilling environment different than most other oil fields. The oil is relatively shallow, about 500 meters below the surface. During drilling, the potential for blow-out is high. Shallow gas caused two small blow-out incidents during one drilling program. "You have to be careful," Rinkleff said.

The exploration prospects looked pretty good at the beginning. Texaco expected a big play with substantial profit potential. But as months went by the picture changed, and by June 2001, Rinkleff was headed home.

But he doesn't regret the Kazakhstan experience. With his education, training and earlier studies in Kamchatka, he was a good candidate for NIMA. Six months later, in November of last year, he became part of this Agency.

sion of the Master over the pilot. Additionally, the Master of the ship had available for his use more suitable, larger-scale local Brazilian charts.

The Cavalese Incident

A more recent case in which NIMA and the General Counsel's Office were deeply involved arose in Italy. In February 1998, a Marine Corps aircraft on a low-level training mission struck a gondola cableway near a ski resort in Cavalese, Italy. All 20 occupants of the gondola were killed. The aircrew was charged with numerous counts under the Uniform Code of Military Justice, including involuntary manslaughter and negligent homicide. The pilot based his plea of not guilty not only on the plane's altimeter malfunctioning, the navigators experiencing an optical illusion and inadequate training by the Marine Corps, but also on NIMA's tactical pilotage chart: if it had depicted the gondola, the navigators would have flown an alternate flight route.

NIMA's involvement in the court martial did not revolve so much around the NIMA air chart mentioned above, but rather the provision of technical support to the Court. For example, both prosecution and defense requested NIMA provide data and technical support for the creation of a Powerscene flythrough depicting the flight path. Additionally, a NIMA technical witness testified at the court martial about the computerized 3-D flythrough's creation, thereby establishing the foundation for admission of the flythrough at trial.

Simultaneously with the court martial, a law firm had filed civil claims against NIMA totaling \$31 million on behalf of the five Belgians who were killed as a result of the incident. The claims alleged that NIMA's negli-

gence in omitting the cableway on its chart significantly contributed to the incident. Ultimately the law firm filed claims against the U.S. government in the U.S. District Court for the Eastern District of North Carolina. The District Court (and subsequently the U.S. Court of Appeals) dismissed the claims, stating that the NATO Status of Forces Agreement (SOFA) between the United States and Italy is the exclusive remedy for the victims of the gondola incident. Pursuant to the NATO SOFA (vice the court suits) the attorney for the Belgian families accepted payment on behalf of the decedents' families.

One year after the incident, former President Bill Clinton and Italian Prime Minister Massimo D'Alema appointed a bilateral Italian-U.S. Commission to conduct a safety review. The Prueher Commission concluded that the accident was caused by aircrew error and that supervisory error occurred within the aircrew's chain of command, thereby essentially absolving NIMA of responsibility.

Creation of NIMA

In 1996, NIMA was formed by combining portions of the intelligence community with DMA. Its mission was enlarged beyond the former DMA's to include significant national and intelligence components. As a consequence, since 1996 the NIMA General Counsel's Office has been involved in providing support for numerous criminal cases in federal and world courts. The role and support that NIMA has played in these cases remains classified.

I still ponder the fact that small actions that occur here within NIMA somehow have global implications. It certainly makes for interesting legal work.

State-of-the-Art GIS Project Draws Attention of NIMA Technical Director

By Wells Huff

Last year, Dr. Gary Higgs, Assistant Professor and Director of St. Louis University's Geographic Information Systems (GIS) Laboratory, was asked by the St. Louis Police Department to set up a GIS program for possible use in defense of terrorist attacks or other emergencies involving schools or classrooms. Higgs has expertise in GIS, remote sensing, economic geography and photogrammetry.

Sharon Hawk, a geospatial analyst at NIMA for the Caucasus Team, Commonwealth of Independent States Branch, is attending St. Louis University and majoring in the university's Urban Affairs Public Policy Program. She will receive a master's degree this spring.

The project Higgs set up was named the Columbine Project (for "No more Columbines!); it is now in prototype.

Hawk, NIMA's Bill Heidbreder and Higgs brought the Columbine project to the attention of NIMA Technical Director Roberta Lenczowski. A NIMA delegation headed by Lenczowski then toured the GIS lab and viewed a demonstration.

"What Dr. Higgs has done is state-of-the-art GIS," said Hawk.

For the high schools used for the project, a schematic was recreated from the original building plans, digitized in Geomedia and transferred into ArcView GIS and mapping software.

Graduate students and others recorded images of each classroom with an IpeX camera, which can record 360-degree panoramic views of a room.

The St. Louis Police Department asked for a GIS program for possible use in defense of terrorist attacks or other emergencies involving schools or classrooms.

"Once in ArcView you can click on one of the classrooms and check it out completely doing a 360 degree view," said Hawk. "If terrorists were in the room, you could figure out what approach to take, based on what you see on the sweep of the room."

The prototype has been so successful that additional building sites have been added by request of the Police Department. According to Higgs, a local computer company will soon begin

participation in a large portion of its future development.

Heidbreder, one of NIMA's senior project managers for Technical Development and a director of the American Society for Photogrammetry and Remote Sensing (ASPRS), arranged and led the NIMA tour. Higgs, a past president and board member of ASPRS, headed the technical program committee for the ASPRS Convention in St. Louis last year. Hawk is currently vice-president of ASPRS in St. Louis.

The venture may also be useful for urban warfare exercises and for homeland defense, said Higgs. "To our knowledge, the Columbine Project is the first of its kind."

"There are many possible technical uses for the urban planning, urban affairs and public policy Ph.D. program at St. Louis University," said Higgs. "There are also many possible applications for the ASPRS and its members."

"You can click on one of the classrooms and check it out completely doing a 360-degree view," says Sharon Hawk.



NIMA's First Historian Collects, Catalogues History

By Sue Meisner

“The goal of our history program is to preserve and promote the heritage and accomplishments of NIMA and of NIMA’s predecessors. While doing this, we will explore the origins and development of our corporate identity, and our contributions to America’s imagery and geospatial needs through the years,” said NIMA’s first historian, Martin Gordon. “For our colleagues going down new paths, we can help make sure their work is preserved and understood for the future.”

“The heart of our collection effort will be the Historical Research Facility under construction in the Ruth Building (in Bethesda, Md.),” said Gordon, who is also a published author. “Our contract archivist, Lisa Wagner, will process our histori-

cal holdings and catalog them in Voyageur. Our contract curator, Marylou Gjernes, will then be able to document our artifacts and make them available for viewing.”

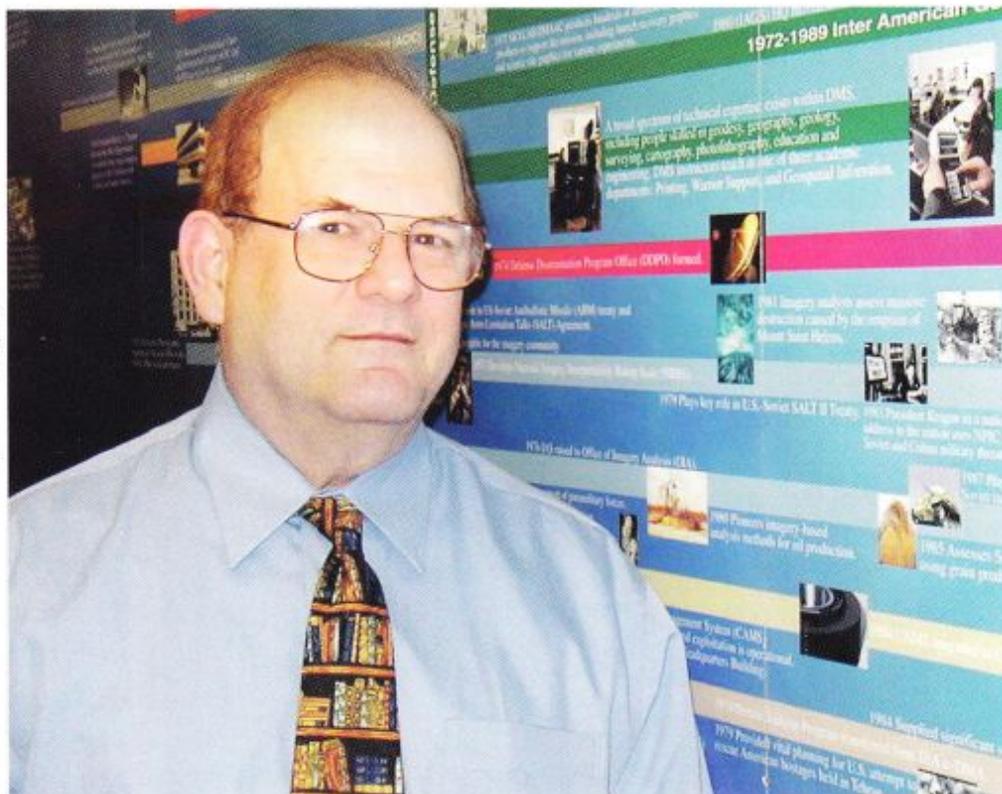
“Later this year when our facility is up and running, we will be looking for photographs, newsletters, artifacts and other papers and objects to build our basic research collections,” said Gordon. “As our oral history program starts, we’ll be looking for biographical material about the people that made up all of NIMA’s organizations. This will include not just the leadership, but all of the groups represented in the NIMA work place – we will cast our net wide for reminiscences, photographs and anything useful that helps us understand our heritage in an inclusive way.”

Gordon won’t be doing all this on his own; in addition to the specialists mentioned above, an oral historian, Donita Moorhus, will also join NIMA’s contractor team. A partnership with fellow Intelligence Community historians will be critical. “Our goal is to make sure all important intelligence work is documented, but that we don’t waste resources by duplicating each other’s efforts,” said Gordon. “I will be visiting the Department of Defense and Joint Chiefs of Staff historical offices to establish the same level of coordination.”

NIMA employees have been enthusiastic about documenting NIMA’s history. “I have been stopped in the hallway and told how happy that person is that NIMA now has a historian,” said Gordon, who also serves as an associate professor of history at University College, University of Maryland. “I have already been offered more materials than I can store until the Historical Facility opens. Managers have taken the

NIMA’s first historian, Martin Gordon, stands in front of a pictorial display of NIMA’s chronological history.

Photo by John Iler



Graphic Designer Enters Publishing World

By Muridith Winder
and Paul Hurlburt

time to answer my questions about the programs and events. We're off to a good, solid start."

Plans for the future include an Internet-based Visual History Center to showcase NIMA's heritage, in lieu of a traditional museum, said Gordon. "Our alumni will be able to contribute their stories, images and artifacts for all to see."

"In addition to the Visual History center, we will hold conferences and loan artifacts to the Smithsonian Institute and other museums," said Gordon of his plans for the history team. "We have several large and small conferences in the early planning stages."

"In return for these conferences and joint museum projects, NIMA will receive recognition of its accomplishments and acknowledgement of its contributions," said Gordon. "We will also provide talks for professional symposia and publications. We are working with the NIMA records management and library staffs to continue the good work they've done in saving and documenting important filings and holdings."

Gordon, who holds a doctorate in American Studies from George Washington University, was most recently published in *The Washington Times*. His article, titled "Surrender temporary for many in South," appeared in the Nov. 17, 2001 edition of the newspaper. Prior to NIMA, Gordon worked for the Marine Corps History and Museums Division and the U.S. Army Corps of Engineers History Office. He has written about the history of the National Guard, the Black Militia and the origins of American involvement in chemical warfare, among other topics. Gordon currently works in Erskine Hall in Bethesda.

A graphic designer in the NIMA-Bethesda Visual Information Division found a new way to express herself when she published a book of poems and short stories entitled *Nothing But the Truth*.

Gwendolyn Pierce, whose writing experience amounted to little more than an attempt at a novel six years ago, started the book in July 2000. "I felt inspired and wrote as many as 20 poems in one day," she said. "I just kept going, observing people and what they are going through in life as my inspiration for these works."

Pierce didn't stop there. After completing her poems and stories, she designed the cover, took some of the pictures inside the book, obtained the copyrights and did all the things a publisher would normally do. She contracted the printing job and used her own funds to produce 1,000 copies. NIMA's internal policy editor, Gail Cherochak, was one of the book's editors.

A graphic designer and production manager in the Army, Pierce worked at the Pentagon in the Army Visual Information Center. She was a graphics production manager for the Air National Guard Readiness Center, working in Crystal City, Va., before coming to NIMA last year. She has taught computer graphics at Howard University.

"*Nothing But the Truth* is a three-part compilation of feelings illustrated through original poetry and short stories," Pierce states in her introduction to the book. "I wrote this book so everyone, young and old, can relate to the



Gwendolyn Pierce

emotions and be uplifted." The book is "meant to be inspiring," she adds. Many of the poems reflect Pierce's personal faith. However, regardless of one's religious persuasion, many will find personal meaning in poems like the following, "Getting Even," which is reprinted in part:

Getting Even

Sometimes we go through
storms, with pain and
obstacles,
To see how strong we are,
To test our love to feel if it's
really love,
To test our wisdom,
To make sure we are making
the right choice.

Getting even when someone
hurts you
Will only cause you more
pain.
If you have faith, pray to the
Father in Heaven.
Tell Him your troubles
And He will direct your path.

NIMA Senior Leaders Receive Presidential Rank Awards

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. will present Presidential Rank Awards on behalf of the President of the United States to three key senior leaders this month. William R. Alder Jr., Director of the Acquisition Directorate (A), will receive the Distinguished Presidential Rank Award. David A. Broadhurst, Director of the Training and Doctrine Directorate, and Marvin Eugene Smalling, Director of the Procurement and Contracts Office, will receive Meritorious Presidential Rank Awards.

The Department of Defense designed the Presidential Rank Awards to attract, retain, reward and motivate highly competent executives. DoD limits the number of awardees in the Defense Intelligence Community who may receive the award each fiscal year to 1 percent of Defense Intelligence Senior Executive Service members for the Distinguished Rank Award, and 5 percent for the Meritorious Rank Award.

Alder received recognition for his transformation of the Acquisition Directorate. He was a catalyst in NIMA's reorganization, poising the Directorate to focus on modernization and the



William R. Alder Jr.



David A. Broadhurst



Marvin E. Smalling

establishment of acquisition program management, systems engineering, and imagery and geospatial sciences as core competencies. He restructured NIMA's existing engineering support contract to provide a performance-based, accountable system integration function, effectively shifting responsibility from the government to industry.

The award recognizes Alder's achievements from June 1988 through May 2001, noting that he has consistently proven his ability to assemble and motivate diverse, high-performing teams, frequently spanning organizational elements. These teams have achieved important mission successes. His training and recruitment initiatives resulted in a 41 percent increase in the percentage of Defense Acquisition Workforce Improvement Act certified acquisition professionals in NIMA the last two years.

In nominating Alder, former NIMA Director Lt. Gen. James C. King noted that Alder "is a recognized expert in the systems and technology arena and is known for his vision and innovative program execution."

Broadhurst was recognized for his contributions to NIMA from October 1996 to May 2001, and beginning with his selection as the Agency's first Deputy Director for Plans and Analysis. In this position he developed the Agency's first strategic plan, including goals and strategies that remain relevant for NIMA planning five years later.

In 1997, Broadhurst became the first Director of the National Imagery and Mapping College, a recognized change agent within and external to the Agency. He established the College's School of Leadership and Professional Studies, which serves as a model for other Agency leadership development activities. Under his leadership, the College's Defense Mapping School doubled its course offerings to the military services and NIMA's geospatial analysts. Additionally, the College's National Imagery and Analysis School developed curricula needed for intermediate and advanced imagery intelligence disciplines.

Said King, "Since taking the position of Director, NIMA College he has taken a fledgling

Correction

Al Hirschman also served on the team that prepared and submitted the application for the Maryland Quality Award the Financial Management Directorate received, as reported in the December *Edge*.

ACCOLADES

coalition of training elements and built it into a premier organization for training and education of NIMA civilians, members of our armed forces and other government agencies.”

Smalling's award noted that his demonstrated creativity and innovation in acquisition led to major strategic changes within the Agency, enhanced the U.S. industrial base and served as a model for the entire federal government. Acknowledging a period of service from August 1996 through May 2001, the award credited his key role in devising a strategy of developing an industrial base to allow outsourcing of NIMA's critical geospatial production.

Smalling's "actions to enable strategic change and implement acquisition and personnel reform have made a lasting impression on this Agency and created a legacy for the future" said King. "The industrial base has grown to over 200 firms that support

both NIMA and other government agencies.”

As the Agency's senior procurement executive, Smalling has been equally creative in using legislated acquisition authorities to deal with the very difficult issue of A-76 competitive studies. He designed an outsourcing

strategy for information technology and services for American Native Corporations to directly convert to contract slowly over a period of years. This makes a reduction in force unlikely and allows employees the opportunity to retire.

Previous NIMA Recipients of the Presidential Rank Award

2000

Roberta E. Lenczowski –

Distinguished

Marcus J. Boyle –

Meritorious

Frederick L. Faithful –

Meritorious

1999

Edward J. Obloy –

Distinguished

William R. Allder Jr. –

Meritorious

Thomas K. Coghlan –

Meritorious

1998

Russell T. Gustin –

Meritorious

Roberta E. Lenczowski –

Meritorious

1997

Irvin P. Buck –

Distinguished

Edward J. Obloy –

Meritorious

Robert N. Smith –

Meritorious

SecDef Honors Faithful Civilian Service

Frederick L. Faithful, Director of the Requirements and Analysis Office, InnoVision Directorate, recently received the Department of Defense Distinguished Civilian Service Award. Dr. David S. C. Chu, Under Secretary of Defense for Personnel and Readiness, presented the award at a Pentagon ceremony Dec. 4.

Faithful successfully led the transition of NIMA and the U.S. Imagery and Geospatial Information System into the 21st Century through development of the 2010 Concept of Operations, Modernization Plan and Capstone Requirements Document. The award citation recognized Faithful's "ability to forge consensus among numerous stakeholders with conflicting interests and (was) directly responsible for development and validation of a complex and critical acquisition foundation."



The DoD Distinguished Civilian Service Award is the Department's highest award that may be granted to a career DoD civilian employee whose career reflects exceptional devotion to duty and whose contributions to the efficiency, economy, or other improvements in DoD operations are of a significantly broad scope. Faithful was one of only seven federal civilian employees to receive the award this year.

Faithful received the Meritorious Presidential Rank Award in 2000. He began his federal civilian career in 1995 with the Central Imagery Office's Requirements Division. At NIMA, he's served as the Chief, Studies and Analysis Division, and Deputy and ultimately Director of the Requirements and Analysis Office, InnoVision Directorate. Prior to his federal civilian service, Faithful served almost 22 years as an Air Force officer specializing in resource management.

OUR PROGRAMS

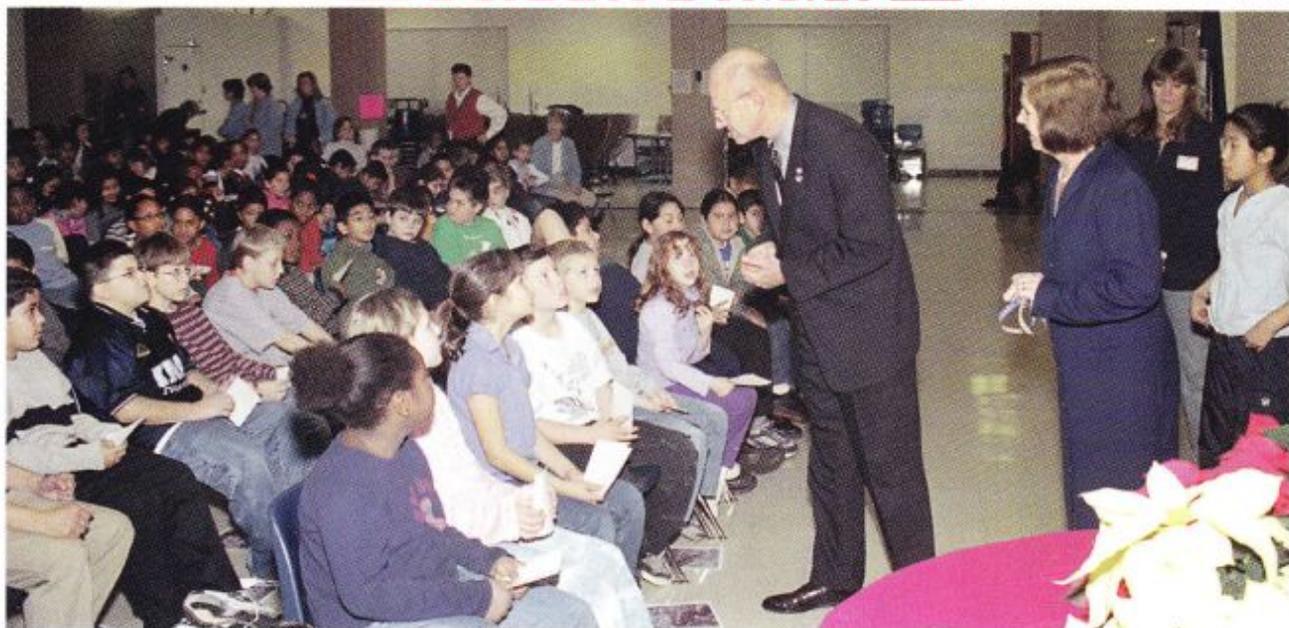


Photo by Tony Boone

NIMA Director retired Lt. Gen. James R. Clapper Jr. interacts with Hutchison Elementary School students at the Dec. 14 partnership signing ceremony.

NIMA Renews School Partnership Agreement; Director Meets Students

By Kim Powers-Roivas,
Reston School Partnership
Coordinator

On Dec. 14, Hutchison Elementary School's (Herndon, Va.) annual geography bee set the stage for the renewal of NIMA's school partnership program with Hutchison.

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. personally signed the document committing NIMA to a 10th year of partnership with the school. Also signing the agreement were Hutchison school officials, as well as John Liebsch and Kim Roivas, NIMA Reston Coordinator and Assistant Coordinator, respectively, for the partnership program.

Addressing the school's administration, faculty and 4-6th-grade student body, Clapper enthusiastically recognized the importance

of School Partnership Programs. "I'm here today to tell you that NIMA is committed to our partnership program agreement with this school," said Clapper in his opening remarks. He explained that like the many NIMA employees who work at Hutchison as tutors and pen pals, he too participates in the program; Clapper is a pen pal for a 5th-grade student at Hutchison.

Tells about NIMA

"I'm also here today to tell you a little bit about what NIMA does for our country," said Clapper. For the next 20 minutes, he treated students and faculty to a presentation that included discussion about different types of maps, imagery, safety of navigation and other NIMA products and services.

The students were particularly impressed with a computer-simulated flight over the Peru/

Ecuador border, Shuttle Radar Topography Mission (SRTM) digital terrain elevation data enhancements for fly-throughs, and the opportunity to view 3-D imagery through 3-D glasses.

Clapper closed with reminders to the children that they live in the most wonderful country in the world and have more opportunities than children in any other country. He encouraged them to study hard and reminded them that some day, some of them may be our country's future leaders.

NIMA employees can participate in sanctioned school partnership programs supported by their local NIMA facility. Interested employees can contact Sharon Smith, NIMA School Partnership Program Administrator in NIMA's St. Louis Public Affairs Office, via e-mail or at (314) 263-4142.

RETIREMENTS

Joseph Goines Jr. retired on Jan. 3 with 35 years' experience with NIMA and its legacy organizations. In his last position, he was Chief, Aeronautical Safety Division, Office of Global Operations, Analysis and Production Directorate.

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. honored Goines at a retirement ceremony in St. Louis. Goines received several awards, including the Distinguished Civilian Service Award. He and his wife, Eleanor, both received the NIMA Appreciation Award.

In his opening remarks, Clapper recognized Goines as the kind of leader who defined leadership as action and, in the words of Rev.



Dr. Martin Luther King Jr., believed "the time is always right

to do what is right."

In his own remarks, Goines traced some defining moments of his boyhood and early career. He remembered a time when, growing up in a small town, he realized the critical importance of support from family and friends. "I saw that it does take a village," he said, adding that "we must all be accountable for making the village successful."

An Alden Bridge, La. native, Goines received a bachelor's degree in mathematics from Southern University, Baton Rouge, in 1966 and his master's degree in photogrammetry from the University of Illinois in 1970. He is a 1987 graduate of the Air War College.

Dr. Walter J. Senus was honored in Bethesda on his retirement as NIMA Chief Scientist earlier this month. He led the Agency's effort in exploiting scientific state-of-the-art applications, looking to the future by investigating scientific breakthroughs, assessing technology for application to NIMA processes and products, and recommending the broad direction to be taken to better serve NIMA's customers.

Senus began his federal career as a physicist at the Rome Air Development Center, Griffiss Air Force Base, N.Y. in 1968 after earning his bachelor's in physics from Syracuse University. He later earned his master's in physics from Syracuse. Later, he held positions with the U.S. Coast Guard as Chief of Shore Communications and then Chief



of Radio Aids to Navigation. He was Chief Scientist at the Defense Mapping Agency (DMA) from 1978 to 1984, when he returned to the Rome Laboratory, where he became Director of the Intelligence and Reconnaissance Directorate and then Director of Plans and Programs.

In 1994 Senus returned to DMA as Chief Scientist and continued in that position as NIMA's Chief Scientist after NIMA was established in 1996. He earned his doctoral degree in physics and geodesy from the University of Hawaii. Following his official retirement in August, he continued to serve as an adjunct faculty

member in the mathematics department at George Mason University. He is now with ITT Industries in Ashburn, Va.

ON THE BACK COVER, a statue of the Rev. Dr. Martin Luther King Jr. in St. Louis is draped in ivy which has attached letters made by a Sunday School class, that spell "Freedom," "Justice," "Equality," "Peace" and "Hope." The inscription on the base of the statue in the city's Fountain Park says "His Dream - Our Dream."

Clergyman, civil-rights leader, "dreamer," Nobel Peace Prize winner, and martyr, King was born Jan. 15, 1929. The national holiday in his honor was Jan. 21, and again

this year, NIMA employees East and West took time in formal observances to reflect on the meaning of his life and work.

King's lessons of nonviolence, mutual respect and inclusiveness have been incorporated into the American cultural fabric. These lessons have renewed meaning in a world, faced with the threat of terrorism, which continues to look to America as its best hope.

Photo by Paul Hurlburt



HIS DREAM - OUR DREAM
DR. MARTIN LUTHER KING, JR. 1929 - 1968