

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

KNOW THE EARTH...SHOW THE WAY
JUNE/JULY 2002



Being There

**NIMA Supports the War Fighter
in Afghanistan**

June/July 2002

EDGE

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On the Cover

NIMA geospatial analyst Stacy Mayse pays a visit to the reopened U.S. Embassy in Kabul. Mayse was one of almost 100 employees and contract personnel who deployed as members of NIMA Support Teams to support combat forces in Afghanistan. Deployment Team Leader Craig Pearson describes the role played by NIMA Support Teams in an article that begins on page 8. Mayse and some of the other support team members describe their experiences beginning on page 10. Pam Martin designed the cover.

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ON MY MIND...

NIMA's Transformation

As you know, we at NIMA are in the midst of transformation—a revolutionary approach to change. Rather than simply modernizing, or “evolving,” we are fundamentally changing the way we do business now and in the future. This transformation is particularly important as America carries out the War on Terrorism and meets other national security challenges. With the volume of information rising exponentially, NIMA must deliver critical information to decision-makers in the most timely, efficient and relevant manner possible.

We've furthered this transformation effort by establishing the National System for Geospatial Intelligence (NSGI) Enterprise Transformation Integrated Product Team (NETIPT). The team is developing the strategy and program plan that our Key Components and each of you will execute using the processes, technology and systems of the future.

You may ask why we formed an IPT. We did so because this is beyond “normal” staff work; we wanted to engage the best minds across the Agency in a different setting to overcome normal staff barriers. The IPT has already spent considerable time with several organizations, coordinating efforts and receiving briefings on their specific functions. The IPT is working closely with the Pre-Acquisition Office to leverage its ongoing efforts that will propel us toward a world-class, all-digital NSGI Enterprise. This office is working to capitalize on all data forms—National Technical Means, airborne, civil and commercial—to leverage future technical trends and best practices. We will accomplish our mission at “Internet speed” as the premier information service provider to our Department of Defense, Intelligence Community and other stakeholders.

This IPT is addressing our fundamental challenges: confronting the “asymmetric threat,” increasing requirements (volume, accuracy, currency and availability), conducting multi-intelligence collaboration, modernizing current infrastructure and transforming the work force. Using the NIMA Commission Report and our Strategic Intent as a baseline, the resulting plan will provide a road map to flesh out the next level of detail and provide input to the corporate business plan. It is our manifesto for the future,

complete with milestones and resource allocations. It will take us from today's environment to one encompassing our mission challenges tomorrow.

In the past, we operated primarily as a stand-alone agency using reconnaissance and mapping techniques to focus on foreign intelligence requirements and deliberate targeting support. Today, we serve as both a Combat Support Agency and as an integral member of the Intelligence Community to satisfy both foreign intelligence and now domestic support requirements. As NIMA continues to help prosecute the War on Terrorism, the NETIPT will focus on the new paradigm in which the Agency will carry out its mission more effectively and efficiently.

The work of the NETIPT and the resulting transformation will bring about fundamental changes in NIMA's training, systems, facilities, processes and environment. Our recently established Geospatial Intelligence Advanced Testbed (GIAT) will serve as an active laboratory for our analysts, using advanced tools to solve the hardest problems. The GIAT will create an exciting, cutting-edge environment that meets the expectations of our analysts.

Today's environment is changing rapidly. NIMA needs to anticipate and exceed its customers' needs, much like Wayne Gretzky, who's been quoted as saying, “Skate to where the puck is going, not to where it is.”

As the functional manager for the entire Geospatial Intelligence effort, I believe our mandate goes beyond NIMA—we will lead the transformation of the entire Intelligence Community. Joanne and I are committed to making this happen. We were brought here to transform the Agency, and we intend to do just that. I know I can count on your support in making transformation a reality at NIMA. Send your comments and suggestions to the NETIPT on the SCEN or SBU Network.

Know the Earth... Show the Way!



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

An Interview With the Director of Diversity Management

In a recent interview, Debbie Ridley, Director of the Diversity Management Office (DM), discussed some new initiatives that will affect all NIMA employees, including the Agency's first diversity statement of strategic intent.

EDGE: Your office has initiated a diversity statement of strategic intent. Is that something that will be announced soon?

RIDLEY: Yes, but first let me tell you I've been on sick leave about four months, and I came back to the organization chomping at the bit. While I was out, I received telephone calls almost every other week from the Director (retired Air Force Lt. Gen. James R. Clapper Jr.), checking on me, inquiring about my health. I felt that it was such a rare act for someone at this level—what a wonderful, kind and unusual act.

I mention this because I want the work force to understand the manner of leader that we have in General Clapper. He serves as a role model for the leaders in this organization. His acts are the kind we want other leaders modeling, to care about their people, to support their people. Joanne Isham, our Deputy Director, is also a very exceptional, people-oriented leader.

Now, let's talk about *Strategic Intent 2006: Mission, People and Leadership*. I know that the Intelligence Community, including NIMA, is engaged in the battle to protect America's freedom. I couldn't wait to get back here to do my part.

While I was out I thought, what can we do to get people engaged, to help them understand diversity from a fresh and

new perspective? So I developed *Strategic Intent 2006*. Currently, we are vetting it with key component members, and those with whom I've met are ecstatic about it. In the very near future the work force is going to see a new direction for diversity.

3 Steps of Diversity

We have been engaged at the first level of diversity. The first step is *diversity awareness*. This involves helping people understand the differences between Equal Employment Opportunity (EEO), affirmative employment and diversity.

Now, we are transitioning to the second level of diversity: *effective strategic management of our human capital*. We want people not just to *understand* diversity, but to *use* diversity. And so we are going to engage the work force by having educational activities and heightening leadership involvement with a new level of accountability. We call it "best leadership practices." It is an opportunity for leaders to share the kinds of things that they're doing to help employees whom they lead become more competent and competitive.

The third step in the diversity evolutionary process is *optimal culture change*, which is ensuring the existence of a business



Photo by Rob Cox

"We are transitioning to a second level of diversity: effective strategic management of our human capital," says Diversity Management Director Debbie Ridley.

culture that will help the Agency succeed and survive.

EEO and Diversity

There's been a lot of attention focused on diversity from a perspective of the differences between "EEO" and "diversity." In order to understand, practice and live diversity, a leader doesn't have to articulate those differences. A leader should be able to answer the basic diversity questions. They are—How do I treat my people? Do I engage *all* my people? Do I use fair and open processes to reward, promote, discipline and hire? Do I know my people? Am I concerned about my people? For an employee in the organization, there are certain diversity

3 Steps of Diversity



questions that a person should be able to answer. What is the organization's mission? What is my role? Am I contributing? Am I loyal to this organization? Am I as competent as I can be? They are the diversity questions.

NIMA is an awesome organization standing on the front line of America's defense. And the employees and leaders in this Agency should be proud to be associated with NIMA. That's the diversity message and that's the business case for diversity.

EDGE: *What was the award NIMA got last year?*

RIDLEY: It was for the most improved diversity initiative in the Intelligence Community. Joan Dempsey (Deputy Director of Central Intelligence for Community Management) gave us that award. So, yes, diversity at NIMA is alive and well. What we're trying to do now is to ensure that it is incorporated into the day-to-day work practices, policies and behaviors of all employees and leaders in this organization. And that's our goal in transitioning to the next level.

EDGE: *What's going to follow from the Strategic Intent 2006?*

RIDLEY: There are three components: The mission, the people and the leadership. Under each component, we have

developed educational activities and/or accountability activities. Under the mission, for example, I talked with General Clapper about bringing in an expert on terrorism to help people understand the direct link between what we do in this organization and diversity.

Our goal is to give people a fresh and new perspective on diversity. When employees attend a Diversity-sponsored function, we want them thinking, "Diversity is sponsoring that activity? What's the connection?" We want people to see that there is a direct link between diversity, the competitiveness and competence of employees, and the effectiveness of leadership. We want people to understand that there is a direct link between diversity and NIMA's core mission.

So, if you're working in a critical area and you're thinking, "I don't have time to do diversity, I'm fighting a war," what you discover is that some of these issues that are directly involved in this war are diversity issues.

NIMA needs its people at their most competent and competitive level in order to achieve our mission. That is the diversity message.



Diversity Strategic Intent 2006

InnoVision Looks at Police Helicopter Operation to Study Surveillance

By Chris Allen

For the InnoVision Directorate (I), NIMA's vision, "Know the Earth...Show the Way," involves scanning the environment for better ways to support our customers. Taking that approach literally, the Concepts Branch of InnoVision's Requirements and Analysis Office (IR) sponsored a visit to the Fairfax County Department of Public Safety's Helicopter Division May 15 and June 3.

A team in the Branch is investigating the attributes of a goal capability—"persistent surveillance." The police helicopter operation presented a streamlined, working, smaller-scale analogy to foster better understanding of persistent surveillance as an ideal, and the actual pragmatic challenges of an organization currently trying to achieve it. The NIMA visitors hoped to learn about command and control, strategies and possible consequences of surveillance techniques they hadn't thought of.

With an enemy that attacks asymmetrically, NIMA's customers must react quickly. Team



Photos by Kerry Gilbert

Fairfax County Police Officer Joe Flynn of the Department of Public Safety's Helicopter Division briefs NIMA visitors on the division's helicopter-based reconnaissance and surveillance system. From left are Lee Meeks, Catherine Carleton and Dick Young.

members were also looking for ways to reduce lag times in learning how the police helicopter operation responds to breaking problems.

The team wanted to see how the police solved problems from

a different perspective and inside a different culture. They wanted to think "outside the box." They also wanted to determine if visiting "analogous activities" like the police helicopter operation is an effective research tool.

The visit was a success on all counts.

Fairfax has two Bell 407 police helicopters equipped with color and infrared video cameras. Both helicopters operate in all weather and are day-night capable. According to incident reports, the division routinely uses the helicopters in surveillance modes in close support with "ground troops" (police units—cars, motorcycles, bicycles and mounted or foot patrols). Helicopter teams track suspects and convey what they see in real time to the ground units.

About the Author

Christopher Allen is a senior analyst in the Concepts Branch of the InnoVision Requirements and Analysis Office (IR). He earned two master's degrees in photography at the University of Iowa before joining the Air Force, where he served as an instructor at the Armed Forces Air Intelligence Training Center and analyst at the National Photographic Interpretation Center, a forerunner of NIMA. He was an imagery collection manager in the U.S. European Command and helped to stand up the North American Defense Command's counter-drug mission. His last assignment was on the Air Staff as functional manager for imagery. Allen came to NIMA from the Central Imagery Office, a predecessor organization. His career includes mapping archaeological sites using balloons equipped with remote-controlled cameras.





A Bell 407 helicopter operated by the Fairfax County Department of Public Safety captures the attention of a NIMA team researching better ways to support customers.

Officer Joe Flynn demonstrated the helicopter-based reconnaissance and surveillance system. He showed tapes of different operations, from hunting suspects in wooded areas and back yards to keeping track of car chases and helping guide officers on the ground to the correct vehicle. The challenge was similar to that faced by U.S. forces in Mogadishu, made famous in "Black Hawk Down," when communication delays made instructions from the air too late to be useful.

Officer Flynn credits the infrared imaging system for changing the division's search patterns and showed video footage from recent infrared catches. "This system has enhanced our program," he said. The infrared system can clearly image suspects at night running from cars at a range of two miles. At closer ranges, it can spot suspects throwing weapons—heated by their bodies—into the brush.

Last year, the Police Helicopter Division received the Washington Regional Alcohol

Program's Law Enforcement Award of Excellence for Impaired Driving Prevention. To earn this honor, the Division employed their ability to view several cars at once and move quickly from road to road, affording them a far greater advantage over ground patrol units to witness the telltale vehicle movements of an impaired driver. The concept of operations required them to coordinate a traffic stop with the nearest ground unit.

The Concepts Branch is looking at similar visits in the future.



Joan R. Vallancewhitacre

ACCOLADES

Information Services Directorate (IS) Executive Officer **Joan R. Vallancewhitacre** won top honors among government finalists competing for this year's Women in Technology Leadership Awards.

Vallancewhitacre and Miriam Browning, Chief Information Officer in the Office of the Secretary of the Army, shared the government award. Women in technology in the

greater Washington metropolitan area and abroad competed for awards in corporate, entrepreneur and government categories.

A retired Army officer, Vallancewhitacre was recognized for dedicated leadership and mentoring at NIMA as well as in the Army. At NIMA she led a task force that improved knowledge management within IS and ran the IS training advisory board.

NIMA People Are Making a Difference Deployed NSTs 'Show the Way'

By Craig Pearson

Have you ever watched the news and asked yourself, "Is what I'm doing here at NIMA making a difference in the War on Terrorism?" Wonder no more. Besides NIMA's extensive production and dissemination organization and hundreds of representatives at military bases, the Agency has a small group of personnel serving with combat units. These individuals are members of NIMA Support Teams (NSTs) deployed to ensure that war fighters have the ability to obtain and use all of NIMA's information, data and products.

Deployed NSTs are an extension of Analysis and Production (P) Directorate's NIMA Support Team organization, but team members come from every part of NIMA. Each regional command has an NST assigned to it. For Operation Enduring Freedom (OEF), the Central Command NST is currently the focal point.

Although the NST office is in Bethesda, Army Col. Avery Allison, Central Command NST Chief, works in Central Command Headquarters at MacDill



John Villanueva of the Production Support Office, left, shows a platoon leader of the 10th Mountain Division a three-dimensional fly-through of his operations area in Afghanistan.

Air Force Base, Fla. Liaison Officer Mike Pohlers and other NIMA personnel assist him in advising the Command on geospatial intelligence issues and staffing all requirements.

Air Force Brig. Gen. Michael Lee, NIMA Military Executive, is the lead for all military support. When the decision is made to deploy an NST, P Directorate, under Scott White, organizes the team.

Teams consist of:

- Government imagery and geospatial analysts, deployed by Laura Walker of the Production Support Office (PPS) Contingency Support Branch;
- Contract personnel, deployed by Jim Collins of the Production Support Office Crisis Operations Branch, and
- Other volunteers from across NIMA.

Almost 100 people have deployed to the Central Command's area of responsibility to date.

NIMA Support Teams consist of two to five personnel with deployable geospatial intelligence production systems. Teams have the ability to reach back to NIMA for data and products, fuse the information with tactical and theater sources, and work with customers to produce products tailored to their needs. By working side by side with operational personnel, NSTs are better able to support combat units by reaching back for ex-



About the Author

Craig Pearson is Deployment Team Leader in the Crisis Operations Branch. A former Special Operations intelligence officer, he deployed last September with the lead elements of Operation Enduring Freedom. He also served with NIMA and the National Reconnaissance Office (NRO) on deployments to the Arabian Gulf (three tours, including Operation Desert Storm), Kosovo (two tours), Bosnia (two tours), El Salvador, the Horn of Africa (three times) and in numerous exercise and operational support trips to Asia. Earlier in his career, Pearson was an imagery analyst with CIA, DIA and NRO.

actly what they want and making last-minute modifications to tailor products for specific missions.

This capability does not come without a cost. Besides being away from family, friends and loved ones, life for deployers is Spartan at best. NIMA started deploying personnel immediately after Sept. 11. Those who went with the first units lived in "open" camps—sleeping on the ground, eating cold rations and going weeks without showers.

In time, living conditions improved, but life still has its limitations and risks. Deploying means being away from home for at least 60 days and sometimes as long as a year. Even the best-established base camps have few services. Although NIMA personnel are non-combatants, every deployed person has to be prepared for hostilities, including the possible use of chemical or biological weapons.

In view of risks and hardships, NIMA team members are volunteers.

One of the best examples of this was NIMA support to Operation Anaconda, the largest ground force action since coalition forces moved into Afghanistan.



From left, Dan Skeen, Jim Forth and Tom Wills, all of the Production Support Office, align the antenna for the NIMA Deployable Communications System that supports the Coalition Task Force in Bagram, Afghanistan. The antenna is connected to equipment that gives the war fighters access to NIMA data, products and services.

After the campaign, Army Col. Frank Wiercinski, Task Force Commander, said the following about NIMA support: "I have a four-man NIMA Support Team in direct support of my brigade and coalition forces at Kandahar Airfield. This team has been a tremendous combat multiplier, providing current imagery and mapping products 24/7 in support of a myriad of complex

combat operations. I cannot endorse this concept enough. The support this team provides could not be replicated from outside the area of operations. Having the operators, equipment and software on site ensures outstanding support in a demanding planning and operational environment."

So, the next time you're watching the news, there's no need to wonder—NIMA *does* make a difference in the War on Terrorism.



Artwork adorns the nose of an F-16 fighter from the 366th Wing at Mountain Home Air Force Base, Idaho, that flew multiple combat missions over Afghanistan.

U.S. Air Force Photo by Senior Master Sgt. Michael Dugre

NST Members Describe Experiences

By Wells Huff

What's it like to be deployed as part of a Support Team? The *Edge* talked to some NIMA folks who've been there to find out.

"It was the trip of a lifetime," says geospatial analyst **Jerome Hobart**. Part of a Quick Response Team supporting Operation Enduring Freedom, Hobart worked initially with the 10th Mountain Division and then with the 101st Airborne Division in Kandahar.

"As you might expect, living conditions were not plush," he adds. He has a photo of his sleeping area, a cot with an air mattress. Overhead, his socks, washed the day before, are drying.

And there were other challenges. He was in an area subjected to perimeter ground fire. Demolitions experts were clearing land mines in the vicinity by exploding 500-pound bombs. "It was a different situation for me," Hobart says. But he adapted quickly.

The products and techniques he used varied widely. "We had to do a lot of ad hoc requests and it was hard to define what they wanted," said Hobart. "But the results were impressive. They would come back and say, 'I want it done the same way you did it before.'"

Stacy Mayse, for her first trip overseas, was scheduled to be in Saudi Arabia for three months. Because of Operation Anaconda, that venue changed.

"I actually ended up in Afghanistan, in Bagram about 30 miles north of Kabul, for about five weeks," she said.

In Saudi Arabia she had served as a liaison, reaching back to NIMA to find out if maps were



Jerome Hobart (seated) said he handled a lot of "ad hoc requests" while serving with a team in Kandahar.

releasable to the different countries of the coalition base. In Bagram she was part of a fusion cell, working with other agencies in providing real-time support to operational forces.

"I was getting information from the other agencies using whatever data was available for that area, and overlaying it on my laptop on top of a map or image to provide them the complete picture," she said.

Bagram, a modest airstrip expanded under the Soviets during the 1980s, currently serves as the main in-country base for coalition forces. Mayse says her arrival there was a scary moment. "There were no lights at all. And the guys had on night vision goggles and Kevlar (body armor) and carried M16s and M4s (rifles). And here I am with my flashlight and my laptop."

Mike Lenihan deployed for 90 days to Qatar and Afghanistan. Previously he served in Kosovo



Mike Lenihan guided a helicopter rescue using Controlled Image Base.

for 90 days with another NST. "This (latest) deployment came about because some people I had served with in Kosovo remembered me, called me up and asked me to join them again," he said.

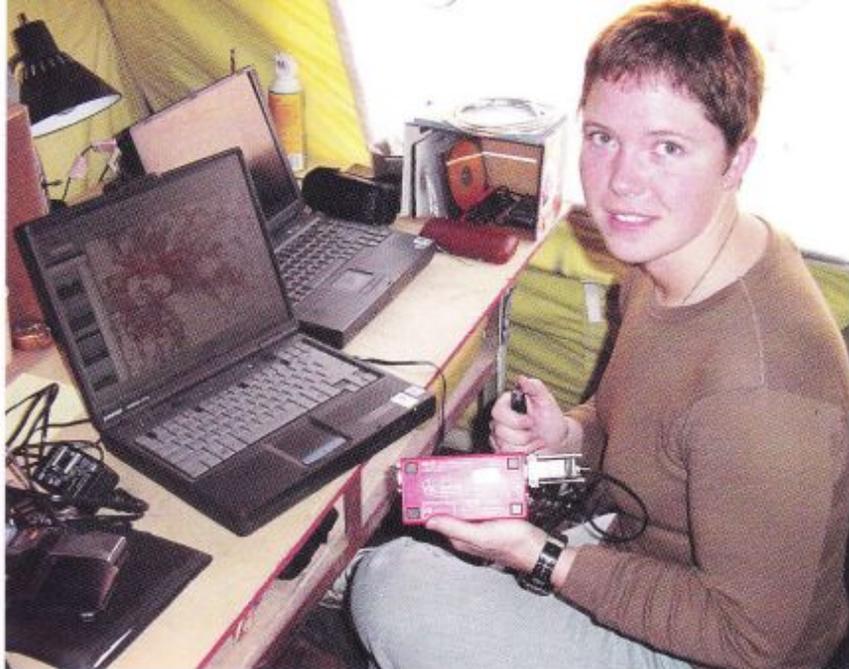
"I felt like I was doing a lot." Lenihan characterizes the job as strenuous but exciting and worthwhile. Asked for something he feels particularly good about, he remembers the time a helicopter went down in the mountains.

"The team went up to rescue an individual that had gotten sick, and the helicopter went down." As they approached the site they called in their coordinates and Lenihan was able to plot their positions against the background of a 1-meter Controlled Image Base (CIB).

"We were following them right down the valley, telling them where to go," said Lenihan. The event, he says, "ended well."

Lenihan concludes, "If there's one thing I could add, as somebody that's been in the field in Kosovo and in Operation Enduring Freedom, it's just this: I may get all the attention—it's like the tip of the spear—but I couldn't have done anything out there without the products created by everybody within the NIMA organization, from imagery to mapping products."

Dave Montgomery and Terry Wilcox had experiences similar to Lenihan's in Kosovo, supporting Operation Allied Force. They had had firearms, nuclear, biological and chemical



Stacy Mayse, in Bagram, uses a laptop to overlay current information on imagery and maps. She was part of a fusion cell, working with other agencies in providing real-time support to operational forces.

(NBC) and mine awareness training. Montgomery also serves in and has been deployed with the Naval Reserve.

None of this prepared him for being fired upon.

"It was the night they were flying the first prisoners out of Kandahar," said Montgomery. "Nobody, certainly not me, was expecting perimeter ground fire." Bullets were flying, some landing as close as 50 or 100 feet away. There were four perimeter incursions during his 60 days there.

Wilcox remembers the night he heard mortars being fired at the airfield, and adds, "But they never came close."

When did they know they were going? For Montgomery, it started with a phone call on Sept. 13 to Laura Walker, head of contingency operations for Production Support Unified Operations Branch (PPSU). "I know you're going to need people," he told Walker. "I'm volunteering."

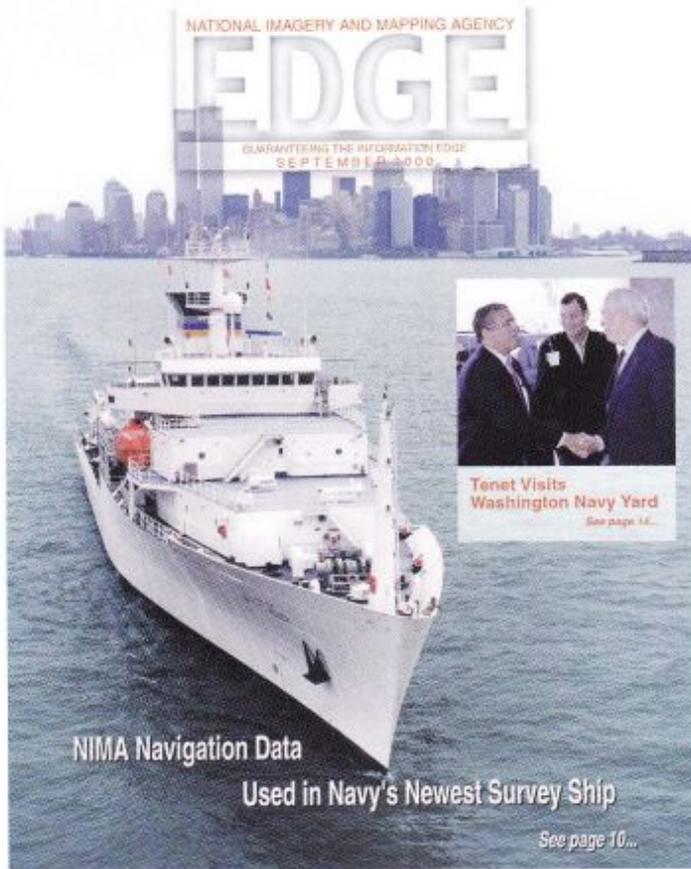
Continued on page 12



Terry Wilcox, left, says "being right there in the operations room supporting Special Forces" made long hours and harsh conditions worthwhile. Another member of his interagency National Intelligence Support Team is at right.

Shipriders Support Homeland Defense

The USNS Heezen, the Navy's newest oceanographic survey ship, was the subject of a cover story in the September 2000 *Edge*. The ship employs state-of-the-art technology along with NIMA marine navigation products, services and data.



By Howard Cohen

The world has forever changed since USNS Bruce C. Heezen (T-AGS 64), a U.S. Navy oceanographic survey ship, departed New York City with the World Trade Center Towers in its wake (see September 2000 *Edge*, "NIMA and Naval Oceanography . . . Discovering New Plateaus.")

Bruce C. Heezen is now conducting Homeland Security surveys in the Pacific Northwest. She plays an important role acquiring knowledge of currents, tides, sediment, bathymetry, bioluminescence and the complex weather patterns inherent to coastal areas. The data collected will be processed at the Naval Oceanographic Office (NAVOCEANO) and used by the submarine and mine warfare communities.

Crewed by NAVOCEANO civil service employees and operated by the Military Sealift Command for the Commander, Naval Me-

NST Members Describe Experiences

Continued from page 11

He was among the first to be deployed.

Wilcox, on the other hand says he "put it off." In a sense his timing was good, because in February he replaced Montgomery, whose 90-day tour was coming to an end.

Like Lenihan, Montgomery and Wilcox were sent initially to Qatar to work for 30 days with the Joint Forces Special Operations Component Command (JFSOCC). As in Kosovo two or three years earlier, they were part of National Intelligence Support Teams (NISTs), working with members of other intelligence agencies.

From Qatar, smaller units of three to five members were deployed forward to Kandahar, where conditions were more rigorous and the work more demanding. "There were some strings of four or five days where we worked for 15 to 20 hours a day," Wilcox said. But he added that "being right there in the operations room supporting Special Forces" made it all worthwhile.

"The really important thing for me about this kind of work is that you absolutely know how much they depend on you and NIMA," Montgomery said. "They could not do what they do without you."



"Nobody, certainly not me, was expecting perimeter ground fire," says Dave Montgomery of his experience in Kandahar.

teology and Oceanography Command, Rear Adm. Thomas Q. Donaldson V. Bruce C. Heezen employs NIMA's marine navigation products, services and data to ensure safe navigation while conducting survey operations.

Recently, NIMA's Barry Winkelman and Robert Goley of the Maritime Safety Information Division were aboard as part of NIMA's InReach Shiprider program (See May/June *Edge* 2001, *Analysts Put to Sea in Shiprider Program*, for an article about some earlier participants in the program).

NIMA Shipriding program manager Robin Pender said, "It's a great opportunity to see our products used firsthand and participate in data collection that we use to populate and maintain our hydrographic databases."

Embarking the ship in Port Angeles, Wash., Winkelman and Goley brought several NIMA Digital Nautical Charts (DNC®) to support the mission and a CD-ROM that has a maritime calculator with navigation publications included.

Winkelman said of a typical day, "We worked 10-hour shifts and had to stay flexible. There's lots of variations, and *no* two shifts are ever the same."



A tour with the U.S. Navy oceanographic survey ship *Bruce C. Heezen* took NIMA's Barry Winkelman (left) and Robert Goley to the shores of the Pacific Northwest.

As watch standers alongside NAVOCEANO surveyors, both got to monitor multi-beam sonar equipment to determine depths and operate side-scan sonar to determine if there were obstructions to safe navigation. "The side scan," noted Goley, "is done with a "towfish" that looks like a torpedo tethered to the ship." The NIMA Shipriders, using a joy stick to pay out cable from a winch to keep it off the floor, had the experience of "flying the towfish."

Being in the elements of typical Washington State weather, the two NIMA employees faced the cold 40-degree temperatures,

drizzle and occasional snow with warm spirits. "On occasion, the wind would gust to 40 knots (about 46 mph)," said Winkelman. "Once the ship starts to pitch and roll, it's very difficult to maintain control of the towfish, and an alarm will sound if it is less than eight meters from the bottom."

Towfishes can get cut and lost. Also aboard *Bruce C. Heezen* was senior NAVOCEANO representative Dr. Sharon Greer. "A group came from NAVOCEANO with a Remote Operated Vehicle (ROV) to try to locate and recover a towfish that was lost in a previous survey party," said Greer. "Although we searched for several days, we didn't find the towfish. It was an interesting operation and informative for those of us who don't normally conduct the ROV surveys."

Would Greer recommend the Shipriding program to other NIMA personnel? "Absolutely! I thoroughly enjoyed having them on the trip and would encourage more NIMA folks to 'ship out' on any one of the Navy's eight oceanographic survey/research vessels," said Greer.



"Flying the towfish," shown here on deck, was among the NIMA Shipriders' experiences. The Shipriders used a joystick to pay out cable that tethers the towfish to the ship.

NIMA Key Player in JWID 2002

By Paul Hurlburt

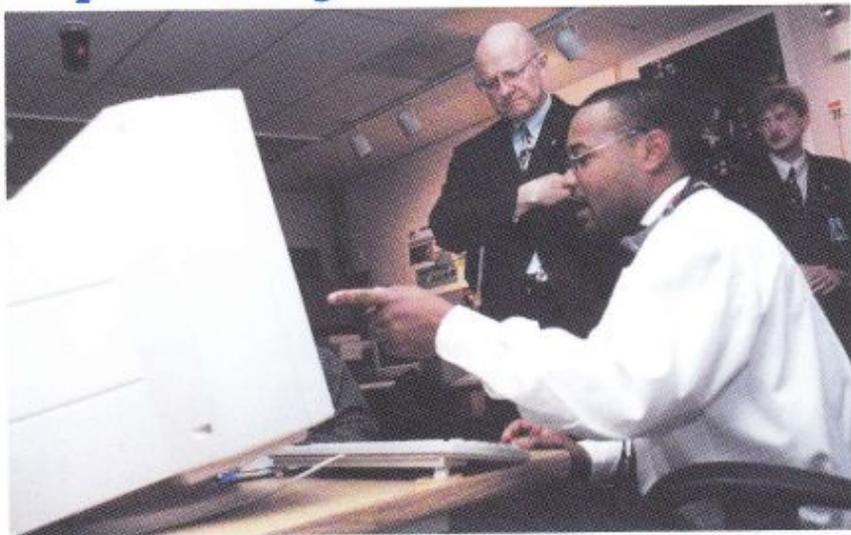
NIMA was a key player in this year's Joint Warrior Interoperability Demonstration (JWID), hosted by U.S. Pacific Command and held at sites worldwide in May. The annual event is a Joint Staff-sponsored demonstration of evolving command and control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) technologies and joint and coalition interoperability solutions.

NIMA participated in the demonstrations and provided imagery and geospatial information and products to the other participants from servers in the Emory Building at Bethesda.

Canada, the United Kingdom and Australia were coalition partners, including NIMA's liaisons Maj. Don Christie of Canada, Mike Collie of Australia and Col. Chris Dorman of the United Kingdom. NIMA's Analysis and Production and InnoVision Directorates provided analysts.

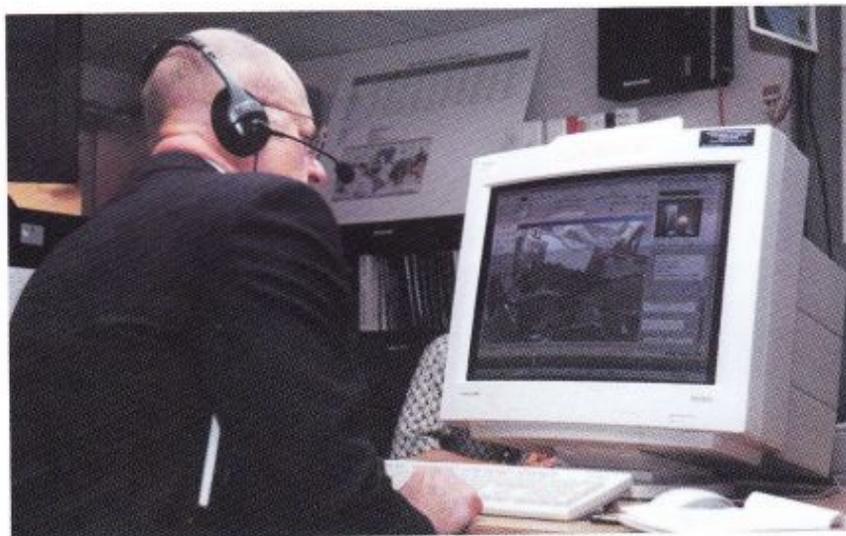
Demonstrations were performed in response to multiple scenarios in a notional operation in which forces are not actually involved, including deployment of allied forces, a land and sea assault, surrender and peace-keeping operations.

Geospatial analysts Michelle Chamberlain and David Zuhlke demonstrated a three-dimensional walk-through of the notional evacuation site, which they built using a custom data set. They work in St. Louis for InnoVision's Geospatial Intelligence Advanced Testbed. Two other JWID participants, imagery analysts Ed Goodson and Kivy (Leon) Pridgen, demonstrated technology used in collaborating with the JWID partners. Also from St. Louis, they work in



Photos by Larry Franklin

Imagery analyst Kivy (Leon) Pridgen, above, briefs NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. on the coalition network's televideo capability. In bottom photo, Clapper uses a headset to communicate by voice with Wing Commander John Cole of the United Kingdom Defence Geographical and Imagery Intelligence Agency, shown in the upper right hand corner of the screen.



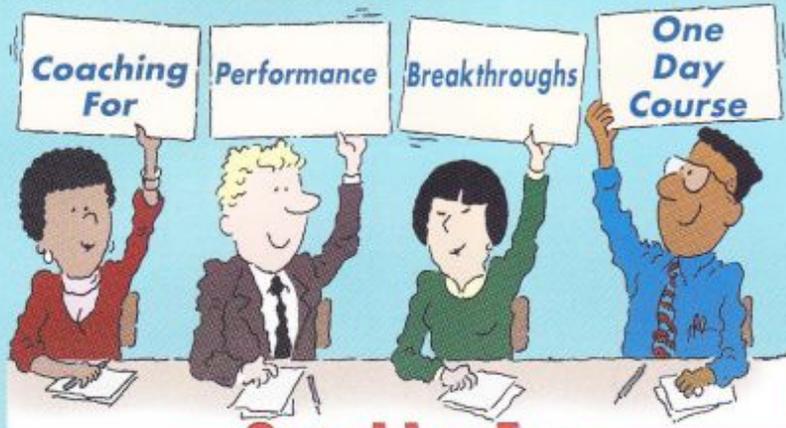
Analysis and Production's Asia Pacific Office.

Army Staff Sgts. Scott Clark and Joe Mosher, Special Forces imagery analysts based at Fort Campbell, Ky., were guests. "They gave us some excellent feedback on how the demonstrations would work in the field," said NIMA's JWID Program Manager Mike Lenihan, who had met them in Afghanistan while serving with a NIMA Support Team there. (See article on page 10.)

This year's demonstrations reached a new level of effectiveness in using commercial technology to support the war fighter, said Don Talada, NIMA's senior JWID engineer. "It was just incredible, the level of inter-operability we achieved," he said. "We pulled all these disparate worldwide databases together and made them available at one place, in a coalition network, on the Web."

School of Leadership and Professional Services

NIMA



Coaching For Performance Breakthroughs

Course 003162

9 July LOCATION: St. Louis - Bldg. 22, Training Rms. A/B
1 August LOCATION: D.C. Area - Ft Belvoir, Bldg. 215, Rm. 105
17 October LOCATION: D.C. Area - Ft Belvoir, Bldg. 215, Rm. 105
5 November LOCATION: D.C. Area - Ft Belvoir, Bldg. 215, Rm. 105
11 December LOCATION: St. Louis - Bldg. 22, Training Rms. A/B

0730 - 1530

After this course, participants will be able to:

- Understand what coaching is and isn't.
- Identify the goals and benefits of effective coaching.
- Identify key distinctions about coaching and learning development.
- Articulate the four roles of coaching.
- Identify core competencies of a coach.
- Identify the characteristics of a successful coach.
- Implement your Personal Coaching Action Plan.

Register With Your Training Coordinator

ACCOLADES



Lewis J. Bellas received the National Intelligence Medal of Achievement during an Intelligence Community Awards Ceremony at CIA Headquarters. He was the "international substantive expert and driving force behind innovative imagery analysis on Korean peninsula intelligence issues," the citation said. His work "substantially enhanced our national security posture" and "propelled him as a leader and mentor in providing crucial support to war fighters and policy makers."

An imagery analyst for nearly 30 years, Bellas has earned honors from the President's Foreign Intelligence Advisory Board, National Security Agency, Defense Intelligence Agency, Department of the Army and Republic of Korea.

Bellas is currently developing and teaching courses in command, control, communications, computers and intelligence (C4I) at the National Geospatial Intelligence School, Washington Navy Yard. Bellas was a lieutenant colonel in the Army Reserve before retiring in 1996. He is originally from Pawtucket, R.I.

Dear Mr. Dennis Walker,
Thank you for coming to
our school I love
you as a family
member we learn
a lot when you taught
and I hope we
will remember what
you taught us.

Your friend,
Lee-Van Smith



Dennis Walker

Touch of Class

In words and a drawing, two third-grade students at West Elementary School in Washington, D.C. thank Dennis Walker, geospatial analyst in the Maritime Safety Information Division, for being their tutor. One of six NIMA employees tutoring at West Elementary during the past semester, Walker tutored individuals and groups in math once a week and sometimes worked with the whole class. "The students liked the help," he said. "Some of them were ready to go, with skill books in hand, as soon as I walked in the door." NIMA-wide, more than 400 volunteers served 7,000 students during the past year, according to Sharon M. Smith, School Partnership Coordinator.

