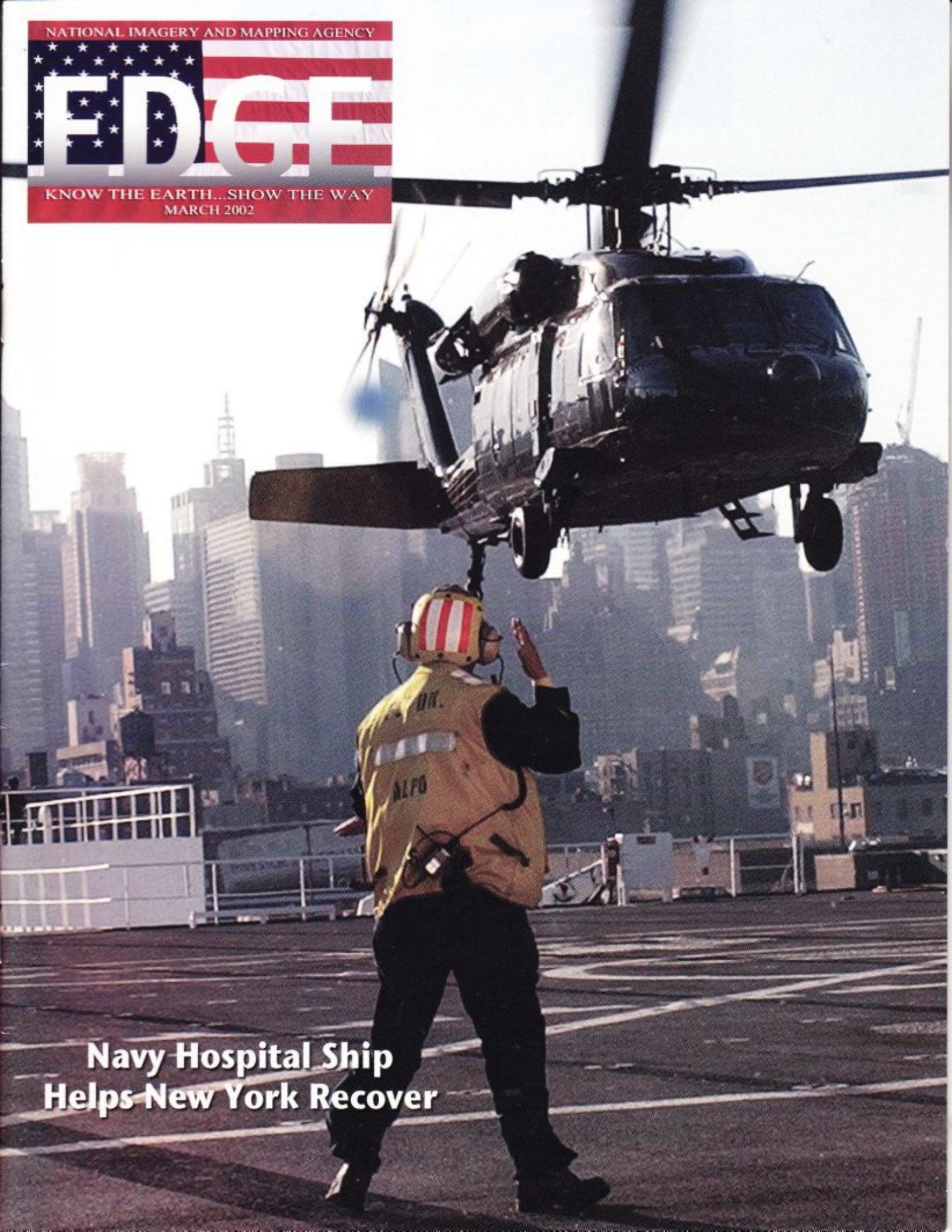


NATIONAL IMAGERY AND MAPPING AGENCY



KNOW THE EARTH...SHOW THE WAY
MARCH 2002



**Navy Hospital Ship
Helps New York Recover**

March 2002

EDGE

Contents

- 4 Commercial Outsourcing Leads to Expanded Partnerships
- 6 Partnership with DIA Produces New Prototype Product
- 8 What is a Map Without Names?
- 11 Marines Use NIMA Products in Mountain Warfare Training
- 12 Navy Hospital Ship's Fast Response Aided by NIMA
- 15 High-Resolution Data Will Transform Mission Planning
- 17 Human Resources Employees Earn Credentials

Departments

OUR PROGRAMS

- 20 EAP and Wellness Programs Improve Quality of Life

ACCOLADES

- 18 Black Employment Council Honors St. Louis Employees
- 18 NIMA Honors Keith Hall
- 19 Marsh Wins "Path Smoother" Award

NIMA PEOPLE

- 22 Humor is No Joke for Cartographer
- 23 Bus Driver Shares His Positive Outlook

On the Cover

A U.S. Army Blackhawk helicopter lands aboard the Navy's hospital ship USNS Comfort docked at Pier 92 in Manhattan. The ship served as a lodging facility for disaster recovery personnel following the terrorist attack in New York Sept. 11. NIMA marine analyst Howard Cohen tells the story of the special mission, including an interview with the ship's captain, in the story beginning on page 12. Cohen was with a group from NIMA's Maritime Safety Information Division that toured the ship after it returned to Baltimore. NIMA salutes the Comfort and its crew with a photo of the ship that will appear on the cover of the U.S. Notice to Mariners scheduled for publication April 6. Cover design by Pamela Martin.

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ON MY MIND...

In the six months I have been Director, I have seen so many examples of the tremendous support we provide our widely varied customers—from the foxhole to the White House.

To paraphrase Adm. Nimitz, uncommon professionalism is the common standard. I'll cite two specific cases: Dave Montgomery recently returned from the CENTCOM Area of Responsibility (AOR), to include some time in Afghanistan. Dave's graphic, if understated, description of the conditions in which he lived and worked is riveting. He provides great testimony to the value of our products and services, at the very point of the sword—how much our special operations troops rely on us to plan and execute their dangerous missions. Or Wendy Zeller, who just returned from a stint in the NIMA element of a National Intelligence Support Team, supporting Joint Task Force Southwest Asia. Wendy returned from her time in Saudi Arabia filled with an even greater appreciation and respect for what our military forces do—and insights that she is applying in her "normal" duties back here. She observed that she may have missed her calling, and should have been in the military service herself. We both agreed that what we do in NIMA is pretty close.

Dave and Wendy, I have found, are typical of the superb professionalism exhibited by our people—particularly when they are living with and directly supporting customers. And what makes them so consistently effective—apart from their own capabilities and commitment—is the ability they have to reach back to greater NIMA for what they need to support the customer. I have observed our people—both in the East and West—expend countless hours to get the job done, no matter what it takes. From my perspective (speaking as a former three-time J-2), I have never seen better support from a national intelligence agency.

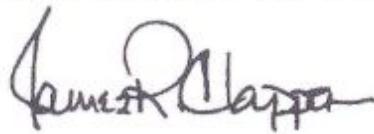
These individual vignettes are reinforced by the feedback Brig. Gen. Mike Lee, our Director of Military Support, and I get in our travels to almost all the unified commands. We hear high praise from the seniors at the commands for the support we provide, day in and day out. More than once, we have been told that our people are the most integrated of any representatives from the various national agencies.

This leads me to a related topic: the NIMA Support Team (NST). I see this concept starting to take root throughout our far-flung customer support complex. The idea was to put all of our various support mechanisms, by whatever legacy name, into one standard, simple organizational template, representative of the totality of our capabilities.

Each such NST would be "tethered" to the appropriate "home" in the Agency, with a specific, identifiable "reach-back" element; the "reach-back" would then broker the fulfillment of the customer's needs. As time goes on and people gain more understanding of the concept, and actually put it to practice, I see great strides in our responsiveness. This is the way we want to be. Brig. Gen. Lee oversees our support across the board, to ensure the totality of the Agency's resources are brought to bear. He is also our senior interlocutor with our military customers at the warfighting commands, as well as with the Services.

I get similar great feedback from our national customers as well. We daily make substantive contributions to the White House, State Department and other seniors throughout the government. I continue to be amazed by the variety and volume of customers and their demands—and very proud of how we respond.

New subject: In our recently published strategic intent, we embraced the term "geospatial intelligence" to encompass our various specialties—imagery intelligence and geospatial information. Increasingly, the term is recognized and used to identify NIMA's unique blend of capabilities. The term portends a change in the Agency's name to the Geospatial Intelligence Agency. While we have gotten supportive reactions to such a change, we have a long way to go because the Agency name is embedded in the law that chartered NIMA. But, we think it is worth the effort, to capture in our name both the substance and spirit of our transformation. Remember: Know the earth . . . show the way.



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

Commercial Outsourcing Leads To Expanded Partnerships

Focus is on Geospatial and Analytical Functions

By John Liebsch and Julie Yarko

NIMA is building upon the recommendations of the NIMA Commission and the NIMA Commercial Outsourcing Study (COS) to expand the geospatial and analytic partnerships the Agency currently has with industry. To accomplish this, NIMA stood up the Expanded Commercial Partnerships Implementation Team (ECPIT).

The team is looking at all aspects of NIMA's existing and future geospatial and analytic-related commercial partnerships. These include work force levels and missions, work force transitions in a work force-friendly environment, contracting modifications to improve effectiveness and build stronger industry partnerships, and impacts to training and infrastructure (such as systems, facilities and communications systems).

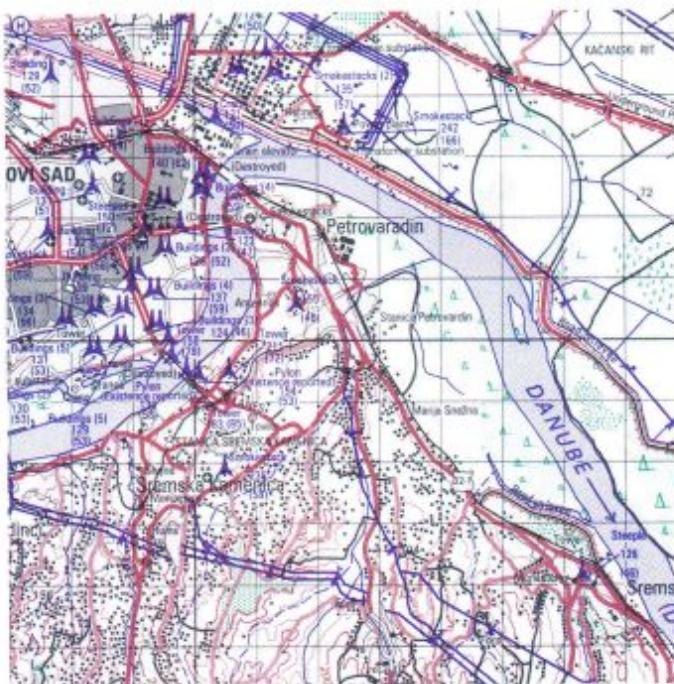


Background

The National Imagery and Mapping Agency's efforts to expand commercial partnership functions have actually developed over many years. NIMA's annual geospatial contract program has grown from approximately \$28 million in 1996 to nearly \$100 million today.

At the same time, contractors embraced the NIMA geospatial program and, in doing so, have become strong partners in NIMA's mission.

The current OMNIBUS and NIMA Production Prototype contract vehicles are excellent



This graphic is an example of an early version of a 1:100,000 Topographic Line Map-like dataset produced by a NIMA commercial partner.

examples of innovative thinking by NIMA personnel. The NIMA Commission noted these improvements since 1996, but went on to recommend that NIMA "determine to the maximum extent to which outsourcing could be extended, to include the operation of all infrastructure, production of all legacy mapping, charting, and geodesy

(MC&G) products and much science-based imagery analysis.”

NIMA responded to the commission's recommendation by chartering the NIMA Commercial Outsourcing Study, led by Steve Wallach. The study accomplished the commission's recom-

mendation and made numerous recommendations and findings of its own, to include:

- Aggressive

- Aggressive outsourcing is feasible in three to seven years (focusing on geospatial and analytic functions);
 - Some geospatial activities should remain in-house (at least partially);
 - Commercial capacity exists and/or can be expanded;
 - NIMA's demographics support a transition to commercial partnerships; and
 - NIMA needs to redefine and strengthen the NIMA-contractor relation-

ship, stabilize funding, use commercial imagery and provide incentives for our contractors to bring about innovation.

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. supports the study recommendations and directed the implementation of these recommendations. He further stipulated that any transition to an expanded commercial partnership environ-

About the Authors



Julie Yarko



John Liebsch

John Liebsch is the team leader for the Expanded Commercial Partnerships Implementation Team, a large team of talented professionals who ensure the Agency remains responsive to the needs of its customers. Julie Yarko is a member of the team and co-lead for the communications plan.

ment be done in a work force-friendly atmosphere.

In early December 2001, a series of town hall discussions was held with the NIMA work force to communicate the study's recommendations and to introduce the ECPIT mission and objectives. The ECPIT will deliver an implementation plan in May.

Functional Areas under Review

The ECPIT is evaluating several functional areas, such as the aeronautical, foundation data and hydrographic/maritime areas, for new or expanded commercial partnerships. Additionally, contracting processes are being analyzed for opportunities to introduce the most effective strategies; requirements processes are being reviewed and modified to ensure highest priorities receive the proper resources; and impacts to facilities, training and systems are being identified to provide the optimal environment for mission accomplishment.

Employee Transitions

Employees affected by this effort, because they are in areas or fields that will be transitioned to commercial partnerships, will exercise a number of options that include career field retraining. Some employees may wish to move to the private sector and continue in their current career as that work is migrated to NIMA's contractors. The implementation team is working with both the NIMA College and the Human Resources Directorate to ensure that seminars on retirement and career transitioning will be readily available for those who will be considering these options.

Additional Information

Town hall meetings about the ECPIT will continue. Additional information can also be found on NIMA's SCEN Web site at <http://www.nima.smil.mil/information/ecpit/> and on the SBU Web site at <http://osis.nima.mil/isdm/ecpit/>.

The ECPIT operates under the leadership of NIMA Technical Director Roberta Lenczowski and is led by John Liebsch. Members are from across NIMA:

Dave Ridley (Deputy Lead), Steve Wilson (Human Resources Representative), Lynn Hamilton (Executive Officer), Pam Rader (Manpower and Budget Lead), John Haddick (Communications), Steve Prokasky (Aeronautical Lead), Christine Wesselhoff (Foundation Data Lead), Steve Neville (OMNIBUS/NIMA Production Prototype Lead), Tim Hays (Imagery Analysis Lead), Mary Ann Klaner (Contracting Alternatives Lead), Lt. Col. Jon Gray (Financial Management Point of Contact), Paul Harwig (Requirements Management Lead), Bill Medsger (General Counsel Point of Contact), Julie Yarko (Communications Co-Lead), Ron Bryan (National System for Geospatial Intelligence Lead), Lt. Col. Vince Cordaro (Facilities Lead), Dave Kraus (Information Services Directorate Point of Contact), Kurt Savoie (Training Lead), Dudley Leath (Contractor Co-Lead) and Bill Watts (Contractor Co-Lead). Advisors to the ECPIT include Steve Wallach, Bill McCarty and Chuck McGaugh.

Major Changes In GRE Coming

Effective Oct. 1, a third of a student's score on the total Graduate Record Examination (GRE) will be based on answers to essay questions, according to Donald Patterson of NIMA's Bethesda Career Development Center. Other important changes will follow Jan. 1. Details may be learned from the test's developer, the Educational Testing Service, at (609) 921-9000.

CDC
Career Development Center

Partnership with DIA Produces New Prototype Product

St. Louis Team Supports Operation Enduring Freedom

By George May

NIMA and the Defense Intelligence Agency are supporting Operation Enduring Freedom with a new prototype product designed to minimize risk to our aircraft from hand-held enemy surface-to-air missiles. These systems, of which the Stinger is best known, are officially known as Man-Portable Air Defense Systems, or MANPADS.

During the last 10 years, virtually every U.S. military operation on foreign soil has been conducted with the risk of MANPADS attack, especially on U.S. Transportation Command's (TRANSCOM) Air Mobility Command (AMC) aircraft. This includes humanitarian assistance and evacuation operations.

The MANPADS were seen as a special threat as the United States and its allies entered into combat and support missions over Afghanistan. Many of the missile systems thought to be in that country were acquired during the years the United States actively supported the Afghan resistance to invasion by the former Soviet Union. In Afghanistan, an unknown number of these pose a very real threat, particularly to AMC's slower-moving transport aircraft.

Even before Sept. 11, USTRANSCOM and DIA's Missile and Space Intelligence Center (MSIC) agreed to work on identifying the risk. Their goal was to combine the latest MANPADS in-country intelligence and threat analysis to

support worldwide personnel and equipment force protection requirements. In response to needs expressed by the Joint Force Commander to identify and secure the areas of greatest threat to arriving/departing aircraft against the MANPADS threat, a simulation software package called Flight Path Threat Analysis Simulation (FPTAS) was developed.

Using NIMA's worldwide Digital Terrain Elevation Data (DTED®), local area commanders can visualize performance of systems like the SA-7/14/16/18 surface-to-air missiles, overlaid on a terrain map of the area. In addition, the local commanders can quantify the areas of greatest MANPADS threat, allowing them to deploy security forces against the areas of highest risk.

The innovative, fast-running FPTAS algorithm also allows the user to predict the position of the sun for any location and time worldwide. Using the visualization features of the tool, flight planners can easily see and quantify the potential effectiveness of this countermeasure on their planned approach or departure.

"This prioritized threat assessment capability has not previously been available to the local Force Protection Commander," said Jeff Poe, FPTAS Project Manager and Electronics Engineer at MSIC.

On Oct. 4, DIA, USTRANSCOM, the NIMA Prototype Facility (NPF), Technology West, and members of NIMA's USTRANSCOM Support Team met to investigate the

About the Author

George L. May II is the TRANSCOM NIMA Customer Support Division Chief and has held that position for over five years. His office at NIMA St. Louis is 30 minutes from his customers' headquarters at Scott Air Force Base, Ill. May has a degree in mathematics from Southern Illinois University. He worked at the U.S. Geological Survey prior to moving to the Aeronautical Chart and Information Center (ACIC), which became part of the Defense Mapping Agency in 1972. During his tenure at NIMA and its predecessor organizations,



May has worked in numerous production, production management and customer requirements organizations.

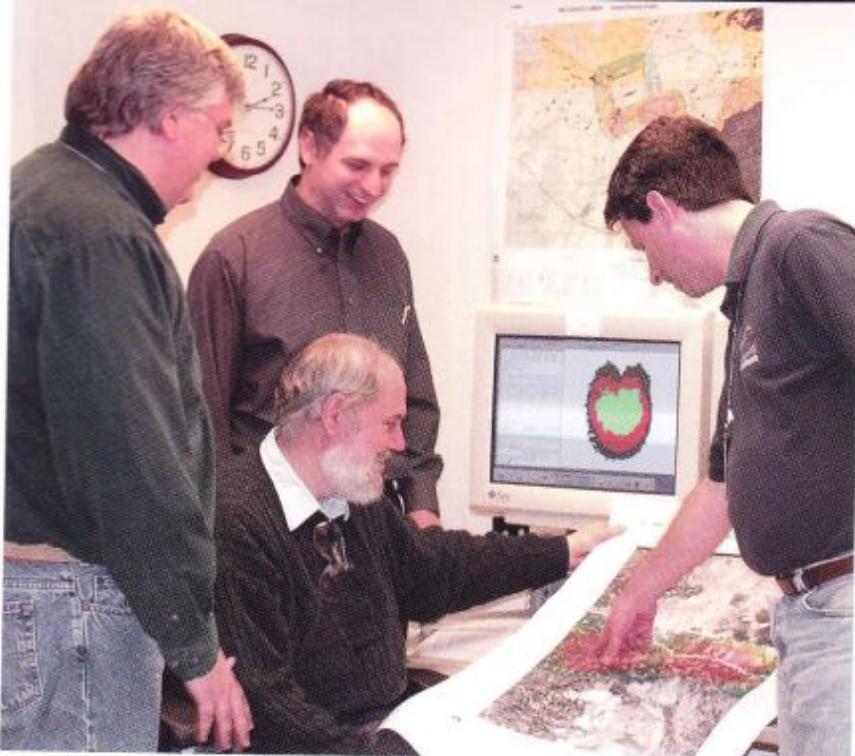


Photo by GERALD GOODIN

Using a simulation software package called Flight Path Threat Analysis Simulation (FPTAS), a NIMA team developed prototypes showing relative MANPADS threat levels for specific airport runways. Working with these prototype products, field force commanders can identify and secure areas of greatest threat. Rob Van Winkle, a member of the NIMA Production Facility team who worked on the project, points out one of the color-coded areas. Looking on are two other team members, Nate Ryan (left) and Jon Strother (seated), and David Potratz, NIMA USTRANSCOM Support Team.

feasibility of fusing the FPTAS graphic output with geospatial map and imagery media. Meeting with their customer, the NIMA/DIA team obtained necessary details, including characteristics of the aircraft to be protected.

According to Rob Van Winkle, "Everything goes into the database, and then you can plot percentages of shot opportunities and lock-on, ranging from 10 to 90 percent and above." Van Winkle, a NIMA geospatial specialist, was a key player in developing the prototype product and information. "The biggest problem for the team was calculating the human factor," he added.

On Oct. 13 the NIMA/DIA team met with USTRANSCOM's then-Commander in Chief Gen. Charles T. Robertson Jr. and his staff. Upon receiving affirmations of the possible utility of the product from his Director of Intelligence and Force Protection

Chief, he gave his approval and the initiative was underway. Based on their recommendations, NIMA-deployed geospatial analyst David Potratz met with AMC Operations planners in an effort to incorporate real-world tactics in the models.

Just 13 days later, on Oct. 26, two prototypes over Uzbekistan and Pakistan were delivered to force protection security forces in-theater for review. The packages consisted of finished 1:250,000 maps showing relative threat levels for specific airport runways and 1:50,000/1:100,000 finished imagery products overlaid with Vector Map 1 (VMAP1) information—significant features and lines of communication for situation awareness.

Because of concern about circulating the whole package to ground forces, a third product, basically the same airfield-centered, Joint Operations Graphic-scale map without the flight

paths, was also supplied. Field commanders, having seen the one with the flight paths and knowing the threat levels, could give this "third product" to the coalition troops on the ground and say simply "look here for MANPADS," Van Winkle explained.

The MANPADS prototype is an excellent example of inter-agency and agency-command teamwork. USTRANSCOM provided the initial requirement. DIA's MSIC provided the missile intelligence and associated software (FPTAS) to display the threat. NIMA provided the DTED®, VMAP1 and geospatial expertise to fuse the geospatial media with the intelligence, in keeping with the NIMA Director's new strategic intent of providing timely, tailored, accurate geospatial intelligence.

The collaboration between NIMA, DIA and USTRANSCOM was right on time. In less than 30 days, the team provided finished Uzbekistan and Pakistan prototypes for use and review. The feedback from the field has been positive, and according to Col. Rocky Lane, Chief, USTRANSCOM Force Protection, "The graphics will save lives."

To date, a total of 11 prototypes have been requested and completed by NIMA geospatial analysts, in-house or deployed. It is expected that future production will not require additional NIMA resources, but will be accomplished by the 480th Intelligence Group at Langley Air Force Base, Va., or eventually within the requesting commands on mission planning systems.

I cannot overemphasize the dedicated, focused response by the team (NIMA and DIA) working on this crisis force protection requirement. It is a true example of interagency collaboration at its best.

What is a Map without Names?

By Lisa Burley, Jo Ann Doerer,
Randy Flynn and Nathan Hays

Imagine you look at a map of the Central African Republic but there are no names on it. Would you recognize what you are looking at? Would you be able to locate, say, the American Embassy, or explain to someone how to find it? Who places the names on maps and who is responsible for updating names of streets and other features? Welcome to the world of Geographic Names!

Place names form a fundamental component of geospatial intelligence, providing crucial information—geographic, locational, cultural, political and linguistic—needed to plan and execute successfully a wide range of missions and operations.

NIMA is critically poised as the Agency that provides a highly trained and skilled staff of analysts who conduct foreign

NIMA maintains the largest database of authoritative foreign place name information in the world.

place name analysis and standardization.

The place names used in NIMA products and databases must conform to the policies and decisions of the U.S. Board on Geographic Names (US BGN), established by Congress as the authority for geographic nomenclature.

The analysts at NIMA's Bethesda and St. Louis sites support the US BGN's mission, while providing a full range of geographic and linguistic products and services. Customers,

including the National Security Agency, military commands, the Department of State and commercial industry, rely on place-name information the analysts collect and disseminate online.

Customers also include all types of experts within NIMA, including regional analysts, aeronautical and marine information specialists, geospatial analysts, geodesists and geophysicists, cartographers and imagery analysts. As authorities on geographic names, these analysts touch almost every product and dataset that NIMA produces. To quote one of them, "A map is not a map without names."

The Geographic Names and Translation Teams in Bethesda and St. Louis populate and maintain the US BGN/NIMA Geographic Names Database (GNDB). They provide geographic names and data for NIMA products using the Geographic Names Processing System (GNPS), and they provide language and

First Report of Bureau of Geographic Names is Antique

By Wells Huff

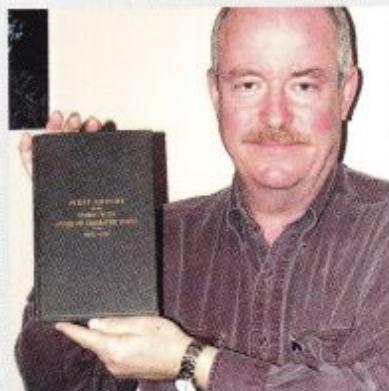
NIMA West security classification manager Stan Johnston displays a book he acquired recently at a sale in an "antiques mall." It is the *First Report of the U.S. Board on Geographic Names, 1890-1891*, with a preface (actually an Executive Order establishing the board) signed by President Benjamin Harrison. "When I saw it, I knew I had to have it," Johnston said.

A long-time employee of the Defense Mapping Agency and NIMA, Johnston first worked

in the Louisville Field Office, spent two years in the Security Office in Bethesda, and has been part of the St. Louis Security Office since 1995, specializing in product security. He is transferring to NIMA's Reston location in April to assume duties in the newly created position of NIMA Classification Program Manager.

The Board of Geographic Names continues to serve the interests of mapmakers, gazetteers and their customers. In today's environment, geonames are still carefully researched and indexed, as described in the accompanying *Edge* article.

Geonames are available on NIMA's Public Home Page, at <http://164.214.2.59/gns/html/index.html>.



Stan Johnston holds the *First Report of the U.S. Board of Geographic Names*, published in 1892.



Photos by GERALD GOODIN

Members of the St. Louis Geographic Names and Translation Team are, seated from left, Felicia Wertz, Jo Ann Doerer and Mary Phillips. Standing from left: Tom Tolle, Eric Scher, Nathan Hays, Dave Reed, Sam Powell, Chris Henry and Mike Voyles. Not pictured: Lisa Burley, Catherine Barnes and Bill Gillespie.

translation services covering a wide variety of subjects related to geospatial intelligence.

The Geographic Names and Translation Teams are comprised of regional analysts who speak, write and translate some critical foreign languages. For example, in St. Louis analysts work in Russian, German, Arabic, French, Spanish, Polish, Chinese, Portuguese, Italian and Swedish, among other languages.

Each year NIMA updates over 150,000 geographic feature records in the GNDB, the largest database of authoritative foreign place name information in the world, and the repository of US BGN official place name spellings for use in all U.S. government publications and databases.

The geographic names analysts review maps and other sources from foreign countries. When necessary, they Romanize the names, changing them from their local writing system, such as Serbo-Croatian or Arabic, to the Roman alphabet using procedures developed by the US BGN and its British counterpart, the Permanent Committee on Geographical Names for British Official Use (PCGN). Variations

in place-name spellings and feature locations are researched and recorded in the GNDB. While performing this work, the names analysts create glossaries of generic terms useful when reading a map.

Spotlight on St. Louis

The St. Louis team provides unique translation services to ensure the safety of aviators throughout the world. The team receives daily requests from such customers as the military commands, U.S. air and naval bases, and the Federal Aviation Administration for the translation of foreign *Special Air Information Requests* (SAIRs) and *Notices to Airmen* (NOTAMS). SAIRs are especially urgent, since they contain flight and airfield information that is to be immediately used to carry out an air mission. SAIRs may include instrument landing and departure procedures, navigation aids, airfield diagrams and other information.

The St. Louis team also translates over 12,000 pages of flight information per year. In one instance, translator Sam Powell supported President George W.

Bush's trip to Madrid, Spain, in June 2001 by translating Spanish SAIRs totaling over 60 pages and covering four airfields in Spain. The St. Louis Team also supports the Ron Brown Airfield Initiative to make the world's airfields safer.

Every year the St. Louis team publishes over 2,000 pages of contract and in-house translations in such fields as geodesy, cartography, photogrammetry, remote sensing and geographic information systems. The team also provides on-the-spot translations of a variety of items received in walk-in requests.

The team reviews about 50 foreign journals and newspapers each week for articles that provide information on infrastructure and other topics in certain countries. Team members then draft reports and forward them to regional analysts. These *Preliminary Analysis Reports* contain such data as possible boundary and place name changes, and features under construction such as power plants, communication lines, airfields, roads and railroads. The team also supports

continued on page 10

What is a Map without Names?

continued from page 9

country-expert regional analysts by conducting research into foreign ancillary sources on the Internet and in texts.

Both the Bethesda and St. Louis teams provide intense support to Operation Enduring Freedom. Some examples of special services include the daily translations from the Internet of Russian news as reported by the Russian television networks.

Along with counterparts in Bethesda, St. Louis analyst Mary Phillips is engaged in updating GNDB holdings for Turkmenistan. Following the independence of this former Soviet Republic, the government undertook official orthographic reform, mandating a change from the Turkmen Cyrillic alphabet introduced during Soviet times to a variation of the Roman alphabet suited to the Turkmen language.

Their efforts proved to be timely, as NIMA was soon producing city graphics covering numerous towns in Turkmenistan, among other countries, in support of ongoing operations. To provide as much useful geospatial intelligence as possible, the graphics depict Turkmen place names in the reformed Roman orthography, and the names in the obsolete orthography parenthetically. Place name changes can be dramatic, reflecting political as well as linguistic or cultural change. As an example, the Turkmen city long known as Kerki is now



Mary Phillips is engaged in updating geographic names in Turkmenistan from the Cyrillic to Roman alphabets. She uses a briefing board to show a few of the many changes.

called Atamyrat. Other analysts are involved in similar projects updating place names over Central Asia and other parts of the world.

In support of Operation Enduring Freedom, the St. Louis team has researched geographic names for about 90 maps covering Afghanistan. They have translated descriptive informa-

tion on some 50 Russian topographic maps of Afghanistan and provided additional translations of geological and topographic information in French and German.

Besides providing geographic names and translation support, the St. Louis team helps manage NIMA's Partnership and Contracting Program for geographic names and translation. These contractor partners provide services that assist with the completion of program requirements.

The Geographic Names Web site has the privilege of being NIMA's most often accessed site. To see more of the NIMA/US BGN Geographic Names Database (GNDB), log on to the GEOnet Web site at [index.html](http://164.214.2.59/gns/html/index.html) <http://164.214.2.59/gns/html/index.html>.



Sam Powell translated 60 pages of Spanish airfield information in support of a trip to Spain by President George W. Bush.



Marines from the 3rd Battalion, 2nd Marine Regiment train for winter warfare.

Photo by LANCE CPL. ERIC YOUNG

Marines Use NIMA Products In Mountain Warfare Training

By Mark Spivey and Charles Ramsey

When you think of the Marine Corps, visions of infantry storming a South Pacific beach or raising our flag on Iwo Jima come to mind. Rarely do we think of Marines on skis in alpine environments.

The NIMA Support Team-Marine Corps (NST-M) has been actively engaged with instructors at the Marines' Mountain Warfare Training Center (MWTC) to provide adequate and timely training products for just this purpose.

Every year approximately 10,000 Marines undergo cold weather training near Bridgeport, Calif. in the central Sierra Nevada Mountains. Following the Marines' experience in Korea—where more than 3,000 infantrymen sustained severe frostbite in the Chosin Reservoir campaign alone—the MWTC was established. Since 1951, elements of each Marine Expeditionary Unit (MEU) have regularly trained for mountain warfare at the MWTC, where elevations can reach 11,500 feet.

The current U.S. and allied campaign in Afghanistan has

once again highlighted the need for training in harsh winter conditions at high altitudes. Among the members of the 15th and 26th MEUs currently deployed in Afghanistan are hundreds of Marines who have been trained at the MWTC.

According to Maj. Gen. Thomas Jones—the commander of training and education for the Marine Corps—"Training in a cold, mountainous environment is the closest thing we have to approximating the stress a

continued on page 19

About the Authors



Mark Spivey

Mark Spivey leads the NIMA Support Team-Marine Corps within the InnoVision Directorate. He has worked for NIMA and DMA for 17 years, including time on the Joint Forces Customer Support Team and serving as liaison to the Marine Corps.



Charles Ramsey

Charles Ramsey has been employed by NIMA and DMA since 1989. His experience includes working with nautical charts, data extraction and the Interactive Quality Review System (IQRS). He currently works as a geospatial analyst as part of the NST-Marine Corps in Reston.

Navy Hospital Ship's Fast Response In New York Was Aided by NIMA

By Howard Cohen

On Sept. 12, the hospital ship USNS *Comfort* (T-AH 20) slipped out of Baltimore Harbor, leaving Fort McHenry in its wake.

The Military Sealift Command (MSC) ship was now part of Joint Forces Command's military support to the Federal Emergency Management Agency. Her mission: to provide logistics support and services to disaster recovery personnel, including thousands of volunteers.

As in all MSC ships, *Comfort* uses NIMA's marine navigation products, services and data to accomplish the command's mission of "providing ocean transportation of equipment, fuel, supplies and ammunition to sustain U.S. forces worldwide during peacetime and in war."

With a length of 894 feet and a top speed of 17.5 knots (about 20 miles per hour), *Comfort* is designed to provide emergency care for deployed combatant forces. She is one of the nation's five largest trauma centers. To ensure that no one mistakes the *Comfort* for any other type of ship, her hull is painted white and there are nine large red crosses marking the vessel; each arm of the cross is 27 feet long.

Living up to her motto, "Curare Aegra Permarinum (Care of the Sick on the Sea)," *Comfort* offers a full spectrum of surgical and medical services. There are 50 trauma casualty receiving stations, 12 operating rooms, radiological services, an optometry lab and a medical laboratory, CT scanner, pharmacy, and two oxygen producing plants. Eighty beds are for intensive care, 20 for recovery, 400 for intermediate care and 500 for minimal care.

The *Comfort* was in "reduced operating status-5" as the ship hoisted colors the morning of Sept. 11.

Vessels in "reduced operating status" have skeleton crews aboard. *Comfort* had a crew of 13 civilian mariners and 58 Navy personnel to ensure the readiness of propulsion and other primary systems if a situation should arise requiring activation.

"Five" indicates that it will take five days to make the ship ready to sail, fully crewed and operational. When the ship is activated, additional civilian mariners are assigned, and extra medical personnel are pulled from East Coast medical facilities, where their positions are back-filled with reserve military personnel.

Within hours of the terrorist attack, *Comfort* was "ordered to activate." Its destination: New York City.

"I was Captain of the USNS *Spica*, which happened to be at Baltimore Marine Industries in Baltimore," said Ed Nanartowich, a civilian senior master with 26 years' experience with MSC. Called to take command of the *Comfort*, he said, "I ran from one ship to the other."

The crew, including Chief Mate Jim White and First Assistant Steve Starr, "did not have the luxury of five days to gear up and deploy," Nanartowich added. "Once I heard the activation message was on the wire, I ordered the tugs alongside. Five minutes after we had the activation notice, we were off the pier en route to Leonardo, N.J. and

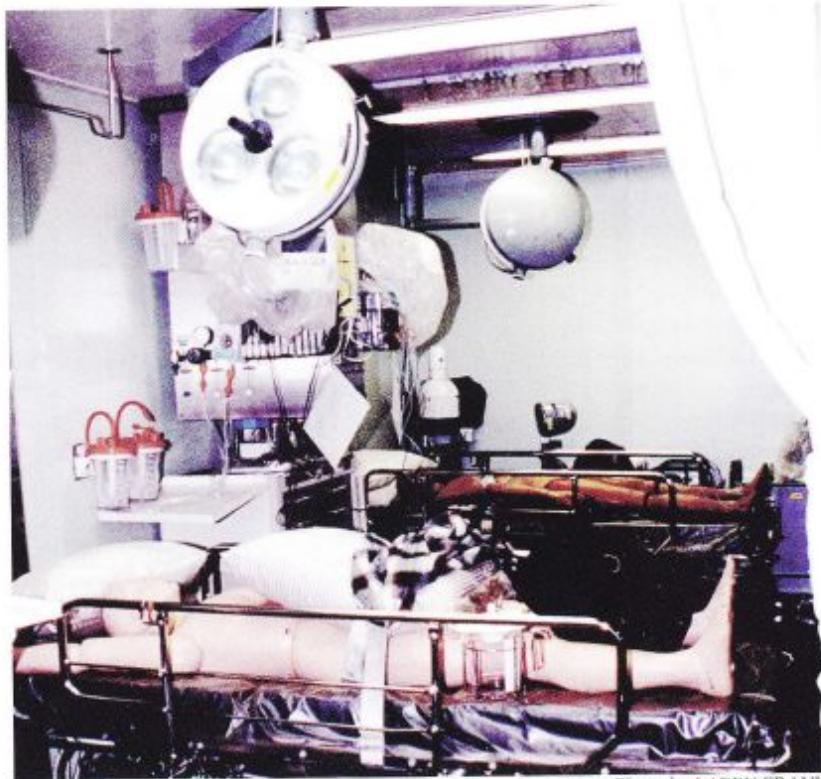


Photo by LARRY FRANKLIN

In one of 12 operating rooms aboard the USNS *Comfort*, "medical dummies" take the place of real patients.



U.S. Navy photo by Chief Petty Officer Eric J. Tilford

Docked at Pier 92 in New York, the USNS *Comfort* serves as a lodging facility for disaster recovery personnel following the terrorist attack Sept. 11. Volunteers and rescue workers received housing, laundry, food, medical and other services aboard the ship.

then to New York to provide aid and comfort (excuse the pun)."

To accomplish her mission, the *Comfort*'s crew soon swelled to 61 civilian mariners and 750 Navy medical and support personnel.

Five days were not needed to get NIMA updates, Nanartowich indicated. "We had every updated chart and NTM [Notice to Mariners] required," he said. "We take charts for granted in this industry. The support is superb from NIMA."

Activation of the *Comfort* led to "complete organized mayhem to do in hours what should take days," Nanartowich said. "NIMA activities were and will remain the silent sentinels that ensure the safe navigation of ships at sea. Thank you for that."

Comfort docked Sept. 14 at Pier 92 in New York, where she transformed into a lodging facility for disaster recovery personnel. They received housing, food, medical and other services, including over two tons of laundry processed aboard the ship.

The Navy's largest galley afloat, the *Comfort* can serve 2,000 people an hour. By the time *Comfort* returned to Baltimore Oct. 1, the ship had served 17,000 meals to New York City police and firefighters, National Guardsmen, New York State Militia and volunteer relief work-

ers from around the country and the world.

The ship's clinic had also seen 561 guests for cuts, respiratory ailments, fractures and other minor injuries, and *Comfort*'s team of Navy psychology personnel had provided 500 mental health consultations to relief workers.

Participating in world events is nothing new since the ship joined the fleet in 1987. *Comfort* served in the Persian Gulf War in 1990, assisted with the Haitian migrant operations in the Caribbean in 1994, and has participated in multi-national exercises.

Her role hasn't gone unnoticed. *Comfort*'s awards include the Combat Action Ribbon, Joint Meritorious Unit Award, Navy Unit Commendation, Navy "E" Ribbon, Armed Forces Expeditionary Medal, Southwest Asia Service Medal, Humanitarian Service Medal, Sea Service Deployment Ribbon and Kuwait Liberation Medal.

continued on page 14



Photo courtesy of the Military Sealift Command
USNS *Comfort* Capt. Ed Nanartowich looks out on the Hudson River as the ship approaches Pier 92 in New York City.



Photo by LARRY FRANKLIN

Climbing the gangway for a tour aboard the USNS *Comfort* led by MSC Public Affairs Officer Frank Randall (partially hidden at top) are, from left, Walt Holtgren, Howard Cohen, Tim Doherty, George Lupo, Steven Offenback, Richard Hornberger, Jenny Floyd, Barry Winkelman, Frank Chamberlain, Steve Debrecht and Keith Alexander.

continued from page 13

As a result of *Comfort's* role in Operation Noble Eagle, NIMA is recognizing this special ship by featuring her picture on the cover of the *U.S. Notice to Mariners* from April 6 to June 29. "The *Notice*," as it is called, has a circulation of 12,000 copies per week and features a different vessel each quarter. With just four selections every year, it's truly an honor.

Bruce Berry, marine analyst in the Maritime Safety Information Division, manages ship selection

for the *Notice* cover. "To make it on the cover, the ship has to have a uniqueness about her," he said. "In this case, it was very clear-cut. The service she provided in New York City in the aftermath of Sept. 11 speaks for itself."

Berry added, "To keep it fair, we rotate our selections by choosing a ship from the Navy, Coast Guard or the merchant marine. The first *Notice* each year is a special edition, and that ship gets to be in color. This year it was the merchant ship *S.S. United States*."

Navy Rear Adm. David L. Brewer III, MSC Commander, said, "On behalf of MSC and the sailors and Navy civilian men and women who have served aboard the USNS *Comfort*, we're honored to have been selected."

Twenty Maritime Safety Information Division personnel visited the upcoming *Notice* "cover ship" in February. Dean Bradford, Captain of the *Comfort* while the ship was docked in Baltimore, took time from his busy in-port duties to personally escort NIMA's visitors onboard.



About the Author

Howard Cohen, shown aboard the USNS *Comfort*, is a former MSC-licensed deck officer. In 1978 he served on the USNS *Waccamaw* with then-2nd Mate Ed Nanartowich, Captain of the *Comfort* on its mission to Ground Zero. Cohen is a graduate of the Massachusetts Maritime Academy. As a marine analyst in the Maritime Safety Information Division, he has played a key role in providing information about the Division's accomplishments, products and services. He has written extensively for the *Edge*, with this his eighth cover story. Cohen's articles have also been published in the International Hydrographic Bulletin, Hydro International, Via Inmarsat, International Maritime Organization (IMO) News and National Oceanic and Atmospheric Administration (NOAA) Mariners Weather Log.

New Class of High-Resolution Data Will Transform Mission Planning

By Rich Stammier

Imagine the following scenario: It is May 5, 2006. For some weeks, Jane Thorpe, a manager with the Army Corps of Engineers, has been monitoring the snow pack in the Cascade Mountains of the northwestern United States. She is using elevation data from a Light Detection and Ranging (LIDAR) sensor and software that can detect the change in volume between the early fall elevation surface and the height of the late spring snow pack.

Thorpe's snow-pack melting model predicts a record runoff if temperatures stay above 70 degrees Fahrenheit for the week ahead. She turns to her computer monitor and hits a key on her keyboard. In seconds, portions of the hundreds of square miles of river flood plain displayed on the screen are overlaid in blue, depicting the areas likely to flood based on Thorpe's flood model. She immediately forwards the graphic of the likely flood areas and an advisory notice to all the affected communities, giving them time for an emergency response.

In a different scenario, Staff Sgt. Tom Smith (the characters

are fictitious) studies a display on a 2-by-2-foot flat panel. With LIDAR data laid over current imagery, he walks through a special-operations mission to capture an international terrorist in an unfriendly country. As he

tasks with great confidence because of a new class of data called high-resolution terrain information (HRTI). This data encompasses all high-resolution terrain, including features. The examples here are limited to elevation data.

HRTI will be essential in generating accurate three-dimensional models of structures and terrain. It will be the base data set on which other information, such as an image or geospatial vector information (like roads, rivers, and man-made features), can be overlaid to allow detailed mission rehearsal and planning.

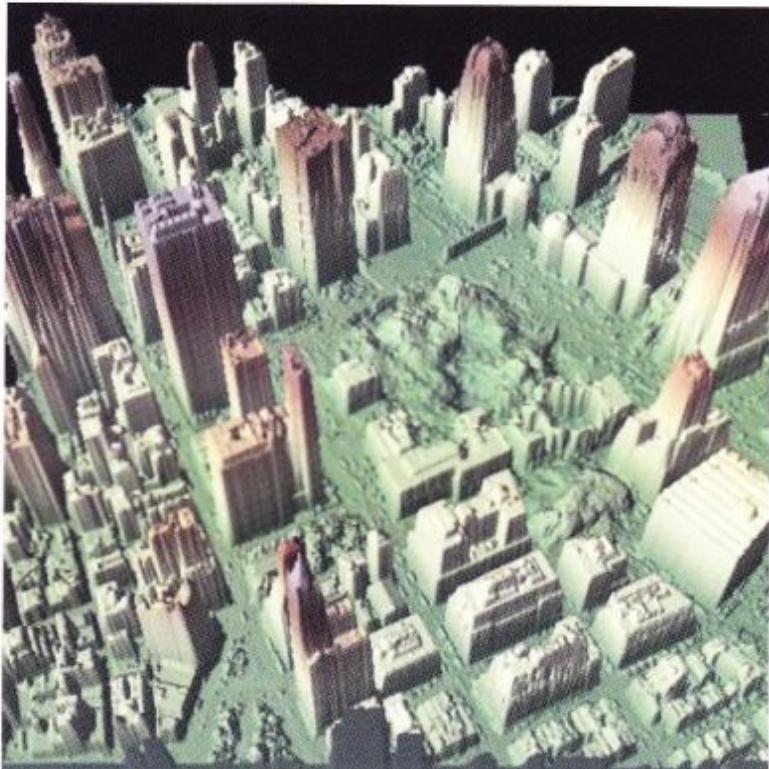
HRTI enables users to generate walk-through and fly-through scenes with unprecedented resolution and accuracy. The base data is elevation information more commonly

known as DTED® (Digital Terrain Elevation Data), levels 3, 4, 5 and 6 (10, 3, 1, 1/3 meters respectively).

High-resolution DTED or DTED-like elevation information is composed of elevation posts at regularly spaced intervals from 10 meters to one-third meter. Each post is defined by a measure of latitude, longitude and height, called z, and is inherently three-dimensional.

previews the mission, from an insertion point to the target facility, he draws line-of-sight overlays to determine positions of vulnerability and the optimum course for maximum cover and protection. Before he is finished, he will know every obstacle greater than two meters, including those under the tree canopy, such as bushes, trees and man-made structures.

In the future, NIMA customers will be able to conduct their



The damage following the Sept. 11 terrorists' attack in New York is portrayed in a graphic based on Light Detection and Ranging (LIDAR) data.

continued on page 16

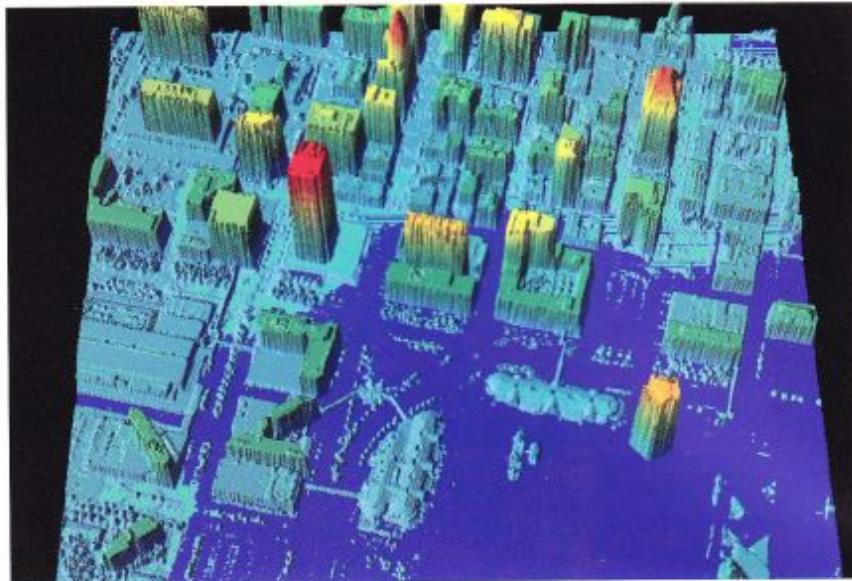
New Class of High-Resolution Data Will Transform Mission Planning

continued from page 15

High-resolution elevation data has been around for a long time but the capability to build more of it quickly, and at reasonable cost, is just now being realized.

New sensor systems such as LIDAR, Synthetic Aperture Radar and IFSAR (Interferometric Synthetic Aperture Radar) hold the promise for large volumes of data, allowing for unprecedented use of this geospatial information. The IFSAR data collected during the highly successful Shuttle Radar Topography Mission will generate DTED 2 (30-meter information) over 80 percent of the globe's landmass.

Airborne IFSAR and LIDAR can now generate large areas of highly accurate DTED 4, 5 and 6 in relatively short timeframes. LIDAR has the advantage of greater accuracy and the capability to sense surface height under vegetation, enabling the generation of both reflective surfaces like the height of trees and man-



In a graphic of Baltimore, LIDAR is used to show, in blue, areas likely to flood.

made structures and bare-earth surfaces (height of the earth without trees or man-made objects).

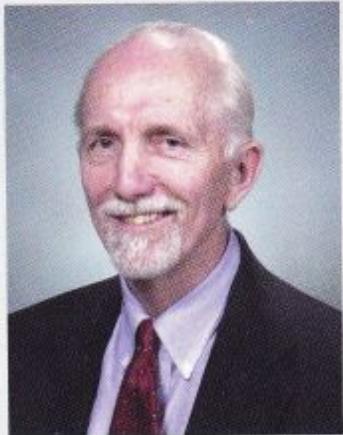
Want to know more? The InnoVision Directorate is in the final phase of an HRTI study that will detail future requirements for this type of data. Results show a need for this data across the intelligence, military and civil communities. The findings indicate that in addition to creating accurate 3-D models of the terrain and man-made structures, it can be used for general mission planning and accurate line-of-sight analyses, such as military operations and antenna transmis-

sion/reception site locations. HRTI will enhance mission planning in any situation requiring highly accurate walk-through or fly-through rehearsals and route analysis. It will greatly aid response to a range of natural crises such as hurricanes, earthquakes and flooding.

The results of the HRTI study will be incorporated in NIMA's futures database, called the Community Information Needs Forecast. They will also be available for any evaluation of future sensors, production throughput, or other needs analysis. For a copy of the HRTI study send an e-mail to stammler@nima.mil or download a copy at <http://server1.westfield.nima.ic.gov/ap/docs/html> on JWICS or <http://apwfs01.nima.smil.mil/ap/docs.html> on SIPRNET.

About the Author

Rich Stammler is a member of the Needs Branch in the InnoVision Requirements and Analysis Office. He was an Air Force pilot and member of the Air Staff as Chief of the Combat Integration Division before joining the Defense Mapping Agency, now NIMA, in 1993.



Graphics courtesy of the Defense Advanced Research Projects Agency (DARPA) Rapid Terrain Visualization Advanced Concept Technology Demonstration.

Human Resources Employees Earn Credentials

By Vietta Williams,
Human Resources Strategic Consultant

Ever heard of the acronyms *PHR* and *SPHR*? Well, 13 NIMA Human Resources Directorate employees recently achieved this professional credential and are now certified by the Society for Human Resource Management (SHRM).

SHRM, the world's largest human resource management association, is referred to as the "leading voice of the human resource profession."

Every year, thousands of HR employees nationwide take the four-hour exam to receive certification as either a Professional in Human Resources (PHR) or a Senior Professional in Human Resources (SPHR).

The PHR exam focuses primarily on HR technical/operational aspects, while the SPHR exam focuses on strategic and policy issues.

The HR Corporate Board first offered employees the opportunity to broaden their HR knowledge base by participating in an 11-week course; the course was offered after hours and required extensive study time.

Said Pamela Brunger, Deputy Director of HR and recent SPHR-designate, "The course provided



Photo by DICK GONSALVES

Certified professionals in the East, from left, are Bob Webster (SPHR), Bill Welch (PHR), Jeri Buchholz (SPHR), Mike McManus (SPHR), Vietta Williams (PHR) and Pam Brunger (SPHR). Not pictured: Charlie Hughes (SPHR).

employees the opportunity to learn successful HR principles and practices used in both the public and private sector, and to implement newly learned ideas in their day-to-day business with customers."

HR employees also had to disassociate their federally-rooted knowledge base and re-learn HR from a corporate perspective. PHR designate Rosalind Hood says that studying for the exam shed a different light on the amount of information HR employees need to master to be successful in HR today.

"HR is a complex profession that is ever changing," said Hood. "We have a great responsibility to support our NIMA partners in providing accurate HR advice and guidance and strategizing current and future human capital needs."

The training initiative wouldn't have been implemented if not for the sacrifice made by SHRM Instructor Glenn Peters. Peters, an HR employee with the National Security Agency, volunteered to conduct the SHRM training course via satellite to employees in Bethesda, the Washington Navy Yard and St. Louis.

"We owe a lot to Glenn," said Brunger. "He made many personal sacrifices to provide this opportunity. He shared his expertise, experiences and insights with the class to help us meet our educational objectives."

The national passing rates for the PHR and SPHR exams in December 2001 were 67 percent and 57 percent respectively. NIMA HR employees exceeded those rates with a 75 percent passing rate for PHR and a perfect 100 percent for SPHR.



Photo by GERALD GOODIN

Certified professionals in the West include, seated from left, Sheila Nelson-Westbrook (SPHR), Sandy Renfrow (SPHR) and Rosalind Hood (PHR). Standing, from left, Jim Reznicek (SPHR), Richard Lininger (SPHR) and Ken Tucker (SPHR).

ACCOLADES

Black Employment Council Honors NIMA Employees in St. Louis

The Black Employment Program Council (BEPC) in St. Louis honored two NIMA employees Feb. 8.

Marjorie M. Hall, a technical representative for NIMA's Outreach Branch (PESGC), was named the Non-Supervisory Employee of the Year.

Janice M. Perry, an administrative officer with the Logistical Analysis Office (GOW), was recognized as Outstanding Black Employment Program Manager of the Year in the St. Louis metropolitan area.

The awards were presented during the BEPC's 14th annual training and awards seminar at the St. Louis Crowne Plaza Hotel. The BEPC is part of the Metropolitan



Marjorie Hall



Janice Perry

opolitan St. Louis Federal Executive Board (FEB).

"These professionals have brought honor and recognition to NIMA, the St. Louis community and themselves, through their dedicated and unselfish service, spirit of volunteerism and accomplishments," said Ernie Moore,

Special Emphasis Program Manager in NIMA's Equal Employment Opportunity Office in the West.

Hall and Perry competed with nominees from 20 federal agencies, with over 33,000 employees in the St. Louis FEB district, according to Moore.

NIMA Honors Keith Hall on Retirement

NIMA Director retired Lt. Gen. James R. Clapper Jr. presented the NIMA Medallion for Excellence to **Keith R. Hall** upon his retirement as director of the National Reconnaissance Office (NRO). The Intelligence Community marked the occasion at a ceremony at CIA headquarters in January.

The award noted Hall's "superb leadership and genuine partnering" with NIMA. Said Clapper, "The quality of Keith Hall's outstanding service to the nation is an inspiration to us all, and we are all in his debt." Hall had served as director of the NRO since March 28, 1997. As director, he was responsible for the acquisition and operation of all U.S. space-based reconnaissance and intelligence systems.



NIMA Director retired Lt. Gen. James R. Clapper Jr., right, presents the NIMA Medallion for Excellence to retiring NRO Director Keith R. Hall.

ACCOLADES

Marsh Wins "Path Smoother" Award For Supporting People with Disabilities

The St. Louis Metropolitan Disability Awareness Council (DACP) presented its "Path Smoother" award to Julie Marsh, a contract data specialist in the Acquisition Directorate.

The award recognizes federal employees whose support and efforts in the workplace or in the community have advanced the well-being of employees with disabilities.

Marsh won the award for her efforts in learning sign language to better communicate with a deaf co-worker. She has also been the secretary for NIMA St. Louis' Committee for Deaf and Hard of Hearing for the past 18 months.

NIMA St. Louis Site Manager Tom Mann presented Marsh the award on behalf of the DAC, which is part of the St. Louis Federal Executive Board.



Julie Marsh

Marines Use NIMA Products

continued from page 11

soldier undergoes in combat. Severe cold and rugged terrain force soldiers to work together, to share and eventually overcome incredible adversity. It builds cohesiveness."

The NST-M has been actively engaged with instructors at the MWTC to provide training products. Under the direction of the NST, NIMA produced a Military Installation Map (MIM) of the Bridgeport area and updated two 1:50,000 maps prior to events on Sept. 11.

The Marines train in a much larger area, however, and recently requested 1:100,000 scale hard-copy maps of areas leased from the Toyaibe National Forest. A total of six 1:100,000 scale map sheets were needed.

The NST exploited Feature Foundation Data holdings and U.S. Geological Survey data to quickly produce a tailored view that closely resembles a standard 1:100,000 map.

Said Maj. Craig Kozeniesky, an instructor at the MTWC, "NIMA's support has exponentially improved the Marine's mountain warfare training program."

With valuable assistance from the Analysis and Production Directorate (P), Charles Ramsey of the NST-M produced the training maps in a matter of just a few days.

The maps were printed on the Interactive Quality Review System (IQRS) in Bethesda for shipment to the Marines.

The NST-M and P will continue to produce prototype Mission Specific Data Sets (MSDS) for the littoral (coastal region) together.

Future efforts will include MSDS prototypes in urban areas and for cross-country mobility.

The MSDS prototypes will be used in future training scenarios as examples of how NIMA can quickly intensify an operational view for tactical purposes.



Photo by STAFF SGT. WILLIAM M. LISBON

U.S. Marines transit to remote mountain warfare training sites in California.

EAP and Wellness Programs Improve Quality of Life

By Sue Meisner

Busy day, busy week, busy life. With so many work and home commitments competing for your time, quality of work/life programs at NIMA take on increased importance. They can help you decompress, by providing a quick breather during that busy day or helping you learn coping strategies to better deal with stress.

Work/life-related programs at NIMA range from counseling services for personal and workplace issues, to safety and wellness activities and career counseling. The work and family employee assistance program, or "EAP," and the wellness program, offer many services to NIMA employees.



Photo by GERALD GOODIN

St. Louis employees flex their bodies at a body toning class.

The EAP is probably best known for its problem-solving counseling services. "Over the past year, hundreds of employees and family members NIMA-wide

have received help through the program for a variety of concerns," said Sid Cooper, EAP Administrator in the West.

"We can help with problems related to family, marital or relationship issues, parenting, budgeting and other financial issues, legal, grief and loss, stress, depression, anxiety and job performance and other work-related problems," said Cooper.

The EAP can also help with child, dependency and elder-care services. Informational seminars, such as the recent "Caring for Alzheimer's Patients" in the West, and "Effective Relaxation Strategies" in the East, are some of the EAP's most visible services.

"Participating in wellness program activities can improve your health, self-esteem, mental alertness, performance and creativity," said Maribeth Atkins, Wellness Program Coordinator in the East. "Employees say the programs are informative,



Photo by TED KOTH

Instructor Sandy Neuberg expends some extra effort during step aerobics.

enlightening, useful and even down-right fun!"

Services include group exercise classes, fitness equipment orientations and individualized exercise programming. Nutrition, weight reduction and management, health education classes and seminars, smoking cessation programs, health risk appraisals and annual wellness fairs are also available.

"In February, the Wellness Programs East and West stirred up some friendly competition with the three-week 'Get Fit with the Winter Games 2002' exercise incentive program," said Milli Matronia, Wellness Program Coordinator in the West. "Participants logged their fitness activities on a map of torches tracing the route of the Olympic Torch from Atlanta to Salt Lake City. They filled in a torch for every 10-20 minutes of activity they completed. The winner filled in the most torches."

"Step aerobics and body-toning classes are other popular wellness activities," said Atkins.



Photo by ALAN KING

Maribeth Atkins discusses body fat composition test results with Albert Arcand, a cartographer in the Office of Americas in Bethesda.

Wellness coordinators serve NIMA through an interagency agreement with the U.S. Public Health Service.

"While the wellness program strives to provide similar core services Agency-wide, we also

try to individualize offerings to meet the needs and interests of the employees at each site," said Atkins. "We like to think of our program as 'one size fits all'—tailored to suit your needs."

Human Resources advertises EAP and wellness services through a monthly work/life events calendar e-mail release. Information is also available on the benefits portion of the HR Web page, at <http://hr.nima.mil> on the SBU and <http://172.21.254.151> on the SCEN.

Employees and family members can contact the Employee Assistance Program in St. Louis at (314) 263-4848, or at the remaining NIMA sites, at (301) 227-5187 or 1-866-264-4882.

Employees can contact a Wellness Program coordinator in the East at (301) 227-7866, and in the West, at (314) 263-4206.



Photo by ANDRE PILLER

Mike Nash reviews effective relaxation strategies at Fort Belvoir.

Humor is No Joke for Cartographer

By Paul Hurlburt

St. Louis cartographer Bill Mantinband has a knack for blending off-duty interests with his work. Though he has shared the benefits of these pursuits generously, few know the stories behind them.

A synopsis might begin with Toastmasters International. Mantinband is a charter member of the NIMA St. Louis club, formed in 1977, and now known as the Speech Masters. But his association with the Toastmasters goes back to 1960, when he worked in San Antonio, Texas as a cartographer for an oil company. He looks forward to a reunion of this club at the Toastmaster's International Convention in San Antonio in August.

Noting that oral communication is part of almost every NIMA assignment, "from janitor to senior executive," Mantinband says Toastmasters teaches members "to be at ease on your feet, whether you're speaking, evaluating someone's speech, making a report or taking charge of the meeting." Since members come from all ranks and occupations, members also have an opportunity to meet people from many offices.

As Educational Vice President, Mantinband sends members a biweekly broadsheet. There's always a cartoon with a twist about Toastmasters that Mantinband originates. In a recent issue, a lion trainer has his head inside a lion's open mouth, prompting the lion to muse, "Some Toastmasters will do anything to get attention!"

Mantinband is serious about the role of humor, both off the



Photo by GERALD GOODIN

"I use humor in everything I do," says Bill Mantinband, who plans to attend a conference on humor in April.

job and on. April 12-14 he will be in Saratoga Springs, N.Y. attending the annual conference of the Humor Project Inc., which grew out of a doctoral dissertation by founder Joel Goodman. The theme of this year's conference is "The Positive Power of Humor, Hope and Healing." Soupy Sales is among the celebrities, business leaders and other experts scheduled to speak and lead the 20 sessions.

"I use humor in everything I do," Mantinband adds. "It doesn't matter how tense the situation is or what business you're in, humor counts." Employees are responsible for doing their work well and on time, he notes, "but you've got to be able to laugh at yourself. 'NIMA' stands for Nothing Important Matters Anymore. Laughing matters because it's good for you."

NIMA's School Partnership Program benefits from

Mantinband's longtime interest in oceanography. Every year each of the students and teachers in three third-grade classes at Hodgen Elementary School in St. Louis gets copies of the *Dolphin Log*, published for children by the Cousteau Society, thanks to Mantinband. A charter member of the society founded by Jacques Costeau, Mantinband says, "This is my way of helping the society to educate the world." Every week Mantinband also visits the school to mentor a child signed up for HOSTS—Helping One Student to Succeed.

A widower, Mantinband has five grown children, three of whom live in Israel. Shmuel, the oldest, was the subject of a page one article in the Oct. 29, 2000 *New York Times*, which discussed his friendship and business association with a Palestinian involving a restaurant in Jerusalem. Another article on the same subject appeared on page one of the March 1-7, 2002 *Webster-Kirkwood Times*, published in Webster Groves, Mo., where Shmuel graduated from high school. The Palestinian manages the Roman-themed restaurant opened by Shmuel, who studied restaurant and hotel management at Cornell University before emigrating to Israel.

Says Bill, "Both articles ask a question, how can this personal relationship be so trustworthy—in spite of the men's different backgrounds—when countries in the Middle East show so much distrust?"

Like his father, the younger Mantinband may have learned that "humor counts"—even when the situation gets tense.

Bus Driver Shares His Positive Outlook

By Sue Meisner

If you work in NIMA Bethesda and ride the bus, you know bus driver Harold Abney. Abney is the perennially upbeat guy who gives you a big wave when you step aboard his bus or just pass by the door. It's hard to have a bad day in the face of so much cheer.

"I enjoy working with people," said Abney. "My job is to see you to and from on time and I enjoy doing it."

Although born in Connecticut, Abney grew up in Washington, D.C. and considers himself a native. He spent 30 years working with D.C. public school children, evaluating and placing handicapped kids and serving as their bus driver. Now retired from that job, he says it made a big impression on him. "The kids

hurt to see me leave and I still check back on them," said Abney. "I would find out their weaknesses and talk to them." Abney said he knew how to handle the problem kids and would try handling their issues without raising them to administrators.

According to Chugach Deputy Project Manager John Bigger, Abney represents the finest qualities of a customer-service employee. "We want all of our employees to have the same positive attitude Mr. Abney has," said Bigger. "In our business," he added, "we can't afford to have a bad day. We have many customers here, with something new every day. Mr. Abney does the extra things to make sure the job's done thoroughly."

Chugach took over the Base Operating Support (BOS) contract in August 1999, and Abney joined the NIMA staff two month's later. Originally with NIMA Washington Navy Yard contractor PAE, Abney accepted a detail to Bethesda and eventually stayed and began his Chugach service.

Although Abney loves his job, he's realistic about making an impact on everyone he meets. "Not everybody's going to be happy," said Abney. "But I like to talk to and work with people of different personalities."

Abney prides himself on his ability to work with kids, and wants to share what he's learned in his life's experience. "I like to share with young folks about stocks and savings. As a friend told me, you don't need money when you're young, you need it when you're old."

Harold Abney is rich in personal experience, and the man who "likes to do things for

people" will gladly brighten your day, too.

Said Bigger, "We want to instill his kind of attitude in all employees, because we're in the customer service business."

On The Back Cover –

Taking a cue from the National Women's History Project poster, the Edge back cover also features the Statue of Liberty. Our cover is adapted from an exhibit done a few years ago by NIMA visual information specialist Jane Wilkinson in St. Louis.

The beloved statue sculpted by Frederic-August Bartholdi represents well the 2002 theme for Women's History Month, "Women Sustaining the American Spirit."

Emma Lazarus wrote the poem "The New Colossus" on behalf of the pedestal fund for the statue in 1883. The poem was all but forgotten until someone anonymously placed a plaque with the poem's last five lines inside the second story of the pedestal in 1903—16 years after Lazarus' death.

A member of a prominent New York family, Lazarus was actively involved in efforts to help Jews who fled persecution in Russia in 1880-81. "Pondering about the great figure which would look out across the Atlantic toward the Old World, Lazarus wrote an impassioned view, stated in her own terms, of what France's gift would symbolically convey," Wilkinson writes. "She saw Liberty as not only an icon of world freedom, but also as an emblem of America's destiny as a nation of immigrants."

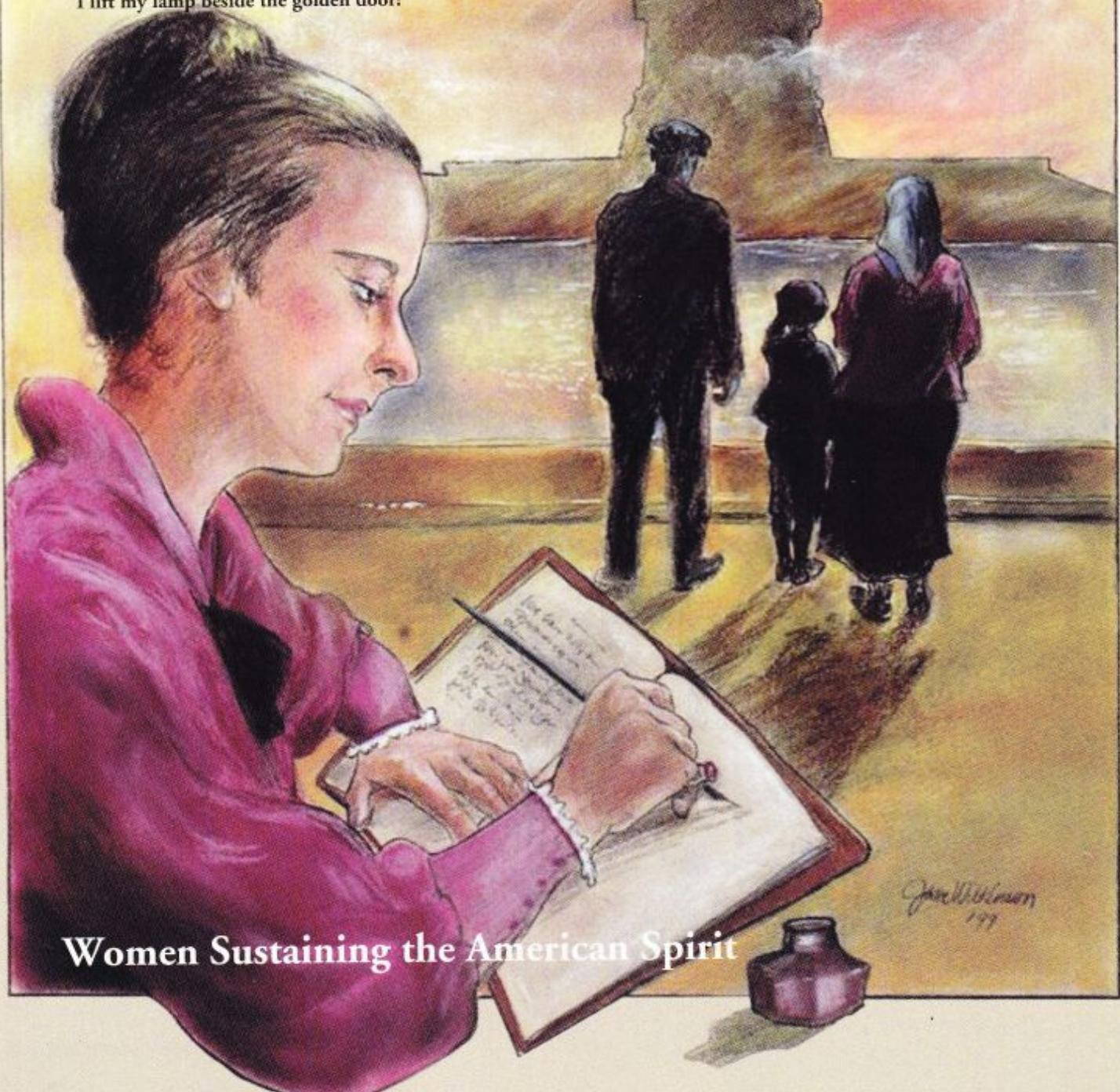


Photo by ROB COX

Bus driver Harold Abney offers passers-by his customary cheerful wave and greeting.

The New Colossus

Not like the brazen giant of Greek fame,
With conquering limbs astride from land to land;
Here at the sea-washed sunset gates shall stand
A mighty woman with a torch, whose flame
Is the imprisoned lightning, and her name
Mother of Exiles. From her beacon-hand
Glows world-wide welcome; her mild eyes command
The air-bridged harbor that twin cities frame.
"Keep, ancient lands, your storied pomp!" cries she
With silent lips. "Give me your tired, your poor,
Your huddled masses yearning to breathe free,
The wretched refuse of your teeming shore.
Send these, the homeless, tempest-tossed, to me,
I lift my lamp beside the golden door!"



Women Sustaining the American Spirit