

# The Edge

National Imagery  
and Mapping  
Agency

June 1997

Guaranteeing the Information Edge



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for Special Operations**  
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## As I See It

**C**heck out the article on strategic outcomes. They will become guideposts on our way to achieving the promise of our new organization. We must all understand where we're headed and 'bear a hand.' The road is not an easy one, but is also not too terribly long if we all work together.

A handwritten signature in black ink, appearing to read 'J. J. Dantone, Jr.' with a stylized, cursive flourish.

J. J. Dantone, Jr.

**Old sailor's saying:**  
*When there's no wind, row.*

# update

Seven suggested improvements coming from nine discussion groups held in February with employees and managers agency-wide were recently approved for the NIMA Career Inventory System (NCIS).

"The goal is to make the system more responsive and customer-focused," said Judy Scheibel, chief of the HR Central Operations Center. "We are doing this by building additional features into the standard software package that supports NCIS."

Scheibel said the standard system is commonly used throughout DoD, other government agencies and the private sector, but doesn't include the enhancements now available within

innovative, giving us fresh perspectives to improve our business process," said Barbara Paulus, branch chief. "Improving the accuracy of skills extracted was probably the most significant issue raised in the discussion groups."

Paulus said some participants felt their skills were inaccurately reflected in their skill summaries, negatively affecting their ability to compete. "We are resolving those concerns through a combination of approaches," she said.

Following are the approved recommendations:



Photo by Jim Stepanek

NCIS Discussion Group

## NCIS Discussion Group Recommendations Approved

by Tim May, Human Resources

NIMA, such as the capability to submit new resumes monthly or self-nominate [apply] for job vacancies and receive automatic confirmation via the Interactive Voice Response (IVR) self-nomination procedure.

"NCIS is an interim system for filling jobs until a new human resources system for NIMA is implemented," she said.

NIMA has used NCIS to fill more than 600 vacant DoD positions since Oct. 1.

"It's a booming business," Scheibel said. "We've issued more than 500 referral certificates from more than 25,000 self-nominations—and the numbers continue to grow."

CIA Affiliates apply for NIMA jobs to the HR Washington Customer Service Unit (CSU) using CIA application procedures.

HR held NCIS discussion groups to obtain feedback, suggestions and generate ideas for improvement.

"The sessions were very constructive and many of the ideas were highly

### • Provide the names of all self-nominees to selecting officials

HR is making sure that no one is overlooked. For non-bargaining unit positions, managers will receive both the referral certificate and the list of all those who self-nominated for a position. They will review the resumes of those not on the referral certificates to ensure no one was overlooked in the screening process. For bargaining unit positions, HR provides only the referral certificate listing employees who have met basic qualifications requirements and have been determined to be best-qualified.

### • Improve skills extraction

Education sessions for employees began in May. These sessions are providing information about NCIS, including resume writing, best ways to submit resumes for optimum results, criteria used by management in the referral/selection process and information contained on skills summaries. HR also established a skills quality control unit to compare skills in resumes to skills extracted—allowing HR to make corrections on the spot.

### • Speed up the referral process

HR will assist managers in choosing skills criteria that have proven successful in identifying highly qualified candidates. →

# Imagery Analysts Tour Defense Industries

by Sharon Alexander

Three imagery analysts in NIMA's Military Systems Branch recently completed the two-week Defense Industrial Production Analysis Course.

Tom Clemence, Tim Overbo and Katie Portnoy finished the course that consisted of six days of classroom training at the Defense Intelligence Agency Center followed by four days of visits to defense industries along the east coast.

Although the three analysts have different experience levels, all agreed that the information covered in the course is very useful for performing their duties. "I'm getting plenty of on-the-job training while waiting to attend the National Imagery Analysis Course (NIAC)," Portnoy said. "And I have a better understanding of the physical features associated with defense industries."

For new NIAC graduates Emerson and Clemente, the classroom instruction provided them with valuable

background knowledge they can use to visualize the entire production process and to understand how what they are seeing fits into the big picture.

During the classroom instruction, several subject matter experts discussed different aspects of defense industries. According to the analysts, topics included international industrial programs, related technologies, terrain and physical features associated with defense industries, power requirements, machine tools and equipment and economic concerns.

***"I'm getting plenty of on-the-job training. ...And I have a better understanding of the physical features associated with defense industries."***

After the classroom training, the students visited defense sites where submarines, helicopters and artillery are produced. They also saw a steam turbine and generator production plant. The three analysts witnessed firsthand much of what they learned in the classroom environment. Even though they visited domestic facilities, the features (for example, nearby water and a power source) and processes are similar to those at plants around the world. ▼

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Referral lists and resumes will be forwarded to managers via overnight mail or e-mail versus faxing.

## • Provide relevant information on vacancies

Employees want better, user-friendly information on each vacancy. The duties, education and experience-needed sections of vacancy announcements will be expanded. A good idea was to present all positions by grade. HR has eliminated narrative descriptions for amended or canceled positions that have previously been announced. Rolodex cards, labels and flyers will soon be distributed providing information on the various ways to obtain information about vacancies. HR also will continue to ensure that positions are widely advertised to all employees.

## • Transition former Central Imagery Office/Defense Intelligence Agency employees to NCIS

HR will discontinue the resume-each-time procedure for former CIO/DIA employees when issues associated with security classification of the intelligence grammar database are resolved.

## • Options to submit knowledge, skills and abilities

Employees want to be able to submit additional information about their skills and knowledge in relation to a specific position vacancy. Starting now, in several "test" organizations, managers may specify a particular knowledge, skill, system, product or experience requirement, or combination thereof, in the weekly vacancy announcements. Employees will be required to address this requirement in 25 lines or less to be considered for the position. This allows employees to address experience in a particular area and provides managers with more specific information about employees' qualifications for a particular position. The tests will help HR assess the potential for broader implementation.

## • Improve feedback to employees

Another particularly important area is providing status on self-nominations. HR has in place an Interactive Voice Response (IVR) phone system for self-nomination. This system automatically links the employee in NCIS to the specific vacancy where an application is made. Shortly, employees will be able to obtain status on their self-nominations around-the-clock, including: whether they were referred for the position or not referred because of other more qualified candidates; not qualified, position filled and points of contact for the position.

"The discussion groups' suggestions were right on target and the result is that NCIS is quickly getting better," Scheibel said. "You'll notice the improvement when you use it. And we'll keep you informed as the improvements come online." ▼

# Strategic Outcomes Presented to Leadership Council

by Jennifer Lafley

Using the framework of NIMA's Strategic Direction and Business Plan, a working group made up of representatives from various business units began the task of developing the agency's first set of Strategic Outcomes. In April, the results were presented for final approval to senior leaders.

"We see outcomes as a way of ensuring NIMA's forward direction—where NIMA is going and how it will get there," said Navy Cmdr. John Thomas of Plans and Analysis. "Every aspect of NIMA's business was discussed."

But what are Strategic Outcomes? And why do them?

Outcomes complement NIMA's Strategic Goals, as well as its Business Plan. The goals describe an overall customer-oriented approach to doing business. "Through the Business Plan, which encompasses all NIMA activities, we unify our approach for improving responsiveness to customers," Thomas noted. "The outcomes take that approach and establish milestones."

As Thomas sees it, Strategic Outcomes will provide significant improvement in the next two to three years. They provide structure for budget and program decisions on how to spend wisely and ensure that the agency is working to meet the needs of its customers. There are specific milestones with completion dates to focus on key aspects of implementing NIMA's vision.

A summary of the six strategic outcomes:

- An integrated information service is created for NIMA's customers. Current storage systems are unified, allowing catalog searching and browsing. Customer support for NIMA products and services unite to become one, focused entity. Databases are deployed to create customer libraries, proposition data, and address reliability and performance.
- Access and delivery mechanisms are provided for NIMA information. Standard data interfaces are established. Internet-like browsers that are platform-independent improve access to data. Push/pull delivery of information and services is provided. This technical foundation allows distance learning to be conducted.
- NIMA database contains tailorable information to meet top national, military and civil requirements. National, airborne, and commercial imagery and imagery intelligence is online. The geospatial foundation of elevation and feature data, tied to spatially controlled imagery, becomes available. Key existing hardcopy products are available in digital format.
- Minimize cycle time and maximize data quality for customers. Expand digital production with common workstations, toolkits and collaborative analysis that support multiple classification levels. Efficiency is gained by outsourcing where it makes sense. NIMA Information Services transitioned to common operating environment.



## Strategic Goals

**Goal 1:** Provide customers with seamless access to tailorable imagery, imagery intelligence, and geospatial information — not products.

**Goal 2:** Make imagery, imagery intelligence, and geospatial information available on very short timelines at the lowest possible classification.

**Goal 3:** Obtain and use the best available information — whether commercial, government, or other sources.

**Goal 4:** Use private sector services and best available commercial technology to improve service to customers.

- Establish NIMA as the clearinghouse for imagery and geospatial information—acquire the best source data and services, whether government, commercial or other.
- Establish an integrated mission-essential training program to provide career-focused technical and professional curricula as well as enhanced technical skills and professional development. Distance learning, collaborative training, and outreach services are in place.

# Seeing is Believing

by Jennifer Lafley



photos by Brian McMullin

(L to R) Salvatore Cascio, Mike Schwartzbeck, James Eakon and Bill Carlson enjoy a tour of Fort Hood.

It's one thing to sit at a desk and produce data - it's another to go out in the field and use it. That's what a group of cartographers set out to do when they flew to Ft. Hood, Texas, recently to witness an Army Warfighting Experiment (AWE) in action.

The team was hosted by Air Force Capt. Frank McCarley, the mapping, charting and geodesy officer.



Later the team was called upon to help find a section of highway capable of handling C-130 aircraft landings and take-offs so the division could establish a Forward Area Re-arming Refueling Point (FARRP) for the rapidly advancing troops.

Typically, these decisions must be made in a matter of minutes.

For the exercise, the enemy was North Korea. But to add to the battle, Mother Nature provided her own touch of realism — a cold, continuous rain.

The team watched the soldiers use digital terrain elevation data (DTED) and interim terrain data (ITD). They also discovered that the terrain teams had problems with ITD data, a problem that is under investigation.

But most rewarding for the team was seeing how important their work was to the soldiers carrying out a mission.

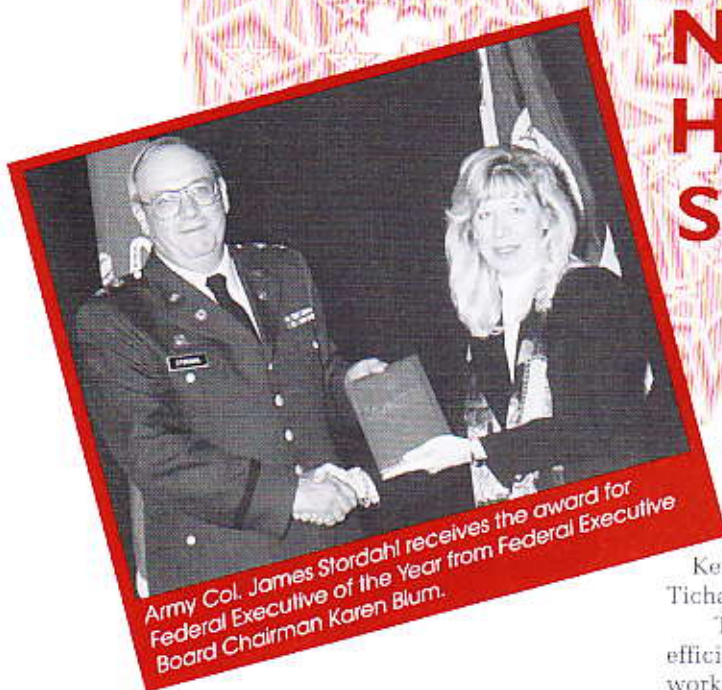
"Watching them use our products showed how important our work is — people's lives depend on it," said McMullin.

The Army Support Team provides a direct link for Army customers for non-standard or developmental support for imagery, imagery intelligence, and geospatial information, products and services.

▼  
Brian McMullin sits in a Kiowa Warrior Scout helicopter to view the digital map display and thermal imaging equipment.

# Congratulations

## NIMA Employees Honored in St. Louis Awards



Army Col. James Stordahl receives the award for Federal Executive of the Year from Federal Executive Board Chairman Karen Blum.

by Jim Mohan

**N**IMA made an impressive showing in this year's Federal Employee of the Year Awards program sponsored by the Federal Executive Board of St. Louis.

Army Col. James Stordahl, Regional Commander, was named as one of the Outstanding Executives of the Year for his leadership and service to the St. Louis community. He was also recognized for his work with the disabled and emergency preparedness.

Air Force Lt. Col. Bert Varady, IG, won in the Law Enforcement category for his work as Inspector General for NIMA installations in St. Louis. He was cited for identifying deficiencies in procurement procedures and his efforts in preventing fraud, waste and abuse.

NIMA also captured three of 10 Team Awards presented.

The first Team Award was presented to the Microcomputer Instructors Team. The team was recognized for teaching 145 microcomputer courses to NIMA employees that resulted in significant savings. They also provided expertise to troubleshoot problems outside the classroom.

Winners included John Altermueller, Jeff Elmore, John Gardiner, Darlene Azar, Cynthia Haegele, Ronald Honaker, Vincent Huening, Jeffrey Kline, John Langrell, Michael Meredith, Susan Morse, Sanford Osborne, Keith Paulson, James Sell, Monica Sharp, Christopher Tichacek and Charles (Mike) White.

The Job Planner Team was recognized for its diligent and efficient management of the Digital Production System and workstation resources that resulted in increases in productivity of 54 percent in 1995 and 42 percent during 1996.

Honored were William Breckner, Lee Casetta, John Huddle and Keith Huelsebusch.

Finally, the members of the Bosnia Support, Remote Replication Team were honored for their efforts during Operation Joint Endeavor. Operating from an abandoned air base in Hungary



The Microcomputer Team — front row: Monica Sharp, Cindi Haegele, Sue Morse, Darlene Azar, John Gardiner, Ron Honaker; back row: James Sell, Keith Paulson, Jeff Elmore, John Langrell, Charles (Mike) White; Not pictured: John Altermueller, Vincent Huening, Jeffrey Kline, Michael Meredith, Sanford Osborne, and Christopher Tichacek.

and at times within Bosnia, the team completed 160 projects, involving more than 14,000 maps in support of the operation.



Winners included John Altemueller, Melody Baker, Steve Byland, Clinton Day, James Duncan, John Gandy, Kerry Hall, Marjorie Hall, Jeff Hunter, Fred Johnson, Kathy Kleine, Rich Lesage, Ruth Ann Lofton, Bob Logterman, Dan Maddux, Patti Pokorney, Barry Roslin, Richard Simpson, Barbara Smart, Mark Stephans, Kay Strebeck, Christopher

Tichacek, Kalvin Tillman, Mark Voller, Ted Walker and Dave Wolf.

The ceremony is one of the major events held in St. Louis to mark Public Service Recognition Week. Almost 700 federal civilian employees and military personnel attended.

The Federal Executive Board represents 38 federal agencies located in the St. Louis region.

More than 190 nominations were submitted to the Board for consideration this year. Of that number, nearly a third of the nominations came from NIMA. Final selections were based on overall superior service, technical expertise and contributions to the community and the nation. ▼



The Job Planner Team — from left: Lee Casetta, Keith Huelebusch, William Breckner and John Huddle



The Bashla Support Team — from left: Jim Duncan, Jeff Hunter, Marjorie Hall, Kai Tillman, Patti Pokorney, Kathy Kleine, John Gandy, Melody Baker, Barry Roslin, Mark Stephans, Mark Voller, Ted Walker, Not pictured: John Altemueller, Steve Byland, Clinton Day, Kerry Hall, Fred Johnson, Rich Lesage, Ruth Ann Lofton, Bob Logterman, Dan Maddux, Richard Simpson, Barbara Smart, Kay Strebeck, Christopher Tichacek, and Dave Wolf

# NIMA Leads the Pack with Digital to Plate

by Don Kusturin

**N**IMA has positioned itself on the cutting edge of technology with the introduction of Digital-to-Plate reproduction.

"The press has been operational for some time," said Information Services and Training chief Bob Smith. "It now

digital files from the Data Capture and Finishing Environment, due to be delivered next month.

"The system will replace the current analog film base production system and eventually eliminate the need for wet film processing in support of printing," she said.

The first five years of the program will center around intensive scanning. "This is so manual printing can be slowly phased down to a residual operation for classified work," said Kurt Høglund, chief technical lead (East).

The system is being delivered in three stages; phases one and two have been completed. Phase three will be delivered to the Consolidated Digital Dissemination and Replication Facility near Arnold, Mo., in 1998.

Phase I began in 1995 with the purchase of computer workstations and commercial-off-the-shelf software for scanned repro mat review. In addition, two color plotters were purchased for color proofing.

Scanning will be handled by two high-resolution flatbed scanners capable of handling NIMA's small-format printing. A tractor feed scanner also was acquired to handle large-format material.

Training for system operators began in December 1996. Production was underway the following March. An



photos by Jim Shepatnik

Bill Craft performs Digital Composition on the computer workstation.

will be joined with a high-tech, front end with a technology that leads the industry." The integration of this technology, he added, is the first major insertion of change in offset lithographic printing used to produce maps and charts in more than 40 years.

The new system can receive and process information from scanned reprographic material, as well as digital and raster files from production mini-segments. And according to Judith Ignatz, contracting officer representative, it also will accept



Danny Scroggins works on the Digital Platesetter.

initial test run to move files through the complete system, from scanned files to printing plates to put on press, was successfully completed in February with the first production job printed in April.

"They will store the scanned files and support the 'scan once, use many' procedure so other users can request the scan data," said Ignotz.

"We presently have the capability to produce maps and charts generated in the computer and print the final products without ever generating a piece of film," Smith explained.

"We've demonstrated the digital proof process and are currently exercising the interfaces to demonstrate our ability to create Arc Digitized Raster Graphics

(ADRG) without ever scanning the paper product. This results in a far superior product."

Hoglund said the digital process will cut the six-to-seven hour plate time to approximately 30 minutes. It also will eliminate problems associated with hard-copy reprostat. There is no film to scratch or stick together and the digital copy won't get brittle over time.

Those working on the system have taken great strides in utilizing their manual cartography and printing skills in the digital realm, said Tom Braun, chief technical lead (West). They have become more involved and committed to their work.

"It's an honor to work in an environment where the people

are excited, motivated and driven to succeed," he noted. "Our litho experts have transformed their skills from a light table to a sophisticated suite of hardware and software that elevates their capabilities, and provides personal innovation. Without this level of commitment, this project would not be where it is today."

"This is a great project that moves NIMA significantly forward to achieving our goal of placing our data on-line," Smith said. "It's been very successful from beginning to present. And in the future we will place all of our scanned data and direct digitals on the gateways for ready access by our customers." ▼

## News in Brief

### HR Sponsors Exposition

Human Resources is sponsoring a Long-Term Full-Time Training (LTFTT) college/university exposition for employees interested in LTFTT opportunities. Application procedures will be announced in July.

College representatives will provide information on programs of study available for all interested NIMA personnel including intelligence, mapping, imaging and computer sciences.

An exposition will be held in St. Louis, June 19, from 1:30 to 3:30 p.m. at 3200 S. Second Street, Lindbergh Room. The point of contact is Judy Wolf, (314) 263-4177. An exposition will be in Bethesda, July 9 from 1 to 3 p.m., in the Erskine Hall auditorium. The point of contact is Jean Haithcock, 301-227-2205.

### PowerScene™ Receives Magazine Laurel

A terrain visualization system jointly developed by a NIMA predecessor agency, two military services and a commer-

cial firm was the recipient of *Aviation Week and Space Technology* magazine's 1996 Laurel for electronics.

PowerScene™, developed by Cambridge Research under a contract with the Defense Mapping Agency, US Navy and US Air Force, using imagery and Digital Terrain Elevation Data, was cited for its role in the Dayton Peace Accords held at Wright-Patterson Air Force Base, Ohio. PowerScene™ produces three-dimensional perspective views of a selected region, and allows the user to "fly through" the area in real time.



### Work of NIMA Analysts Recognized by CIA

In a ceremony at CIA headquarters, NIMA employees David Baynard and Nancy Clifford were among the recent recipients of the Intelligence Commendation Medal given by the CIA's Directorate of Intelligence for teamwork. Baynard is an analyst and Clifford is a branch chief in NIMA's Imagery Analysis Transitional Issues Division.

Both served on an 11-member team which developed energy assessments and determined how decisions regarding the energy mix could affect economic development, environment and policymakers for the vice president's sustainable development initiative.

The efforts of the team catapulted it into the position of being experts in the Intelligence Community on these issues. The hard work by the team members and their synergy resulted in an outstanding level of support for the vice president and other senior policymakers, according to the citation.

Teamwork Goes Around the World

## Variety of Work Challenges the Special Operations Command's Liaison Team

by Jennifer Lafley

### Think globally.

Somewhere in the world on any given day, NIMA's products help the U.S. Special Operations Command (USSOCOM) achieve a world-wide mission—one that includes special operations, civil affairs and humanitarian operations.

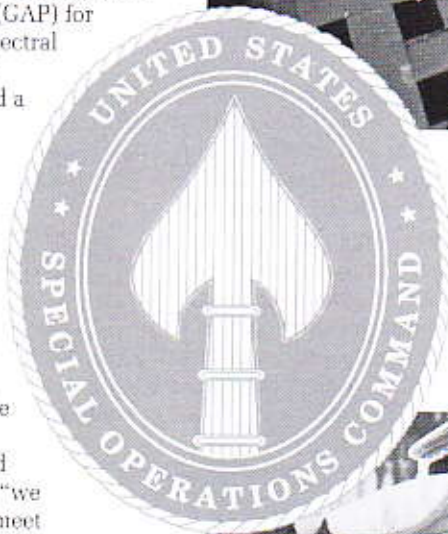
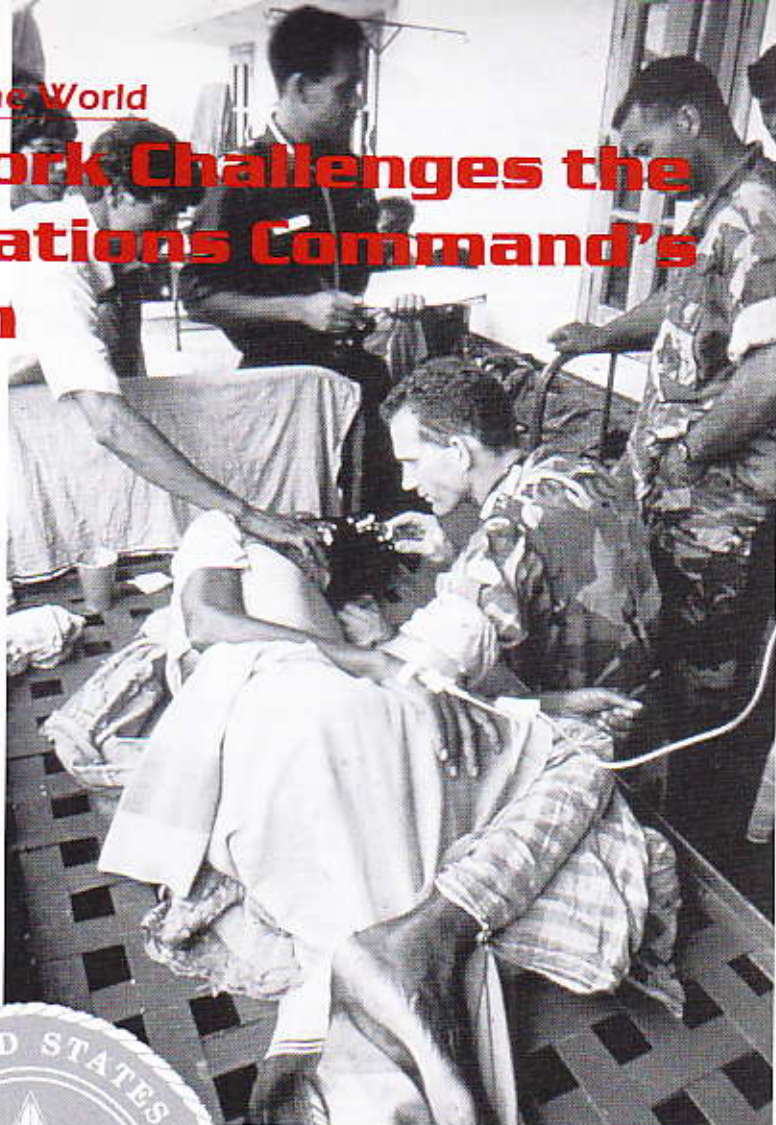
For NIMA's liaison team—Ron Magee, Doug Gates, Hazlett Hahne, and George Lycett—at USSOCOM headquarters, MacDill Air Force Base, Fla., serving USSOCOM is the opportunity to work on a wide range of diverse projects. These include charts and maps for Navy Seals; Digital Terrain Elevation Data (DTED) and Gridded Airfield Products (GAP) for the Air Force; and multi-spectral imagery, City Graphics for humanitarian missions, and a variety of imagery intelligence services for all special operations forces.

Because USSOCOM's mission is global, the command frequently requests information on short notice for places around the world. "Now that NIMA can meet imagery needs as well as the mapping, charting and geodesy requirements," said liaison officer, Doug Gates, "we have tremendous assets to meet USSOCOM's needs."

Gates is the newest member to the team. His experience with imagery and imagery analysis will complement the geospatial capabilities of Ron Magee, who's been a liaison officer at USSOCOM for the past three years, a typical tour of duty. Hahne and Lycett are the technical representatives for the command.

Although Gates has only been on the job since April, he understands the challenge ahead.

"The unique environment of special operations presents a real challenge for me to become knowledgeable enough that I



*NIMA's products are used by the U.S. Special Operations teams for special operations and humanitarian operations.*



can be of significant help to the command."

Because USSOCOM's work is so diverse, liaison team members spend much of their time meeting with customers and defining the many NIMA capabilities that are accessible. They then teach the customer how to use those capabilities for their specific needs.

"Our customers know essentially what we provide, but we are dealing with a diverse set of organizations and individuals who do a variety of things," Magee said. "And there are constant personnel reassignments. As we move toward a geospatial and imagery information service, customers will have even more to take advantage of. We have to make sure they know this."

As technical representatives, Hahne and Lycett work closely with customers to provide training and to show them how to exploit information—both geospatial and imagery. They also demonstrate how customers can tailor many of the programs to their needs.

"We provide a mountain of information to customers, and at times this is overwhelming for them," Lycett said. "We anticipate questions and often a customer can download standard data but not have the software to manipulate it."

Working with the Customer Support team in Reston, they are able to put



together new imagery and geospatial prototypes for customers. "We can download standard data or even data still in work to produce a product," Lycett noted.

Recently they developed a unique product for a customer using NIMA's standard mapping and imagery software and terrain data.

"We came up with a perspective walk-around and fly-through visualization for the customer's specific point of interest that has been implemented into a production program here," Hahne said. It's the ability to develop customized prototypes that the team hopes will help customers realize the potential for products that can be made available.

"NIMA is still viewed in a mapping, charting and geodesy context rather than the broader context of providing ready access to worldwide imagery, imagery intelligence and geospatial information," Gates said. "Education of the customer will continue to be a primary focus of our job." ▼

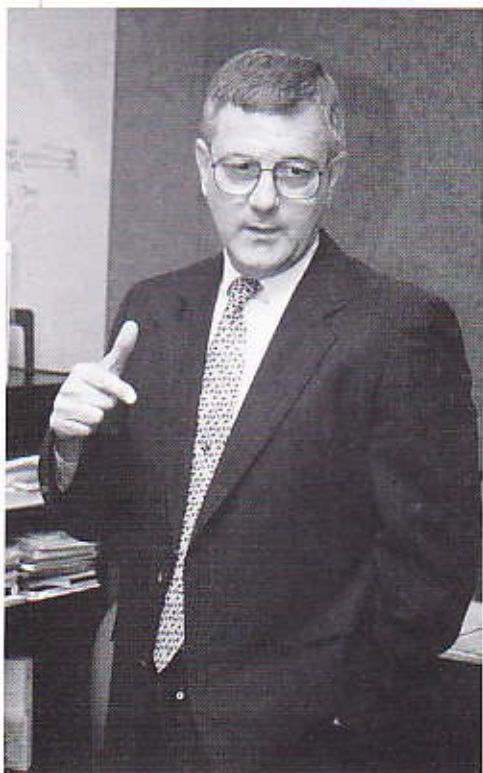


photo by Tom Babin

Webb

## NIMA Guides the Way for Special Operations Forces

by Jennifer Lafley

**C**oordinating many of the requests coming from the MacDill team is just one facet of the work done by the Special Operations Team in Reston. Because when a crisis happens somewhere in the world — Congo, Korea, the Caribbean — they know there will be an immediate need for mapping and imagery products.

Working the phones from their windowless, map-covered office in Reston are: Army Lt. Col. Art Perritt, team chief; Steven Webb, production manager; and Greg Conradi, plans manager, who stay in constant communication with their liaison teams and other NIMA business units.

Including the team at MacDill Air Force Base, the Reston team also coordinates with the liaison teams at the U.S. Naval Special Warfare Command in Coronado, Calif., the U.S. Air Force Special Operations Command at Hurlburt Field, Fla., and the U.S. Army Special Operations Command and Joint Special Operations Command at Fort Bragg, N. C.

*continued on page 22*



Members of the Information Services and Training executive board are, from left to right: Ferné Cooper, David Broadhurst, Eileen Hood, Robert Smith, Chris Renschen, Army Lt. Col. Douglas Raymond and Pat Cribb.

## IS: Providing Information Customers Want, *When* They Want It

by Ferné Cooper, ISD  
and Karen Pratzner, ISR

**T**his is the first in a series of articles about the Information Services and Training (IS) business unit, headed by Bob Smith and Chuck Symes. The following briefly introduces each IS division by highlighting some of the information and services the IS work force provide. A future article will feature IS's Research Division and provide component locations, explain the range of services its employees provide and look at the future of the research business.

As its name suggests, NIMA's Information Services and Training business unit revolves around a broad and complex customer-driven mission that is, of necessity, process-oriented. In fact, its employees take pride in providing timely and accurate information to meet every customer need.

"Everything we do," said IS Director Bob Smith, "is a direct result of a request by a customer—whether internal, external, in the U.S. or worldwide." IS employees take their responsibility to produce, contribute to, and/or disseminate finished informa-

tion very seriously, he added—from maps and charts to imagery-derived intelligence that satisfies customer requirements.

To meet these challenges, the IS work force is dispersed across five divisions: Replication (ISR), Dissemination (ISD), Research (ISL), Support (ISS) and the NIMA College (ISC).

Each division works to fulfill its specific mission, while remaining focused on the IS goal to integrate new technology that will enable customers to access, retrieve and customize geospatial and intelligence information that previously was fragmented or not easily accessible.

Aside from routine duties, numerous IS employees in several offices focus on special programs, such as the relocation of printing facilities from St. Louis to a site near Arnold, Mo. Or the transfer of hardcopy distribution to the Defense Logistics Agency, led by Ken Crist. Or interfacing with customer support teams, led by Cleveland Wooley; and establishing strategic objectives, a business plan and product quality assurance standards across IS.

### **ISR: Improving Productivity Through Technology**

Patricia Cribb heads up ISR and is joined by a work force that is deployed at various sites in Missouri, Maryland, Virginia, Washington, D.C., and several worldwide deployment sites. To fulfill ISR's mission, employees provide printing, photography and digital replication support for mapping and intelligence products. Some employees are colocated with imagery analysts to provide direct production and research support.

"ISR is partnering with other business units as well as with customers and contractors to improve processes," she explained. "With new technologies such as computer-to-plate printing and digital color proofing, we can improve the timeliness and often the quality of information we provide customers."

She added that ISR's role in supporting NIMA's geospatial information and imagery analysis requirements is unique. She boasted of a work force that is "one of the most dedicated and customer-oriented groups I've ever worked with!"

### **ISD: Delivery is Job One**

Once products are replicated, ISD employees make the products accessible to a variety of customers using the most efficient mechanisms available. Ferne Cooper leads ISD and lightheartedly characterized the division as "somewhat schizophrenic: On the one hand, we are responsible for all of the traditional distribution functions including inventory management, catalog production, logistics integration, and warehouse operations. On the other hand," she added, "ISD is forging ahead with electronic dissemination of intelligence products, imagery, and global geospatial information through numerous NIMA gateways now online."

### **ISL: Networked Reference Services in Work**

Eileen Hood, who leads ISL, believes information resources of all types must be easily accessible to both NIMA employees and external customers.

ISL's primary function, she said, is to provide research services for source publications and other types of information via online databases and hardcopy materials. Library services include ISL procurement of and customer access to a wide range of media, such as film, maps, charts, open-source publications, intelligence reports and reprostat materials. ISL employees provide direct support to NIMA cartographers and imagery analysts for the production of geospatial information and imagery-derived intelligence data as well as to customers external to NIMA. Support is also provided to all NIMA employees for information required in their particular assignments.

One particularly notable project underway is the implementation of the Voyager integrated library system. Hood explained that the goal of Voyager is "to connect all NIMA

libraries with a single system that provides a library catalog to all employees via a web-based information system."

### **ISS: Providing Timely Information Support**

The Support Division, headed by Charles Symes, supports NIMA Customer Support Teams (CSTs) and NIMA customers, providing staff support to IS functional divisions. ISS Command and Agency Teams, matrixed to the CSTs, provide printing and distribution expertise. Combat Support Elements, located with each of the Unified Commands, provide direct GGI&S support to operational staffs and units. ISS also is responsible for the Transition Plan to the Consolidated Digital Distribution and Replication Facility near Arnold, Mo.

### **ISC: Keeping the Work Force Smart**

Under the leadership of Dave Broadhurst, ISC employees offer a wide spectrum of NIMA training designed to satisfy internal, community and international customer requirements. "The college was created to provide full-service skills, systems and career development training programs for employees, our co-producers and our customers," he said. He described ISC's Defense Mapping, National Imagery and Analysis, Systems Training and NIMA Career Development Schools as "world-class," adding that the college's goal is "to build programs where technical training is coordinated with professional education to provide employees with mission-essential skills they need to take NIMA into the next century." ▼

# St. Louis Toastmasters Reunite to Share Memories, Look Ahead

by Don Kusturin

In March 1977, the Aerospace Center Toastmasters Club was formed by a group of DMA employees dedicated to gaining and fostering improved speaking and communication skills. Now, 20 years later, charter members, retirees and current members gathered to commemorate the anniversary.

"Even though the name has changed, our mission has remained the same," said Gwen Hudson, current president of what is now the Speechmasters Toastmasters. Hudson welcomed everyone and acquainted those in attendance with some of the changes over the past two decades, including the name change.

The ceremony brought together past and present members and gave current members a chance to visit their roots in the organization. It also allowed those who charted the course to see where the club is today.

The celebration was well attended.

According to Carole Breckner, recently elected District 8 Lt. Governor of Marketing, former members returned for a number of reasons.

"Some wanted to provide encouragement to the current members to keep up the humor of the days when the club first started," she said. "Many came back to express an appreciation that the club had helped them to succeed in other areas of their lives."

Jerry Becker, the club's first president, gave testimony to that. He offered his congratulations to the current membership, as well as some insights of how his time with the Toastmasters helped him in his current position.

"Twenty years ago, under the urging of Phil Wilder, Jerry Becker and Clay Ancell, I joined a new club that required active participation; a whole new network formed at



Jerry Becker, the club's first president, 1977, and Gwendolyn Hudson, current President, 1997.

DMAAC," said charter Administrative Vice President Jerry Schuld. "The celebration was a memory trip for me...all good thoughts."

Kelly Stohl, next year's president, expressed encouragement by noting the former members that have become leaders in the agency and the community using techniques acquired through Toastmasters.

The St. Louis club was spurred by a sister organization at the Topographic Center. It was designed "to provide its members with opportunities to improve their communication and leadership abilities, to conduct meetings and to help develop their executive leadership potential." ▼



## NIMA Debuts During Public Service Recognition Week

NIMA made its debut at Public Service Recognition Week festivities, May 5-11, in Washington, D.C., and the DOD Joint Services Open House at Andrews Air Force Base, Md. More than a million people visited the latter.

The agency's exhibit (left) is a 15x20-foot display showcasing NIMA's beginnings, vision, mission and strategic direction, as well as Integrated Products Team activity. Agency employees demonstrated terrain visualization, stereo imagery and geospatial and imagery products.



# NIMA Cartographer Cultivates Young Minds

by Manica L. Conroy

Lloyd Smith may be a research cartographer analyst at NIMA Bethesda, but with a background in education, he also spends much of his free time in community service teaching history to elementary school children through a program offered by NIMA.

"I enjoy cultivating young minds," he said. "Teaching makes me better. I love the challenge."

An Air National Guard major, he was one of 10 military personnel recognized May 13 for outstanding volunteer service to public schools in the greater Washington-Baltimore Region.

Since 1995, Smith has been teaching history to fourth, fifth and sixth grade students at West Elementary School through a program offered by NIMA.

***"I come in with a structured lesson plan and let my students know the world is very competitive. You can't sit back and be complacent."***

During his initial experience teaching, Smith became aware of the lack of male guidance and role modeling among the students. So with West Elementary principal Dr. Mildred Musgrove, he developed a program to teach etiquette and protocol to students. With the actual teaching done by Smith, the classes instructed students in a

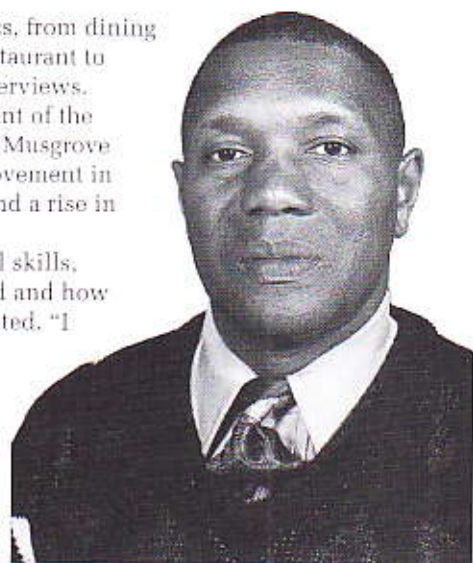
wide range of topics, from dining at an expensive restaurant to dressing for job interviews. Since the installment of the program, Principal Musgrove has noted an improvement in student behavior and a rise in their self-esteem.

"I teach critical skills, such as how to read and how to think," Smith noted. "I come in with a structured lesson plan and let my students know the world is very competitive. You can't sit back and be complacent. Being competitive starts now."

Not only does Smith donate his time to West Elementary, he donates supplies as well. He gathers outdated or obsolete books and equipment from NIMA and donates them to the school under NIMA's School Partnership Program. His efforts have provided West Elementary with CD-ROM, text and reference books, school supplies, maps and computers, to name a few. Kim Fridie, the school's volunteer coordinator, describes Smith as "a hero to so many" who has gone "beyond the call of duty."

A student himself, Smith was busy studying for exams when he learned he had won the Volunteer Service to Education Award. "It wasn't until a week later that it hit me," Smith said. "Then I was elated, for it was a honor to even be considered!" He was one of 458 nominations submitted to the USO of Metropolitan Washington.

Smith uses volunteering as an opportunity to give back to the community. He is quick to urge others to do the same. "People should just take the time, even four hours a month, to come [to the schools] and say this is my job—this is what I do, and this is why education is so important. Children want to learn; people just aren't taking the time to teach them." ▼



Lloyd Smith

Photo by Ron Cox

***For information on volunteering at NIMA sponsored schools, contact Sharon Smith (NIMA West), 314-263-4142, or Joan Mears (NIMA East), 301-227-2057, of the NIMA School Partnership Program.***

## IN MEMORIAM

**Toshio (Tosh) Hoshide**, who retired in 1984 from the Defense Mapping Agency Hydrographic/Topographic Center after 41 years of service, died on May 18 in his Rockville, Md., home after a heart attack. He was 88.

A native of Seattle, Wash., Hoshide graduated from Racine's University of Business. He later went on to receive an associate degree from George Washington University and a bachelor's in business administration from The American University.

During World War II, Hoshide was among the 120,000 Americans of Japanese ancestry who were interred. Initially confined to a camp in Pomona, Calif., he was held at the Heart Mountain Relocation Center in Wyoming until 1943.

He began his federal career in 1943 as a cartographer at the Army Map Service Cleveland Field Office. He transferred to Washington, D.C., in 1945. During his DMA career, he served as translator, research analyst/military intelligence research specialist;



supervisory cartographer; and was assigned to various staff positions. When he retired, he was assistant chief, Scientific Data Department.

Hoshide remained active after his retirement from DMA. He was a long-time member of the Washington chapter of the Japanese American Citizens League and had received its Silver Pin for his years of service. He was a life member of the American Congress on Surveying and Mapping and the American Society of Photogrammetry and Remote Sensing. In 1996, Hoshide was appointed to the

steering committee of the City of Rockville.

He is survived by his wife, Chiyoko Doris Hoshide, and a sister and brother.

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**Katherine A. Henry**, 33, a cartographer and technical manuals editor with the Defense Mapping Agency, recently died of a brain tumor at George Washington University Hospital.

Henry, a New Hartford, N.Y., native, worked at DMA from 1988 until she retired for health reasons in 1993. She attended the College of the Holy Cross in Worcester, Mass., and was a 1987 English and mathematics graduate of Lenoir-Rhyne College in North Carolina. A Bethesda, Md., resident, she is survived by her parents, a sister and a grandmother.

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## Much of Aging is Actually Damage from Sun, Experts Say

by Kimberly Allen  
Navy Bureau of Medicine Public Affairs

With the onset of summer, millions of Americans flock to the beaches for much-needed rest and relaxation. Others are content to work in their gardens, lounge by a pool or partake in their favorite sports. But watch out! The soothing warmth the sun provides today could be the source of agonizing consequences in future years.

Two big reasons: skin cancer and aging. Tanning rays from the sun and tanning booths give off radiation that penetrates and damages the skin.

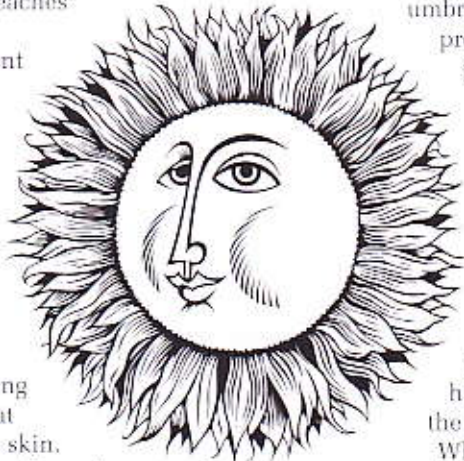
"A lot of what we think of as aging is actually sun damage," said Lt. Cdr.

Kurt K. Mueller, chief resident of dermatology at National Naval Medical Center, Bethesda, Md. According to Mueller, avoiding outside activities between 10 a.m. and 4 p.m., when the sun is most intense, is the ideal way to protect your skin. But, he conceded, staying indoors for most of the day is not very realistic.

Tightly knit clothing and wide-brim hats, umbrellas and shade trees also offer protection. A t-shirt can offer up to five points on the sun protection factor (SPF) chart.

The SPF system charts how many times longer it would take for the sun to burn your skin. For example, the sunburn you normally get in one hour would take 15 hours with an SPF 15 sunscreen.

Mueller recommended using 15 SPF for everyday use and 30 SPF or higher in direct sunlight for most of the day while at the pool or the beach. Whether ocean front or pool side, use waterproof or water-resistant sunscreens. Water-



*continued on next page*

# TSP Open Season Started

Federal civilian employees can begin or change deposits to the Thrift Savings Plan (TSP) during open season which ends July 31. The amounts they identify, according to HR officials, should reflect their projected financial needs when they retire or separate from federal service.

Most civilian employees fall into one of two retirement categories, the Civil Service Retirement System or the Federal Employees Retirement System. CSRS and FERS employees hired before Jan. 1 are eligible to make a first-time election to participate, increase or decrease contributions, allocate contributions among three investment funds or cease participation elected during a previous open season. Those under FERS can contribute up to 10 percent and they receive up to 5 percent in matching funds from their agency. Those in the CSRS can contribute up to 5 percent of their base salary to the plan and receive no matching funds.

Employees must wait until the next open season, starting Nov. 15, before they can enroll initially or re-enroll if either of the following two exceptions apply to them:

- Employees hired on or after Jan. 1, 1997 and therefore not previously eligible to participate in the TSP.
- Employees who elected to participate during a previous open season but terminated contributions between Feb. 1 and May 14, 1997.

The maximum employee contribution for 1997 is \$9,500. Elections can be

made by completing Form TSP-1, available through your forms manager, HR Central Operations Center (HRRB), from Fax on Demand (314) 260-1141 (option three) or from the Worldwide Web at <http://www.tsp.gov>.

The booklet, "Summary of the Thrift Savings Plan for Federal Employees," provides detailed information on plan features, participating in, contributions, rules, investment funds, and other information. The summary is available through the same sources as TSP forms and information.

Election forms must be received in HRRB, Mail Stop L-11, no later than close of business July 31 for this open season. Forms received after the deadline will be unprocessed. TSP-1 forms received by July 5 will be effective July 6. Election forms submitted after July 6 will be effective the next pay period after receipt. Employees submitting forms should write their office symbol and mail stop in block six of TSP-1. TSP-1 forms must be free of erasures or alterations.

NIMA DoD employees should direct questions concerning TSP to Tim Kolley, Cynthia Smith or Rose Scaturro at (314) 263-4292 (DSN 693-4292), HRRB, Mail Stop L-11.

For NIMA CIA-affiliated employees open season literature is available from CIA personnel offices, including the Building 213 HR Customer Service Unit, the Personnel Services Center in the New Headquarters Building (NHB) Atrium and the Thrift Division in Room L017, LF-7. Forms must be received in the Thrift Division, Room L017, no later than close of business July 31. Forms received after this date will not be processed. For additional information, contact the Thrift Division at 57059 (secure) or (703) 613-7059 (non-secure), or the Personnel Division in Building 213 at 61086 (secure) or (202) 863-3441 (non-secure). ▼

## Much of Aging is Actually Damage from Sun, Experts Say

from previous page

*proof* sunscreens retain a protective capacity up to 80 minutes in water. Water-resistant sunscreens retain a protective capacity in water up to 40 minutes.

Sunscreens, sunblocks and lotions that are not waterproof or water resistant wash away quickly, but could be appropriate for everyday protection from harmful rays. No matter which type you use, reapply it often for continuous protection.

Sunscreens aren't just for adults. Evidence suggests wearing sunscreen every day during the first 18 years of life can reduce the risk of the worst skin cancers—melanomas—by up to 78 percent. Wearing it throughout your entire life can reduce chances by 98 percent.

The need to use sunscreen isn't limited to those with fair skin. Although people with deep brown skin are less vulnerable to burning, they, too, should protect their skin.

Protect yourself from the sun, and you'll reduce your chances from getting skin cancer and from looking old. ▼



# Retirements

**Navy Capt. Lawrence W. Urbik**, NIMA's chief of staff, retired after 30 years of military service. He joined the Defense Mapping Agency in August 1993 as its chief of staff and continued in that position when NIMA was established.

Born in Chicago, Urbik joined the Navy ROTC in college and was commissioned upon his graduation from Iowa State University. As a naval aviator he flew more than 200 combat missions over Southeast Asia during the Vietnam War. Other assignments included service as commanding officer of a fighter squadron; tactical air analyst, deputy director and commanding officer of the Naval Air Station, Oceana, Virginia Beach, Va.

Urbik has been awarded the Defense Superior Service Medal, the Legion of Merit with Gold Star, Meritorious Service Medal, Navy Commendation Medal, nine Air Medals, Navy Unit Commendation Medal and the Meritorious Unit Commendation Medal.

Urbik plans to remain in the Washington area and looks forward to improving his golf game.

"It's been a memorable 30 years of service culminating in one of the most interesting and rewarding jobs—that of chief of staff for DMA and now NIMA," he said.



Urbik

**Lon Smith**, chief of the Planning and Assessment Division, Plans, Programs and Analysis Office, retired from NIMA after 32 years of federal service.



Smith

Born in Harrisburg, Ark., Smith graduated from Arkansas State University with a B.S. in mathematics and earned his M.A. in photogrammetry and geodetic science from Purdue University.

Smith's career began as a cartographer at the Aeronautical Chart and Information Center in St. Louis. In 1982, he joined the ranks of the Senior Executive Service. Smith served in many key managerial positions, including deputy director for the Special Program Office for Exploitation Modernization; director, DMA Systems Center; assistant deputy director for Plans and Requirements; and associate director, Support Staff for the Operations Group. He was selected chief of the Planning and Assessment Division in October.

Smith is the recipient of the DMA Distinguished Civilian Service Award; DMA Meritorious Civilian Service Award; National Intelligence Certificate of Distinction;

Presidential Meritorious Executive Rank Award; and the NIMA Distinguished Civilian Service Award.

Smith plans to relocate to Charlottesville, Va.

"I'm not planning a second career right away. However, we'll see where my interests take me."

**Larry Muncy**, associate director for the Source Management Division, Geospatial Information and Services Office, retired from NIMA after 33 years of federal service.

Muncy, a native of Washington, D.C., received his B.S. degree in geodetic and cartographic science from George Washington University in 1970 and performed graduate work in administration at GWU.

He began his career as a cartographer at the Army Map Service in Washington. Other assignments included special assistant for Special Reconnaissance Systems, National Intelligence Systems Division, OSD/C3I; director, Special Production Program Office, DMA Systems Center, where he was responsible for the development and start-up of the DMA Reston Center; and chief of the Scientific Data Department at the DMA Aerospace Center in St. Louis. He was appointed to the Senior Executive Service in July 1985.

Muncy served at the Central Imagery Office as chief of the Analysis Division, Operations and Tasking Directorate. He returned to DMA in 1995 and served as associate director for Source Management, Operations Group.



Muncy

# Ordering desktop computer products made easier

by Muridith Winder

**T**imely delivery and the latest technology are just some of the changes NIMA employees can expect in the way the desktop computing program is handled.

According to Dan Collins, Networks and Enterprise Systems (CN) desktop computing program manager, NIMA's projected delivery of 1,200 systems annually will be spread over a 12-month period — eliminating the possibility of warehouse backlogs.

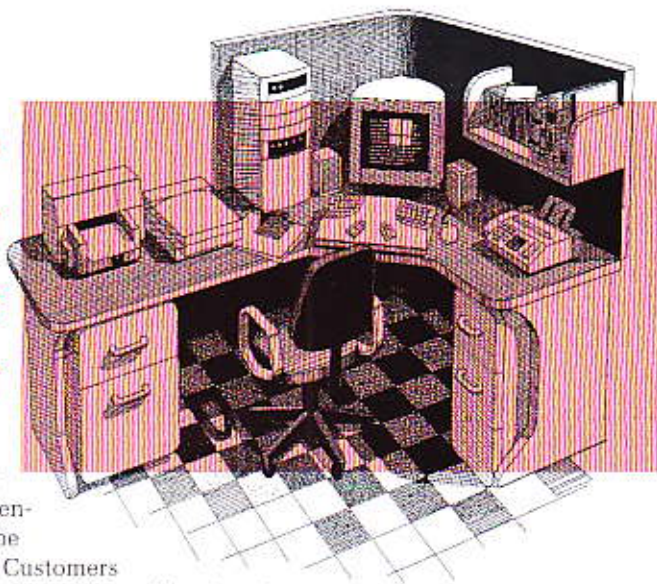
"We actually plan on having the computers delivered directly from the supplier to the installation area," Collins said.

This also solves another problem of PCs sitting in the warehouse too long and the technology becoming obsolete. The supplier, Sysorex, will only ship the latest technology regardless of when the order was placed. The computers will work on any PC platform network with any classification, where Windows NT for PC is the minimum requirement. The equipment can then be tested before being delivered and installed at the requester's location.

For Collins, these changes mean a difference in how his office handles computer purchases. Business units will buy systems with their money using bulk funds kept on file with contracting. Employees needing PCs or peripherals must place their order through their business unit contact who, in turn, uses an online ordering system.

CN maintains standard software licenses for use on these computers. Customers just check off on the ordering form what they need. The software is installed before the customers receive their PC.

"The days of people buying and maintaining their own software are gone," Collins said. "We're obtaining software maintenance licenses where we only need a couple of sets for loading on people's computers."



That means software documentation also will be handled online. Customers won't have to maintain large libraries of books. However, customers can still purchase specialized books using purchase cards.

Upgrading software will be easier and automatic when installation of the Systems Management Server is complete early in fiscal 1998. The server will keep track of the software version on everyone's desktop computer. When a later version comes out, a CN staff member loads it on the server. Upgrades will happen automatically.

Customers can still purchase non-standard computing products — not found on the list. They must make arrangements through their business unit representative.

"We even can make arrangements to remove excess computers once new systems arrive," Collins said. Terry Housel, located in CN's Networks and Engineering Branch, handles the excess computer program where systems are redistributed to offices lacking computers or containing obsolete equipment.

For more information on the standard desktop computer program, contact your business unit representative. Following is a list of representatives:

- CO, Mike Rodrigue, (703)275-8531
- TO, to be determined
- GI, George Rauch, (703)264-2132
- IA, Jim Seybold, (202)863-4608
- IS, Mark Suchland, (314)263-4353
- SA, Louis Ayers, (703)808-0926
- SR, Ed Hughes, (301)227-3289
- SE, John Zabitchuck, (301)227-3156
- SU, Eleanor Mueller, (301)227-2660
- MS, Paulette Gosden, (703)275-8509
- PC, Donna Clark, (703)275-8469
- NP, Cathy Poush, (703)275-8685
- PA, José Villanueva, (703)275-8583
- HR, Bill Nickel, (703)275-8446
- CP, Muridith Winder, (301)227-2057
- CN, Chuck Renner, (301)227-2502
- CM, to be determined
- CF, Claire Paquin, (703)275-8583
- GC, Christine May, (301)227-2268
- IG, to be determined
- CA, to be determined

## NIMA Guides the Way for Special Operations Forces

continued from page 13

"We are typically called on for tailored, non-standard products that have short timelines," said Perritt, whose teams are available 24 hours a day. Everyone carries a beeper.

"We also do a lot of interpretation for the customer," said Webb, who will listen to the customer's needs to decide if what they are asking for is what they really need.

### From Washington to Denver

In between assisting customers with immediate needs, the special operations team works on longer projects such as providing mapping and imagery support for the Presidential Inauguration and their latest project, the

Economic Summit meeting scheduled for June in Denver. That meeting will gather eight heads of state together.

Providing the products needed by government and law enforcement agencies to help coordinate security and plan ceremony locations is no easy task — plans for events are ongoing and constantly changing.

"We work with the Secret Service, the FBI and other agencies involved in putting together a summit of this magnitude," said Webb.

The mapping and imagery products are being completed on the remote replication system at Fort Bragg and coordinated by Jim Hare, NIMA's liaison officer at the Joint Special Operations Command. Hare, whose team includes Dave Marshburn, Eric Dohrmann, and Steve Augenstein, is accustomed to the quick turnarounds required by the soldiers and organizations at Fort Bragg.

"Projects like the inauguration and the summit meeting have longer timelines and we know that the job is over on a certain date, which is usually not the case," said Hare, who along with Dohrmann worked 16 days straight providing maps for soldiers during the initial Haiti deployment. ▼

## Disaster Preparedness Training



Photo by John Tier

May was a productive month when it came to disaster preparedness. Drills conducted at NIMA headquarters, Merrifield, Va., and NIMA Reston brought agency and Fairfax County emergency teams together in contrived disasters. At headquarters (photo left), station captain Mike Piantadosi (left) reports to Fairfax battalion chief David Rohr after evacuation while NIMA observers look on. At Reston (below), county fire and rescue personnel evacuate facilities planner Carlie Martin, posing as a victim during the exercise.



Photo by Jean Bough



*Grand opening of Patio Mesa in Bethesda*

## NAFIs Round Out Social Activities for NIMA Employees

by Joan Mears

If you've ever joined other NIMA employees in skiing the slopes at Seven Springs, Pa., having Thanksgiving dinner at the cafeteria, taking the kids to Six Flags, enjoying an employee barbecue or ice cream social; if you've ever challenged Loch Ness at King's Dominion, cheered the Cardinals to victory, watched the Blues beat the Blackhawks or the Bullets take on the Bulls—then you've enjoyed one of the many events sponsored by NIMA's nonappropriated fund instrumentalities (NAFIs).

Authorized to operate at all DoD facilities, NAFIs fund morale, welfare and recreation activities for the workforce.

At the time of NIMA's standup, NAFIs had been well established for many years at the former Defense Mapping Agency. As a new DoD agency, NIMA opted to continue NAFIs, expanding them to cover all of its locations. Restaurant Funds and Civilian Welfare Funds (CWFs) have been established at Bethesda and St. Louis, and plans are in place to start a Restaurant Funds and CWF at Building 213, Washington Navy Yard.

Each site has a Restaurant Council and Civilian Welfare Council (CWC) made up of volunteer employees to supervise these funds. A NAFI Oversight Council, comprised of NIMA's chief of staff and the east and west regional commanders, maintains a watchful eye over all NAFI revenues and activities.

Restaurant Funds receive their revenue from cafeteria and vending machine sales and from pay telephones (in Bethesda and St. Louis). These funds are then used to update cafeteria furnishings and subsidize special event meals and celebrations. The Restaurant Funds at Bethesda recently financed and dedicated the "Patio Mesa," an outdoor luncheon facility for employees to enjoy. Both St. Louis councils recently sponsored a site picnic, providing free food to NIMA employees.

Nearly 25 percent of the Restaurant Funds go to the Civilian Welfare Funds to support CWC activities. This income is supplemented by the sale of NIMA logo items (shirts, mugs, hats, etc.), and by a percentage of the sales from personal travel tickets purchased through NIMA's contract travel office. The CWC uses this money to subsidize a wide variety of activities and provide discount tickets for employee attendance at recreational parks and events.

CWC supports the Combined Federal Campaign and Savings Bond campaign activities with refreshments. Also, each year funds are set aside to purchase flowers or make donations in memory of deceased NIMA employees, or send flowers to employees who are sick or shut-in for longer than two weeks.

A combined council is being formed to support NIMA employees at locations not supported by a Civilian Welfare Fund. This includes Fairfax and Reston, Va., and the Washing-

ton Navy Yard. A portion of the NAFI funds are also earmarked for morale, welfare and recreation activities for military personnel and their families.

Civilian employees, military personnel, family members—everyone benefits from NAFIs. Be on the lookout for upcoming NAFI-sponsored events in your area. Activities are routinely announced via posters, fliers, closed circuit television systems (where available), NIMA News and by way of the CWC Intranet Home Page.

For additional information, contact: *Bethesda Restaurant Council*: Tom Westfall, 301-227-2222; *Bethesda CWC*: Harold (Bubba) Sinnott, 301-227-2086; *St. Louis Restaurant Council*: Rick Bonnot, 314-263-4956; *St. Louis CWC*: Renee Martin, 314-263-4179; *Fairfax (NIMA Recreation Council)*: Guy Gray, 703-275-8550; *Reston (NIMA Recreation Council)*: Rose Pultz, 703-264-7314; *Washington Navy Yard* (all councils): Jerry Morse, 202-479-5903.



*Picnic in St. Louis*

# INDEPENDENCE DAY

*July 4*

