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Profile

Director's Corner

New Clients Migrating to FPPS

The newest client to come up on the Federal Personnel Payroll System (FPPS) is the National Science Foundation, who went "live" last month. The summer will bring two more customers into the FPPS family: the Saint Lawrence Seaway Development Corporation, and the National Aeronautics and Space Administration. (Page 3)

NBC Applauds the IGTE

NBC applauds the Intra-Governmental Transaction Exchange Portal (IGTE). The Intra-Governmental Transaction Exchange Portal (IGTE), an Integrated Acquisition Environment (IAE) E-Government initiative that supports the President's Management Agenda (PMA). (Page 4)

MIB Modernization: Innovation Continues

In this edition of the *NBC Profile* we will address the environmentally sustainable aspects of the modernization project and opportunities afforded through participation in the Leadership for Energy and Environmental Design for Existing Buildings (LEED-EB). (Page 8)

Electronic Commerce Upgrade

In order to keep up with dynamic procurement environment, the NBC Procurement Systems Branch updated the technical and functional environment of the electronic commerce website IDEAS-EC. The website was revamped to permit easier navigation for the vendor and buyer communities. (Page 11)

Welcome to the Winter/Spring Edition of the *NBC Profile* newsletter. There has been so much happening recently, I am not quite sure where to begin! Let me first introduce the newest member of our Information Technology leadership team—Bob Haycock. We are proud and fortunate to have Bob on board in Denver. He comes to us after spending the last 23 months working at the Office of Management and Budget (OMB) within the Office of E-Gov and Information Technology. He was the Chief Architect for the entire Federal government and had responsibility for policy oversight of all enterprise architecture activities. Prior to joining OMB, Bob worked with the Bureau of Reclamation for 20 years, the last eight as the Deputy Chief Information Officer. He said he's glad to be back and I have to tell you, so are we! Please take a moment to welcome him on board when you see him.

On May 11, I had the distinct pleasure of formalizing the partnership between the National Business Center (NBC) and the School for Educational Evolution and Development (SEED), during the monthly school assembly. Chartered in 1997 by the DC Public Charter School Board, the SEED school is the Nation's first inner-city public charter boarding school for urban girls and boys. SEED provides a nurturing environment, strong role models and a rigorous academic program that prepares students for career choices including admission to the nation's top colleges and universities.

The partnership with SEED provides NBC an opportunity to give

back to the community by fostering student interest in American history, cultural and natural resources, conservation, public service and financial and business practices. It also gives both organizations opportunities to explore avenues for joint programs, activities, and initiatives that enhance learning experiences and engage students in understanding the ongoing operations of their government. Students will participate in existing NBC programs and help design joint activities for next year. I am excited about the opportunity to form a meaningful relationship with an organization whose focus is to provide innovative educational opportunities, and that gives back to the community we serve. I want to thank NBC managers Susan Leonard and Vivian Clark for making this SEED partnership the success story that it is!

NBC continues to expand, both as an organization and individually. Our Chief Information Officer, Bob Scheibel, was recently asked by the Department (DOI) to assume full operational oversight of information technology for the Office of the Secretary. This is in addition to his NBC roles and is an enormous personal undertaking. Along with this, one of Bob's key staff, Matthew Stewart, was asked to assume the responsibilities as the Office of the

Secretary Chief Technical Officer. Charles Nethaway was asked to tackle the Chief Architect job. We are honored to have the opportunity to provide this type of critical leadership for Interior. It's gratifying to know that NBC talent is being increasingly recognized and tapped to lead DOI initiatives.

Brian Holly continues to work with NBC, on detail from the Department of Justice, as the Department's



Timothy G. Vigotsky, NBC Director

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Acting Chief Appraiser. Brian, Karen Burke, Maggie Torres-Wilking, Jen Pfancuff, and the entire NBC Appraisal Services Transition Team has been feverishly working to get the 80+ appraisers from over 28 locations across the country integrated into our NBC culture, IT network, systems, and business practices. Brian is leading the effort to develop standard appraisal policies and procedures, as well as elevate the professional standards and career path for Interior's appraisers. His report to Congress is in the final review stages and will clearly illustrate that the consolidation is exceeding all expectations. We are achieving greater appraisal independence and objectivity, higher standards of quality and professionalism, and increased business efficiencies. The seven Acting Regional Supervisory Appraisers share workforce resources, utilize an NBC-developed, state-of-the-art electronic appraisal request system (ARRTS), and will soon be completely migrated to the NBC e-mail system for seamless communication and collaboration. Sharon Williams and her top-notch E-Applications staff, led by Linda Wenri, designed a sleek website that will serve as a one-stop desktop work station for the appraisers, as well as a source of information for customers and stakeholders. Through the dedication and single-minded focus of all the people involved, this has been a complete success story. Not only has the success been appreciated by the DOI's top leaders, but by some of our key supporters on Capital Hill, as well.

The entire staff of NBC's Federal Personnel Payroll Systems and Services Directorate continue to earn the enormous honor they received when chosen as one of the Federal government's four payroll service providers. To date, they have successfully led the migration of over 4,700 government employees to NBC's payroll system. By summer's end, we are scheduled to complete the migration of NASA's 19,000 employees. During FY2005, we bring the remainder of the Department of Transportation (DOT) onboard (about 60,000 employees). While this might sound simple, this is a massive project unlike anything the Federal government has undertaken in the past. It required the NBC team to set out a project

blueprint for success, coordinate milestones and resolve issues with the managing partners — the Office of Personnel Management (OPM) and OMB. It took months of collaboration on complex standardization issues with the other three providers; and most importantly, it required the Team to negotiate requirements, budgets and milestones with their four new customers: the Department of Transportation, the National Aeronautical and Space Administration, the Nuclear Regulatory Commission, and the National Science Foundation. Without missing a step, the DOI team continued providing the exceptional customer service levels for which it has been known with other DOI clients as well as the 30 other government agencies it currently supports. OPM has repeatedly singled out the DOI team among all providers for their systematic and responsive approach to the e-Payroll initiative.

But the e-Payroll project is just the beginning. NBC is busy preparing responses to government-wide Requests for Information on both the Human Resources and Finance Lines of Business initiatives. OMB and OPM are sponsoring these initiatives. They continue the government's consolidation efforts of key business systems and practices in order to simplify, unify, and streamline how we do business. If selected, NBC could ultimately provide significantly more finance and human resources support for the entire Federal government. And on the home front, we are preparing to submit a proposal to host the Financial and Business Management System (FBMS) and look forward to receiving that work.

NBC continues internal efforts to achieve greater organizational efficiency begun through the NBC reorganization in early FY 2004. By consolidating business functions such as acquisition management, human resources, information technology, and budget and finance, our managers now have greater workforce transparency, a clearer line of sight for revenue and expense, and the ability to monitor increased accountability. Most recently, we closed the DC Finance shop in order to consolidate the work in Denver and strengthen the operation. I want to thank Sherry Morrisette, Acting Associate Director for Budget and Finance, for the professional manner in which she handled the closure, and I also want to thank Linda Mayfield, Wanda Pratt, Shirley Spruill, and Antoinette Warren for making the courageous transition to the Denver office. I

know each of you will be warmly received by the staff already in Denver. Let us know if there is anything further we can do to make your transition a smooth one. Additionally, despite continued efforts across all fronts, I am still not satisfied with communication in NBC and will be meeting personally with a cross section of people to continue to look for ways to improve communication and enhance our ability to work cooperatively and collaboratively.

The annual fire season has begun in earnest and already the severe drought has wrecked havoc in the West. Exacerbating the situation, both Interior and the Forest Service recently took the extreme measure of canceling the contract for wildland fire airtanker support due to serious safety concerns. While alternative firefighting strategies have been adopted, NBC's Aviation Management Directorate is geared up for a long, hot, treacherous fire season.

But that isn't the only thing that's hot around here. NBC heated up pressure on all NBC and Office of the Secretary employees to meet their responsibilities for completing IT Security Training. This is something we don't negotiate and we don't take lightly. IT Security is a critical part of our business culture. We monitor training statistics on a weekly basis and continue pressing managers to achieve 100% compliance. We fully intend on disconnecting any employee who fails to complete the mandatory training, as we will not compromise the integrity of our critical information technology infrastructure.

Let me close by thanking the 1,200+ NBC staff in 24 States across this great country for making FY 2004 one of continued excitement, energy, outstanding achievement, and unsurpassed collaboration. Each of you continues to astound me with your talent, your personal drive, and your enduring passion. Because of you this organization continues to expand, to shine, and to bring pride to the Department. I encourage you to continue the strong partnerships you have forged with our contract staff, with private industry, with other Federal agencies, and with our Departmental colleagues. Together we have built a strong foundation and guiding legacy for the future. Thank you.

*Timothy G. Vigotsky,
NBC Director*

National Business Center

Profile

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New Clients Migrating to FPPS

By Mishell English

What's new with e-Payroll? We are halfway into our migration calendar, and we are extremely busy. Our staff has shown great dedication and professionalism working with our new clients, identifying new requirements, making systems changes, ensuring the success of migrations, and reacting to new emerging issues every day. It has truly been a team effort requiring the most creative ideas from across the NBC organization – be it from our client conversion staff, to the systems staff, to datamart, to training, to operations, to the data center. All have “pitched in” and done whatever is necessary to get the job done. Literally, every day has presented new challenges which our people have consistently met.

Amid the frenetic activity of new client migrations, there are our everyday heroes who keep our payroll operations and our systems capable of serving our present customer base of 215,000 strong, day-in and day-out. They are the backbone of the organization, and they never lose sight of our reason for existing, taking care of our customers.

Good news! The newest client to come up on the Federal Personnel Payroll System (FPPS) is the National Science Foundation, who went “live” last month. The summer will bring two more customers into the FPPS family: the Saint Lawrence Seaway Development Corporation, who is part of the Department of Transportation (DOT) in July, and the National Aeronautics and Space Administration in August. By the end of the summer, NBC will have assimilated five of its seven e-Payroll initiative clients. NBC and DOT have jointly requested a schedule adjustment extending the migration time frame for the two remaining e-Payroll migrations - DOT's Federal Aviation Administration and the remaining DOT Modes - due to the magnitude of systems changes necessary to accommodate these customers. At this

time, we are awaiting a decision from the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB). Needless to say, handling multiple concurrent migrations and making the necessary regulatory changes, while continuing to support our existing base have proven exciting and challenging.

What else is going on? OPM has approached NBC to host the e-OPF, their new e-Gov initiative to create an electronic repository for the federal employee's official personnel folder (OPF). We are working with our e-Payroll partner, the Department of Agriculture's National Finance Center, to create and submit a proposal due in late spring. Another initiative to which NBC has responded is the HR Line of Business Opportunity Development Initiative. This is the OMB's effort to establish common solution and target architecture approaches that identify systems, best practices, migration strategies and key interfaces to develop common business process and system solutions in each of three business areas: financial management, human resources and grants management. We will continue to be involved in helping establish the future direction for the Federal government in improving administrative systems and services, and will always strive to try to represent the best interests of our clients in this process.



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The NBC Applauds the Intra-Government Transaction Exchange Portal (IGTE)

The National Business Center (NBC) applauds the Intra-Governmental Transaction Exchange Portal (IGTE). IGTE, formally known as the Intra-Governmental Transaction Portal (IGTP), is an Integrated Acquisition Environment (IAE) E-Government initiative that supports the President's Management Agenda (PMA). This initiative is a major step toward the President's goal of an electronic solution and supports the PMA initiative for Improving Financial Management by providing a tool to remediate the intra-governmental elimination weakness as a barrier to our goal of a clean opinion on the U.S. Consolidated Financial Statements. It will also enable better and timely cost information. The IGTE pilot was implemented October 1, 2003. Five federal agencies are currently participating in the pilot, NBC and the US Geological Survey (USGS) for IT agreement transactions and bills, and the General Services Administration Public Buildings Service (GSA/PBS) and Patent and Trade Office (PTO) and National Science Foundation (NSF) for rent agreement transactions and bills. Over the last several months, many obligation and bill documents have been successfully transmitted, approved and paid via the IGTE Portal. The IAE Program Management Office within GSA and a Defense agency have also begun to process IT agreement transactions through IGTE.

NBC's participation in the pilot implementation revealed the human vulnerabilities that lead to financial elimination reconciliation issues and brought confirmation that the IGTE is a positive step toward the solution of "financial elimination nightmares". The IGTE requires

that agencies create an obligation when an Inter-agency agreement (IA) is executed, and it allows the buyer point of contact to review and approve bills to ensure goods and services are received before bills are authorized for payment. The IGTE solution prevents lost "Inter-agency agreement" documents, lost association between "Inter-agency agreement" documents and obligating documents, transmission of incorrect obligation and accounting information, and it assures money is available before bills are issued and funds are transferred within IPAC. For NBC, the results of this pilot generated a great urgency and necessity to reach full implementation.

In July 2004, all federal agencies were scheduled to join the pilot agencies in sending all Information Technology (IT) and rent obligation and bill documents to the IGTE for obligation and billing approval and IPAC billing. OMB in May 2004 paused the project to perform a 120-day evaluation of the IGTE Portal to ensure an excellent production experience for all federal agencies. As with the implementation of any new system, there have been many great lessons learned and the outstanding end results of the pilot have overcome any initial perceived limitations. Because this new business process brings clarity and preciseness to inter-agency business transactions, NBC fully supports the vision of this IGTE electronic solution and is eager for its successful implementation within the federal government. Each Federal agency is encouraged to begin IGTE planning and to collaboratively join pilot agencies to form a synergism that quickly advances this project forward to successful completion.

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NBC's eTravel Initiative

The National Business Center (NBC) is providing assistance to 17 non-Interior clients in support of GSA's eTravel initiative. Each of the 17 agencies is included in a joint eTravel migration plan that was submitted by NBC to the U.S. General Services Administration (GSA) on March 31, 2004. The NBC will provide migration planning, vendor selection, contract management, implementation services, interface devel-

opment to multiple financial applications, training, and production customer service support to each agency.

NBC's eTravel migration strategy is to select a single eTravel vendor and implement a common application to support all client agencies. By participating in a shared solution, clients will save time and money by sharing infrastructure, implementation, and production costs. In addition, client agencies will be able to capi-

talize on the NBC's extensive experience with implementing and maintaining automated reservation and travel management systems. NBC's implementation experience and support of seven agencies in various travel solutions in the past essentially becomes your small agency's experience. The combined resources of NBC and its 17 clients can ensure an eTravel solution that works for all of us. NBC's shared solution provides a mechanism for agencies to combine resources and avoid a duplication of effort. Each participating agency will finance a share of the cost of the com-

DOI Aviation Management Area/Regional Trainers

By Becky Petersen & Judy Ragain

The Department of the Interior aviation management (DOI AM) program specialists provide classroom training and a variety of hands-on operational training to bureaus and other agency partners such as the National Science Foundation (NSF). They introduce aviation policy and procedures to new users and help experienced personnel meet their currency requirements. Emphasis is placed on the necessity and benefits of safe operating practices.

Working out of the area/regional offices are four trainers: Meg Gallagher (Atlanta), Mark Reese (Boise), Ryan Stailey (Phoenix), and Vince Welbaum (Anchorage). Their duties keep them on the road most of the year. They support operations such as:

- hover hookup (hooking a cargo load directly to the belly of a hovering helicopter)
- drone recovery (a recovery mission specialist balances on a helicopter skid over the ocean as he hooks a Navy drone missile)
- aerial ignition (igniting small fires to reduce the undergrowth and improve wildlife habitat)

These specialists, who come from other DOI bureaus and the U. S. Forest

Service, have diverse and extensive backgrounds in the operational fields in which they train. Their experience includes wildland firefighting, fire dispatching, helicopter rappel, and short-haul rescue. Their level of expertise is proven as they present the DOI AM curriculum to our customers in the Lower 48, Alaska, Hawaii, and even Antarctica. During the fire season, they are often called upon for operational support on fire safety teams and, of course, training.

To support aviation-related missions and the Aviation Safety Program, the trainers provide one-stop shopping for bureaus and other customers: Identifying training needs, implementing the DOI Aviation User Training Program within their areas, establishing class schedules, organizing classroom space, distributing training materials, planning travel, recommending approvals for endorsements for per-

sonnel to perform specialized missions, and providing statistical information and curriculum requirements to the DOI AM Training Office. Their dedication and professionalism is invaluable to DOI aviation.



mon eTravel implementation. The actual percentage will be determined based agency size and the actual number of participating agencies. All that is required is an interagency agreement between NBC and your agency.

Agencies choosing to pursue the eTravel initiative independently will have to identify resources to accomplish the following tasks (at a minimum): developing individual migration plans and evaluation criteria, evaluating three eTravel vendors, developing eTravel implementation expertise, providing administrator training, funding interface de-

velopment to their accounting system, and requesting customization and problem resolution. As an alternative to spending time, money, and resources implementing individual eTravel solutions, participating clients will leverage combined resources and NBC expertise in a single, common implementation.

NBC is continuing to work with GSA, participating agencies, and the eTravel vendors in order to evaluate product offerings. NBC will conduct substantiation workshops in May and plans to select a vendor and issue a task order by mid-July. First implementations are tentatively

scheduled for October 2004.

Agencies who are looking for ways to reduce the cost of the eTravel migration process should consider participating in the NBC eTravel solution. Contact NBC for more information on our shared eTravel solution and for details on the interagency agreement process. NBC can work with your agency and address your specific travel needs in relation to eTravel, while providing the opportunity for resource savings.

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Single Engine Air Tankers Fight Wildfires

By Bob Carr

A little known firefighting resource, the Single Engine Air Tanker (SEAT), has become one of the most important new tools in aerial firefighting. The SEAT is a small agricultural "crop duster" airplane that has been modified to drop fire retardant on wildfires. These aircraft are designed to fly low and slow which is ideal for dropping retardants. In contrast to the large air tankers that carry 2,000 to 3,000 gallons, the SEATs only carry 500 to 800 gallons of retardant. The SEAT does not replace large air tankers, but it is the ideal tool to use on fires that have just started. Retardant is not designed to extinguish a fire, it is dropped just ahead of the flames to slow or retard the spread. This gives firefighters time to arrive at the fire and actually put the fire out before more expensive resources are dispatched.

A service/support truck that carries both fuel and retardant mixing equipment accompanies each SEAT. The service/support truck can be dispatched to an airport near the fire and serve as a mobile retardant base for the SEAT, supplying both fuel and retardant.

The Aviation Management (AM) currently contracts for 34 "exclusive-use" SEATs, which are based through-

out the Western states. In addition to the exclusive-use SEATs, the AM also contracts 55 SEATs on a "call-when-needed" basis. The Bureau of Land Management is the AM's largest customer. In addition, the Bureau of Indian Affairs, the U.S. Forest Service, and the state of Wisconsin also rely on the AM to contract SEATs on their behalf. The SEAT program is growing rapidly. During the 2003 summer fire

season, the SEATs flew 3,860 flight hours on fire suppression missions which resulted in total contract payments of \$12,201,516.21, a 50% increase from just four years ago.

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the Single Engine Air Tanker (SEAT) has become one of the most important new tools in aerial firefighting.



Automated Flight Following Enhancing Aviation Safety

By Harlan Johnson

Location, Location, Location! It is not only the mantra of the real estate agent, but it is also a critical requirement when managing aircraft utilized by the Department of the Interior (DOI). Imagine operating an aircraft in a remote location and you cannot establish contact with the outside world to alert them should you experience an emergency. How will help know where to look for you? Fortunately, advances in technology and through organizational determination, we now can meet the complex communication demands of the varied aircraft missions performed by the Department of the Interior.

Why do we need to communicate with an aircraft in flight? The Departmental Manual requires that aircraft operating under the control of the department “check in” with a ground-based dispatcher while in flight. To date, radio communications have been the sole means of establishing contact. This method has served us well, but it does have limitations. Ground-based radio communications are not always reliable due to great distances or topographic relief that may block the signal. However, the National Business Center’s Aviation Management Directorate (AM) now has the answer to this dilemma.

For the past two years, the AM has partnered with the U. S. Forest Service (USFS) in the creation of a developmental “Automated Flight Following” (AFF) system. Providing aviation managers and dispatchers with information regarding the specific location of all government-owned and contracted aircraft is the expressed goal of this partnership. While the primary purpose of such a system is for timely search and rescue of injured persons, the transmission of data and voice between the aircraft and the ground dispatcher can realize significant improvements in efficiency. In addition, this system provides invaluable data for accident investigators and may mitigate some homeland



This image of Webtracker indicates large fire locations, temporary flight restrictions and aircraft locations. Additional views and information can be requested by the user.

security concerns regarding the location and control of firefighting aircraft.

A secondary partnership has been created with Canada’s Province of British Columbia Forest Service. That government organization has tracked their aircraft for the past ten years for purposes of search and rescue and the tactical redeployment of firefighting resources. The principle value generated from this partnership has been the sharing of a software package known as “Webtracker” (as shown in the inset photo). This web-based system was developed by the Canadians and has

gone through modification for use by the U.S. Interagency Fire partners, DOI and USFS. All parties have benefited from these modifications and have been accomplished at a minimal cost to the U.S. government. This is an example of true innovation and partnership in action.

So how does the system work? A “black box” is installed in the aircraft that “talks” with a communications satellite and receives position information from a Global Position System (GPS) satellite. The GPS location data is sent via the communications satellite to an earth station and is then loaded onto the world-wide-web. The data also includes aircraft tail number, owner, and mission and is available to all users of the Webtracker software. Access to the data is restricted to individuals participating in the management of these aircraft. Position reporting technology has been utilized by trucking firms and the railroads for many years; however, aviation equipment standards are much higher and many technical difficulties have been overcome to produce the current AFF system.

The AFF program will enhance the DOI aviation safety and efficiency. We anticipate that all DOI programs utilizing aircraft will soon enjoy the benefits of this system.

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Innovation Continues: Main Interior Building joins Leadership in Energy and Environmental Design for Existing Buildings Pilot Project

By Gay Bindocci

In previous issues of the *NBC Profile* newsletter, we discussed life safety and indoor air quality in the Main Interior Building. In this article, we will address the environmentally sustainable aspects of the modernization project and opportunities afforded through participation in the Leadership for Energy and Environmental Design for Existing Buildings (LEED-EB).

Completed in 1936, the Main Interior Building was said to be "a symbol of a new day," with spacious central corridors, air conditioning, moveable steel partitions, acoustical treated ceilings, windows in most rooms, fire resistant design features, and a separate floor dedicated to mechanical equipment. Designed with the comfort and needs of the employees, and costing less than other government buildings to operate, the Main Interior Building became one of the most innovative government office buildings in the Washington area. Today, almost seventy years later, the innovative spirit continues as we work toward bringing the building to sustainability standards of the 21st century.

In January of 2002, a Memorandum of Understanding was signed by the Department of the Interior, General Services Administration (GSA), and the US Green Building Council (USGBC). The purpose of this agreement was to enter into a partnership and to participate in the Leadership in Energy and Environmental Design for Existing Buildings Pilot Program (LEED-EB), a third party rating pilot program developed by the US Green Building Council

to promote the use of sustainable practices and products in design and construction, building renovations, and on-going building operations. Participation in the LEED-EB Pilot Program affords the Department of the Interior the opportunity to be a major contributor in determining how sustainability standards for government buildings, often historic in nature, can be applied, integrated, and/or improved upon. Pilot participants contribute to weekly conference calls with the LEED-EB staff to discuss and review the draft standards, public comments, and innovative ways to address issues and concerns, can submit questions for review by LEED-EB technical staff, and participate in USGBC workshops and meetings.

LEED-EB focuses on six categories, each with prerequisites and a number of additional requirements from which the participant can choose to meet. The categories focus on: sustainable sites; water efficiency; energy & atmosphere; materials and resources; and indoor environmental quality. The sixth category, Innovation in Operation and Upgrades, affords the opportunity for the participant

to develop and tailor credits for exceptional performance above the LEED-EB stated requirements and/or for innovative performance not addressed by LEED-EB.

Four levels of certification - initial baseline certification, silver, gold, and platinum are attainable, each requiring achievement of additional standards. To obtain certification, appropriate documentation must be submitted for each prerequisite and standard and the submission must be reviewed and approved by the USGBC. Recertification, a measure and verification of sustainability over the performance period of one to five years, allows building owners to track progress and identify strategies for addressing deficiencies. The Department of the Interior and General Services Administration are working toward silver certification as the goal.

Protecting and improving indoor air quality is one of the most important sustainable efforts. Because the work in being conducted in an occupied building, GSA's contractor has been tasked with implementing worksite management measures that go beyond traditional construction practices. These practices include housekeeping, dust control measures, and construction zone exhausting. Additional protection is accomplished through the use of adhesives, paints, and sealants containing low volatile organic compounds (VOC's). GSA is working with the contractor to ensure that Phase 2 will benefit from the lessons learned during the first phase of the project. A revised Construction Indoor Air Quality Protection Plan is being developed prior to commencement of the next phase.

Additional steps to improve indoor air quality include the increasing amount of outdoor air introduced into the build-

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ing and use of “peel and stick” carpet tiles, reducing the need for carpet adhesives and eliminating padding that increases the potential for mold and mildew growth. On-going operational efforts to maintain high quality indoor air include the use of certified green, high efficiency particulate air filters (HEPA) vacuums and electrostatic dust cloths. Use of low impact integrated pest management techniques will be adopted to reduce exposure of occupants and maintenance personnel to potentially hazardous chemical, biological, and particle contaminants. Only Green Seal environmentally preferable products that meet the US Environmental Protection Agency Comprehensive Procurement Guidelines will be used in cleaning to insure a safe and work environment for maintenance personnel and staff.

Use of renewable resources will be encouraged. Existing cork flooring will be refinished and the use of linoleum will be installed in the kitchenette and selected areas.

Energy efficiency and comfort go hand in hand in the new space. Offices will have individual fan coil units. Point-of-use heating and cooling will save energy and afford the occupant the opportunity to regulate room temperature. Low mercury florescent light tubes will be installed throughout the building and in the typical office a pendent light fixture will provide the occupant the choice

otherwise destined for disposal into marketable end products.

As occupants prepare to move into the completed 6th wing, they will be encouraged to cleanout files and evaluate materials and supplies. Recycling bins will be provided to collect paper and will be located in the respective hallway. Bins for the collection of newspaper, glass, plastic, and cans will remain in the freight elevator alcoves. The Office Eagle Store now serves as a collection point for toner cartridges, transparencies, rechargeable batteries and computer disks, CD's, and reel to reel/4mm/8mm tapes.

Recycling is not only the responsibility of the occupants. Contractors working in the building are required to follow recycling guidelines and to recycle construction debris that leaves the building. In addition, the Modernization Office is working with the Facilities Management to identify light



Sustainable features of renovated 6th wing office – peel and stick carpet, pendent lighting, occupant controlled heating and cooling fan coil units.

LEED-EB Credits for Certification

Certified	31-38
Silver	39-46
Gold	47-61
Platinum	62-72

continue to explore this opportunity in the future. Only Energy Star appliances will be purchased for the new kitchen-

ettes. In keeping with the Secretary of the Interiors Standards for Historic Preservation, cork flooring, and lighting fixtures in various designated historic areas as the office of the Secretary and Library will be restored instead of replaced to maintain the historic character of the

Definitions

Sustainability: the condition of being able to meet the need of present generations without compromising needs of future generations. To be truly sustainable, a community must not decrease biodiversity, consumes resources faster than they are renewed, must recycle and reuse all materials, and rely primarily on resources of its region.

Renewable Resource: a product that can be grown or naturally replenished at a rate that exceeds human depletion of the resource.

VOC's (Volatile Organic Compounds): chemical compounds that are vaporized at room temperature, and are considered an indoor air contaminant.

ASHRAE: American Society for Heating, Refrigeration, and Air Conditioning Engineers.

covers, carpet, clocks, coat hooks, light motion sensors, and sink fixtures in good condition to be reused as replacements in the portion of the building not under construction.

Energy conservation will be improved by the installation of a new ASHRAE compliant HVAC system that will allow occupants to regulate the temperature and air flow in each office. The Department of the Interior has been purchasing electricity from producers of renewable power for the past months and will

building. Windows frames throughout the building are being cleaned, stripped of any lead paint, repainted, and reinstalled.

By achieving sustainability, the Main Interior Building will continue to be a leader by serving as a model for environmental standards for other government buildings and by providing a healthy work place for the occupants.

To learn more about the sustainability, visit the Modernization website at: www.doi.gov/modernization.

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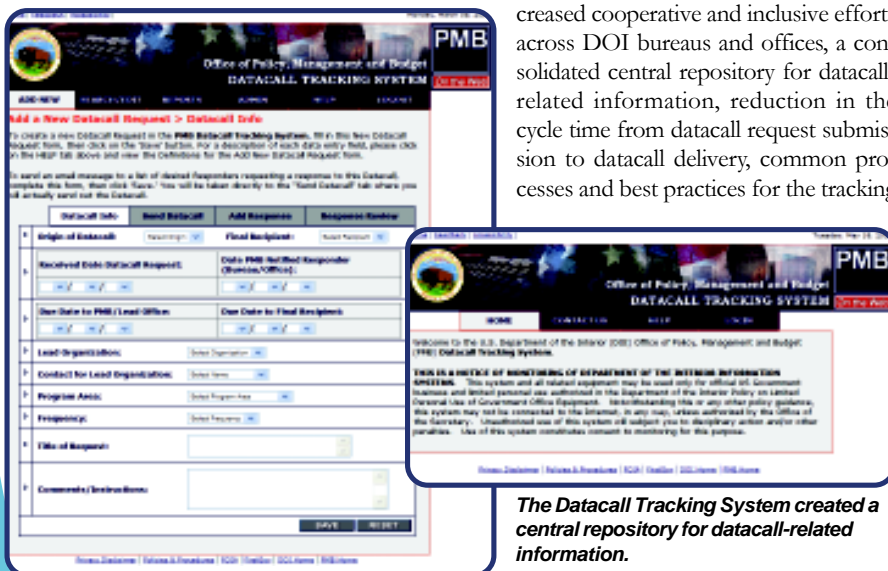
E-Applications Division Develops PMB Datacall Tracking System

By Sharon Williams

The Department of the Interior (DOI) responds to a variety of Datacall Requests from a broad range of Government and public customers, such as Office of Management and Budget (OMB) and Congress. Due to the repetitive nature and considerable resources required to reply to hundreds of requests annually, The Office of Policy, Management and Budget (PMB) requested the services of the National Business Center's E-Applications Management Division to create a web-based system to consolidate and streamline this process. The Datacall Tracking System enables designated Departmental users to electronically request, send, respond, review, track and manage Datacalls.

The benefits the Department of the Interior can expect to realize include: increased cooperative and inclusive efforts across DOI bureaus and offices, a consolidated central repository for datacall-related information, reduction in the cycle time from datacall request submission to datacall delivery, common processes and best practices for the tracking

and control of datacall requests, datacall reviews and approvals, improved workload management by reducing the number of overall datacalls, alleviation of repeated and unnecessary datacalls, better management of task distribution among staff, maintains a clear history of each datacall request, improves communications among all parties, improves overall quality of the final products the Department delivers, improves the public image and professionalism of the Department, distributes the burden of data collection among all parties, increases the reuse of data and reduces the overall effort required by staff to maintain datacall data.



The Datacall Tracking System created a central repository for datacall-related information.

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ABC/M Update

By Christopher W. Richey

Since October 1, 2003, the National Business Center (NBC) has utilized Activity-Based Cost Management (ABC/M). We are half way through the first year, which, as other government and private-sector organizations have confirmed represents the initial test phase of an ABC/M Implementation. Thus far, there have been two main focuses in the implementation: **1)** Educating NBC employees on the Quicktime Time & Attendance System; and **2)** The evolution and refinement of activities categorized in the NBC Data Dictionary (i.e., from changes in definitions to addition of new activities).

On October 1, 2003, the NBC Data Dictionary debuted with 185 individual ac-

tivities. These activities were developed in collaboration with our business line managers and staff. By December 31, 2003, approximately 88% of the ABC/M codes had been utilized when coding time & attendance. While there is still more analysis to be done, this statistic shows that our first Data Dictionary presented a good representation of the activities performed across NBC. It also shows that employees are taking the time to select the activities that reflect their workdays. As the data becomes more reliable, we will utilize it in increasingly in budget and pricing decisions, both at business line and corporate levels.

We have made many progressive changes to the NBC Data Dictionary. At the request of business line managers, we have added codes to capture costs for new requirements. We have also added codes for events such as Code Orange

alerts and the Internet shutdown. In April 2004, we formed an ABC/M Review Team to evaluate the ABC/M implementation. This team, formed in partnership with the Planning, Performance, and Oversight Office, will make recommendations for changes to the Data Dictionary, assist in documenting policies and procedures, and make overall recommendations for improving the ABC/M implementation.

The next steps in the ABC/M Implementation will be to revise the NBC Data Dictionary in preparation for FY 2005 and develop reports for our business line and upper level managers. These reports will give our NBC managers and staff additional information to use in business decision making and analysis. The most current NBC Data Dictionary, as well as the Department's Data Dictionary, can be found on the Department of the Interior website at www.doi.gov/training/abc.

Electronic Commerce Upgrade

In 1998, the NBC's Procurement Systems Branch created and deployed an electronic commerce website called "IDEAS-EC" (Interior Department Electronic Acquisition System – Electronic Commerce) also known as 'Business Opportunities' at <http://ideasec.nbc.gov>. The IDEAS-EC system is integrated with the Interior Department Electronic Acquisition System – Procurement Desktop (IDEAS-PD). The goal of the IDEAS-EC website was to provide the vendor community the opportunity to do business with participating Federal agencies including DOI and non-DOI clients. NBC's website was the centerpiece of the DOI's strategy to convert to a paperless procurement process. IDEAS-EC enabled procurement officials to post their requirements to a public web site and allow vendors to view solicitations, submit responses for Request for Quotations, and view award data.

IDEAS-EC is fully integrated with several other electronic government (E-Gov) initiatives including FedBizOpps (FBO) and the Central Contractor Registration (CCR). FBO is the single government point-of-entry for all Federal government procurement opportunities over \$25,000 and CCR is the primary government repository for contractor



EC Redesign Team (from left to right): Mike Iacobucci, Wai-See Moy, Chad Mock, Debbie Carter, Lisa Chau, Pam Switzer, and Joan Butterfield.

information required for the conduct of business with the government. The IDEAS-EC website promotes open communication and access to information throughout the procurement process and encourages competition through the use of electronic posting methods. It serves as an information exchange between the government procurement officials and vendor communities.

At the time that NBC's IDEAS-EC website was created, it was considered to be cutting edge technology and was one of the leading federal initiatives in electronic commerce. Since IDEAS-EC has been in production, there have been many advances in technology and several mandates of new E-Gov initiatives over the past few years. NBC has identified areas of improvement for the IDEAS-

EC system that were necessary in order to keep up with dynamic procurement environment. Because of this fact, the NBC Procurement Systems Branch made the decision to update the technical and functional environment of IDEAS-EC.

Linda Queern, member of the EC Redesign Team, demonstrates the new features on the redesigned EC website.



The website was revamped using the latest technology in order to permit easier navigation for the vendor and buyer communities and continue to integrate with the E-Gov initiatives. Some other enhancements include the ability for vendors to store quotes that are in process and view their quotes after they have been submitted. Additionally

vendors will now be able to add multiple contacts on bidder's mailing lists. The system was also revised to ensure compliance with the Section 508 disability requirements and was given high praise by the 508 Compliance Coordi-



The new EC website can be viewed at <http://ideasec.nbc.gov>

nator who conducted the evaluation. Hope Mentore-Smith was the Project Manager for this EC Redesign. The other members of the EC Redesign Team included: Joan Butterfield, Debbie Carter, Lisa Chau, Mike Iacobucci, Chad Mock, Wai-See Moy, Linda Queern, and Pam Switzer. This newly designed Electronic Commerce website went into production in April 2004.

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Appraisal Services Directorate

For most of us, the only contact that we may have with an appraiser is when we are selling or refinancing our home. The appraiser makes a determination on the value of our property and we hope that the value is more than what we owe the bank.

The NBC Appraisers, however, have a more difficult task than appraising a home; they provide market value appraisals concerning real estate that is being purchased or sold on behalf of the Department of the Interior (DOI). The types of properties appraised includes recreational, commercial, industrial, and residential and also involve various components such as minerals, waters rights, and timber. Considering that DOI manages 507 million acres of surface land, or about one-fifth of the land in the United States — that is no easy task.

Within the State of Nevada, as an example, the Bureau of Land Management (BLM) administers almost 48 million acres of public land; comprising 67 per-

cent of the state. The 1998 Southern Nevada Public Land Management Act (SNPLMA), allows the Bureau of Land Management to sell public land within a specific boundary around Las Vegas, Nevada. The revenue derived from land sales is split between the State of Nevada General Education Fund (5%), the Southern Nevada Water Authority (10%), and a special account available to the Secretary of the Interior for:

- Acquiring environmentally sensitive land in the State of Nevada.
- Capital improvements at the Lake Mead National Recreation Area, the Desert National Wildlife Refuge, the Red Rock Canyon National Conservation Area and other areas administered by the Bureau of Land Management in Clark County, and the Spring

- Mountains National Recreation Area.
- Developing a multi-species habitat conservation plan in Clark County.
- Funding the development of parks, trails, and natural areas in Clark County, Nevada, pursuant to a cooperative agreement with a unit of local government.

- Conservation Initiatives on Federal land in Clark County, Nevada, administered by the Department of the Interior or the Department of Agriculture.

Other provisions in the SNPLMA direct certain land sale and acquisition procedures, direct the BLM to convey title to land in the McCarran Airport noise zone to Clark County, and provide for the sale of land for affordable housing.

As you can see, obtaining a supported market value appraisal for real estate in Las Vegas is critical and impacts many — the State of Nevada, the Department of the Interior, the environment, the schools and ultimately all American citizens. Since the inception of the Appraisal Services Directorate, we have completed virtually over 250 appraisals and 900 appraisal reviews.

Appraisal Services Staff Members:
(top row) Larry Ragels, Alex Glade,
Shawn Redfield, Brian Holly,
Zebulum Mathews, (bottom row)
Maggie Torres-Wilking, Helen Honse,
Liz Hanna and Jerry Stoebig.



Below are some question and answers on the Appraisal Service Directorate:
When Were We Established?

On November 12, 2003, after months of meetings and collaborative efforts by members of the Appraisal Reform Team, Secretary Norton formally announced the consolidation and transfer of the real estate appraisal functions to one office under the National Business Center (NBC). The Appraisal Services Directorate was created through the consolidation of appraisers from the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the National Park Service (NPS), and the Fish and Wildlife Service (FWS). In a June press release, Secretary Norton stated,

“it is critical that we provide objective appraisals of value of lands under consideration for acquisition or exchange.”

Why the Consolidation?

Secretary Norton’s action to consolidate the real estate appraisal function responds to long-standing concerns about the management of appraisal functions. “Consolidating appraisal functions will ensure that appraisals are credible. This will help restore public confidence in our ability to carry out land transactions in a manner that upholds the public interest.” The new organization will also provide an opportunity for the De-

partment to develop a highly skilled, independent professional corps of appraisers able to provide the high level of appraisal services required by our multiple land management responsibilities.

Why Consolidate in the NBC?

The NBC is appropriately suited to house the new appraisal organization as it provides Department-wide business and administrative services and systems to Interior bureaus and offices, including payroll, financial and accounting services, procurement, information technology, and aviation services. With its variety of locations, the NBC is

Planning, Performance, & Oversight Office (PPOO)

By Tony Queern

As indicated in the last edition of the *NBC Profile*, PPOO has two primary functions: **1)** Planning and Performance Management (PPM) and **2)** Management Control and Audit Liaison (MCA).

PPOO recently developed a charter to more clearly define the fore-mentioned roles and responsibilities, as well as focus its attention on the priorities of the National Business Center (NBC). Highlights of PPOO's roles and responsibilities from the charter presented to the NBC Leadership Team are as follows:

Planning and Performance Management

- Provides policy and procedural guidance on developing business plans for each of the NBC Directorates.
- Develops policy on performance measurement for NBC business lines and products and services.
- Develops procedures for internal management reporting of performance measurement data.
- Performs independent analyses of performance measurement data and services and makes recommendations to the Directorates.
- Develops performance management training programs for NBC employees.

- In collaboration with the Budget Office, identifies budget and performance integration opportunities.
- Chairs the PPOO Collateral Performance Team, consisting of representatives from the NBC Directorates, which ensures that NBC management is informed about and knowledgeable of the policies, procedures, reporting requirements, schedules for developing performance goals and measures and business plans, and schedules for reporting the status of their progress in achieving their business plans.

Management Control & Audit Liaison Oversight

- Coordinates all audits of the NBC activities by the Office of Inspector General (OIG), General Accounting Office (GAO), and commercial audit firms, and provides guidance to NBC organizations in responding to audit requests, findings, and recommendations to ensure appropriateness and timeliness of response.
- Ensures Corrective Action Plans (CAPs) are developed for all audit recommendations and monitors completion of CAPs for all audit recommendations.
- Provides formal guidance to NBC management on performing manage-

ment control reviews (MCRs) in accordance with Departmental and OMB guidelines.

- Monitors progress in performing MCRs to ensure timely completion.
- Ensures CAPs are developed for all identified management control weaknesses and monitors CAPs to ensure timely and complete resolution.
- Submits annual assurance statement on adequacy of internal controls.
- Chairs the NBC Management Control Review & Audit Follow-up Council (MCAF), which ensures compliance with OMB, Departmental, and NBC policies and procedures regarding the management control and audit follow-up programs.

Status of Activities

Planning, performance management, and budget integration policies and procedures are being drafted by PPM and were distributed for review and comment in May 2004 before being finalized. As a framework within which to carry out its responsibilities and to meet other critical informational needs throughout the NBC, PPOO is working with NBC's Customer Relations Office, the NBC Chief Architect, and the NBC Budget Office to gather data on the NBC's products and services. Subsequent steps planned include development and tracking of both customer and business oriented performance goals and measures for FY2005.

MCA, in partnership with the MCAF Council, is in the process of drafting policy guidance and procedures for NBC audit activities. The policy document, entitled "Rules of Engagement for NBC Audit Activities", will provide policies and procedures for use by NBC managers and staff in responding to audits of NBC performed by the OIG, GAO, and public accounting firms. It will define roles and responsibilities as well as describe the audit process from the audit entrance conference to issuance of the final audit report. It will also provide guidance on resolution of audit findings and related audit report recommendations. The target for the document to be completed and approved by the Leadership Team is mid-July.

organizationally structured to provide administrative and infrastructure support to the appraisers.

Who Are We?

The Director – Appraisal Services/Chief Appraiser reports directly to the Director of the National Business Center. The Appraisal Services Directorate (ASD) is organized into seven regions, each managed by a Regional Appraiser who reports directly to the Chief Appraiser. The seven regional offices are located in: Portland, OR; Sacramento, CA; Phoenix, AZ; Denver, CO; Minneapolis, MN; Atlanta, GA; and Washington, DC. In addition, there are 22 field offices located around the country.

What Services Do We Provide?

The Appraisal Services Directorate provides four formal services to the client Bureau's within the Department: Appraisals, Appraisal Review, Appraisal Consulting and Concessions Valuation.

Who are Our Clients?

Our clients include the Bureau of Land Management (BLM), the Bureau of Reclamation (BOR), the National Park Service (NPS), and the Fish and Wildlife Service (FWS).

What Are We Doing?

We are transitioning into NBC; standardizing our policies and procedures, transferring our IT applications to NBC; and consolidating our space.

For more information

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Oracle Federal Financials

Based on our experience with many different agencies of varying size and differing missions, we have concluded that there are many common core federal accounting practices. We have leveraged this experience and standardized our implementation methodology for our Oracle Federal Financials product line. Our implementation approach enables agencies to maximize business efficiencies through the use of commercial off the shelf software while still taking advantage of the flexibility offered by Oracle applications. Using the off-the-shelf functionality of Oracle's Federal Financials application as a baseline, the NBC has incorporated enhancements that make the product even better. For example:

- We have predefined hundreds of Treasury compliant transaction codes that we will pre-populate in client instances of Oracle Federal Financials. These transaction codes are automatically assigned to each transaction based upon the cost structure elements in a document. Our transaction codes automatically populate all required proprietary and budgetary entries at once. No other integrator can offer this enhanced functionality.
- We have developed a standard interface application to support integration with external systems and the financial management systems supported by the NBC. This standard interface approach enables the NBC to quickly configure and implement an agency's interface requirements, thereby lowering overall implemen-

ation and integration costs.

- We have defined standard Federal setup and configuration procedures that help manage project risk and result in a shorter implementation cycles.

The benefits of implementing Oracle Federal Financials at the NBC extend beyond the application software. The NBC's production support model provides users with a secure, full-service hosting environment that is fully compliant with all Federal regulations and audit requirements, including SAS 70. The NBC also provides comprehensive help desk services with expertise that spans Federal financial accounting, Oracle Federal Financials, and technical support in an open systems environment. The quality of customer service combined with the depth and breadth of our team's expertise is unmatched.

For small agencies, the NBC offers it shared services solution, using Oracle Federal Financials as its foundation. This cross servicing approach provides small agencies with comprehensive administrative services, using state-of-the-art systems, at a fair and reasonable price. Specifically, small agencies will realize the following benefits:

- Lower overall cost of administrative services through cost sharing.
- State of the art solutions at a reasonable price. Cost sharing makes the latest technology affordable for small agencies.
- A flexible environment AND the benefits of reduced cost through shared services. Cost sharing doesn't mean a standard implementation for all. Each

agency can define its own unique requirements in the NBC's shared solution.

- Quick response to changing regulatory and management requirements. The NBC takes the burden off our customers' shoulders by constantly analyzing all Federal requirement changes for their impact on our clients, updating Oracle configurations as needed, and recommending modifications to client business practices where appropriate.

The NBC is recognized as a premier service provider within the Federal government. Throughout the NBC, we emphasize customer service as the key to our cross-servicing success. Excellence in customer service is our primary mission.

The NBC has 30 years of experience in cross-servicing Federal agencies for administrative services. We do it all, and it's all we do. No other Federal agency or commercial enterprise offers either the depth and breadth of our team's expertise and experience, or the variety of products and services that we furnish. As one gauge of our proficiency, the NBC was selected to be one of only four government-wide payroll providers for the entire Federal workforce. More than 1,000 employees in four centers stand ready and able to give your agency the dedicated attention and diligent customer service it needs and deserves.

For any agency contemplating a financial system upgrade, the NBC has a complete solution for your agency at significant cost savings, while providing the flexibility to meet your agency's specific needs.

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New NBC Customer Service Office Chief

By Debbie Riedy

In 2004, the National Business Center (NBC) Personnel and Payroll Systems Division (PPSD) established a new Customer Service Office. This office was established because of the important customer service focus at the NBC. Also, with the PPSD product lines have expanded and increased customer support required as a result of the NBC selection as an e-Payroll provider. Pre-

viously the Division's customer support was accomplished by the Help Desk within the Personnel and Client Liaison Branch.

In March 2004, Mr. Jay Dalrymple joined the NBC PPSD as the Chief of the new Customer Service Office. He has spent the majority of his career in customer-service-focused positions with varying degrees of support and customer interactions. Additionally, Mr. Dalrymple's

systems experience provides him with an excellent background for providing customer support for the PPSD systems.

From 1987 to 1993 Mr. Dalrymple worked at the former Air Force Accounting and Finance Center, Lowry Air Force Base, as a Communications-Computer System Operator. His position included duties as a Computer Operator, LAN Administrator, and Hardware Engineer. As

Inside and Out

DOI-University's Cultural Resources and Events Division provides experiences that support and enrich the lives of Federal employees, customers and the general public in the areas of work and home.

Life has often been called a balancing act, and most individuals are careful to separate their work careers from home life. Frequently, the skills needed to thrive in the workplace also help to manage one's personal life. Indeed, managing one's life may be considered the first step in productivity.

To assure that employees, customers, and even the general public acquire the knowledge, skills and experiences to succeed and thrive, DOI-University's Cultural Resources and Events Division was created in the summer of 2003.

The Division is led by Susan Leonard. Leonard sees training as more than imparting information or providing skills to individuals. According to Leonard, "training is a forum for the exchange of ideas, strategies, and coping skills. And it is also a means for individual renewal." These concepts are demonstrated in the two national training programs administered by the Division.

The Interior Executive Forums brings renowned authors, academics, and business leaders to lead discussions around topics from "win-win" ecology to strategies for transforming one's professional and personal life. An even

broader program, the Government Wide Forums, invites Federal employees from 24 agencies in three major cities and occasionally the general public, to come together with experts and colleagues to help one another find solutions to common dilemmas at work and at home.

Joining these programs in the Division are the Interior Library and Interior Museum. They represent in part the "institutional memory" of the Department. As the repositories of history, they help Interior employees and the general public, understand the mission, work, and history of the Interior. But, neither the Library nor the Museum is a static institution.

The Interior Museum showcases the work of the bureaus from the Department's founding in 1849 to the challenges of the 21st century. An ambitious changing exhibitions program, educational programs, and family activities assure that the Museum is never the same from visit to visit. For example, between May 2004 and February 2005, visitors to the Museum will see and experience the life of Frederick Douglass in his home setting and learn about his civil rights position and the music he loved.

Since its incorporation into DOI-University in 2003, the Museum has also established important educational partnerships that provide students from the Washington, DC, area with resources to learn about their government, his-

tory, and natural resources. Partnerships include the Discovery Creek Children's Museum, the Corcoran Gallery and our most recent partner, the SEED (Schools for Educational Evolution and Development) Public Charter School of Washington, D.C.. Founded in 1998, the Seed school is the first urban college preparatory boarding school in the Nation. Students in grades 7 through 12 participate in an integrated curriculum that incorporates academic, extracurricular and life skills training. This May, the SEED school will graduate its first class, boasting an increase in standardized math test scores by seven percentile points a year, along with decreased risk behaviors and increased self-esteem. Our collaboration with the SEED school is sure to prove both exciting and inspiring.

The Interior Library is the Department's Library, and as such is the steward of much of Interior's rich heritage. It is also gateway to the electronic world of information. Librarians provide patrons with access to the most up-to-date electronic databases and maintain a collection of over one million traditional books.

The Library provides training and other programs to help inform users about the resources of the Library. For example, Librarians answer reference questions, conduct tours of the Library collections and, later this summer, will offer a series of short programs on the history of the National Mall presented by National Park Rangers.

In the coming months, the Division will be announcing initiatives that integrate the resources of the Museum and the Library into exciting new programs. Each program is meant to refresh the individual, build collaborations among employees and the Department's constituencies, and assure that people are equipped with the life skills to lead full and productive lives.

Please check out our website at www.doi.gov/training. If you have any questions, contact Susan Leonard at (202) 208-2654.

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a LAN Administrator, Mr. Dalrymple provided system support to over 1,500 users, including new user account setup and hardware/software connectivity. In 1993, he worked at the Defense Information Systems Agency (DISA), at Lowry AFB, as a Computer Operator and Help Desk Analyst, Senior Help Desk Analyst, and Data Center Manager in support of military, civilian, and retired military payroll. In 1998, Mr. Dalrymple joined the First Data Corporation as a Senior Help Desk Coordinator and Se-

nior Problem Analyst. In 2000, Mr. Dalrymple joined the Janus Capital Group as a Desktop Services Supervisor supporting over 3,000 employees in the areas of desktop support. He also assisted in the management of a remote, technical help desk in an outsourced environment.

We welcome Mr. Dalrymple to the NBC family. His customer support and systems experience coupled with his fresh ideas will help create a successful new Customer Service Office.

Enterprise Architecture for NBC

By Charles Nethaway



Key players at the NBC Enterprise Architecture: Barbara Whitford (member of the Interior Business Architecture Team - IBAT), Charles Nethaway (NBC and OS Chief Architect, Richard Sullivan (NBC and OS Senior Architect) and Joan Kimmel-Frantz (coordinator, NBC and OS Capital Planning Investment Board - CPIB).

NBC's Enterprise Architecture Program Management Office (EAPMO) is involved in a great deal of activity in 2004, with much accomplished and much to do. With directions from the Office of Management and Budget (OMB) and from DOI's Office of the Chief Information Officer, NBC has named Charles Nethaway as its full-time Chief Architect and Richard Sullivan as its full-time Senior Architect. After establishing the EAPMO, NBC also accepted the role of CIO for the Office of the Secretary, and Charles has assumed the role of Chief Architect for the Office of the Secretary.

EA includes many aspects of the Federal government, its agencies, bureaus, and offices. The Department's EA repository includes the Department's Strategic Plan and its strategic outcomes; lines of

business and business sub-functions; DOI ABC/M work activities; performance criteria; a complete inventory of systems, both DOI-tracked and bureau-only; security information; investment information; the DOI's Technical Reference Model (what technology is approved for inclusion in future purchases), and how all of these items are related to one another.

OMB's goal is to develop a Federal Enterprise Architecture Management System, FEAMS ("FEEMS") whereby agencies can provide information and discover reusable systems and sys-

tem components for sharing across agencies. According to a recent briefing from OMB's FEA Program Management Office, dated February 2004, the Federal Enterprise Architecture was commissioned on February 6, 2002 to:

- Define and align Federal business functions and supporting IT via a set of common models.
- Identify opportunities to reuse and re-deploy IT assets across the Federal government.
- Improve effectiveness of IT spending to help yield substantial cost savings and improve service delivery for citizens.

In the NBC, the EA effort is a multi-pronged activity, with several offices contributing to its success. EA meetings have included representatives of Customer Relations, Budget and Finance, and Planning and Performance. Tony Queern, Planning & Performance Management, says, "EA provides a structure with which, if we continue to work collaboratively, we can capture, align, or crosswalk our NBC business processes in a standardized manner for analysis and management decision making in multiple areas, such as customer relations, planning, cost accounting and pricing, performance management, management control reviews, and budget and performance integration."

A new website has been developed for the EA program, EAWeb, at www.nbc.gov/eaweb. This site includes information about policies and plans, a large glossary of terms, questions and answers, policies and plans, and the actual reference models that are followed to capture EA in-

(continued in the next page)

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Federal EA Reference Models

Business Reference Model	Lines of Business across all of Government
Technical Reference Model	Technical specifications for information technology used by systems and applications
Service Component Reference Model	Services and functionality of systems that support the business of the Government
Performance Reference Model	Measurement indicators that measure the performance of systems and investments
Data and Information Reference Model	Data standards and exchange mechanisms for data according to the business and function that the data and information support

For details, see www.nbc.gov/eaweb

Organization Updates

(continued from the previous page)

formation.

DOI is the only agency that has a full architectural meta-model (every bureau and office connected into an agency-wide architecture) that has been put into an electronic model. The model has been developed into a Department Enterprise Architecture Repository (DEAR). Richard Sullivan, senior architect for NBC, led the process that made DEAR operational in January 2004. Colleen Coggins, the DOI Chief Architect, has named Owen Ambur, Chief XML Strategist for DOI, and Charles Nethaway, Chief Architect for NBC and Office of the Secretary, to be the co-chairs of the DOI-wide DEAR Integrated Project Team. This team will provide the leadership and change control for all EA models at Interior.

In addition to the EAWeb, NBC is piloting a Web-based "Enterprise Architecture Stakeholder Listing," or "EASL," that will be a front-end to DEAR. This will more easily allow stakeholders, business managers, IT professionals, and others, to access the information in DEAR and to provide information to DEAR.

There is an aggressive schedule for EA in DOI. By the end of September 2004, each bureau and office is expected to place a complete systems inventory into DEAR, place all its IT capital investment information in the repository, and map systems and investments to all

models of the Federal Enterprise Architecture. Charles and Richard will be visiting all offices within NBC and the Office of the Secretary to discuss their baseline and target architectures. Through these visits and the automated systems of DEAR and EASL, NBC and OS are expected to meet the many 2004 deadlines.



NBC Enterprise Architecture Web resources: EAWeb (left) and EASL (bottom).



Deadlines for Enterprise Architecture

- By March 2004** All Systems in Inventory
- By June 2, 2004** Systems map to technical specifications and service components
- By August, 2004** Systems map to lines of business and performance Measurement Indicators
- August 2004** Systems and Lines of Business map to data standards
- September 2004** Develop Office Modernization Blueprint. Aggregate Target Architecture and plans of action and milestones to reach Target. Investments and Security Information in DEAR.
- FY 2005** Leverage EA to Manage IT Investments, IT Operations, and Use of IT for Office outcomes.

Dolores Chacon, Lynn McPheeters, and Marianne Narick attended the Enterprise Architecture briefing for the DOI University management team.



Charles Nethaway (NBC and OS Chief Architect) presenting information to DOI University.



IT Directorate Moving Forward in Many Challenges

By Maddy Cargill for Bob Scheibel

The IT Directorate has moved forward on many fronts since the last edition of the *CIO's Corner*. Two challenges of note in the hardware arena occurred. The first was a project to move the Reston server farm from the U. S. Geological Survey (USGS) data center in Reston to the Department of the Interior (DOI) Enterprise Service Center (ESC) in Herndon, Virginia. Servers supporting EC21, CFS/Hyperion Financials, IDEASEC, Procurement Desktop, Travel Manager, Oracle database hosting, E-applications and web site hosting, plus Reston infrastructure servers were included. We enhanced security and developed a clear path to support future client growth by migrating to an NBC-managed and controlled network. A parallel network was brought on line using the existing network in Denver, plus new technology available from MCI. System administrators first moved the test servers with the production servers scheduled to follow. The schedule was dramatically shortened by the need for vDOINET connectivity after the March 15, 2004, Internet disconnect order. In order to maintain continuity of operations, two

teams of IT specialists made a heroic effort and moved all the production servers into the ESC in one day. The move was a success thanks to the extraordinary efforts of Amy Shaw, Network Lead, and the Lou Eichenbaum, Server Lead. We at the NBC are grateful to the BIA for helping facilitate this move into the ESC and particularly to Pat Maloney, Operations Manager, and Chris Sowder, Facilities Manager.

The second major improvement was the upgrade of two of the three mainframes in the Denver Data Center over the President's Day weekend. The IBM 2064-102 was upgraded to an IBM 2064-103 and the IBM 9672-X57 was replaced with an IBM 2064-106. This was an increase of over 33% in processing power (total increase of over 620 MIPS to a total of 1,888 MIPS) and processing speed. Memory was also expanded to 12GB. This upgrade enables the NBC to respond quickly to ever increasing demands by an expanding application and client base. The new machines can be upgraded to a total of 2809 MIPS each with no additional hardware changes required.

In October 2003, the NBC initiated a project based on the Department of Interior's (DOI) initiative to establish a unified infrastructure program using Microsoft Active Directory. The driving force for this change is to improve our security posture with directory-enabled networking; secure integrated messaging, asset and change management. The DOI set the deadline of December 31, 2004, for completion of this project. We formed the Active Directory Migration team with representation from each geographic location (Albuquerque, Boise, Denver, Ft. Huachuca, MIB, and Reston).

Implementation of Active Directory will mean a change in how desktop, server, file and print services are pro-

vided. The current file and print services environment will be migrated to a Microsoft Windows based system. Desktop operating systems will be standardized on the Windows XP platform, with Office 2003 as the standard office automation suite. Server operating systems will be standardized on Windows 2000 or above. Each geographic location has established a migration plan and several phases of the project have been completed already. We plan to complete the overall Active Directory migration in the fall of 2004.

The reorganization of the IT Directorate led to the formation of the NBC Enterprise Architecture Program Management Office (EAPMO) which has been actively developing NBC's EA program, visiting the Leadership Team, DOI University, and scheduling meetings with offices of both NBC and the Office of the Secretary. The EAPMO is collecting information that populates the Department Enterprise Architecture Repository (DEAR) by collaborating with other data-collection efforts within the NBC and in accordance with a policy directive from the DOI Office of the Chief Information Officer. This effort supports the DOI Strategic Plan, 2003-2008, and NBC is setting plans of action and milestones to build an excellent NBC Enterprise Architecture.

The IT Directorate is continuously making enhancements and improvements to the computing environment at the NBC with an eye toward good customer service. We are fine tuning our recent reorganization and look forward to even greater levels of success in the future.



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NBC Denver 2004 Employee Appreciation and Awards Day

The National Business Center Denver 2004 Employee Appreciation and Awards Day was held Wednesday, May 26, in the NBC Denver campus courtyard and picnic area.

The event kicked off at 11:00 am with Karaoke and music provided by our own AI Foster of the Information Technology Directorate. The vocally-talented AI and a handful of brave NBC singers provided music entertainment throughout the afternoon. The award ceremony at 11:30 was followed by a delicious lunch served in the picnic area. As has become tradition, management served ice cream for dessert. The award ceremony was conducted by Rick Koebert, Associate Director, Federal Personnel Payroll System Directorate, who was filling in for NBC Director, Tim Vigotsky, who was unable to attend. Guests from the DC area who also presented awards were Sherry Morrisette, Director, Budget and Finance Directorate, and Vivian Clark, NBC Human Resources Officer. Additionally, awards were presented by Kevin McWhinney of the Information Technology Directorate, and Lynn Melena and Jane Salas of the Administrative Operations Directorate. About 20 individual and team awards were presented.

Mother Nature showed her appreciation for NBC Denver employees hard work and many successes by providing almost perfect weather. Participation was exceptionally high and employees came away feeling not only appreciated, but also praised, well-fed, and entertained.



Rick Koebert, Associate Director, Federal Personnel Payroll System Directorate, conducted the award ceremony that took place at 11:30 AM.



Lunch was served in the picnic area after the award ceremony.



Management served ice cream for dessert.

A Snowball World

By Marilyn Eckhardt

A snowball! That would describe Steve Decker's world from October through February each year. For the past 17 years, Steve has volunteered for the Special Olympics Colorado (SOCO). Steve works as a Payroll Systems Analyst Specialist for the Personnel and Payroll Systems Division (PPSD) at the National Business Center (NBC) in Denver.

Each winter season, Steve heads to the Copper Mountain Ski Resort about 100 miles west of Denver as a volunteer for SOCO. For the 2004 Ride, Slide and Glide Winter Olympics, Steve spent February 21-22 setting up the race courses. These winter games include alpine and cross-country skiing, snowboarding, snowshoeing, and skating.

Steve got involved with SOCO in February 1987. At first, Steve had some "fear" because he "... didn't know about the athletes and how to interact with them." Steve stepped into that fear. When he did, Steve found an "... avenue to give back." Volunteering also offered Steve a responsibility where he would "carry through... stick to" the mission at hand.

Steve's first duties for the Winter Games for SOCO were gate keeping and timing. Gradually, his duties rolled into more responsibility. With each year, Steve gained experience, exposure, and knowl-

edge about technical equipment, people, and organization. Around 2000, he was asked to run the Snowboard, a brand new event. He told the Director of SOCO that he was ready to manage the race course and happened to get noticed by the World Games Committee. It was an accomplishment that he would add to his repertoire of race course management. Over the years, Steve and the Alpine team volunteered to work Professional World Cup and Nor Am races to increase knowledge, along with getting certified with the U. S. Ski and Snowboard Association and the Rocky Mountain Ski Race Officials, Inc. All of this was to increase the level of professionalism/challenge of the SOCO winter games — to make the games a true competition to the participating athletes — an honest effort win.

With his expertise of equipment and overall race management expanding, Steve's world expanded, too. In 2001, he was chosen from a number of applicants to attend the Winter Games in Anchorage, Alaska, to manage the Snowboard event. Steve served as Chief of Course for this competition. This year, immediately following the games at Cooper Mountain, Steve boarded a plane and headed to Nagano, Japan. Steve had been chosen to serve as a Technical Delegate at the 3rd Japan National Winter Games. These preliminary games also served as a "dry run" prior to the 2005 Special Olympics World Winter Games to be held in Nagano, where again he will serve as a Technical Delegate.

Steve's enthusiasm for volunteering has car-

ried over to the workplace. He has enlisted fellow co-workers, Kim Rivard, Anita Bellinger, and Dean Laterza, as volunteers for SOCO. This year at the Cooper Mountain events, Kim served as Chief, Timing and Calculation (Slalom); Anita served as Chief, Timing and Calculation (Snowboard); and Dean served as Chief Gate Judge.

Steve best expressed it himself when asked why he volunteered, "... it is not about me, it is opening up interest for someone else... you meet people at their best... get a real sense of community that is lost in the big city... have a sense of giving from the heart... it is so complete."

What are the Special Olympics?

Special Olympics competitions are patterned after the Olympic Games. More than 15,000 games, meets and tournaments in both summer and winter sports are held worldwide each year. Their mission is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities by giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy, and participate in a sharing of gifts, skills, and friendship with their families, other Special Olympics athletes and the community.



Steve Decker at Copper Mountain with the Special Olympics (SO) athletes in the background.



Left to right: Anita Bellinger, Steve Decker, and Kim Rivard volunteering at Special Olympics Colorado held at Copper Mountain on February 21-22, 2004.

NBC Supports the Troops

By Darlene Bentley

The New Year has found many of the National Business Center's (NBC) family members returning home from the Middle East as well as joining the military. Pam Larkin's son, David returned from Iraq in September 2003. In 2004, Sue Bennett's son, Troy Lucero, returned from the Middle East in February. Gloria Robert's son, Alastair, returned to the states from Iraq in March. April 1 was a dual homecoming at Fort Carson, Colorado, for Kae Betz's son, Jason Pearce, and Andrea Trujillo's son, Leonard — both men have returned to their civilian jobs. Melody Jameson's husband, David, returned from Iraq in March, and he is scheduled to retire later this year. LindaMarie Hanson's nephew, JD Keirse, was deployed to Afghanistan in February, and he returned in April. Bill and Cheryl Tucker's son, Ian, has been stationed in Camp Casey, Korea. Lois Rittenhouse's daughter, Katherine Visser, completed her tour in February, and gave Lois her first grandchild in April, a little boy. Sue Bennett's son, Shane, started Navy boot camp in January. LindaMarie Hanson's niece, Sarah Jean Sillery, started Army boot camp in April; and her brother-in-law, Henry Keirse, U. S. Army retired, is in Baghdad as a contractor.

On December 3, 2003, the Singing Bears from the Bear Valley Elementary School provided musical Christmas entertainment for the NBC Christmas-card signing and gift collection event. One-hundred cards received multiple holiday wishes and signatures, and almost 100 pounds of gift items were donated. For the holidays, the NBC adopted Bruce Davis's unit in Afghanistan. We also sent cards and gifts via Adopt a Platoon. We have received a couple of "thank you" letters from our Afghanistan adoptees, as well as a CD of photos taken in Afghanistan. Jennifer Butts of the Program Support Office made photo collages for the NBC Denver building lobbies.

Bruce Davis, Kathy Chauvin's husband, was our speaker for Veteran's Day and was featured in the last Profile newsletter. As you may remember, Bruce was injured while on duty in Afghanistan. Kathy says Bruce's injuries have healed better than expected. He can walk, ride bikes, and swim, however, he will never be able to run or do ruck marches again.

Bruce is stationed at Fort Carson and writes articles for the base newspaper. They are looking forward to his retirement. Kathy says that Bruce gets to come home most weekends so that she at least has a part-time husband.



To the employees of National Business Center

First of all I would like to thank you for taking the time to write and sending a Christmas card. So many times we think of others and want to send our best but different things keep us from following through.

I don't really know what to say except that this is the 15th of January and I received your Christmas card today and that made me think home even more. The first thing I thought of was, here are some Americans that I don't even know and they are wishing me and my buddies a happy holiday season while we're in another country. That's one reason why we are here and why we do what we do. Another is of course because of the men and woman who have fought for our land and the freedom our country stands for, of is when you support your troops, especially the ones you don't even know.

So I just want to return the support and thank you for every card you sent. From the men and woman all over the world serving with pride, we thank you. I hope in sending this letter to you that you understand my appreciation in your thoughtfulness and kindness. I know we will continue to do our best with Americans like you at home depending on us. I hope you and your families holidays were the best and every year to come they are even better. We wish all the best to the 1SG in his recovery.

Thank you again.

Sincerely, Sgt Kujjo



Maddy Cargill Retires

In June of this year, Maddy Cargill retired after a long and distinguished career in the Federal Government. Ms. Cargill began her career in the Department of the Army in 1966. After marrying and moving to Denver, she worked in private industry and started her family, returning to the east coast in 1973. In 1976 she began working for the US Geological Survey as a computer operator. Through an upward mobility appointment, Ms. Cargill became an MVS systems programmer working on USGS

mainframes. She became a section chief in 1992 with oversight of operating systems and telecommunications support. Ms. Cargill managed the move of the BIA mainframe workload from Albuquerque to Reston and was instrumental in the consolidation of the workloads from USGS to the NBC in Denver. She was awarded the DOI Honor Award for Superior Service.

In August, 2000, Ms. Cargill transferred to the NBC to manage the Reston Infrastructure Branch, which was responsible for server support, help desk, network, security, email, and management of the Reston data center located in the USGS facility. Ms. Cargill made immediate improvements by emphasizing security, disaster recovery, and policy

and planning; she also made key staffing decisions. During the first Internet shutdown, she worked tirelessly to develop work around solutions and to help ensure that Internet connectivity would be restored. While acting as the Technical Services Division Chief, Ms. Cargill played a vital role representing the interests of Reston employees and clients. In her short time with the NBC Ms. Cargill has made significant contributions that will continue to impact the IT environment for years to come. She should be commended for her commitment and dedication to the organization. She will be missed both personally and professionally by her colleagues and many friends in the NBC.

Current Activities of AFGE Local Union 1114

By Tim P. Jones

AFGE Local Union 1114 has been reviewing issues and potential impacts on employees. These topics include the Financial Business Management System (FBMS); contracting out; new performance standards; desk moves; the Business Tracking System (formerly, the Document Tracking System); the mailing of Leave and Earnings Statements (LES); and the Active Directory/Life Cycle Management project.

Currently, an important issue in negotiation is the new Alternative Work Schedule (AWS) for those Federal Employees who are in the Labor Bargaining Unit (LBU). As you know, the National Business Center (NBC) recently implemented a new AWS policy for those employees who are not in the LBU. This newly implemented policy does not apply to employees who are in the LBU.

Whether or not you are an LBU employee, it may be a good idea to know the rights provided to you by Federal statute (i.e., the Federal Service Labor-Management Relations statute). For example, if you are an LBU employee and there is an examination or investigation of you by a representative

of the Department of the Interior (DOI), and you reasonably believe that disciplinary action may result from the examination, the statute provides that you can request that the interview be postponed until a Union representative is present. Another common situation applies to formal discussions between DOI representatives and LBU employees concerning any grievance, personnel policy, practices, or other conditions of employment. For these types of formal discussions, the statute provides that adequate notice must be provided to the Union so that a Union representative can be present during the discussion. Often these discussions occur within the context of a meeting. Meetings that discuss job performance, performance evaluations, and disciplinary actions are not formal discussions, although there may be other rights involved with disciplinary meetings. In the last few years the Federal Labor Relations Authority (FLRA enforces and interprets the statute) has found that the formality requirement is satisfied if the subject of the meeting is significantly important (i.e., RIF, office move, or change in performance appraisal system).

Lastly, the Union is preparing to negotiate a new Collective Bargaining Agreement (sometimes referred to as a Labor Bargaining Agreement). This

agreement will govern how changes are made to the working conditions of LBU employees. You can think of this as change control for working conditions. One important change control process is the notification and review of a proposed change so that potentially affected parties can assess the change prior to its implementation. Notification is not required for "minimal" changes to working conditions. However, if a change to working conditions is implemented without prior Union review, and the change is more than minimal, a violation of the statute has occurred. Some examples of changes that can affect working conditions are new DOI or NBC policies, changes to internal policies or procedures within a Directorate/Branch/Section, or new software systems intended for use by some LBU employees.

AFGE Local Union 1114 has several activities in progress. The Union is also looking at future events that may affect LBU employees later on. If you have questions on the topics discussed in this article, additional information can be obtained from the FLRA web URLs listed below:

- www.flra.gov/statutes/fslmrs/fslmrs.html (for information on the statute)
- www.flra.gov/gc/guidance/gc_meet_start.html (for information on formal discussions and other topics)

If you have any feedback or questions about AFGE Local 1114 activities, or this article, please contact Audrey McCray (303-969-5886) or Tim Jones (303-969-7239) or send an E-mail message to NBCDENVER_Union@nbc.gov.

Lanny Huber Retires After 34 Years of Service

Lanny Huber, Quarters Rental Program Manager, retired on June 3, 2004 with 34 years of government service. Lanny began his service with the U.S. Army. He spent a year as a first lieutenant in Viet Nam, where he was awarded the Bronze Star. From 1972 through 1988 he worked for the Bureau of Reclamation, supervising numerous administrative functions. In 1988, he came to the Denver Administrative Service Center, one of the predecessors to the National Business Center. For two years he supervised the Client Services Branch and the Payroll Help Desk.

For the next fourteen years Lanny has served in the Quarters Management Program. This automated program QMIS (Quarters Management Information System), an interagency system using statistical methodology, was developed in 1977 to replace the more costly appraisal methodology for establishing rental rates. QMIS is the oldest of the NBC's interagency programs. QMIS utilizes the only automated rent-setting software in

government. It is estimated that nearly 95% of all government agencies that provide government-furnished housing use QMIS. QMIS is used by 19 federal agencies to calculate the rents for 19,000 government-furnished quarters located throughout the U.S. There are 500 users of this state-of-the art, in-house developed, rent setting and housing management software. All this is managed by Lanny and his staff of two.

During his career in Quarters, Lanny estimates that he has personally trained more than 1,800 housing officials. Fifty-six regional rental surveys and training seminars have also been conducted with never a deadline missed. Since rarely is housing management a full-time position in these 19 agencies, housing officials throughout the U.S. frequently call on Lanny for his expertise. Lanny runs his office with an 'old school' service philosophy. Anyone can call; you get a real person when you call; you feel comfortable asking any question and you get answers right away. Lanny is proud that during his tenure only 2 to 3 rental appeals a year have been filed with the Department's Office of Hearing and Appeals. Never has a rental appeal been lost; a testament that

rents were set fairly and correctly. Lanny believes few jobs in all Interior have more financial impact on so many employees as does his. And as such the job carries a heavy responsibility to be done with great attention to detail. His rent setting decisions affect the pay of 19,000 federal employees [still bucking for a promotion 'til the end!].

Lanny retirement plans call for a lot of hunting, fishing and being a gentleman farmer. His wife's plans for his retirement call for a lot of house cleaning and cooking.



NBC Welcomes New Employees

- JAMES M. CALHOUN
- CECILIA M. CENTENO
- JENNIFER L. EHLER
- THERESE F. KEELER
- TERRI L. FERGUSON
- ZINA M. GALLEGOS
- JAY E. DALRYMPLE
- CHRISTINE M. WILLIAMS
- JENNIFER G. HICKMAN
- CHRISTOPHER A. DUNN
- STEVEN H. CAMPBELL
- SUSAN C. CUNNINGHAM
- ROBIN ANITA BROCK
- KATHRYN E. ZABEL
- SUSAN K. PROCTOR
- JOHN A. CASTILLO
- DONNA D. HOPKINS
- ROBERT W. MOODY
- SOO J. PARK
- KATHERINE L. DURAN
- TONI C. GOMEZ
- KENNETH D. KEITH
- MARYANN GINES
- DEBORAH K. BRANHAM
- HERMAN L. BRYANT
- MELISSA M. SKALICKY
- SANDRA S. GORE
- JASON S. HRINCEVICH
- ROBERT D. HAYCOCK
- VINCENT D. WELBAUM
- THOMAS W. SHEA
- NANETTE M. CAMBRON

Employee Special Recognition

Congratulations are in order for the Personnel and Payroll Systems Division's Michael Colburn! The Denver Federal Executive Board recently honored Michael by choosing him as the recipient of their Certificate of Merit, an award given for exceptional productivity/process improvement.

Michael was selected for his development of QuickSAR, an automated life-cycle process management tool, which will greatly aid in managing the Federal Personnel and Payroll System.



A Special Farewell to the Employees Leaving Interior

Many employees of the National Business Center (NBC) had reason to celebrate as they moved to new stages of their lives and retired from the Federal Government. Other employees also moved on to new opportunities with new Federal agencies outside of the Department of the Interior (DOI) or outside of the government.

From December 1, 2003, through May 20, 2004, the following NBC employees moved onto new challenges and experiences:

Office of the Director Al Camacho	Directorate, Administrative Operations Debra Cameron John Chadwick Judith Friel Rose Gobeia Marlene Groder Daniel Slaven
Directorate, Strategic Management of Human Capital Anita Brock Jacob Hughes Stephanie Klingenberg Pat Rogers Mary Scruggs Chris Mattis Mary Saynuk	Directorate, Budget and Finance Carol Burkhard Lawrence Ferris Eileen Kinsell William Pino Renaldo Prillman Ignacio Saavedra Glenn Thornton
Directorate, Federal Personnel Payroll Systems and Services Teresa Beller Margaret Denning Paul Keckeisen Ronald Smith Linda Sadaoui Jeanne Stark	Directorate, Aviation Operations Kimberly Hopkins Michael McCurry Eugene Ori Jr. John Piekarski
Directorate, Appraisal Services William Rutledge Jeffrey Surber	

In addition, this spring the National Business Center offered voluntary separation incentive payments (buyouts) and voluntary early retirement authority (early out retirement) opportunities to certain organizations within NBC. The following employees are taking advantage of this opportunity:

Directorate, Administrative Operations Ni'mat Shakoor	Directorate, Budget and Finance Denise Becker Kenneth Blegebron Joan Butterfield Hershel Crosby Alan Huber James Kernan Barbara Mahaffey Michael Melvin James Pridgen Bernandine Wishkeno
Directorate, Information Technology Cary Loeser Kathy McCord Barbara Payne Terence Skelly John Taylor	

The NBC family would like to thank each of them for their dedication and commitment to service, and extends its congratulations and well wishes to them all!

Letters to the Publisher



*Charles Nethaway,
NBC Profile Publisher*

We are interested in your views, and **NBC Profile** welcomes your letters. Timely, well-written opinions on topics of interest to NBC and referring to articles in past issues of **NBC Profile** are given first preference. All letters are subject to editing, and letters may be shortened for space requirements.

You may send your letter by email to **NBC_newsletter@nbc.gov**. Letters selected for publication in **NBC Profile** will be posted online as well as in the hardcopy version.

1. We limit letters to 200 words.
2. Name, address and work phone are required.
3. We do not acknowledge receipt of submissions.
4. Each writer is limited to one published letter every other issue.

Our email address:

1. NBC_newsletter@nbc.gov
2. Write "Letter to the Publisher" on subject line.