## Strategic Implementation — *Tying it together*

- **Provide Value-Added Information**
– Integrated SE approach will provide greater situational awareness and better solutions to intelligence problems
– Improved timeliness of intelligence information delivery to users
– Duplication assessment will reduce, eliminate, and enhance:
  - Mission and business processes
  - Communications networks and services
  - IT capabilities and common services
– Improved NRO ability to support broader Intelligence Community and Department of Defense priorities and initiatives
  - **Heighten Ground Priority — Improved Capabilities**
– Created a single ground organization (GED) for acquisition of user-focused ground capabilities
– Created Infostructure mission domain that supports GED capabilities
  - Path toward Net-Centric Operations
  - Promotes efficiencies, uniform process improvements, standardization
  - Improves robustness and backup and recovery capabilities
– Created and driven by the Nation's highest intelligence priorities
– Designed to increase global and regional situational awareness
– Enhanced warnings for impending events — real-time access during crises
– Improved support to military operations, treaty monitoring, and technology tip-off
  - **Enable Quick-Turnaround Support**
– New organizational structure with clearer user points of entry
  - Ensures timeliness responsive to user needs
  - Facilitates a streamlined, multi-intelligence design process focused on ground
  - Streamlines decision-making process
– Horizontal functionality promotes timely, thorough assessment of system design changes and analysis of alternatives with end user in mind
  - **Strengthen Acquisition Management**
– Align acquisition governance across the NRO with a new organizational structure and governance model
– Clarify acquisition roles and responsibilities in support of NRO program managers
– Execute an NRO-wide program management framework that leverages best practices
– Implement an acquisition information management process to provide clear information to stakeholders
– Leverage community acquisition workforce recruiting, hiring, and career development
– Implement NRO education and certification tracking that ensures availability of a prepared and knowledgeable workforce
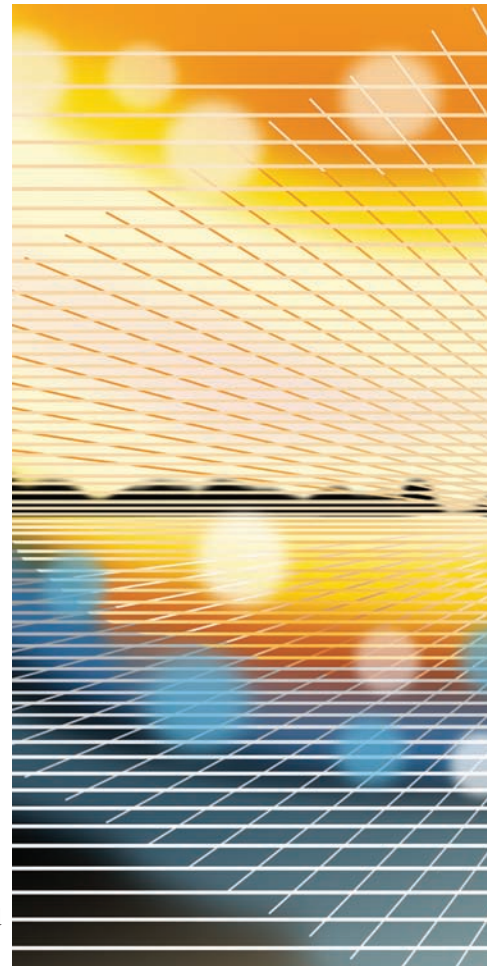
For further information, visit:
www.nro.gov

Transforming the
NRO Enterprise

May 2008

Many challenges face our Nation's overhead reconnaissance mission. The NRO continues to lead in this critical mission and we must make changes in close coordination with our mission partners to meet the increasing demands of our customers and our responsibility to efficiently develop, acquire, and operate a single, fully integrated space and ground architecture. Our implementation of the goals outlined in the Strategic Framework requires the NRO to transform to meet these demands and remain relevant. We are committed to making these changes and remaining the Nation's premier overhead intelligence, surveillance, and reconnaissance provider enabled by a fully integrated ground IT infrastructure.

Why We Are Changing

We have the compelling opportunity to improve the intelligence value of NRO services by improving the content, access, and timeliness of information we provide to our mission partners and other customers. The newly aligned NRO organization establishes the fundamental building blocks that will enable us to operate as a single, integrated architecture and to implement our strategic goals: (1) Be the foundation for global situational awareness; and (2) Provide intelligence information on timelines responsive to user needs.

Scott Large, DNRO

For over 40 years we have innovatively evolved sophisticated satellite collection systems. They produced capabilities, data types of qualities, quantities, and with timeliness which were unimaginable in the beginning. Our challenge is to apply that same innovation to yield similar unimaginable ground capabilities. This will transform our data into linked, integrated, tagged, and timely information available to users — allowing Internet-like convenience.
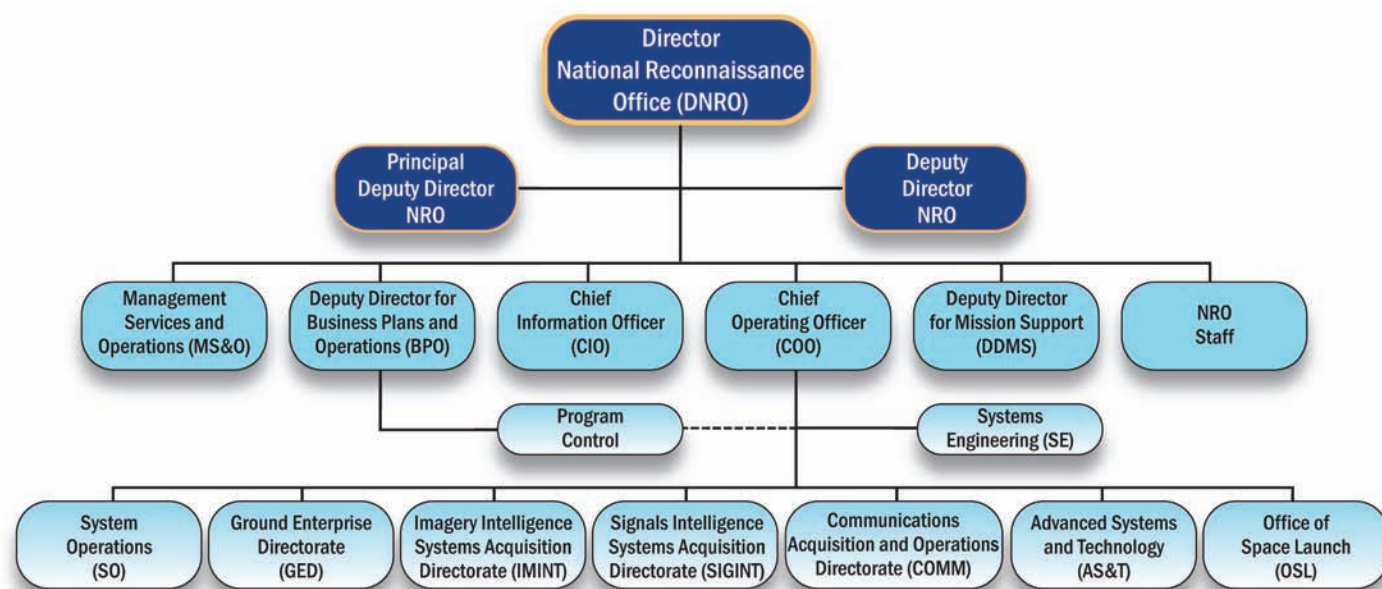
Ralph Haller, PDDNRO/COO

Themes from DNRO Strategic Framework

- Our mission remains the same, but our focus and the way we execute it will change significantly
- We will develop a single, integrated architecture focused on providing multi-discipline solutions to intelligence problems
  - Our primary deliverable will become value added information
  - Ground capabilities will have equal priority with collection
  - Quick-turnaround support will have the same priority as long-term, big system acquisition
- The goal is not to do intelligence, but to use technology to better enable it

New Organizational Structure

UNCLASSIFIED

How Responsibilities Are Changing

ORGANIZATION		
CHANGE ⟶		
MINIMAL CHANGE	MODERATE CHANGE	MAJOR CHANGE
• **AS&T** – no change • **BPO** – adds new Program Control function • **DDMS** – no change • **MS&O** – gaining responsibilities for facilities at NRO ground sites • **NRO Staff** – no change • **OSL** – no change	• **COMM** – keeps network ops and service management/IT delivery • **IMINT** – SEs now report to SE; Integrated Ground Office (IGO) moved to GED • **SIGINT** – SEs now report to SE; Ground Systems Office (GSO), SIGINT Applications and Integration Office (SAIO), and Airborne Overhead Interoperability Office (AOIO) moved to GED • **SO** – new SE interface to SE; integrates all operating locations	• new **COO** – manages all systems engineering, acquisition, and operations • new **SE** – consolidates all SEs into new management/process reporting structure • **CIO** – increased responsibilities (Clinger-Cohen compliant) • new **GED** – combines IGO, GSO, SAIO, and AOIO

The transformation creates three key challenges that must be addressed by the new organization. First, we must deliver integrated multi-sensor information in a timely, transparent manner; second, we must preserve the mission that we perform today; and third, we must ensure the transformed organization is well managed. Our response to these challenges is summarized below:

- *Ground Enterprise Directorate (GED), COMM, and Systems Operation (SO) will develop and operate the integrated ground, network, and service layer with mission partners and Systems Engineering (SE) guidance and participation*
- *IMINT, SIGINT, their respective mission managers in SE, and NRO mission partners will improve mission capabilities*
- *COO, with technical support from SE and budget/programmatic support from Program Control, will manage and integrate activities across the organization*

Engineering — Acquisition — Operations

NRO GOVERNANCE MODEL						
NRO MANAGEMENT PLAN						
NROSystems Engineering Management Plan			NRO Acuisition Management Plan			
COO MANAGEMENT PLAN						
Systems Engineering	Functional Organizations					
	SO	GED	IMINT	SIGINT	COMM	AS&T	OSL

Systems Engineering

- COO Systems Engineering Management Plan
- COO Configuration Management Plan
- COO Schedule Management Plan
- COO Risk Management Plan
- COO Lifecycle Readiness Plan
- COO Integration, Verification, Validation, and Transition Plan

Functional Organizations

- **Management Plans**
  - Aligned with all NRO documents
  - Outline roles and responsibilities
  - Governance
  - Decision criteria/sign-off
- **NRO systems engineering resources**
  - "Design-in" ability to produce increased value-added information
  - Collaborate on next-generation space, ground, and infrastructure opportunities