



## National System for Geospatial Intelligence

### Directive

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**SUBJECT:** Roles and Responsibilities of the Department of Defense (DoD) Geospatial Intelligence (GEOINT) Manager and Intelligence Community (IC) Functional Manager (FM) for GEOINT

#### 1. PURPOSE:

This Directive describes the roles and responsibilities of the Director of the National Geospatial-Intelligence Agency (D/NGA) as the DoD GEOINT Manager and IC FM for GEOINT for the oversight and execution of policies, programs, and organizations.

#### 2. AUTHORITY:

This Directive is based on the authorities and responsibilities of D/NGA as set forth in the references in Appendix A. D/NGA acts under the authority of Title 10 of the United States Code and the National Security Act of 1947, as amended, codified in Title 50. D/NGA is the FM for GEOINT in accordance with Executive Order 12333, as amended. In addition, D/NGA carries out specific functions and duties as authorized by the Director of National Intelligence (DNI) in Intelligence Community Directive (ICD) 1, Director of Central Intelligence Directive 1/8, and ICD 113. Furthermore, the Secretary of Defense (SECDEF) has assigned authorities and functions to D/NGA in DoD Directive (DoDD) 5105.60. The policy set forth in this Directive is based on the foregoing authorities but is not intended to amend, modify, or supersede the authorities or responsibilities of the DNI, SECDEF, or the head of any other agency.

#### 3. APPLICABILITY:

This Directive applies to the entire National System for Geospatial Intelligence (NSG), to include all members and partners to the extent defined by their distinct roles and, where applicable, voluntary participation in the NSG. Appendix B provides a list of NSG members and partners.

#### 4. DEFINITIONS:

A glossary of terms used in this Directive is contained in Appendix B.

#### 5. FUNCTIONAL MANAGEMENT ROLES AND RESPONSIBILITIES:

a. D/NGA serves as the DoD GEOINT Manager and DNI's FM for GEOINT in accordance with applicable law and DNI and DoD directives, guidance, and agreements. References to "GEOINT FM" in this policy will include the authorities and responsibilities of both IC and DoD roles. Pursuant to this authority, D/NGA executes functional management of GEOINT policy, programs, and organizations. This includes the prescription of tradecraft, reporting, and interoperability standards and coordination through applicable DoD and IC channels. The NSG provides the operating construct for the management and governance of the GEOINT discipline.

b. The FM is responsible for continuously improving the GEOINT function and for enhancing collaboration and integration both within the NSG Community and between GEOINT and the other intelligence functions. In accordance with applicable law and DNI and DoD directives, the GEOINT FM will participate in IC and DoD management and advise on GEOINT strategies, investment activities, and resource allocation.

c. Consistent with the authorities outlined in paragraph 2, the GEOINT FM establishes the National Geospatial Intelligence Committee (GEOCOM) as the Committee of Record to assist in implementing Functional Management responsibilities. The GEOCOM may establish sub-committees as required. Refer to NSG Instruction FM 1103 for a description of GEOCOM tasks and duties.

#### **6. DELEGATION OF AUTHORITY:**

a. The GEOINT Functional Manager will appoint a Chief Functional Management Officer (CFMO) to ensure effective management, oversight, and coordination of functional management activities, including issuance of NSG policy and periodic reports to SECDEF and DNI as required by law and in DoD and DNI directives. In addition, the GEOINT FM may delegate authority for specific functional sub-areas for effective management and operation of the NSG. Refer to Appendices C-M for responsibilities of the CFMO and Delegated GEOINT Functional Managers (DGFM).

b. DGFMs shall provide support to CFMO and all other DGFMs in their respective functional areas and with available resources, as may be necessary and consistent with US law.

#### **7. NSG RESPONSIBILITY:**

NSG members and partners and DGFMs shall consult with, advise, and support the GEOINT FM and each other in their respective fields of responsibility.

#### **8. ADMINISTRATION:**

The NGA Office of Geospatial-Intelligence Management (OGM) is responsible for the administrative process to draft, approve, publish, and maintain this Directive.

#### **9. EFFECTIVE DATE:**

This Directive is effective immediately and supersedes NSGD FM 1100, dated 01 May 2006. This Directive cancels NSGD FA 1700, NSGD SC 2100, NSGD AP 3100, NSGD EO 4100, NSGD SA 5100, NSGD RD 6100, NSGD WP 7100, NSGD ST 8100, and NSGD CS 9100



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GEOINT Functional Manager

## **APPENDIX A**

### **REFERENCES**

1. Executive Order 12333, as amended – US Intelligence Activities, 04 December 1981
2. National Security Act of 1947, 26 July 1947
3. United States Code, Title 10; Armed Forces
4. United States Code, Title 50; War and National Defense
5. Intelligence Reform and Terrorism Prevention Act of 2004, Public Law 108—458, 17 December 2004
6. ICD 1, “Policy Directive for Intelligence Community Leadership,” 1 May 2006
7. ICD 113, “Functional Managers,” 19 May 2009
8. DoDD 5105.60, “National Geospatial-Intelligence Agency,” 29 July 2009
9. DCID 1/8, “Management of National Imagery, Imagery Intelligence, Geospatial Activities, and Related Information,” 21 March 2001
10. NSG Instruction FM 1103, “Governance Structure for Geospatial Intelligence (GEOINT) Functional Management,” 23 April 2010
11. Agreement Between the National Geospatial-Intelligence Agency and the National Reconnaissance Office on Enhanced Roles and Responsibilities, 24 February 2006
12. Memorandum of Agreement between the Secretary of Defense and the Director of National Intelligence concerning the National Reconnaissance Office, 21 September 2010

## **APPENDIX B**

### **Glossary**

**Accreditation:** The official management decision to permit operation of an information system in a specified environment at an acceptable level of risk, based on the implementation of an approved set of technical, managerial, and procedural safeguards.

**Acquisition:** The conceptualization, initiation, design, development, test, contracting, production, deployment, logistics support, modification, and disposal of supplies or services (including construction) to satisfy NSG needs—intended for use in or in support of NSG missions.

**Advisory Tasking:** Submission of national requirements for collection, as appropriate, by theater and tactical assets (as referenced in DoDD 5105.60).

**Certification:** The comprehensive evaluation of the technical and nontechnical security features of an information system and other safeguards, made as part of and in support of the accreditation process, to establish the extent to which a particular design and implementation meet a specified set of security requirements.

**Collection:** The acquisition of information and the provision of this information to processing elements.

**Commercial Industry Standard:** A national or international standardization document developed by a private sector association, organization, or technical society that plans, develops, establishes, or coordinates standards, specifications, handbooks, or related documents. This term does not include standards of individual companies.

**Community Geospatial Intelligence Training Council (CGTC):** A training body composed of NSG organizations. CGTC is charged with developing GEOINT training standards, ensuring GEOINT training needs are included in system developments, validating new training requirements, and identifying the service delivery training needs of agencies.

**Counterintelligence (CI):** Information gathered and activities conducted to identify, deceive, exploit, disrupt, or protect against espionage, other intelligence activities, sabotage, or assassinations conducted by or on behalf of foreign governments or elements thereof, foreign organizations, foreign persons or their agents, or international terrorist organizations or activities (E.O. 12333, 30 July 2008).

**Delegated GEOINT Functional Manager (DGFM):** Senior-level subject matter experts appointed by the GEOINT FM to execute responsibilities for specific sub-areas he/she identifies. They may be appointed from any NSG member organization.

**Disclosure:** The oral transmission of information to an individual or individuals or the visual exposure of tangible products (for example, images or textual or graphic

materials). In “disclosures,” imagery and other products remain in US custody and control at all times. At no time are the actual materials physically or electronically transferred (released) for retention to the recipient of the information. Although frequently used synonymously, by definition the terms “disclosure” and “release” are notably different and should be used appropriately.

**DoD GEOINT Manager:** D/NGA’s role as prescribed by DoDD 5105.60 to conduct all GEOINT activities delegated under the authorities of the SECDEF and Undersecretary of Defense for Intelligence [USD(I)] in accordance with NGA’s statutory missions under Titles 10 and 50 United States Code.

**Enterprise Architecture:** A strategic information asset base that defines the mission, technology, and information necessary to perform the mission and a transitional process for implementing new capabilities in response to changing needs.

**Functional Management Council (FMC):** The principal management and oversight body for NSG to resolve concerns and make decisions on issues affecting multiple delegated NSG functional management areas and to advise and assist the GEOINT FM in the principal advisory roles to DNI and SECDEF.

**Functional Manager (FM):** FMs are the principal advisors to DNI on the performance of their respective functions, and they serve as the cognizant authorities with respect to the overall performance of their functions within and across IC elements and activities as further described in ICD 113.

**Geospatial Intelligence (GEOINT):** According to Title 10, GEOINT is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict features and geographically referenced activities on the earth. GEOINT consists of imagery, imagery intelligence, and geospatial information.

**GEOINT Operations:** Tasks, activities, and events necessary to collect, manage, analyze, generate, visualize, and provide imagery, imagery intelligence, and geospatial information necessary to support national and defense missions and international arrangements.

**GEOINT Standard:** A documented agreement containing technical specifications or other precise criteria to be used consistently as rules, guidelines, or definitions of characteristics to ensure that materials, products, processes, or services are fit for the analysis and visual representation of physical features and geographically referenced activities.

**Horizontal Integration:** The processes and capabilities to acquire, synchronize, correlate, and deliver national security data with responsiveness to ensure success across all policy and operational missions. Horizontal integration includes activities and projects that will allow intelligence to be shared across intelligence disciplines, the community, and the government.

**Human Capital Management:** A systematic process for developing and sustaining programs that ensures a robust, skilled, engaged, and diverse workforce to carry out the NSG mission.

**Imagery:** A likeness or representation of any natural or manmade feature or related object or activity and the positional data acquired at the same time the likeness or representation was acquired, including products produced by space-based national intelligence reconnaissance systems and likeness or presentations produced by satellites, airborne platforms, unmanned aerial vehicles, or other similar means. The term does not include handheld or clandestine photography taken by or on behalf of human intelligence collection organizations. Defined by Title 10.

**Imagery Intelligence:** The technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collateral materials as defined by Title 10.

**Industrial Security Program:** (1) A multidisciplinary security program concerned with protecting classified information by or entrusted to US industry. (2) The integration of information (including automated information systems), personnel, and physical security principles applied to protecting classified information entrusted to industry. (3) That portion of internal security which is concerned with protecting classified information in the hands of US industry.

**Information Security Tools:** Those products, both hardware and software, that prevent loss, disclosure, and unauthorized alteration of the information being protected. Information Security Tools are capable of blocking access; detecting intrusion; blocking computer services, both inbound and outbound; and detecting and quarantining unwanted and malicious computer code (worms, viruses, spam, etc.).

**Intelligence Community (IC):** The IC defined by Title 50:

- Office of the Director of National Intelligence
- Central Intelligence Agency
- Defense Intelligence Agency
- National Security Agency
- National Geospatial-Intelligence Agency
- National Reconnaissance Office
- DoD Offices for collection of specialized national intelligence through reconnaissance programs
- Intelligence elements of the US Army, US Navy, US Air Force, US Marine Corps, US Coast Guard, Federal Bureau of Investigation, Department of Energy, and Drug Enforcement Administration
- Bureau of Intelligence and Research for Department of State
- Department of Treasury, Office of Intelligence Support
- Elements of the Department of Homeland Security (DHS), Office of Intelligence and Analysis, and the US Coast Guard, Office of Intelligence, as well as other DHS elements concerned with the analysis of intelligence information

- Other elements of any other department or agency as may be designated by the President or designated jointly by DNI and the head of the department or agency concerned as an element of IC

**Interoperability Standard:** A document that establishes engineering and technical requirements to be used in the design of systems, units, or forces and to use the services so exchanged to enable them to operate effectively together.

**Investment Activities:** Those processes that focus on planning, programming, budgeting, and evaluating resources for GEOINT within NGA and NSG.

**Limited Distribution:** NGA marking used to identify unclassified geospatial information and data that SECDEF may withhold from public release. Limited distribution data may not be disseminated outside DoD or DoD contractor control without the express permission of an NGA Release Officer.

**Military Intelligence Program (MIP):** The funding program consisting of programs, projects, or activities that support SECDEF's intelligence, CI, and related intelligence responsibilities. This includes those intelligence and CI programs, projects, or activities that provide capabilities to meet warfighters' operational and tactical requirements more effectively. The NGA MIP, for which D/NGA is Program Manager, provides resources for joint defense-wide assets, activities, and personnel that provide GEOINT and related support to multiple DoD components.

**Mobile Training Team (MTT):** A team consisting of one or more US military or civilian personnel sent on temporary duty to give instruction. The mission of the team is to train indigenous personnel to operate, maintain, and employ weapons and support systems or to develop a self-training capability in a particular skill.

**National Geospatial-Intelligence College:** An institution, accredited by the Council on Occupational Education, that resides within NGA to provide GEOINT-specific technical skills training, mission essential systems training, agency leadership development, and intelligence professional education.

**National Geospatial Intelligence Committee (GEOCOM):** Provides a community forum to assist the GEOINT FM in carrying out the mandate of ICD 113. GEOCOM serves as the "Committee of Record" for the GEOINT FM in accordance with ICD 113.

**National Geospatial-Intelligence Program (NGP):** The GEOINT component of the National Intelligence Program under DNI. D/NGA is the NGP Program Manager.

**National System for Geospatial Intelligence (NSG):** NSG is the combination of technology, policies, capabilities, doctrine, activities, people, data, and organizations necessary to produce GEOINT in an integrated multi-intelligence, multi-security domain environment.

**NSG Community:** Members of the IC, Joint Staff, Military Departments (to include the Services), and Combatant Commands. Also contributing are the NSG Partners, which include Civil Applications Committee Members, International Partners, Industry, Academia, Defense Service Providers, and Civil Community Service Providers.

**NSG Community Members:** NSG Members include the IC, Joint Staff, Military Departments (to include the Services), and Combatant Commands.

**NSG Community Partners:** NSG Partners include Civil Applications Committee Members, International Partners, Industry, Academia, Defense Service Providers, and Civil Community Service Providers:

- United States Geological Survey
- United States Department of Treasury
- United States Department of Interior
- The Environmental Protection Agency
- United States Army Corps of Engineers
- United States Department of Justice
- United States Department of Agriculture
- USDA Foreign Agricultural Service
- USDA Forest Service
- United States Department of Commerce
- National Oceanic and Atmospheric Administration
- United States Health and Human Services
- United States Department of Homeland Security
- Federal Emergency Management Agency
- United States Coast Guard
- National Science Foundation
- Defense Information Systems Agency
- Defense and Civil GEOINT Service Providers
- International entities
- Industry
- Academia

**Product Specification:** A detailed description of a dataset, together with additional information about the dataset, that will enable it to be created, supplied to, and used by another party.

**Release:** The physical or electronic transfer of tangible products for retention to an authorized recipient. Thereafter, the recipient assumes responsibility for the physical security and access control of the products in accordance with the classification or special handling controls specified for the product. Although frequently used synonymously, by definition the terms “disclosure” and “release” are notably different and should be used appropriately.

**Security:** As applied to the DGFM for Security and Counterintelligence, Security has two components: classification of GEOINT products and reporting compromises of imagery. Classification includes marking, use, control, and dissemination of materials, products, and data derived from, or acquired by, national GEOINT sources. As the Original Classification



Authority for NSG, D/NGA establishes levels of protection for GEOINT information via the GEOINT Security Classification Guide. The GEOINT Security Classification Guide is the cornerstone for the protection of GEOINT information. The reporting component of Security is used when National Technical Means imagery is compromised.

**Sensitive Compartmented Information (SCI):** Classified information concerning or derived from intelligence sources, methods, or analytical processes that is required to be handled within formal control systems established by DNI.

**Sequence Plan:** An architecturally based guide for reaching the target state of architecture. It instills an architecture-based perspective into the program build process. It documents the capabilities to be acquired, implemented, adjusted, or retired over the Future Years Defense Program.

**Source:** Any data resource that contributes to the creation of GEOINT. This includes resources that provide data describing the Earth's natural and manmade features, as well as natural and human activities that can be referenced to specific locations.

**Special Access Program (SAP):** A program established for a specific class of classified information that imposes safeguarding and access requirements that exceed those normally required for information at the same classification level.

**Strategic Workforce Planning:** A strategic assessment of the NSG workforce using supply and demand analysis to forecast future talent requirements in support of mission readiness.

**TALENT KEYHOLE:** DNI Security Control System for compartmenting information related to or derived from satellite reconnaissance systems and products.

**TEMPEST:** Unclassified code word referring to the investigation, study, and control of compromising emanations from telecommunications and automated information systems.

**Training:** Short-term learning intended to build on individual knowledge, skills, and attitudes and designed to meet present or future work requirements.

**Unified Geospatial Intelligence Operations (UGO):** The standardized and repeatable process to assess, align, and execute GEOINT operations across NSG and its partner organizations

**US Board on Geographic Names (BGN):** The agency of the US Federal Government that develops policies, principles, and procedures governing the spelling, use, and application of geographic names—domestic, foreign, Antarctic, and undersea. Its decisions enable all departments and agencies of the Federal Government to have access to uniform names of geographic features.

## APPENDIX C

### **Responsibilities of the GEOINT Chief Functional Management Officer (CFMO)**

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CFMO manages, integrates, and oversees NSG functional management activities on behalf of the GEOINT FM. CFMO will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements and responsibilities:

- a. Assist the GEOINT FM in establishing strategic intent and objectives, setting priorities, assessing capabilities and shortfalls, identifying issues and examples of NSG excellence, promoting inter-relationships of agendas, and seeking appropriate solutions.
- b. Develop and recommend NSG planning guidance. Advise the DGFM for Investment Activities on overall NSG capabilities and issues during the development of NGP and NGA MIP program/budget submissions.
- c. In concert with the DGFM for Investment Activities, assess and evaluate the performance and overall effectiveness of the NSG and GEOINT function in the aggregate and report results to DNI and USD(I).
- d. Advise SECDEF and DNI on future needs for GEOINT capabilities and systems.
- e. In coordination with the DGFMs, develop and manage a process for documenting, studying, and prioritizing GEOINT needs, required capabilities, concepts, alternative architectures, and systems.
- f. On behalf of the GEOINT FM, lead the preparation of the GEOINT FM State of the Function Report required by ICD 113.
- g. Support national level forums that review GEOINT strategy and international policy and assess future GEOINT capabilities.
- h. Serve as the Executive Secretary for the NSG Senior Management Council (NSMC) and work with the GEOINT FM to schedule, plan, and execute meetings.
- i. Chair GEOCOM and oversee administration of GEOCOM activities in conjunction with the vice chair.
- j. Chair FMC and lead the DGFMs to formulate recommendations for the GEOINT FM.
- k. Review and approve/disapprove Terms of Reference submitted to FMC by NSG fora.
- l. Chair the Allied System for Geospatial Intelligence GEOINT Board.

m. Provide functional management guidance to NSG, in conjunction with the NSG DGFMs, including issuance of doctrine, standards, policies, and procedures required for GEOINT.

n. Coordinate with NSG Community members and partners on planning, programming, policy, operational issues, and other areas of community interest or concern.

o. Coordinate with the Military Services to establish GEOINT elements within each military service and ensure integration of GEOINT-related activities and functions across NSG.

p. Ensure appropriate advice is provided to the Defense Acquisition Board, the Joint Requirements Oversight Council, the Defense Science Board, the Joint Space Management Board, other DoD boards, and the DNI Deputies Executive Committee on GEOINT.

q. Identify and analyze the industrial base, as appropriate, to meet essential national GEOINT requirements and to ensure industrial base impacts on NGA functions are considered.

r. Assess the applicability of evolving US and foreign commercial capabilities to meet GEOINT needs in support of national security objectives.

## APPENDIX D

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Foreign Affairs and Disclosure and Release**

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The DGFM for Foreign Affairs and Disclosure and Release will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements and responsibilities:

- a. Build new and enhance enduring international partnerships. Serve as the custodian and manager for DNI imagery-sharing relationships and as the US Government coordinator and manager for all international imagery intelligence and mapping arrangements and agreements.
- b. Coordinate, establish, and maintain international agreements and arrangements for technical support and the exchange and sharing of GEOINT data, information, technology, and resources.
- c. Promote GEOINT collaboration, cooperation, and information sharing with allied and coalition partners under guidance of USD(I), Under Secretary of Defense for Policy, Department of State (DoS), and DNI, as appropriate. Foster cooperative production, promote interoperability, and augment burden sharing.
- d. Formulate international GEOINT strategies and manage GEOINT relationships with foreign governments and entities in coordination with USD(I) and DNI. Ensure that international GEOINT strategies conform to DoD and DNI guidance.
- e. Report to DoD and DoS all GEOINT international agreements concluded by NGA, in accordance with DoDD 5530.3 and 5105.60. Advise USD(I) of all other GEOINT international arrangements or engagements undertaken by NGA.
- f. Formulate, coordinate, and implement policy for disclosure and release of GEOINT for the NSG pursuant to DNI and SECDEF guidance, as applicable. Develop and execute procedures for receiving, processing, and providing decisions concerning the disclosure and/or release of classified and limited distribution GEOINT—including classified products derived from commercial imagery—to foreign governments, international organizations, and multinational coalition forces.
- g. Manage the intelligence oversight process for the use of domestic remote sensing imagery by NGA, as well as the domestic use of national remote sensing assets by the US Government.
- h. Prepare and execute foreign military sales cases for GEOINT services and articles.

i. Provide input to the NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Foreign Affairs and Disclosure and Release's resource execution of the two programs.

j. Prepare and submit reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.

k. Perform other roles and responsibilities as specified in NSG Instruction FM 1103.

l. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Foreign Affairs and Disclosure and Release as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX E**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Source Management**

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The DGFM for Source Management will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

- a. Support the GEOINT FM in maintaining knowledge of all GEOINT activities and resources within the Source Management functional area.
  1. Advise and provide situational awareness on NSG GEOINT source resource gaps and shortfalls, investment strategies, allocations and executions.
  2. Analyze, evaluate, and report on the capability of the NSG to monitor, inform, and guide NSG GEOINT operations and resource investment decision making.
- b. Establish and implement measures to evaluate the performance of NSG to meet national and DoD GEOINT Source management requirements.
- c. Lead the development and implementation of NSG guidance, policies, plans, programs, and procedures within the Source Management functional area that will:
  1. Optimize GEOINT operations across the NSG.
  2. Facilitate development, consolidation, and prioritization of GEOINT collection and geospatial information requirements based on NSG needs.
  3. Provide guidance on tasking GEOINT collection elements to meet requirements and priorities as established by DNI, SECDEF, and other US Government or foreign government entities, as appropriate.
- d. In collaborative partnership with the DGFM for Analysis and Production, optimize the effectiveness and efficiency of NSG GEOINT operations through UGO.
- e. Approve and task national imagery collection and geospatial information requirements.
- f. Provide advisory tasking of theater intelligence, surveillance, and reconnaissance assets to the Defense Intelligence Agency for GEOINT collection to meet National Intelligence requirements.
- g. In coordination with the DGFM for Architecture and Standards, process, disseminate, and facilitate sharing of GEOINT by the most efficient and expeditious means consistent with DoD and DNI information security and sharing policies and procedures.

- h. In coordination with the DGFM for Architecture and Standards, establish strategies that promote horizontal integration and interoperability of systems that require, disseminate, and archive geospatial data.
- i. In coordination with the DGFM for Architecture and Standards, identify and maintain Source-related system architecture standards.
- j. Archive and maintain appropriate NSG national, commercial, theater, tactical imagery, and geospatial data.
- k. Acquire or exchange commercial and/or foreign government-owned imagery-related remote sensing data for NSG.
- l. Define Source related tradecraft standards and competencies.
- m. Provide input to the NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Source's resource execution of the two programs.
- n. Prepare and submit reports to the CFMO to support requirements in DoD 5105.60 and ICD 113.
- o. Perform other roles and responsibilities as specified in NSGI FM 1103.
- p. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Source Management as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX F**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Analysis and Production (A&P)**

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The DGFM for A&P will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, and agreements:

a. Support the GEOINT FM in maintaining knowledge of all GEOINT activities and resources within the A&P functional area. This includes providing situational awareness and advising the GEOINT FM on all matters regarding NSG GEOINT A&P, including mission alignments, capabilities, NSG resource allocations and shortfalls, investment strategies, plans, and execution.

b. Develop and implement guidance, policies, plans, programs, and procedures related to resources, A&P capabilities (gaps and shortfalls), processing and dissemination of intelligence, and technical architectures within the A&P functional area, to include:

1. Optimize GEOINT Operations across NSG.
2. Manage, create, and provide for discovery, awareness of, access to, and dissemination of GEOINT data, information, analysis, products, and services to support National, DoD, Department of Homeland Security, and international agreements and in accordance with US law and the need to protect sources and methods.
3. In collaboration with the NSG members and partners, establish a multi-year strategy and plan of action for NSG GEOINT A&P that allows for collaboration, sharing, interoperability, and value-added data, as appropriate, for NSG to best meet GEOINT customer requirements.
4. In coordination with the DGFM for Investment Activities, in consultation with NSG members and partners, establish annual fiscal year execution plans, including resource allocations and priorities for GEOINT A&P operations. In crisis situations, the DGFM for A&P may deviate from established resource plans and priorities. In the event of significant impact on members' and partners' resource plans, mitigation strategies will be coordinated and communicated in a timely manner and transparently throughout NSG.
5. Institute UGO and other cooperative production arrangements among NSG members and partners by developing policies, processes, and procedures to collaboratively assess and align GEOINT missions, capabilities, and resources to optimize the execution of GEOINT operations across NSG and its partner organizations.
6. In collaborative partnership with the DGFM for Source Management, optimize the effectiveness and efficiency of NSG GEOINT Operations through UGO.



7. Support readiness and requirements, through a UGO process, for GEOINT analysis, production, and dissemination by utilizing Reserve Component Intelligence Elements in accordance with DODI 3305.07, "Joint Reserve Intelligence Program (JRIP)," 27 March 2007.

8. Advocate GEOINT collaboration, discoverability, accessibility, and information sharing among all components of the NSG Community and its partners.

9. Establish and maintain, in coordination with the DGFM for Architecture and Standards, standard NSG GEOINT A&P product and data definitions and quality specifications for the development and maintenance of life-cycle management procedures for GEOINT A&P product and data standards. Resulting systems and procedures must be in accordance with the interoperability requirements and standards within NSG and across the IC, DoD, national, and international operational environments.

10. Identify and advocate, in coordination with NSG and the DGFM for Architecture and Standards, to prioritize, develop, maintain, and represent the interests of the NSG concerning GEOINT production standards at all appropriate US Government agencies; interagency, governmental, and commercial standards organizations; and international standards organizations.

11. Lead the development of NSG GEOINT analytical tradecraft by defining GEOINT operations technical and analytic competencies. Collaborate with the DGFM for Human Capital Management in developing certification, qualification, and training criteria and programs for GEOINT A&P.

12. Lead the NSG and US Government Safety of Navigation programs regarding navigational products, data, and services for use by the US military and allies in foreign territory and operational areas.

13. Lead the NSG and US Government, on behalf of the US BGN and in accordance with relevant organizational partners, with regard to foreign geographic names standardization programs.

14. Evaluate the performance of the NSG Community in meeting national and military intelligence requirements, and report results to the GEOINT FM in support of annual reporting requirements to SECDEF, the Chairman of the Joint Chiefs of Staff, and DNI.

15. Establish and maintain, in coordination with the DGFM for Foreign Affairs and Disclosure and Release, appropriate policies and procedures for the development and implementation of collaborative GEOINT operations and A&P burden sharing agreements among NSG and the Allied System of Geospatial Intelligence (ASG) member and partner organizations.

- c. Provide input to the NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor A&P's resource execution of the two programs.
- d. Prepare and submit reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.
- e. Perform other roles and responsibilities as specified in NSGI FM 1103.
- f. Support and assist the CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of A&P as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX G**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Enterprise Operations**

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The DGFM for Enterprise Operations will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

- a. Centrally manage, optimize, and secure Information Technology (IT) Infrastructure (ITI).
- b. Ensure sufficient communication infrastructure to support the GEOINT mission in coordination with NSG members and partners.
- c. Provide timely access to GEOINT.
- d. Provide Enterprise Operations life-cycle planning, process management, and ITI engineering for NSG.
- e. Provide preventive, automated production system and ITI enterprise maintenance in accordance with applicable agreements.
- f. Ensure the availability and reliability of the NSG's ITI and production system capabilities, operations, and services at supported sites.
- g. Operate and sustain networked libraries and archives and provide support services to ensure the timely and complete discovery, retrieval, access, and dissemination of GEOINT at multiple security levels.
- h. Provide accessible and reliable technical infrastructure through planning, programming, and monitoring to achieve life-cycle operations and sustainment for existing and projected infrastructure, systems, services, and capabilities.
- i. Provide a trusted, assured IT environment through a comprehensive IT security program.
- j. Represent NSG for Enterprise Operations-related activities at DoD and IC agencies and elements, as required. This representation does not preclude participation of NSG members and partners with specific GEOINT-related programs.
- k. Report enterprise operation evaluation results annually to the GEOINT FM, DNI, SECDEF, and the Chairman of the Joint Chiefs of Staff.
- l. Coordinate with federal, state, and local governments and industry to achieve system interoperability and GEOINT accessibility, as appropriate.

- m. Disseminate and facilitate sharing of GEOINT by the most efficient and expeditious means.
- n. Manage the GEOINT archive of the US Government and appropriate commercial, theater, and tactical imagery and geospatial data.
- o. Provide input to the NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Enterprise Operations' resource execution of the two programs.
- p. Prepare and submit yearly reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.
- q. Perform other roles and responsibilities as specified in NSGI FM 1103.
- r. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Enterprise Operations as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX H**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Systems Acquisition**

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The DGFM for Systems Acquisition will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, and agreements<sup>1</sup>:

- a. Monitor and coordinate the Component Acquisition Executive activities within the NSG for systems of common concern related to GEOINT.
- b. Develop and maintain a comprehensive Acquisition Program in accordance with policies and authorities delegated by DNI and the Under Secretary of Defense for Acquisition, Technology, and Logistics, D/NGA and the IC Senior Acquisition Executive, as applicable, that defines:
  1. Program integration
  2. Resource allocation and execution
  3. Program priorities
  4. Measures of program effectiveness
  5. Acquisition life cycle (procurement, testing, and deployment)
  6. Acquisition plan
- c. Coordinate and collaborate with other DGFMs and NSG members and partners to develop and execute GEOINT acquisition strategies and provide programmatic guidance for associated segments, products, and projects and serve as a guide in applying acquisition policies, strategies, and processes.
- d. Provide input to the NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Systems Acquisition's resource execution of the two programs.
- e. Develop, plan, acquire, and field systems of common concern related to GEOINT processing and dissemination that meet mission requirements and strategic guidance, including end-to-end capability and support for unique missions and functions within funding baseline.

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<sup>1</sup> Such agreements include but are not limited to the MOA between SECDEF and DNI concerning NRO and the agreement between NGA and NRO on Enhanced Roles and Responsibilities (see References).

- f. Implement, monitor, and improve acquisition processes and procedures, including risk management and earned value management for NSG, in coordination with relevant NSG members and partners.
- g. Transfer or otherwise provide systems of common concern related to GEOINT processing and dissemination to DoD Components and to other US Government departments and agencies.
- h. Conduct Accommodation Procurements on behalf of foreign countries.
- i. In coordination with the DGFM for Enterprise Operations, define, implement, execute, and/or enforce systems engineering disciplines—including interoperability among systems, product components, and interfaces with mission partners—to ensure NSG enterprise life-cycle technical integrity.
- j. Acquire capabilities to meet DoD and IC architecture requirements.
- k. Publish and maintain a series of system and data compliance handbooks, with appropriate standards, to ensure those developing capabilities adhere to published standards and compliance guidelines.
- l. In concert with CFMO, participate, as appropriate, in SECDEF and DNI acquisition processes.
- m. Develop and execute acquisition strategies with NSG members and partners and provide programmatic guidance for associated segments, products, and projects.
- n. Work with NSG members and partners to migrate NSG legacy and heritage systems or components into a modernized architecture with new and upgraded capabilities.
- o. In consultation with NSG members and partners, monitor the cost, schedule, performance, and associated risks for program/project activities related to systems of common concern related to GEOINT processing and dissemination.
- p. Perform independent verification and validation testing on systems, prototypes, pilots, and capabilities prior to operational implementation of capabilities.
- q. Prepare and submit yearly reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.
- r. Perform other roles and responsibilities as specified in NSGI FM 1103.
- s. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Systems Acquisition as part of the GEOINT FM's overall requirement to guide and manage NSG and GEOINT function in the aggregate.

## **APPENDIX I**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Research and Development (R&D)**

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The DGFM for R&D will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

a. Oversee, in collaboration with NSG members and partners, the following GEOINT R&D activities and associated segments, products, and projects:

1. Basic Research
2. Applied Research
3. Advanced Technology Development
4. Advanced Component Development and Prototypes
5. R&D Management Support

b. Develop, in collaboration with NSG members and partners, a GEOINT R&D strategic plan and establish a roadmap for NSG to meet future GEOINT capability needs.

c. Develop, implement, monitor, and improve policies, processes, and procedures for GEOINT R&D in coordination with NSG members and partners.

d. Perform, direct, or advise research related to the design, development, deployment, operation, and maintenance of systems relating to GEOINT tasking, collection processing, exploitation, dissemination, and storage.

e. Monitor the cost, schedule, technology readiness, and associated risks for applicable programs and projects with NSG members and partners.

f. Establish working groups, teams, boards, and other fora, as required, to ensure community-wide participation to implement GEOINT R&D responsibilities and to facilitate GEOINT R&D collaboration and information sharing among all components of NSG and the national security community.

g. Serve as the GEOINT R&D community coordinator for academia, industry, government, and professional societies to ensure that advances in imagery, geospatial, geographic information systems, and emerging spatiotemporal technology, capabilities, and practices are available to the NSG. This representation does not preclude participation of NSG members and partners with specific GEOINT-related programs.

- h. In conjunction with members and partners, represent NSG at all appropriate national and international fora to include interagency, IC, intergovernmental, commercial, and international R&D organizations. This representation does not preclude participation of NSG members and partners with specific GEOINT-related programs.
- i. Coordinate and collaborate with other DGFMs and external organizations on NSG-related R&D activities and serve as a guide in applying R&D policies, strategies, and processes.
- j. In conjunction with members and partners, direct, support, manage, and oversee DoD and IC-related research and experiments, both foreign and domestic, related to the design, development, and future operations of GEOINT architectures.
- k. Prepare and submit a yearly report to CFMO with information copy to the GEOCOM Secretariat, in accordance with NSGI FM 1103.
- l. Provide R&D recommendations, alternatives, and priorities to the NSG planning and program guidance; prepare program/budget submissions; and monitor R&D resource execution.
- m. Prepare and submit reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.
- n. Perform other roles and responsibilities as specified in NSGI FM 1103.
- o. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of R&D as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.



## **APPENDIX J**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Human Capital Management**

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The DGFM for Human Capital Management will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

- a. In collaboration with DGFMs, members, and partners, define current workforce capabilities, identify shortfalls or gaps, develop targeted mitigation strategies to resolve problems and issues, and plan for the future.
- b. Lead the Community GEOINT Training Council in establishing and prescribing GEOINT training standards and provide standardized intermediate and advanced training and career development for GEOINT professionals.
- c. Collaborate, where appropriate, to leverage best human capital policies within NSG for workforce planning, training, career development, recruitment, and benefits.
- d. Professionalize the GEOINT workforce by developing and prescribing standards and process guidelines for GEOINT tradecraft and career development programs.
- e. Collaborate, manage, and provide GEOINT-specific technical skills training, mission-essential systems training, and professional development courses for NSG through the National Geospatial-Intelligence College.
- f. Provide select initial entry-level and intermediate GEOINT Military Occupational Specialty training in coordination with Service education and training programs.
- g. Dispatch Mobile Training Teams, as appropriate, to meet valid NSG customer training requirements and support joint exercise operations, simulations, and refresher training.
- h. Expand the availability of GEOINT learning opportunities to ASG or other foreign partners with sharing/training agreements, as appropriate.
- i. Provide recommendations, alternatives, and priorities to NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Human Capital Management's resource execution of the two programs.
- j. Prepare and submit reports to CFMO to support requirements in DoD 5105.60 and ICD 113.
- k. Perform other roles and responsibilities as specified in NSGI FM 1103.
- l. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Human Capital Management as part of the GEOINT FM's overall requirement to guide and manage NSG and GEOINT function in the aggregate.

## **APPENDIX K**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Architecture and Standards**

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The DGFM for Architecture and Standards will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

a. General Responsibilities:

1. Develop, document, and manage an Enterprise and Solutions Architecture process that provides effective, affordable, and timely capabilities for the needs of NSG members.
2. Mandate GEOINT standards for end-to-end enterprise architectures related to imagery, imagery intelligence, and geospatial information for DoD Components and for non-DoD elements of the IC, in accordance with US Code.
3. Provide architectural guidance and direction to NSG members by developing business models and sequence plans in support of the National Security Strategy of the US.
4. Establish working groups, teams, and other fora, as required and/or authorized, to implement GEOINT architecture and standards responsibilities.
5. Develop a data and standards strategy and program plan to manage NSG GEOINT standards.
6. Manage NSG GEOINT standards within the DoD Information Technology Standards Registry (DISR) and the IC Standards Registry (ICSR), or their successors.
7. Represent the NSG at appropriate standards bodies (i.e. interagency, DoD, IC, intergovernmental, commercial, and international organizations). This representation does not preclude participation of NSG members and partners with specific GEOINT-related programs.
8. Represent NSG at Standards Development Organizations, Standards Setting Organizations, and related fora to ensure that GEOINT standards relevant to NSG meet DoD and IC needs.
9. Monitor and enforce GEOINT architecture and standards throughout NSG to ensure compliance with DoD and IC policies, directives, and instructions.
10. Registry for NSG GEOINT Standards:
  - a) DISR will be the NSG GEOINT standards registry of record for DoD, and ICSR will be the NSG GEOINT standards registry of record for IC.

b) DISR is maintained at <https://disronline.disa.mil>. GEOINT standards are listed under the following DISR service areas:

- 1) Geospatial
- 2) GEOINT: Still Imagery
- 3) GEOINT: Motion Imagery

c) The GEOINT standards identified in DISR and ICSR are required for use by program managers developing NSG systems.

11. GEOINT Architecture and Standards Monitoring, Conformance, and Enforcement:

a) The National Center for Geospatial Intelligence Standards (NCGIS) architecture and standards conformance program will provide for systems interoperability compliance certification testing.

b) NCGIS will:

1) Consult with and advise NSG acquisition program offices throughout the system development life-cycle in selecting GEOINT architecture and standards, applying those architecture and standards for acquisition, and completing appropriate conformance validations.

2) Assist acquisition program offices in developing system-specific Technical Standards Views (TV-1 and TV-2) documentation and in reviewing enterprise architecture documentation, including system-level design specifications, interface specifications, and/or product specifications for conformance with applicable architecture and standards.

3) Establish criteria for architecture and standards conformance validation and advise NSG acquisition program offices on the conformance level required for each standard. NSG Acquisition programs will use these criteria in developing TV-1 and TV-2, information support plans, and master test plans.

4) Provide and/or assist in developing standardized test suites to support conformance-level testing as needed.

5) Support the Joint Interoperability Test Command (JITC) in establishing an architecture and standards conformance testing capability for GEOINT architecture and standards.

6) Facilitate coordination between JITC and the acquisition program office when JITC is not responsible for conformance determination to ensure test plans, analyses and reports provide sufficient information to support a standards conformance determination.

7) Advise the Joint Requirements Oversight Council (JROC), Defense Acquisition Board (DAB), and the Mission Requirements Board of systems that do not comply with GEOINT standards.

b. Responsibilities to DoD:

1. Represent the GEOINT standards and architecture interests of NSG within the Defense Standardization Program. NCGIS shall serve as the Lead Standardization Activity of the GEOINT Technology Standardization Area.

2. Lead the DoD Information Technology Standards Committee (ITSC) GEOINT Standards Working Group (GWG). Through the GWG, NCGIS shall coordinate GEOINT issues with the community and manage GEOINT standards in the DISR in accordance with ITSC procedures.

3. Provide guidance to DoD on updating mandated and emerging GEOINT standards in DISR by participating in GWG.

4. Participate in reviewing Information Technology and National Security System capabilities documents as specified in the Joint Capabilities Integration and Development System.

5. Serve as the GEOINT architecture and standards subject matter expert to JROC.

6. Prescribe standards for end-to-end enterprise architectures and embedded interfaces related to GEOINT.

7. Prescribe standards for end-to-end solution architectures related to GEOINT, in compliance with National and Defense Information Infrastructure guidance and standards.

8. Serve as the DoD lead for GEOINT standards and prescribe and enforce standards and architectures related to GEOINT and GEOINT tasking, collection, processing, exploitation, and international geospatial information for DoD Components and for non-DoD elements of the IC, to include standards for GEOINT collected or produced within DoD.

9. Represent DoD in national and international geospatial information standardization activities.

10. Establish policy, guidelines, objectives, and standards for retention of the storage of GEOINT consistent with federal law.

11. Design and manage NGA programs and activities to improve standards of performance, economy, and efficiency.

12. Provide technical guidance and direction to DoD Components and other components of NSG to ensure standardization and interoperability of systems requiring, exploiting, and/or disseminating GEOINT.

13. Establish standards for geospatial aspects of natural, man-made, and human terrain features across the environmental domains of Earth, the atmosphere, and near-Earth space.

c. Responsibilities to the IC:

1. Represent the IC at all relevant DoD, interagency, intergovernmental, and commercial GEOINT architecture and standards-related meetings.

2. Serve as the GEOINT standards subject matter expert to the National Requirements Board (NRB). NCGIS will develop, provide, monitor, and ensure enforcement of GEOINT standards for NRB.

3. Provide guidance to the IC on updating mandated and emerging GEOINT standards in ICSR. This guidance is gained by participating in GWG.

4. Promote interoperability across GEOINT's information domains and activities and enhance the efficiency and effectiveness of GEOINT by developing an Enterprise Architecture in accordance with DNI policies and guidance.

5. Develop, coordinate, oversee, and monitor compliance with the issuance and implementation of IC GEOINT standards, to include metadata, in training and tradecraft, reporting, requirements, and evaluation measures.

6. Promote interoperability between existing and future GEOINT-related systems.

d. Responsibilities to International and Coalition Partners: The DGFM for Architecture and Standards will represent the interests of NSG to International and Coalition Partners by participating in relevant international fora.

e. Responsibilities to the US Government: The DGFM for Architecture and Standards will promote GEOINT architecture and standards that support NSG interoperability and effective utilization of GEOINT throughout Federal, State, and local governments through the Federal Geographic Data Committee.

f. Responsibilities to Commercial Industry: The DGFM for Architecture and Standards will represent the interests of the NSG in the commercial sector by participating in Standards Development Organizations such as the Open Geospatial Consortium, International Organization for Standardization, International Committee for

Information Technology Standards, Institute of Electrical and Electronics Engineers Standards Association, International Hydrographic Organization, and other organizations engaged in developing and approving voluntary consensus standards used by government and industry (e.g., commercial GEOINT standards). As appropriate, commercial industry standards will be incorporated into DISR.

g. Provide input to NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Architecture and Standards' resource execution of the two programs.

h. Prepare and submit yearly reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.

i. Perform other roles and responsibilities as specified in NSGI FM 1103.

j. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of Architecture and Standards as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX L**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Security and Counterintelligence (CI)**

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The DGFM for Security and CI will, in accordance with applicable federal law and DoD and IC policies, directives, instructions, agreements, and responsibilities:

a. Security:

1. Serve as the Program Manager for the management and implementation of GEOINT Sensitive Compartmented Information control systems and the GEOINT portion of the Talent Keyhole control system

2. Provide a comprehensive set of security policy and procedural guidelines in accordance with DNI and SECDEF policy for the classification, marking, use, control, sharing, and dissemination of materials, systems, products, and data derived from, or acquired by, national GEOINT sources.

3. Ensure that methods and processes exist for physical, industrial, information, and personnel security by:

a) Establishing common security and access standards for managing and handling GEOINT within NSG.

b) Coordinating with the appropriate officials within DoD and the Office of the DNI on the creation of special access programs pertaining to GEOINT activities.

c) Defining and mandating the use of physical security and automated information system certification and accreditation processes.

d) Promoting the use of risk management and information security tools to ensure the use of compatible, open standards-based system tools and business processes that enhance the flexibility and agility of NSG collaboration at multiple security levels.

e) Developing and implementing policies and programs designed to protect sources and methods, critical information, activities and intentions, and capabilities from initial planning through operation.

f) Consulting and advising NSG systems acquisition program offices throughout the system development life cycle on the security requirements and policies, the application of those requirements and policies, and the satisfaction of appropriate conformance validations.

4. Develop policies and procedures to protect sensitive GEOINT sources and methods from unauthorized disclosure and release.

b. CI:

1. Promote tactics, techniques, and procedures to protect NSG from Foreign Intelligence Security Services, terrorists, and other threats targeting GEOINT.
  2. Focus on a common approach to protecting personnel, information, and technology of NSG to ensure the fidelity of GEOINT.
  3. Ensure NSG programs to identify and investigate unauthorized disclosures, anomalies, and other risks to GEOINT are in place and effective.
  4. Coordinate NSG knowledge of adversarial GEOINT capabilities.
  5. Promote commonality and interoperability among NSG CI components regarding threats to NSG.
  6. Provide horizontal integration of CI protection efforts across the NSG through the CI Threat Mitigation Center.
  7. Promote CI programs that detect, defeat, neutralize, or exploit cyber CI threats to the NSG.
  8. Advocate to NSG for a robust cyber CI component fully integrated with Information Assurance and the NSG Enterprise.
  9. Promote CI policies designed to protect current, emerging, and future GEOINT-related Research, Development, and Acquisition activities from compromise or unauthorized disclosure.
  10. Promote CI programs that protect GEOINT-related Critical Program Information (CPI).
  11. Promote the early identification and continuous protection of CPI across the life cycle of GEOINT-related Science and Technology programs.
  12. Ensure NSG CI programs are postured to help protect the NSG critical infrastructure.
  13. Promote CI community knowledge of GEOINT and coordinate GEOINT production in support of CI community requirements.
  14. Disseminate threat information to the Defense CI and Human Intelligence Center or other authorized DoD elements in a timely manner.
- c. Provide input to NSG program planning guidance and NGP and NGA MIP program/budget submissions; monitor Security and Counterintelligence's resource execution of the two programs.



- d. Prepare and submit a yearly report to CFMO with information copy to the GEOCOM Secretariat, in accordance with NSGI FM 1103.
- e. Perform other roles and responsibilities as specified in NSGI FM 1103.
- f. Support and assist CFMO and DGFM for Investment Activities in assessing and monitoring the effectiveness of GEOINT Security and Counterintelligence as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.

## **APPENDIX M**

### **Responsibilities of the Delegated GEOINT Functional Manager (DGFM) for Investment Activities**

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The DGFM for Investment Activities, who also acts as the NGA Chief Financial Executive, will, in accordance with applicable DoD and IC policies, directives, instructions, and agreements:

- a. Oversee and provide effective management of GEOINT investment activities, prioritize resource allocations, ensure accurate accounting, ensure transparency, and advocate for the GEOINT program.
- b. In concert with CFMO, advise the GEOINT FM on resource shortfalls, investment strategies, allocations, and execution.
- c. Support, in coordination with the other DGFMs, the GEOINT FM in discharging financial/budgeting responsibilities as the Component Manager for the NGA MIP and Program Manager for NGP:
  1. Prepare resource investment plans, program budget guidance, and consolidated NGA MIP and NGP program and budget submissions to USD(I) and DNI for resolution.
  2. Coordinate, assess, and de-conflict GEOINT resource requirements between the NGA MIP and NGP. Report issues and conflicts to USD(I) and DNI for resolution.
  3. Provide DNI, in coordination with USD(I), current and proposed plans, programs, and costs of the GEOINT activities under D/NGA control.
  4. Inform USD(I) and DNI of the state of GEOINT investments, including shortfalls and unfulfilled requirements.
  5. Manage assigned DoD and National GEOINT resources, personnel, and programs, including the NIP-funded components of the Military Departments.
  6. Provide DoD Components with planned and current GEOINT program details for the NSG.
  7. Inform USD(I) and DNI of GEOINT investment strategies, activities, and allocations, including RDT&E and procurement, within MIP and NIP.

- d. Establish a process that achieves effective program and budget development, in accordance with the NSG FM's strategic guidance for NSG members and partners who participate in the process or who manage complementary GEOINT resources. As a part of the process, ensure accurate accounting and computations to report on each phase of the investment process: resources planned, programmed, and budgeted for GEOINT within NSG.
- e. Provide senior-level guidance and leadership in the management, development, and coordination of NGP and NGA MIP. Maximize resources, allocate to the highest priorities, and account accurately.
- f. Enable NGP and NGA MIP program components to identify and address mutual GEOINT resource issues and create program themes for NSG members and partners to use to structure and justify their resource submissions.
- g. Establish, in collaboration with the other DGFM's and appropriate NSG members and partners in GEOCOM, a GEOINT investment strategy for the five-year Future Years Defense Program (FYDP). In crisis situations, the DGFM for Investment Activities may deviate from established resource plans and priorities. Mitigation strategies will be coordinated and communicated throughout NSG for any impacts on members' and partners' resource plans.
- h. Provide procedural, fiscal, and program guidance for appropriate NSG members for program development within IC and DoD. Include guidance to inform NSG members and partners of cost burdens for programs they must adopt or use that are funded in NGP and NGA MIP.
- i. Manage NGP and NGA MIP program and budget submission activities and monitor and oversee resource execution of NGP and NGA MIP.
- j. Lead and conduct NGP and NGA MIP program performance management activities in meeting national and military GEOINT requirements by setting goals and evaluating accomplishments and impact of resource changes. Performance measurement is a responsibility of the Performance Improvement Officer (PIO) under the Government Performance and Results Act of 1993 and Executive Order 13450. PIO, presently the NGA Chief Financial Executive, supervises all performance management activities, including performance measurement and the means for measurement of progress toward achievement of enterprise strategic goals and objectives.
- k. Serve as the Executive Agent for the NSG Resource Development Board.
- l. Advise the GEOINT FM on all aspects of NGP and NGA MIP budget and financial management, as well as on related GEOINT investment activities within NSG.
- m. Maintain insight into the planning, programming, budgeting, and execution of all GEOINT within the NSG Community. This insight and knowledge should influence all GEOINT investment activities and improve required reporting to the GEOINT FM and appropriate oversight officials.

- n. Provide input to NSG planning guidance.
- o. Prepare and submit reports to CFMO to support requirements in DoDD 5105.60 and ICD 113.
- p. Perform other roles and responsibilities as specified in NSGI FM 1103.
- q. Support and assist CFMO in assessing, monitoring, and measuring the effectiveness of Investment Activities as part of the GEOINT FM's overall requirement to guide and manage the NSG and GEOINT function in the aggregate.