



NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

Know the Earth... Show the Way... Understand the World

NGA Strategy

2013–2017







NGA Vision: *Putting the Power of GEOINT in Your Hands*

Goal 1: *Provide Online, On-demand Access to Our GEOINT Knowledge*

Goal 2: *Broaden and Deepen Our Analytic Expertise to Produce New Value*

We in the National Geospatial-Intelligence Agency (NGA) take great pride in our support to policymakers, warfighters, first responders, and Intelligence Community (IC) partners. Thanks to our dedicated workforce, we continue to deliver geospatial intelligence that supports national and departmental missions in pursuit of the national security and foreign policy objectives of the United States. NGA must anticipate tomorrow's challenges against a backdrop of increasingly complex challenges in an era of fiscal constraint to position ourselves for the future.

The NGA Strategy establishes the strategic goals and objectives that will guide our efforts to fulfill NGA's Mission and Vision and, in so doing, ensure that NGA continues to lead the Community in providing timely, relevant, and accurate geospatial intelligence in support of national security. This strategy is flexible by design and permits us to respond to ever-changing challenges, chief among them Under Secretary of Defense for Intelligence (USD[I]) priorities in the areas of counterterrorism, counterproliferation, cyber, and global coverage. We must also ensure GEOINT's contribution is integrated into the Director of National Intelligence (DNI) sponsored Unified Intelligence Strategies (UIS), and that GEOINT matures as a key factor in achieving "intelligence integration," a key DNI objective for the IC.

We can only accomplish our mission through the dedicated men and women of NGA. We will continually enable our workforce by fostering empowerment and accountability and by developing the knowledge, skills, and abilities essential to our success. In this we will always be guided by our Core Values: excellence, accountability, respect, teamwork, and honesty.

Working together, in the context of our shared vision, is the only means through which we will fulfill our mission. The strategy reinforces our belief in the strengths that each employee brings to NGA and in the critical role of partnership and collaboration both inside and outside the agency. The activities of each person and every component in NGA must be guided by the strategy in order that we may achieve its full potential. Thank you for your dedication to our mission and to the security of our fellow citizens as we continue this journey together.

Letitia A. Long
Director, National Geospatial-Intelligence Agency

Table of Contents

Mission, Vision, Core Values5

Introduction6

Strategic Goals7

Strategic Objective 1: Content 8

Strategic Objective 2: Open IT Environment 9

Strategic Objective 3: Analytic Capabilities10

Strategic Objective 4: Customer Service11

Strategic Objective 5: Workforce12

Strategic Objective 6: Workplace13

Strategic Objective 7: Corporate and Functional Management14

Conclusion 15



Mission

NGA provides timely, relevant, and accurate geospatial intelligence in support of national security

Vision

Putting the Power of GEOINT in Your Hands

Core Values



Excellence – Be first rate in all that you do

Accountability – Answer for your conduct, even when no one is looking

Respect – Leverage diversity and creativity to perform as one NGA team

Teamwork – Work together to achieve a common goal

Honesty – Be truthful at all times

Introduction

“This country is at a strategic turning point after a decade of war and, therefore, we are shaping a Joint Force for the future that will be smaller and leaner, but will be agile, flexible, ready, and technologically advanced.”

*Barack Obama
President, United States of America*

The global security environment continues to evolve at an unprecedented rate. In the wake of the death of Usama bin Laden, the advent of the Arab Spring, and the “pivot” to focus on the Asia–Pacific region, we must prepare NGA for future national security challenges in an era of fiscal austerity. NGA and GEOINT are key enablers of our national security interests, actions, and decisions around the globe. The NGA Strategy aligns with the nation’s strategic priorities, goals, and objectives as outlined in the *National Intelligence Strategy*, the *Defense Intelligence Strategy*, and the Secretary of Defense strategic guidance: *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*.



Our strategy takes into account NGA’s need to be agile in supporting multiple mission areas, including support to military and intelligence operations, intelligence analysis, homeland defense, and humanitarian and disaster relief, and to retain its focus on DNI and USD(I) priorities, including counterterrorism, counterproliferation, cyber, anti-access/area denial, and global coverage. It is imperative that NGA contribute to the greatest extent possible in advancing the DNI’s priority to integrate intelligence so that we, as a Community, ensure we produce the most accurate intelligence judgments that best serve the President, policymakers, and warfighters alike.

As we embrace today’s global landscape, we face an austere fiscal environment that demands better governance and deliberate planning to maintain critical Community capabilities while preserving resources for future mission development. The IC as a whole must be more efficient. Together we must leverage our collective resources to meet mission demands. This will require NGA to make difficult choices about current and proposed GEOINT capabilities across the National System for Geospatial Intelligence (NSG). To stay on top of emerging issues, NGA will need to carefully balance investments, resources, risks, and priorities.

Emerging science and technology brings both challenges and opportunities. NGA’s success will depend on how we embrace change, especially that which is enabled by advances in technology. As our adversaries adopt new denial and deception techniques, NGA must use innovative sources, tools, techniques, and processes to maintain our strategic advantage. NGA will be guided by our Vision, as expressed in our strategic goals and objectives, in taking GEOINT to the next level.

Strategic Goals

Give our customers—from novice to expert—access to our content, our services, our expertise, and our support – and to tools that allow them to serve themselves.

Provide deeper, contextual analysis of places, informed not only by the Earth's physical features and imagery intelligence, but also by human geography.

Provide Online, On-Demand Access to Our GEOINT Knowledge

Provide ubiquitous access to GEOINT by creating an intuitive online environment that facilitates effortless and seamless access to our content—data and intelligence—anytime, anywhere. This will fulfill NGA's promise to "Put the Power of GEOINT in Your Hands" and provide consumers with the best possible user experience. Improved discovery of and accessibility to content, easy-to-use applications, more services, and richer analysis will define the future of GEOINT.

Broaden and Deepen Our Analytic Expertise to Produce New Value

Develop analysts who use the full spectrum of GEOINT sources, continuously sharpen their expertise through training and varied experiences, employ new technologies and techniques, develop new tradecraft, freely share and manage knowledge, collaborate, and lead and mentor others. Greater expertise fuels the "Power of GEOINT" by the creation of new value-products, enriched assessments, and higher value services that enable users to do their jobs better.



Strategic Objective 1

Content

GEOINT data, products, and knowledge are discoverable, accessible, timely, and relevant

By 2017, NGA has empowered the GEOINT community through greatly improved access to varied content and applications, easy-to-use online services in all security domains, and the ability to contribute content to the global GEOINT knowledge base.

Create and make easily accessible and usable GEOINT content that addresses key intelligence questions and anticipates the entire range of our consumers' needs. Recognizing that GEOINT data, products, services, and knowledge are most relevant when the information is easily accessible, NGA is committed to making its content discoverable, accessible, and usable in multiple security domains.

Develop and implement standards for GEOINT content creation, sharing, and storage. NGA will work with the Community to develop and evolve common standards to permit the sharing of GEOINT content, both to enrich the entirety of our collective GEOINT holdings and to reduce duplication and cost. Through Community engagement, NGA will make every effort to ensure that current and future systems that use, produce, or enable GEOINT are interoperable and adhere to applicable standards.



Strategic Objective 2

Open IT Environment

GEOINT processing and exploitation capabilities are rapidly developed and exportable for community use

By 2017, NGA has a stable, mission-driven and open IT environment that meets industry standards for service availability, service time to market, and overall costs as a percentage of operating cost. This enables a self-, assisted-, full-service delivery model that allows users to create and consume GEOINT content anytime on the device of their choice.

Deliver a robust, safe, secure, and agile data framework and interfaces that foster community sharing of data and application development. NGA is committed to the development and promulgation of applications within the GEOINT community. NGA will build an open, agile, and resilient data framework to invite Community participation in developing, deploying, and sharing their own applications for use by the entire GEOINT community. It is imperative that the GEOINT enterprise architecture operates in the most efficient and effective manner possible to enable secure and responsive exploitation, analysis, and conception of solutions. NGA will institute a common methodology to organize, identify, and search data.

Leverage and rapidly deploy interoperable collection, processing, and exploitation capabilities in multiple security domains that promote the use of traditional and non-traditional (e.g., human geography and social media) geospatial sources. NGA will develop and deploy intuitive online services that are available for adoption and integration by the GEOINT community. These applications will provide immediate access to GEOINT processing and exploitation capabilities, enabling rapid and precise responses to key intelligence issues.



Strategic Objective 3

Analytic Capabilities

GEOINT's value is increased to better address key intelligence issues

By 2017, NGA is providing a range of new anticipatory analytic products and services that make a measurable difference in outcomes for customers.

Meet customer needs through anticipatory GEOINT analysis. NGA will deliver robust, holistic, and anticipatory GEOINT analysis to address key intelligence issues and meet operational support needs. NGA will deliver an integrated analytic environment that makes access to data, workflows, and tradecraft easy and intuitive, encourages analysts to broaden their understanding of issues, promotes natural analytic collaboration; and provides analysts the ability to research new and emerging areas of national security concerns. We will transform current GEOINT analysis workflows to increase analysts' access to data sources and methodologies to enhance GEOINT analysis. In so doing, we will rethink and transform our GEOINT analytic inputs, processes, outputs, and performance measures, enabling us to more effectively align our analytic resources to the nation's most pressing issues.

Ensure tradecraft, training, and professional development meet the needs of the analytic workforce. As NGA deepens our GEOINT analytic expertise and capabilities, tradecraft, training, and professional development will keep pace. As our analytic processes mature, NGA will develop agile learning solutions and leverage curricula from throughout the NSG. We will emphasize learning from experience and conduct more frequent and systematic retrospective evaluations of analytical performance. NGA will develop analyst qualification and certification standards to enhance the overall standing and expertise of the workforce. We will promote an analytic environment that will leverage expertise and learning across the enterprise.



Take advantage of the full-spectrum of geospatial phenomenologies and make use of traditional and non-traditional sources.

To maximize GEOINT analysis, NGA will develop new analytic techniques, leverage new technologies, and integrate advanced geospatial sensor data to enable more sophisticated analytic products and services. To take advantage of these emerging capabilities, NGA will evolve analytical tradecrafts that promote the use of non-literal data in addition to traditional and non-traditional sources. By executing innovative collection strategies, NGA will enable the delivery of cost-efficient solutions that effectively mitigate intelligence gaps.

Strategic Objective 4

Customer Service

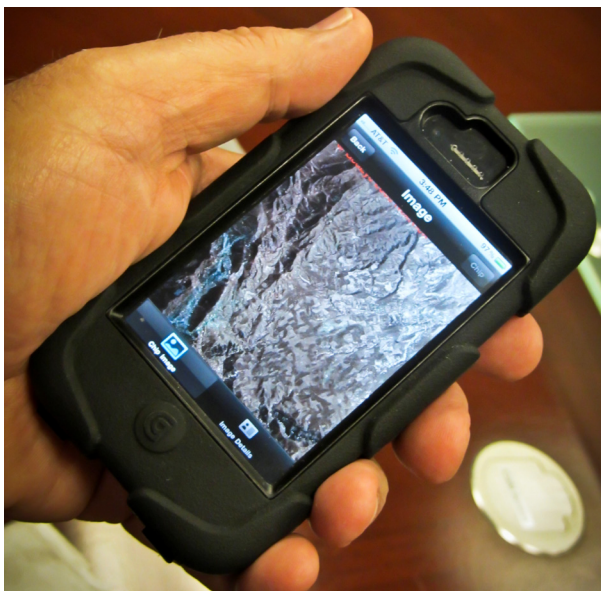
GEOINT content is integrated, managed, and exposed to all GEOINT users on all domains using self-, assisted-, and full-service delivery models

By 2017, NGA is providing robust online, on-demand GEOINT services that provide access to content, applications, expertise, and support through a unified Web presence and an enterprise application store on three security domains (UNCLASSIFIED, SECRET, TOP SECRET).

Lead the identification of new and emerging GEOINT capabilities for content, products, and services in anticipation of future intelligence and operational GEOINT needs. The timely development of relevant new GEOINT capabilities depends on monitoring emerging requirements, incorporating user feedback on existing capabilities, identifying gaps and shortfalls, and anticipating and understanding technology trends. We will move beyond simply instrumenting product and service utilization to understanding what it means and proactively acting on key trends. NGA will lead and leverage Community forums to identify and transition capabilities to respond to critical gaps and emerging mission needs.

Deliver a three-tiered service model supported by online, on-demand technology and analytic experts to ensure customized and responsive access to GEOINT content. NGA will provide a family of online services that will allow users to better serve themselves. For partners developing their own applications and services, we will lead the definition of GEOINT applications and provide the GEOINT data framework, as well as provide direct access to GEOINT content for those requiring it.

Provide advanced capabilities and content to unify, normalize, and advance online operations. Create upstream, automated GEOINT processes, tools, and techniques that enhance the effectiveness and efficiency of online GEOINT production. NGA will invest in tools that enable analysts and GEOINT users to spend more time analyzing GEOINT content (data, products, services) than finding it (i.e., data search or discovery). Harnessing advanced tools and developing next generation products will allow NGA to enhance user outcomes and position us for a rapidly changing, user-driven operational environment.



Strategic Objective 5

Workforce

NGA has an agile, expert, and diverse workforce and effective leaders who deliver results while collaborating inside NGA and with NGA customers and partners worldwide



By 2017, NGA will attract, motivate, and retain a highly skilled, innovative, and adaptive workforce, and will reward those who take balanced risks in furtherance of NGA's mission.

Cultivate an engaged workforce to make the NGA Vision a reality. Engaged employees, effective leaders, an inclusive work environment, and an inspired workforce culture promote a continuous positive cycle of mission accomplishment. NGA will establish responsive teams that embody our Core Values and collectively adapt and respond to emerging mission demands. NGA will coordinate innovative and resourceful solutions to mission challenges.

Adopt enterprise solutions to achieve a lean, agile, and responsive workforce. To meet the challenge of current missions and maintain the flexibility to adapt and change to meet future mission needs, NGA must build upon the diverse skills and backgrounds reflected in its workforce. Through the use of enhanced workforce planning methods and policies, NGA will be able to better determine the right balance of resources against needs.

Keep NGA mission-ready through a continuum of development and key talent acquisition.

NGA will sustain continuous learning based on career competencies that outline the knowledge, skills, abilities, and other characteristics essential to effective job performance. NGA will develop agile learning solutions by leveraging innovative capabilities and integrating best practices into our programs of instruction. In order to develop and retain the next generation of leaders and GEOINT professionals, NGA will establish career roadmaps and professional development programs that do the following: define the steps for success, provide opportunities to gain perspective on the full range of NGA activities, and measure performance based on a holistic assessment process.

Strategic Objective 6

Workplace

NGA workplaces are modern, optimized, technically enabled, environmentally friendly, safe, secure, and encourage flexibility and collaboration to support the mission

By 2017, NGA will be a leader in the federal government by establishing secure, safe, sustainable, collaborative, and environmentally friendly sites that are in compliance with all federal, state, and local laws, regulations, and standards.

Establish a secure and safe environment.

NGA will secure our people, facilities, and information while providing a safe and efficient operating environment.

Find innovative ways to use and manage space to promote collaboration and improve productivity. NGA will look at “outside-the-box” methods to creatively manage and allocate space to promote optimal collaboration and improve productivity.

Bring all NGA facilities in line with world-class standards. NGA will achieve excellence in operating, maintaining, protecting, and modernizing NGA facilities to create a world-class environment for the NGA workforce. NGA will improve operational efficiencies and effectiveness of all facilities by integrating the workplace into all NGA planning, programming, and budgeting processes.

Strengthen counterintelligence and security functions for people, facilities, and network/systems in support of achieving the strategy.

In order to mitigate risks to our people, facilities, and network/systems, NGA will strengthen counterintelligence and security programs, including an insider threats, counterintelligence awareness, and information assurance policies. NGA will protect cutting edge GEOINT technologies through identifying critical program information (CPI) that makes our systems world class, assessing the threats to those CPIs and then putting into place rigorous protection plans.

Go Green! NGA is on the forefront with its “green building” initiatives employed at NGA Campus East. By continuing to incorporate innovative technologies at all its sites, NGA will improve the work environment while conserving energy in more efficient ways.



Strategic Objective 7

Corporate and Functional Management

By 2017, NGA functions more efficiently through real-time transparent insight into expenditures and agility in managing its program, budget, and personnel. The GEOINT enterprise has broadly adapted functional management architecture, tradecraft, and standards that adhere to functional management program guidance, has established, metrics to assess implementation of the strategy and R&D/S&T investments show a return on investment.

NGA's governance and business operations are streamlined, reflect best practices, and effectively influence the NSG and Allied System for Geospatial Intelligence (ASG)



Strengthen corporate functions through an efficient and consistent set of streamlined business processes. NGA will institute best practices in performance and portfolio management in order to implement mission-essential capabilities, obtain cost-efficiencies, and align acquisition and financial management processes across the GEOINT enterprise.

Lead advancement in the GEOINT field and transition Research and Development and Science and Technology (R&D/S&T) activities to operations. In close cooperation and coordination with IC, Department of Defense, and nontraditional partners, NGA will lead efforts to discover, leverage, adapt, and adopt GEOINT-related R&D/S&T across the enterprise. NGA will promote NSG cross-community discovery and exploitation of R&D/S&T capabilities through an approach that balances strategic scientific investment, improved transition into operations, and effective stewardship of limited R&D/S&T resources.

Advance functional management efforts to unify the GEOINT community. To strengthen the GEOINT discipline, NGA will lead the NSG and ASG through Community engagement by guiding the development of Community-wide solutions to NSG/ASG activities. As the Community leader, the GEOINT Functional Manager will promote GEOINT programs and resources that are transparent and aligned to address the highest priority mission needs, while satisfying the widest possible range of mission requirements that adhere to NSG/ASG policies, standards, and governance. Improvement in coordination, integration, and, where appropriate, synchronization of Community efforts, will increase the scope and effectiveness of GEOINT.

Improve performance through the development and use of metrics. NGA will establish a practical performance management program to enable data-driven decision making and to assess progress in achieving our strategy.

Conclusion

“This is an exciting time for NGA. Our contributions to national security are undeniable. We are focused on our mission and the needs of our customers. We recognize the importance of collaborative, integrated intelligence. We know that in order to remain relevant, we must be agile and flexible in anticipating and responding to emerging global threats, and we must be responsible stewards of our resources.”

*Letitia A. Long
Director, NGA*

This strategy will guide us as we move forward with providing online, on-demand access to GEOINT knowledge and create new value by broadening and deepening analytic expertise. We will transition from a product producer to a content and services provider. This transition will make GEOINT more accessible, strengthen GEOINT standards and services, and develop better self-, assisted-, and full-service GEOINT so our user base not only grows, but the value we provide enables better outcomes for them. Through all of our activities, we will succeed in ...



Putting the Power of GEOINT in Your Hands



Approved for public release.
Case # 12-337

National Geospatial-Intelligence Agency
7500 GEOINT Drive
Springfield, Virginia 22150

www.nga.mil

