NGA – 20080068F   September 30, 2011

Mr. Steven Aftergood
Senior Research Analyst
Federation of American Scientists
1725 DeSales Street NW, 6th Floor
Washington, DC 20036

RE: Freedom of Information Act (FOIA) Request #20080068F- FY 2009 CBJB

Dear Mr. Aftergood:

Enclosed please find the clearly releasable, unclassified portion of the National Geospatial-Intelligence Agency's Congressional Budget Justification Book for Fiscal Year 2009, which is in two volumes-Book One and Book Two.

Throughout the documents, some information has been withheld as exempt from disclosure and release based upon the provisions of 5 U.S.C. § 552 (b)(1), which protects from release information that is currently and properly classified in the interests of national defense or foreign policy. Some information has also been exempted from release under Executive Order (EO) 13526 § 1.4(c), which protects from release information related to intelligence activities (including covert action), intelligence sources or methods, or cryptology. Information has also been withheld under E.O. 13526 § 1.4 (g), which protects from release information on the vulnerabilities or capabilities of systems, installations, infrastructures, projects, plans, or protection services relating to the national security. In addition, some information was withheld under FOIA Exemption (b)(3) which protects from release information exempted under another statute, in this case 10 U.S.C. § 424.

Per our telephone discussion in which you stated that you did not want to receive fully redacted pages, I have not included blank pages. I have, however, included a listing of those pages that were omitted. No fees have been charged for this request and we have closed this file.

Should you have any questions, please call me at 571-557-2987 or e-mail me at Helen.B.Chapman@nga.mil.

Sincerely,

Helen Brownie Chapman
FOIA Program Manager

Encl:

NGA – 20080068F

Omitted Pages in FY 2009 Congressional Budget Justification Books

The following is a listing of the fully classified pages that were omitted from the released FY 2009 Congressional Justification Books. Per our telephone discussion, we agreed to omit fully classified pages since you were not interested in receiving blank pages. We did include the "THIS PAGE INTENTIONALLY LEFT BLANK" pages to ensure continuity of the page numbering.

FY 2009 Congressional Justification Book (Book One)

Omitted pages:

17, 18, 22, 24-25, 28-33, 38-42, 46, 48-52, 56, 59-60, 64-65, 67-74, 76-78 80, 82, 91-96, 98-99, 101-104, 111, 108-110, 116-117, 119-124, 126, 129-132, 134-136, 138-140, 142-144, 146-149, 159, 165, 174-175, 178-182, 184-185, 188-190, 194, 197-199, 203-205, 209, 212-213, 218, 220-221, 226, 230-231, 235-237, 243-245, 247-251, 255, 259-260,264, 268-269, 275, 281-282, 292, 294, 298-300

FY 2009 Congressional Justification Book (Book Two)

305, 306, 309, 314, 318-319, 349-382

National Intelligence Program

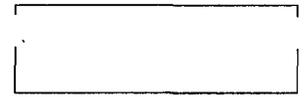# FY 2009
Congressional Budget Justification

Volume XIII

National Geospatial-Intelligence Agency

February 2008

(U) CONTENTS

Page   *Page*

(U) PROGRAM MANAGER'S STATEMENT

(U) Introduction

(U//FOUO) The National Geospatial-Intelligence Agency (NGA) provides timely, relevant, and accurate geospatial intelligence (GEOINT) products and services to mission partners across the US Government. NGA partners with the intelligence and defense communities, and with US civil and allied communities. The NGP (NGA's primary source of funding) is essential to delivering GEOINT in response to the highest US national security priorities and challenges. GEOINT supports: US military forces wherever they are deployed, the global war on violent extremism, and efforts to prevent WMD proliferation. The Nation's decisionmakers rely on GEOINT to inform the federal response to regional developments that threaten the security and stability of US interests worldwide.

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- (U//FOUO) Continue to define and implement community GEOINT standards to ensure critical geospatial data is shared seamlessly in a broad collaborative environment.

- (U//FOUO) Transform internal agency collaboration processes by consolidating all of NGA's East Coast employees at the NCE by September 2011 (in accordance with BRAC legislation).

(U) Enhancing Operational Support

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(U) Improving Collaboration

(U//FOUO) The DNI has placed a high priority on integrating the IC through collaboration. In support of this priority, NGA strives to be the most collaborative partner within the IC. To improve collaboration NGA will:

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(U) Assuring Access to GEOINT

(U//FOUO) Assuring the availability of GEOINT to the warfighter and other mission partners is NGA's highest priority. The worldwide National System for Geospatial-Intelligence (NSG) tasking, processing, exploitation, and dissemination (TPED) architecture provides NGA products and services to mission partners. This budget request supports NGA's efforts toward a web-enabled, service-oriented NSG TPED architecture via the GeoScout effort. This effort supports the DNI's goal of changing the IC paradigm from "need to know" to "responsibility to provide." Investments in NGA's data center efforts are phased to ensure continuity of all critical NSG operations while

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maintaining mission partner access during the Agency's transition to the NCE. NGA also works with strategic planners from the allied Quadripartite Defense organizations to improve information access and GEOINT data sharing with our international partners.

(U) Improving Mission Services and Governance

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(U) Mission Objective (MO) 1: Defeat Terrorists at Home and Abroad

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(U) MO 2: Prevent and Counter the Spread of WMD

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(U) MO 3: Bolster the Growth of Democracy and Sustain Peaceful Democratic States

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(U) MO 4: Develop Innovative Ways to Penetrate and Analyze the Most Difficult Targets

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(U) MO 5: Anticipate Developments of Strategic Concern and Identify Opportunities as well as Vulnerabilities for Decisionmakers

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(U) NGP Performance-Budget Integration

(U//FOUO) The FY 2009 request begins to document the integration of performance into the NGA program and budget build processes in accordance with the IC's phased approach for implementing a full performance budget. In the past, NGA used performance data to prioritize research and acquisition efforts. During the FY 2009 NGP program build, performance information influenced strategic funding decisions at the corporate level. NGA leadership assessed proposed funding initiatives for the level of contribution to the NGA Focus Areas according to three standards: strategic fit, investment performance, and risk. Consequently, this program integrates investment and manpower requests that enhance NGA's performance—particularly in the areas of

collaboration, interoperability, and responsiveness to our mission partners' needs. The Agency is actively integrating performance-based budgeting requirements into our future program build activities to ensure that we consider performance results in resource decisions. As this endeavor evolves, it will improve NGA's contribution to *NIS* outcomes.

(U//FOUO) NGA has collected and reported performance data for several years. Since 2004, NGA has been assessed under OMB's Performance Assessment Rating Tool (PART). Performance data quality has improved over time; acquisition and IT measures' data is generally the most mature. As NGA applies the PART and other analyses, the Agency will develop more robust performance measures and data across the board.

(U//FOUO) The strategic, management, and integration objectives of my FY 2007 Personal Performance Agreement are reflected in the details of this budget request. My leadership team and I defined strategic goals and outcome-oriented focus areas that provide strategic direction for NGA and ensure the Agency's contribution to a more integrated and collaborative IC. NGA will evaluate its capabilities and investments in accordance with the broader defense and intelligence strategies.

(U) Conclusion

(U//FOUO) As described above, the FY 2009 budget request focuses on NGA's commitment to our operational and IC mission partners as they execute the war on violent extremism and perform other critical missions at home and abroad. With the requested

resources and our emphasis on implementing the NGA Focus Areas, the Agency will continue to supply the most timely, accurate, and actionable GEOINT in the world.

ROBERT B. MURRETT
Vice Admiral, U.S. Navy
Director

(U) NGA Focus Areas

- *(U) Look outward and be the most collaborative partner with the IC and warfighter.*

- *(U) Invest in our people, with a commitment to diversity, to preserve our nation's GEOINT advantage.*

- *(U) Strengthen quality of analysis in concert with other IC partners.*

- *(U) Develop and execute a comprehensive commercial imagery strategy.*

- *(U) Integrate airborne with NTM and other sources.*

- *(U) Implement an IT structure to provide access to and discovery of GEOINT.*

- *(U) Advance basic research and development of leading-edge science and technology.*

- *(U) Achieve front-end–back-end alignment extending from collection platforms, to building a foundation knowledge base, to providing comprehensive access to and assimilation of NGA products and services.*

- *(U) Build new and enhance enduring international partnerships.*

- *(U) Transform mission performance through the NCE and further development of our facilities in the West.*

- *(U) Maintain the highest standards of conduct.*

- *(U) Strengthen governance and performance management.*

(U) BUDGET OVERVIEW

(U) FY 2009 Request

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(U) Budget Request Highlights

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- (U//FOUO) Rephasing the GeoScout Block II program to synchronize the delivery of Increment 12 with the completion of the NCE move. Increment 12 will provide for the replacement of the requirements systems for requesting exploitation of imagery, as well as a geospatial production information management system. Increment 12 also will incorporate workflow process improvements at the data center in the NCE.

- (U//FOUO) Converting contractor funding to government positions to gain efficiencies and effectiveness. The savings from these conversions will support NGA initiatives to improve collaboration, enhance operational support, and improve mission services.

(U//FOUO) This budget request integrates NGA's performance plan with the resources request and includes detailed performance measures and results supporting the IC's migration to a complete performance-based budget by the FY 2010 request. This request—in concert with the FY 2007 NGA Financial Report provided in November 2007, and the FY 2007 NGA Highlights reports provided under separate cover in February 2008—meets the requirements for an annual Performance Accountability Report (PAR). NGA is committed to demonstrating that NGP resources produce measurable results.

(U) Management Oversight

(U) Management oversight for the NGP is provided by:

- (U) Director of National Intelligence
- (U) Secretary of Defense
- (U) Office of Management and Budget.

(U) Funding for *National Intelligence Strategy (NIS)* Mission Objectives

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(U//FOUO) The following projects in the NGP request support each of the *NIS* MOs. (MO1: Defeat terrorists. MO2: Prevent the spread of WMD. MO3: Bolster growth of democracy. MO4: Develop ways to penetrate the most difficult targets. MO5: Anticipate strategic concerns.)

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(U) The chart below (Figure 1) depicts an initial attempt to identify FY 2009 NIP funding by budget category that supports each mission objective. Funding for acquisition projects that have not achieved an initial operating capability, and projects that provide (or will provide) general support for intelligence activities (such as logistics, infrastructure, corporate management), are not included. The IC has mapped budget projects to the mission objectives they support, but has not attempted to identify what percent of each project applies to each mission area. If a project supports multiple mission objectives, the entire project funding will be shown against every associated mission objective. Consequently, there is some "double" counting and total funding shown does not equal the FY 2009 NGP total budget request.

FY 2009 Mission Objectives Funding Summary

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NGP: Program by Expenditure Center, FY 2009

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Figure 2.

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(U) WORKFORCE PROFILE AND EMPLOYMENT PLAN

(U) Demographics

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NGA Tenure

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Figure 3. (U) Workforce Distribution by NGA Years of Service

(U) Civilian Employment Plan

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(U) Recruiting, Hiring, and Retention

(U//FOUO) NGA has hired 600 – 700 new employees per year for the last three years, to reach the total full-time permanent hires authorized. NGA has advance-hired in areas where training lead times are particularly long. NGA will continue to reach or exceed its hiring goals into the future to maintain the required skill base.

(U//FOUO) NGA uses a blended approach to engage and encourage potential candidates with the desired competencies to seek employment opportunities with NGA. To recruit the right people at the right time to meet our evolving mission requirements and improve the diversity of our workforce, NGA has developed and maintained long-term partnerships with academia, professional associations, and minority-servicing organizations for the purpose of recruiting high-quality candidates.

(U) NGA is investing in effective and targeted outreach opportunities to students, faculty, educational institutions, school systems, and underrepresented communities. NGA has corporate recruiters who attend job fairs, conferences and other venues to promote awareness of the mission, careers, and culture of NGA. The pipeline of diverse candidates for entry-level positions will be improved by use of student employment programs, internships, Pat Roberts and Boren Program scholarships, competitive research grants to universities participating in basic and applied research on topics of NGA interest, and other

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(U) To be a prime competitor for the scarce pool of talent, strategic investments are needed to expand communications capabilities and enhance the "NGA brand" in promoting greater awareness of the mission, careers, and culture of NGA. Additionally, the integration of the NGA employee value proposition in recruitment activities will provide potential employees a sense of the essence and culture of NGA, by clearly identifying the tangible and intangible benefits of being a part of the NGA workforce.

(U) Moving to a consolidated East Coast campus in 2011 will create new challenges, as well as new opportunities, to recruit, retain, and realign critical GEOINT and enabling talent. FY 2007 workforce survey results indicate that 60 percent of the impacted population will make the

move, while 22 percent of employees are undecided. NGA will continue surveying its workforce and developing workforce incentive and retention strategies to mitigate potential mission risks.

(U) Training and Development

(U//FOUO) At the request of the House Permanent Select Committee on Intelligence, NGA, in partnership with the USD(I) and the members of the Community Geospatial-Intelligence Training Council (CGTC), conducted a study to identify current GEOINT training provided by NGA and the Services, compare training available to military and civilian personnel, and develop recommendations for the implementation of a unified delivery for GEOINT training to military, civilian, and foreign partners. The findings were reported in August 2007 and included the following recommendations:

- (U) Establishment of a hierarchical body of knowledge that will meet the basic, intermediate, and advanced training needs of the NSG and the IC.

- (U) Professional management of the body of knowledge, framed by academic standards supported by nationally accredited institutions of learning.

- (U) Integration of enabling technologies that facilitate information sharing, joint curriculum development, instructional design, and ease of migration to distance learning.

- (U) A functional management training team under the leadership of NGA that will envision, lead, manage, and oversee the establishment of the Unified GEOINT Training Program.

- (U) Integration of the established competencies that define the work roles to create the foundation for the career paths of those occupations that support the GEOINT mission.

(U//FOUO) The report will guide CGTC decisions and actions to improve community-wide GEOINT training and education.

(U//FOUO) The integration maturity of GEOINT training across the NSG is dependent upon the specific service, agency, or country mission and the definition of existing occupations or specialties in support of

their respective GEOINT activities. Additionally, the evolving nature of GEOINT as a discipline and the rapid advancement in technology makes currency a challenge across NSG training programs.

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(U) Infrastructure

(U//FOUO) NGA's relocation in the East to a consolidated campus in Springfield, Virginia, represents a "once-in-a-lifetime" opportunity to address infrastructure shortfalls and enhance productivity. By improving IT systems, collocating individuals from diverse analytical backgrounds, and enhancing NGA's ability to collaborate with its partners across the government, the Agency can better provide world-class GEOINT for decades. The consolidation vacates about one million square feet of existing leased space, creates organizational synergy, reduces operations and maintenance costs, improves site management efficiency, addresses anti-terrorism and force protection issues, and accommodates actual and programmed agency growth and program capacity issues.

(U) Summary

(U) NGA is facing expanding mission requirements from a growing customer base, and increasing demand for collocation of NGA personnel at customer sites worldwide. NGA is in a time of transition and transformation, and is developing new GEOINT products and services while forming key partnerships with other intelligence agencies. NGA is moving toward an environment of collaborative, predictive, and actionable intelligence. NGA will provide tailored, on-time solutions via a self-service environment (through a service-oriented architecture) for GEOINT customers worldwide, including analysis that is insightful, actionable, and deep.

(U) FY 2009 Request

(U//FOUO) The FY 2009 budget request provides resources to address the Civilian Employment Plan and meet expanding mission requirements. The request supports IC and DoD guidance and priorities, and reflects critical investments to collaborate with and provide GEOINT access to our mission partners when and where they need it. It also spans a critical timeframe in the construction and implementation of the new NGA campus.

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(U) MISSION MANAGEMENT

(U) The Mission Management Budget Category (BC) includes funding for the generation of intelligence needs and requirements; and creation of strategies for collecting, processing, analyzing and disseminating information, especially involving multiple agencies and intelligence methods, including activities for the DNI Mission Managers. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) MISSION MANAGEMENT/TASKING

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(U) MISSION MANAGEMENT/TASKING

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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- (U//FOUO) **GEOINT Committee (GEOCOM)** supports NGA participation in the recently-established GEOINT Requirements Committee—an IC committee designed to build upon the current Deputy DNI/Collection committee structure to further promote cross-discipline collaboration on strategic issues within the IC.

(U//FOUO) All of the activities funded in the Source Tasking, Operations, and Management project work together to uniquely position NGA to support a broad range of mission partner requirements, ranging from military and intelligence operations worldwide to support for responses to natural disasters at home and abroad.

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(U) COLLECTION AND OPERATIONS

(U) The Collections & Operations Budget Category (BC) includes funding for the gathering of information by Intelligence Community elements and the delivery of information to the appropriate customer for use in the production of intelligence or in execution of a national security mission. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) COMMERCIAL REMOTE SENSING

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(U) COMMERCIAL REMOTE SENSING

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) COMMERCIAL REMOTE SENSING
(U) PURCHASES

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(U) Description

(U//FOUO) The resources in the Purchases project provide for the acquisition of Commercial Remote Sensing (CRS) data to support a wide range of geospatial information requirements for the IC, DoD, coalition mission partners, and other federal, state, and local agencies. These resources enable the purchase of commercial data and information such as imagery and imagery-derived products as well as expanded-use imagery and license upgrades. NGA is designated as the agency of primary responsibility for acquiring and disseminating commercial data products and services for all national security requirements and, in consultation with the DOS, all foreign policy requirements.

(U//FOUO) The major efforts funded under this project are the NextView contracts, which ensure the availability of high-resolution commercial satellite data with both the technical characteristics and volume capacity required to meet IC geospatial information requirements. With NextView, NGA invested in pre-full operational capability satellite deployment costs via a contract that increases NGA's commercial data buying power. In return, NGA receives priority commercial collection access and data at a reduced cost. The NextView contracts have expanded to include purchases from existing high-resolution commercial satellites (QuickBird and IKONOS) in addition to the next-generation satellites: WorldView-1, (launched in September 2007) and GeoEye-1 (scheduled for launch in spring 2008).

(U//FOUO) NGA also purchases commercial imagery and products from low- and medium-resolution satellites such as SPOT and RadarSat, and from interferometric synthetic radar and other commercial airborne platforms. Data and products derived from various commercial imagery sources—such as controlled imagery base, HarborView, and airfield graphics—are also purchased to support the GEOINT information requirements of a wide and growing base of imagery product users. Commercial imagery and data also aids in the imagery population of web-enabled GEOINT products such as NGA Earth and Palanterra.

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• (U//FOUO) Providing data, upon request, to the DoD, DHS, Secret Service, and other agencies in support of homeland security missions. Examples include geospatial data and analysis of CONUS facilities to support special security events such as the Super Bowl, and coverage of US border areas to improve the effectiveness of border security operations.

• (U//FOUO) Providing humanitarian relief support, upon request, to the Federal Emergency Management Agency and local authorities during domestic natural disasters—from products to help authorities prepare before a disaster, to damage assessments and situational awareness for relief efforts after a disaster. Unclassified CRS data enables NGA to disseminate imagery to first responders on the ground and provide critical information for the coordination efforts of emergency operations centers and pre- and post-damage assessments; and to assist in the identification of critical infrastructure, evacuation routes, and hazardous material locations.

• (U//FOUO) Monitoring environmental conditions, upon request, to include flood assessments, vegetation changes, or new areas of construction; and providing unclassified CRS data to international groups involved in disaster relief and recovery operations.

(U//FOUO) Commercial data continues to provide numerous benefits in support of IC, DoD, and US policymakers' national security objectives. Examples include:

• (U//FOUO) Improving overall GEOINT readiness and responsiveness.

• (U//FOUO) Achieving numerous core geospatial mission requirements with outsourced production and enhanced processing techniques by vendors, through commercial partnerships.

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• (U//FOUO) Sustaining and enhancing the US CRS industry, thereby encouraging the development of the next generation of commercial satellite data capabilities, consistent with the DNI's goals.

• (U//FOUO) Meeting unclassified imagery requirements. Commercial data is easily shared and released to US allies, coalition partners, international organizations, and the public. For example, commercially collected data can facilitate DOS requirements to share information with foreign governments to advance specific policy goals.

• (U//FOUO) Supporting in-house analysis and production capability on a wide variety of intelligence, military, diplomatic, and civilian issues. Mission partners such as the DOS use these products to assist in the identification of refugee camps in support of war crime studies, planning for emergency non-combatant evacuation operations, and for other US Embassy projects.

(U) Budget Changes FY 2007 – FY 2009

(U) COMMERCIAL REMOTE SENSING
(U) MISSION SUPPORT

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(U) Description

(U//FOUO) The resources in the Mission Support project provide for the support required to oversee, administer, operate, and maintain the CRS Program (CRSP). These efforts include the operational improvement and migration of the current CRS data infrastructure into the overarching National System for Geospatial-Intelligence (NSG) enterprise architecture.

(U//FOUO) CRS Operations efforts include managing NGA's CRSP in support of the NSG strategy development, CRSP program and budget management, operational readiness, policy, and engineering and integration support. These activities provide NGA and the NSG with an interface to the IC, DoD, other federal/civil organizations, and the commercial imagery industry. CRS Operations includes resources for:

- (U//FOUO) Requirements management and tasking support for the acquisition of CRS data and licenses in support of NGA and mission partner requirements for GEOINT.

- (U//FOUO) Technical and analytical services and performance metrics under the Civil and Commercial Applications project to ensure the image quality of commercial satellite data and to solve problems regarding the integration of CRS information into NGA and NSG exploitation processes and operations.

- (U//FOUO) Support and services to receive, archive, and disseminate CRS data in a timely and efficient manner.

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(U//FOUO) As part of its CRS management responsibilities, NGA developed and is executing the *CRS Strategic Implementation Plan (SIP)*. The SIP outlines NGA's vision for integrating CRS data into the NSG. It focuses on optimizing NGA's capability to exploit commercial sensor data, and on providing imagery services, imagery-derived products, and imagery support data to NGA's mission partners. The SIP provides the strategy and guidelines for the integration of CRS data into existing and planned NSG programs and systems. This encompasses a wide range of functions—from tasking, ordering and throughput, to production, exploitation, and architectural requirements; and from policy and strategic partnerships to training requirements. Of the 116 specific shortfalls identified through the SIP process, 68 have been completed or are in the process of implementation (24 of the 32 Priority 1 items are complete). CRS continues to work on the remaining 48 shortfalls.

(U//FOUO) Commercial imagery provides unique open source information, which adds value to other sources and supports strengthening analytic expertise, methods, and practices. The CRSP Office has established an outreach program to educate users on accessing and exploiting commercial imagery. NGA outreach teams visit NSG user sites worldwide, including federal civil organizations, combatant commands, and foreign mission partners.

(U) Budget Changes FY 2007 – FY 2009

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(U) PROCESSING AND EXPLOITATION

(U) The Processing & Exploitation Budget Category (BC) includes funding for the processing and exploitation of intelligence information. Processing is the manipulation, translation, or conversion of data to manageable and/or intelligence forms. Exploitation is the interpretation of data to produce information that is useful for the intelligence purposes. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) MISSION PROCESSING AND EXPLOITATION

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(U) MISSION PROCESSING AND EXPLOITATION

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) MISSION PROCESSING AND EXPLOITATION
(U) ADVANCED GEOSPATIAL INTELLIGENCE (AGI)

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(U) MISSION PROCESSING AND EXPLOITATION
(U) NSG OPERATIONAL SYSTEM ACQUISITION

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(U) Description

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(U//FOUO) Specific activities funded through this project include:

- (U//FOUO) Acquisition to ensure worldwide operation of the NSG architecture.

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- (U//FOUO) Insertion of new technologies into the NSG to provide end-users with state of the art exploitation tools, search engines, and visualization services.

- (U//FOUO) Recapitalization of hardware and Image Product Library (IPL) communications to support DoD GEOINT activities (as outlined in MOAs between NGA and the Services).

(U) Data Center Migration

(U//FOUO) NGA is engaged in a series of transformational processes, which upon completion, will fundamentally change the means and methods by which GEOINT data is stored, retrieved, and disseminated across the NSG enterprise. This transformation effort is intended to achieve integrated management of electronic GEOINT content with maximum efficiency and value for users. The initial NSG enterprise focal points for this transformation are the Data Center Migration (DCM) and NGA Data Center (NDC) initiatives, which standardize and upgrade the ingestion of, and access to GEOINT information in a centralized multiple security level, net-centric, and data-centric construct.

(U//FOUO) The DCM and NDC efforts establish a systematic and dynamic means of preserving and disseminating virtually all facets of GEOINT information—independent of vendor specific hardware and software elements—to assure worldwide electronic access to GEOINT information and data for current and future NGA customers. NGA's data lifecycle management processes, which include methods for content creation and the transfer, ingest, management, and access of all electronic content, will automate and facilitate the delivery of GEOINT in formats suited to customers needs.

(U//FOUO) DCM efforts are focused on the creation of a homogenous, net-centric and data-centric operations platform at NGA facilities in St. Louis, MO known as NDC-West. NDC-West encompasses the complete data center activity in St Louis comprised of the building, power, cooling, infrastructure, and the tenants of the data

center including the St. Louis Information Library (STIL). The STIL provides a central repository for NGA's imagery. NGA is currently migrating existing NSG libraries—primarily the National Information Libraries (NIL) and Command Information Libraries (CIL)—to the STIL. In FY 2008, NGA will complete the build-out for storage of the STIL secret collateral (SC) holdings and initiate the build-out for storage of SCI information. The migration of library capabilities will provide mission operations continuity during the transition and consolidation of all NGA east coast analysis and production efforts to the NCE.

(U//FOUO) NDC-W migration activities also include:

- (U//FOUO) Enabling phased transition of existing data stores to ensure uninterrupted external/internal mission partner access to data/products.

- (U//FOUO) Providing mission partner access to GEOINT holdings via a data-centric, web services-based interface.

- (U//FOUO) Providing increased volumetrics storage to meet projected growth in data and mission partner access requirements.

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(U) Dissemination and Storage

(U//FOUO) Project resources are also used to enable improved dissemination and storage of GEOINT data. Resources provide NGA analysts and NSG mission partners with common electronic data access to GEOINT holdings from NSG libraries. Data access enables a broad spectrum of requirements to be met ranging from current operations and crisis support for tactical and humanitarian missions to planning and strategy development.

(U//FOUO) The GEOINT Knowledge Base (GKB) will serve as the overarching architectural element for storage, management, discovery, retrieval, and access of all forms of GEOINT data. The GKB development plan incorporates the migration of L/H data systems whose contract vehicles are nearing completion with the development and deployment of new libraries and services. The objective of the GKB is to serve as an NSG-level asset for the discovery, management, and retrieval/access of GEOINT data across the IC/DoD community.

(U//FOUO) As the NSG functional manager, NGA will ensure requirements for data services from all members of the IC/DoD are considered in the GKB architecture and development roadmap. The architectural approach to the GKB incorporates web-based services to help ensure broad access to data and to support interoperability and collaboration in GEOINT operations/analysis across the IC/DoD while eliminating the potential for "islands of information" within the current architecture.

(U//FOUO) The following programs and activities are currently supported within the dissemination and storage subproject:

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- (U//FOUO) Information Delivery supports the distribution of imagery from various sources (such as national and theater) to individual workstations (hardcopy and softcopy) via the NSG libraries at the lowest security classification possible. Information Delivery capabilities provide the migration path for both the NSG information delivery services and the Broadcast-Request Imagery Technology Experiment (BRITE) sustainment. BRITE provides access and retrieval capabilities primarily for tactical users in the special operations community.

- (U//FOUO) Communications Architecture provides the connectivity necessary to disseminate GEOINT products to libraries deployed worldwide. The NGA/Services Demarcation MOA earmarks most of this funding for the Services. The MOA

distinguishes programmatic roles for providing NSG capabilities. Communications Architecture also provides for message handling systems to enable connectivity with the IC.

• (U//FOUO) Information Access Services (IAS) provide users with the capability to research and retrieve information stored within the NSG libraries and other NSG-compliant repositories. Since IAS is a proprietary software/COTS hardware solution, it will migrate to the all-COTS-software NSG Discovery Services (NSG-DS), which will allow web-based search and discovery of all forms of GEOINT data. NSG-DS integrates horizontal fusion services and GEOINT-specific functions required by NSG users.

• (U//FOUO) The Geospatial Services Program (GSP) will continue to develop methods to consolidate and standardize (where possible) GEOINT data typically stored and managed as vector or centerline data. The GSP builds on the efforts of the GeoNames, GeoFeatures, Maritime, Aeronautical (GGMA) initiative, which will likely expand to include other communities of interest that incorporate vector data, such as transportation analysis and facilities analysis. GGMA manages data as database records (vice files), which allows NSG users to more efficiently retrieve data on individual instances (such as a particular building or single target) or groups of data objects. GSP will generalize the work completed by GGMA to better position vector data to be folded into the GKB as integrated datasets capable of supporting mission specific user requirements.

(U) **Exploitation**

E.O. 13526 1.4 (c)

E.O. 13526 1.4(c)

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(U) Information Management

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- (U//FOUO) PMAA provides a suite of geospatial production information tools to manage requirements, identify, and track necessary production activities, and manage the end-to-end collection of both national and commercial imagery. PMAA is fully integrated with the current high-resolution commercial data providers for electronic communication of orders and tracking order status, and will support commercial imagery contracts. NGA analysts and all NGA external partners can access PMAA, which hosts imagery request capabilities on the Internet, SIPRNet, and JWICS, and supports NGA's role as the broker for all US Government commercial imagery procurement.

(U) Processing

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(U) MISSION PROCESSING AND EXPLOITATION
(U) NSG SYSTEMS ENGINEERING

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(U) Description

(U//FOUO) NSG Systems Engineering project resources provide for engineering services across the NGA enterprise. These services include engineering development activities for GEOINT production systems and corporate management systems. The funding in the FY 2009 request for NSG Systems Engineering is crucial to the successful deployment of NGA's complex mission systems to the NCE. Project activities are divided into two categories: Enterprise Engineering (EE) and System Integration.

(U) Enterprise Engineering (EE)

(U//FOUO) EE supports the NSG by conducting activities in four general areas: Architecture and Standards, NGA Engineering, NSG Systems, and Source Integration.

(U//FOUO) Architecture and Standards activities include:

- (U//FOUO) Defining the operational and technical views of the NSG architecture and the associated performance analysis parameters.

- (U//FOUO) Defining and developing engineering and data standards to ensure interoperability between NTM, commercial satellite, DoD, coalition, and airborne data providers.

- (U) Defining standards for GEOINT products to enhance their usability among DoD and IC partners.

(U//FOUO) NGA Engineering activities include:

- (U//FOUO) Supporting the development and maintenance of NGA's corporate strategic planning and management program.

- (U//FOUO) Executing an efficient configuration management process to assist in allocating requirements to development contractors.

- (U//FOUO) Maintaining the integrated master schedule to assure NGA segment/project software configuration management, dependency identification, and schedule risk analysis for new capability development, migration, project integration, deployment, and operational activities.

- (U//FOUO) Developing and maintaining an unclassified and classified integrated data environment consisting of a web-based suite of systems engineering tools.

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- (U//FOUO) Developing and analyzing enterprise-level requirements including operational architecture integration, data engineering, external interface specification maintenance, performance modeling, and configuration management for all NGA-controlled NSG systems, segments, and projects.

- (U//FOUO) Supporting systems engineering, software engineering, and software acquisition process improvements to increase the efficiency and effectiveness of the NSG development activities.

- (U//FOUO) Delivering integrated end-user support.

- (U//FOUO) Developing and maintaining an enterprise-level test and evaluation master plan.

(U//FOUO) Source Integration activities, which address national, commercial, and airborne source systems, include:

- (U//FOUO) Developing and maintaining requirements for NSG source and integrated sensor-neutral exploitation tools.

- (U//FOUO) Providing enterprise-level scenarios, timeline analysis, product quality assessments, and performance capability analysis.

- (U//FOUO) Integrating, testing, and verifying commercial imagery capabilities and interfaces into the NSG.

- (U//FOUO) Defining requirements and interfaces related to the integration of airborne imagery (still and motion) and AGI into the NSG.

- (U//FOUO) Supporting new GEOINT source sensor initialization and developing associated capabilities for TPED.

- (U//FOUO) Providing enterprise risk management and perform modeling and simulations to ensure successful transition of r source capabilities to users.

- (U//FOUO) Conducting independent verification and validat (IV&V) and integration testing for new sources.

(U) **System Integration**

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- (U//FOUO) Performing the functions of the NSG System Integrator for L/H NSG systems, which include more than 35 systems or segments.

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- (U//FOUO) Operating and maintaining a robust Integrated Test Facility (ITF) that serves as the cornerstone for the integration of NSG capabilities by:

— (U//FOUO) Performing system and segment level integrated testing and evaluation of hardware and software components prior to deployment.

— (U//FOUO) Coordinating with the Joint Interoperability Test Command to provide DoDIIS certification support prior to system deployment.

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— (U//FOUO) Providing integrated mission partner support and a single user interface for image/product quality.

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(U) MISSION PROCESSING AND EXPLOITATION
(U) ANALYSIS AND INTEGRATION CENTER (AIC)

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(U) ANALYSIS AND PRODUCTION

(U) The Analysis & Production Budget Category (BC) includes funding for the conversion of information or intelligence information into finished intelligence through the integration, analysis, evaluation, and/or interpretation of available data and the preparation of intelligence products in support of customer requirements. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) ANALYSIS

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) ANALYSIS
(U) REGIONAL

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(U) Description

(U//FOUO) Regional project resources provide GEOINT analysis and production that focus on the nation's most pressing intelligence issues related to specific countries and activities in the geographic regions of the world. Project resources support the delivery of GEOINT products and services to national policymakers, military decisionmakers, DoD and IC operational forces, IC analysts, civilian federal agencies, and international organizations, allies, and coalition partners at the direction of the DNI and/or DoD.

(U//FOUO) NGA's regional GEOINT capabilities provide analysis and reporting in support of US national security objectives, current operations, and other mission partner requirements. Project resources enable the following:

E.O. 13526 1.4(c)

(U//FOUO) The subprojects described below include resources that provide analytic manpower, contract support, and funding for day-to-day operational travel, specialized individual training, consumable supplies, and minor equipment replacement.

E.O. 13526   1.4 (c)

(U) Operations Support

(U//FOUO) Operations Support resources provide centralized operational guidance and services for all NGA analytic operations described in this project and in the Transnational, Homeland Security, Warning, Advanced Geospatial Intelligence (AGI) Analysis, Analytic Integrity and Standards, and the Analysis and Integration Center (AIC) Analysis projects. These activities include:

- (U//FOUO) Centralized guidance to assure a balanced, agency-wide analytic focus on the highest priority intelligence issues and mission activities conducted by GEOINT analysts in NGA facilities and on site at partner locations.

- (U//FOUO) Centralized services, which include the following:

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— (U//FOUO) Funding for all Analysis and Production Directorate employee PCS travel and transportation or storage of household goods. PCS support includes rotation of analysts externally assigned on-site at COCOMs, Service operational bases or intelligence centers, and other IC facilities; and analysts involved in multiple-intelligence (multi-INT) production operations with other IC mission partners. These efforts complement the resources in the Deployed Operations project, which provides the administrative support for NGA externally-assigned personnel once the PCS moves are accomplished and the personnel are on-site.

— (U//FOUO) Centralized services also include a single work force development and tradecraft office to strengthen GEOINT expertise, methods, and practices.

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(U//FOUO) NGA's transnational GEOINT capabilities provide analysis and reporting in support of US national security objectives and other mission partner requirements. Project resources enable:

- (U//FOUO) Support to CP and counter-WMD efforts.

- (U//FOUO) Support to arms control efforts.

- (U//FOUO) CT analyses and operations support.

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- (U//FOUO) Crisis support and in-depth research on a range of GEOINT issues.

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(U) Budget Changes FY 2007 – FY 2009
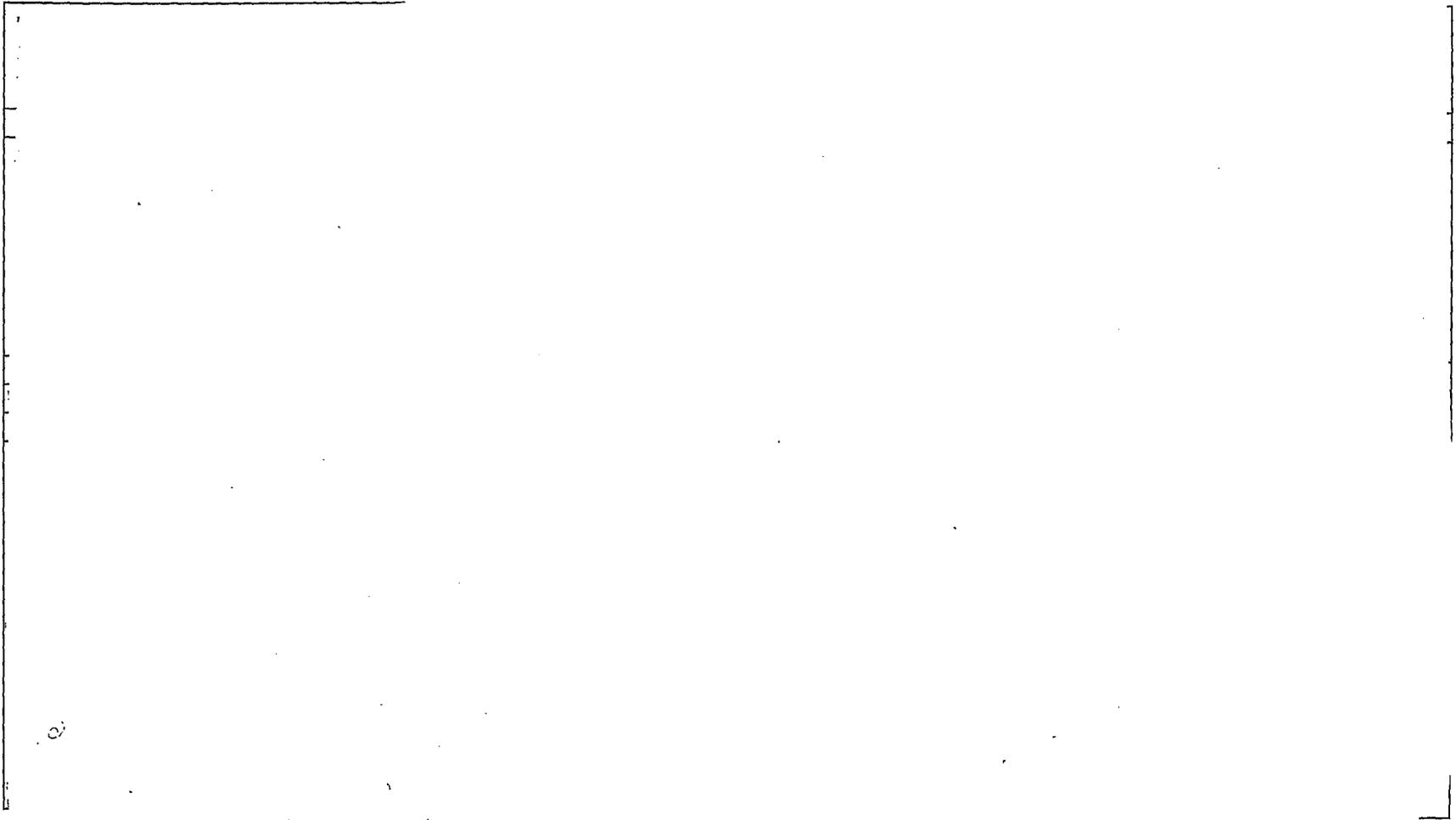
(U) ANALYSIS
(U) ADVANCED GEOSPATIAL INTELLIGENCE (AGI) ANALYSIS

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(U) Description

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(U//FOUO) Project resources support NGA AGI analysis and production and provide oversight and guidance for internal and Service AGI analysis and production activities. NGA continues to integrate AGI into the NSG analytic enterprise to improve the overall timeliness and quality of GEOINT products for NGA's operational and IC mission partners. While the AGI capability continues to mature, project resources support efforts to expand and refine the use of AGI data by analysts throughout the NSG.

(U//FOUO) AGI Analysis resources also support the US Army's National-to-Theater (NTT) program, which provides critical time-dominant AGI exploitation and analysis to COCOMs and Joint Task Forces to satisfy immediate operational intelligence requirements. In addition, project resources support in-depth analysis of AGI data and related production of AGI products at the Air Force National Air and Space Intelligence Center (NASIC), located at Wright Patterson Air

Force Base in Dayton, Ohio. Beginning in FY 2009, this project will provide an AGI production capability for both the Navy and Marine Corps.

(U) ONIR AGI Analysis

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(U) Budget Changes FY 2007 – FY 2009

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(U) Description

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(U//FOUO) NGA continues to enhance forward-deployed GEOINT capabilities while providing analysis and products in support of US national security objectives. The size of NGA's analytic work force is growing in direct response to an increase in mission partner requirements. OGS trains and prepares this work force to meet specific deployment mission requirements and continues to improve deployable technologies to fulfill partner requirements and support national security goals and objectives.

(U//FOUO) As NGA continues to provide support for the GWOT, OGS has refined operational concepts related to deployed and externally assigned personnel. OGS implements a unified structure to provide on-site operational collaboration and support to partners at other national and IC agencies, the COCOMs, Service commands and intelligence centers, international partners at overseas locations, and other sites as required for contingency operations and joint task forces.

(U//FOUO) OGS manages and executes the project resources to provide a sole focal point for centralized program management of both deployed (extended TDY) and externally assigned (PCS) personnel.

(U) Deployed Operations

(U//FOUO) NGA's deployed operations encompass the full range of GEOINT: imagery; imagery intelligence; geospatial analysis; and production operations, support, and services. These activities serve as the basic foundation for information sharing, collaborative analysis, and operational support.

(U//FOUO) NGA is implementing new deployment strategies to improve the operational effectiveness of, and support for, the deployed work force. For contingency operations (such as those in Iraq and Afghanistan), NGA augments regular NSTs with temporary NSTs and equipment to support deployed military or intelligence units. Temporary NSTs consist of government, contract, and military personnel who deploy to operational locations worldwide with a broad suite of transportable, self-sustaining systems and capabilities.

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(U//FOUO) NGA analysts operate these systems and related communications equipment to rapidly deliver accurate, customized, mission-specific GEOINT products and services directly to the operational area. These temporary NSTs and MIGS teams:

- (U//FOUO) Provide customized team capabilities to meet the specific needs of the operational mission partner.

- (U//FOUO) Deploy with the units they support in times of crisis to provide local GEOINT support and services to contingency operations.

- (U//FOUO) Educate operational units on the use of NGA products, information, and services.

- (U//FOUO) Devise mission-specific production and technical solutions for operational mission partner requirements.

- (U//FOUO) Assess new products, data, and functionality with the mission partner. .

- (U//FOUO) Promote process improvement, co-production, and the use of distributed databases.

- (U//FOUO) Provide electronic reach-back capability to CONUS-based NGA analytical assets, products, and services.

(U//FOUO) Project resources support the OGS Deployed Operations Division. These resources enable the division to serve as the authority for coordinating NGA policy, planning, deployment, support operations, and augmentation to the COCOMs—and any other NGA mission

partners operating in a crisis or contingency situation. As the central management capability for NGA's deployed operations, the OGS Deployed Operations Division:

- (U//FOUO) Provides a single focal point to enable efficient management of NGA's deployed and externally assigned employees.

- (U//FOUO) Satisfies validated NGA deployment requirements in support of external mission partners.

- (U//FOUO) Facilitates and provides specialized readiness training and preparation of personnel preparing for OCONUS contingency and crisis deployments. Training topics include: small arms familiarization, mine awareness, and chemical, biological, radiological, nuclear, and explosives awareness.

- (U//FOUO) Ensures that deployed personnel have adequate systems and equipment for their assigned operational area.

- (U//FOUO) Determines the composition of teams and systems to provide tailored on-site geospatial information products and services to best meet mission requirements.

- (U//FOUO) Facilitates NGA personnel participation in military exercises that provide valuable training and experience.

(U) Deployed and Externally Assigned Support

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(U//FOUO) OGS' Support Division focuses on the support requirements and unique needs of the growing number of externally assigned NGA employees. OGS account managers are assigned to NSTs to facilitate the single-point-reach-back concept. Account managers work with Washington, DC-area or St. Louis, MO-based NGA personnel to enable home organizations to identify and implement

solutions to issues affecting their externally assigned employees. Employees supported by the Support Division include the GEOINT analysts and production staff—funded under the Regional, Transnational, and Homeland Security projects—assigned to permanent NSTs. Specifically, the Support Division:

- (U//FOUO) Serves as an advocate for externally assigned personnel to ensure issues resolution.

- (U//FOUO) Serves as the functional manager for Travelnet—NGA's on-line web-enabled travel tracking system. TravelNet enables users to track all OCONUS travel, ensuring full accountability of all NGA personnel overseas.

- (U//FOUO) Validates satisfaction of all travel requirements (such as theater/country clearances, passports, visas, specialized training, and medical shots) prior to employees traveling OCONUS.

- (U//FOUO) Provides administrative support (such as travel orders and time and attendance support) to externally assigned personnel and a technical interface with NGA organizations responsible for providing equipment and software to externally assigned personnel.

- (U//FOUO) Ensures that consistent and comprehensive MOAs and MOUs are established and maintained between NGA and the external organizations that host NGA personnel.

(U) This project is funded jointly in the NIP and the MIP. Refer to MIP CJB, Volume VI. The following sections address only NIP-funded activities.

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(U) Description

(U//FOUO) Homeland Security (HLS) project resources provide GEOINT analysis, production manpower, and contract support to respond to high priority domestic threats and natural disasters. These resources also purchase critical infrastructure data to support HLS emergency planning and homeland defense (HLD) threat analysis as well as providing for operational travel, consumable supplies, specialized individual training, and minor equipment.

(U//FOUO) Specific activities in support of HLS and HLD missions include the following:

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- (U//FOUO) Providing GEOINT analyses and assessments to DHS and the FBI in support of border security and in response to transnational criminal activities such as human or drug smuggling.

- (U//FOUO) Providing GEOINT analyses and damage assessments at the request of FEMA to support consequence management and long-term recovery following a disaster.

- (U//FOUO) Providing highly specialized data of US urban areas' critical infrastructure and key resources at both national and local levels of detail.

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- (U//FOUO) Providing GEOINT analysis on the effects of manmade and natural disasters globally. This analysis is often time-sensitive and includes damage and other assessments related to terrorist attacks, wildfires, earthquakes, tsunamis, hurricanes, typhoons, floods, and tornadoes. These products are typically provided directly to federal civilian agencies, the DoD, the IC, and to international relief organizations via the DOS Office of Foreign Disaster Assistance. A recent example of this disaster support is the NGA analysis provided to federal and state authorities during the October 2007 California wildfires.

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(U) ANALYSIS
(U) WARNING

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(U) Description

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- (U//FOUO) Backup Support for COCOMs: NGA provides backup GEOINT exploitation and reporting for the COCOMs when requested. This activity ensures the most critical targets for each command can be exploited and reported even when a command's exploitation system is inoperable.

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(U) Description

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(U//FOUO) **International Operations** activities funded in this project include the following:

- (U) Execution of ODNI and Secretary of Defense (SecDef) imagery disclosure and release authorities.

- (U) Development, coordination, recommendation, and issuance of GEOINT data and information policy, as appropriate, on behalf of the Director, NGA, the ODNI, and SecDef.

- (U) Execution of ODNI and SecDef imagery disclosure and release authorities.

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(U) ANALYSIS
(U) ANALYTIC INTEGRITY & STANDARDS (AIS)

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(U) Description

(U//FOUO) AIS project resources provide NGA support to the Office of the Assistant Deputy DNI for Analytic Integrity and Standards to establish IC standards and evaluation methods, and develop standardized IC training. Project resources also provide for the following activities:

- (U//FOUO) Analytic ombudsman services for NGA.

- (U//FOUO) Standards and review processes for GEOINT products and information.

- (U//FOUO) Review of GEOINT products and information (using sampling methods).

- (U//FOUO) Analysis with quality review data and customer feedback information.

- (U//FOUO) Outreach to other DoD, IC, public, and private sector organizations for the purpose of sharing quality practices, communication and guidance regarding quality methods, and training and education on structured analytical techniques—all of which aim to improve the quality of NGA and IC-wide analysis.

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(U) ANALYSIS AND INTEGRATION CENTER (AIC) ANALYSIS

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(U) ENTERPRISE INFORMATION TECHNOLOGY

(U) The Enterprise Information Technology Budget Category (BC) includes funding for the implementation of IT activities (as defined by OMB circular A-76) that provide general support to a Program. This category includes operation and maintenance of common user communications and computing systems. Special purpose computing or communications systems used in some Collection & Operations or Processing & Exploitation activities are not included. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) ENTERPRISE IT SYSTEMS

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) ENTERPRISE IT SYSTEMS
(U) PLATFORMS

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(U) Description

(U//FOUO) Platforms project resources support the NGA corporate computing infrastructure that provides business tools and applications for NGA employees. Specific activities and services include the following:

- (U//FOUO) Management of corporate applications and web services with a single repository (such as PeopleSoft) for information supporting all human resource management requirements and the DNI Analytical Resource Catalog reporting requirements. These services also support facility space planning and management and asset tracking.

- (U//FOUO) Operation and maintenance of NGA's Financial Information Tool Suite (FITS) to support internal analysis and tracking of NGP and NGA MIP resources and preparation of financial deliverables to oversight organizations and NGA decisionmakers.

- (U//FOUO) Desktop services that support the administration of servers for all NGA personnel and mission partners who require access to NGA networks: the top secret/SCI network (NGANet), the secret network (SECNet), and the sensitive but unclassified network (SBUNet). Desktop services include:

    — (U//FOUO) Back-up and recovery services to ensure timely and accurate availability of NGA data in the event of system failures.

    — (U) Deployment and maintenance of corporate workstations and hardware, to include the movement, installation, and proper disposal of workstations and associated hardware.

- (U) Management of efforts related to the solicitation, selection, award, management, settlement, and retirement of contracts and business agreements for all agency IT goods, services, and data.

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(U) ENTERPRISE IT SYSTEMS
(U) CONNECTIVITY

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(U) Description

(U//FOUO) Connectivity project resources support the installation and maintenance of NGA's worldwide network circuitry. This includes the operation and maintenance of an infrastructure that links various data types and transport protocols to support worldwide dissemination of critical imagery data and products to tactical, theater, and national-level decisionmakers, planners, and operational forces. Additionally, the resources support communication system sustainment activities to ensure adequate secure and non-secure circuitry is available for analog (declining use) and digital (growing demand) voice and data delivery. This project also includes resources for the sustainment of corporate telephone suites, video teleconference (VTC) capabilities, and bundled communications services—enabling GEOINT production and dissemination to all NGA mission partners (including the IC, DoD, and civilian partners worldwide).

(U//FOUO) Project resources enable connectivity across and support for NGA's technical infrastructure, LANs and wide-area networks (WAN), leased lines, and communications services.

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In addition, NGA operates an effective preventative maintenance program to support the networks and infrastructure, ensuring minimum downtime for these critical services.

(U//FOUO) NGA's LAN/WAN services support around-the-clock operations for the NGANet, SECNet, and SBUNet. Corporate resources provide troubleshooting and technical and engineering support for network upgrades and modifications to support NGA priorities. GeoScout-related infrastructure modernization activities funded under the Mission Processing & Exploitation EC are primary catalysts for modifications to the networks. Project resources also support the Interim Transition Capability (ITC) and its associated WAN. The ITC is a data site that will be located in the Washington D.C. area to serve as a Level 3-compliant alternate data site during NGA's transition to the NCE, ensuring critical mission continuity and support to NGA's mission partners.

(U//FOUO) These resources provide for leased lines and communications services and cover recurring costs associated with wide-area bandwidth purchases from the Defense Information Systems Agency, Defense Telecommunications Services-Washington, and other communications mission partners. Project resources also ensure payment of NGA's Defense Information System Network (DISN) fees and enable communications engineering support—undertaken by GeoScout and commercial vendors—to keep pace with NGA mission applications, voice, VTC, and command and control communication functions. (b)(1)

(U) ENTERPRISE IT SYSTEMS
(U) MANAGEMENT AND SUPPORT

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U) Description

(U//FOUO) The resources in the Management and Support project provide contract support for the management and operation of the NGA data center and network operations centers, and systems operation and maintenance for NGA disaster recovery centers. Activities funded under this project are categorized as Configuration Management, Incident Management, or Information Resource Management. These resources support: system administration and monitoring; Enterprise Service Center (ESC) operations; access control functions; IT portfolio management; IT strategic planning and policy; enterprise architecture; and GEOINT standards. The funding increase for this project is due primarily to the functional realignment of resources from other projects to support OCIO activities.

(U//FOUO) **Configuration Management** resources support asset, configuration, and change management as follows:

- (U//FOUO) Asset management activities focus on identifying, documenting, and controlling the hardware and software items that comprise NGA's IT infrastructure. IT asset management includes the management of inventory, software licenses, procurements, leases, and warranties; cost accounting; and retirement and disposal of IT related equipment.

- (U//FOUO) Configuration management activities include identifying, controlling, maintaining, and verifying the versions of configuration items in the IT infrastructure. Configuration item information is stored in the Configuration Management Database.

- (U//FOUO) Change management activities include planning, managing, executing, and validating the installation, movement, modification, and removal of hardware, software, and communication equipment; and documenting procedures associated with the operation, support, and maintenance of operational IT systems, including the ITC WAN.

(U//FOUO) **Incident Management** resources fund the ESC, which records, manages, and resolves NGA IT infrastructure incidents reported by NGA users. These incidents may require user access to information or technical assistance to resolve the problem. The ESC must effectively manage these incident activities in order to maintain the availability and capacity of NGA's globally dispersed information and communication infrastructure, which is critical to providing GEOINT in support of national security priorities. The ESC handles over 160,000 operational user contacts per year, which are then categorized and prioritized to maximize response efficiency. The ESC then analyzes these incidents in order to gain a better understanding of the NGA users' and operational mission partners' demand patterns.

(U//FOUO) **Information Resource Management (IRM)** efforts, managed under the NGA OCIO, focus on ensuring the sound strategic operation of NGA's IT infrastructure, lifecycle IT investment, IT policy, and fulfillment of NGA's National System for Geospatial-Intelligence (NSG) functional management responsibilities. Specific activities include:

- (U//FOUO) IT Portfolio Management, which provides IT program analysis and reporting to include IT business case assessments, performance management via capital planning and investment control processes, and enterprise-wide earned value management and independent cost analysis.

- (U//FOUO) IT Strategic Planning and Policy, which supports NGA's Information Sharing Executive by initiating and enabling development of IT plans and policies that comply with community

objectives. This activity supports NGA's internal processes for IT strategic planning and increases the access to and dissemination of GEOINT.

- (U//FOUO) Enterprise Architecture, which enables the management of GEOINT standards and the evolution of the NSG architecture, as follows:

    — (U//FOUO) NGA, in its NSG functional management role, leads the development of GEOINT standards through the National Center for Geospatial Intelligence Standards (NCGIS)—a focused enterprise-wide program that identifies and adopts common standards instrumental to NSG interoperability.

    — (U//FOUO) IRM activities support the evolution of the NSG enterprise architecture by ensuring the integration of system capabilities from multiple projects while avoiding capability overlap.

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(U) ENTERPRISE IT SYSTEMS
(U) SYSTEMS MAINTENANCE

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(U) Description

(U//FOUO) The Systems Maintenance project provides resources for the maintenance of operational NGA tasking and production systems and applications. This project funds two main efforts: GEOINT Systems Sustainment and Deployed Systems Sustainment.

(U) GEOINT Systems Sustainment

(U//FOUO) GEOINT Systems Sustainment resources provide for the operation, maintenance, and sustainment engineering (engineering performed to maintain operational status) to guarantee the operational integrity of NGA's production systems. This effort also provides for NGA's software licensing program and service quality management efforts, and complements the workstation installation and desktop support activities funded under the Platforms project.

(U//FOUO) The operation and sustainment (O&S) of NGA legacy/heritage (L/H) production systems (such as preventive, adaptive, and corrective maintenance; change control management; and system support for over 80 information systems) includes around-the-clock support at NGA and mission partner locations worldwide via on-site, virtual, or help desk support. NGA provides this support for major systems such as:

- (U//FOUO) The Requirements Management System (a collection, processing and tasking system).

- (U//FOUO) The National Exploitation System and the Imagery Exploitation Support System (information management systems).

- (U//FOUO) The National Information Library (NIL) and the Command Information Libraries (CIL) (archive and dissemination systems).

- (U//FOUO) The Integrated Exploitation Capability (IEC) and the Data Capture and Finishing Environment (exploitation systems).

(U//FOUO) NGA's software licensing program provides economy of scale cost benefits by entering into Agency-wide agreements with COTS software vendors. These efforts reduce initial investment and O&S costs and provide the Agency with the most flexible suites of software compliant with the Joint Technical Architecture, which promotes systems interoperability by mandating a minimum set of standards and guidelines for developing DoD information systems. The licensing program also collects and centrally stores information on major software assets owned by the Agency—such as software developed by Oracle, Sybase, Microsoft, Informix, and others—for reallocation or disposal.

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(U//FOUO) These resources also enable service quality management efforts and support for International Standards Organization activities to identify and implement process improvements and attain excellence in industry standard processes.

(U//FOUO) Deployed Systems Sustainment resources provide for the O&S of NGA's deployed production systems (primarily the Mobile Integrated GEOINT System). These worldwide IT deployment services are essential to deployed NGA Support Teams (NST), enabling them to support military, intelligence, and civil mission partners by providing customized imagery and geospatial products and services tailored to current operations.

(U) Budget Changes FY 2007- FY 2009

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(U) ENTERPRISE IT SYSTEMS
(U) DATA HANDLING AND END-USER FUNCTIONALITY

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(U) Description

(U//FOUO) Data Handling and End-User Functionality project resources support GEOINT data repositories, data search and manipulation tools, collaborative services, and tools for producing and disseminating finished products to NGA's mission partners. Project resources support the data layer and middleware used by NGA personnel and mission partners to access and manipulate GEOINT data. Activities funded under this project include Imagery Dissemination, Media Generation, Portal/Gateway Services, and Records Management.

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(U//FOUO) **Media Generation** resources enable the acquisition, printing, digital replication, and tailoring of NGA products supporting the dissemination of timely, accurate GEOINT to NGA's mission partners. Annual NGA media production includes: approximately 4.8 million maps and charts and 75 thousand atlases printed; over 1 million optical media replicated for NGA standard products; and over 200 thousand tailored products generated as media. NGA produces GEOINT in different electronic formats to support the specific needs of its mission partners. This activity also provides for 21 Demand-Based Geospatial Intelligence (DBGI) sites (formerly known as Remote Replication System sites) worldwide and facilitates delivery of 13 million Flight Information Publications and other safety of navigation products.

(U//FOUO) **Portal/Gateway Services** resources enable worldwide electronic access and delivery of NGA and commercial partner products and information across multiple security domains via web-based interfaces that provide access to GEOINT, imagery, and geospatial information databases. NGA gateway servers are located in St. Louis, MO, and Washington, DC, with products available for distribution on ten classified and unclassified networks. This activity manages access, delivery, brokering, nomination, distribution, and other dissemination services to ensure GEOINT is available to support mission partner objectives. The portal/gateway service also provides on-demand access to unclassified geospatial data and GEOINT products and services for authorized NGA partners and co-producers. The development of these capabilities will allow an expanding group of authorized users—including first responders, local, state, federal and IC professionals—to easily discover and access GEOINT data, information, and expertise through a web browser using current and emerging Internet technologies. Rapid access to multiple sources of unclassified GEOINT will benefit US and coalition forces in the operational planning and execution of missions. These capabilities were demonstrated in NGA's assistance to extinguish California wildfires in 2007 and are being enhanced through the use of best commercial practices and proven electronic commerce self-service models.

(U//FOUO) **Records Management** resources provide storage systems and enable development of policies and procedures to manage NGA's recorded information. Records management activities encompass the creation, maintenance, use, and disposition of records—regardless of the media involved. Essential elements of the records program include: issuing up-to-date program directives; properly training those responsible for implementation; publicizing the program; and carefully evaluating the results to ensure adequacy, effectiveness, and efficiency. In addition, records management maintains storage systems for agency classified and unclassified networks, and enterprise applications (including the Defense Messaging System, Multimedia Message Manager, enterprise-wide e-mail, and file and print services). These storage systems meet NGA's immediate needs for IT system backup and data restoration capabilities. Records Management resources also enable the management of NGA's declassification program (for records 25 years old and older), which ensures compliance with Executive Order 12958, Classified National Security Information.

(U) Budget Changes FY 2007 – FY 2009

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(U) ENTERPRISE IT SYSTEMS
(U) INFORMATION ASSURANCE

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(U) Description

(U//FOUO) Information Assurance (IA) project resources provide for IA functions and assessments, and security accreditation testing and validation of NGA networks and systems worldwide. These efforts ensure that NGA data and IT systems are safe, secure, and in compliance with applicable laws and regulations.

(U//FOUO) IA functions and assessment activities include the following:

- (U//FOUO) Around-the-clock operation of the NGA Intrusion Detection System and response to emergency cyber threat taskers from the Joint Task Force – Global Network Operations (JTF-GNO) and the IC Incident Response Center.

- (U//FOUO) Around-the-clock information security support to NGA personnel deployed in theater and at Combatant Commands (COCOMs).

- (U//FOUO) Information system perimeter defense and antivirus operation support to ensure uninterrupted GEOINT access and support to mission partners worldwide.

- (U//FOUO) Around-the-clock information system security support, vulnerability assessment and penetration (PEN) testing, and public key infrastructure operations support.

- (U//FOUO) Coordination and prosecution of information security warning orders, and planning, scheduling and oversight of security assessments required for Federal Information Security Management Act (FISMA) compliance. FISMA-mandated independent evaluations are annual assessments conducted by independent external IC agencies in compliance with statutory and DoD requirements. The results—which are reported to the DNI, DoD, and Congress—address the adequacy and effectiveness of NGA's information security policies, procedures, and practices. NGA received 92 percent FISMA accreditation in June 2007. In addition to the annual report, FISMA requirements include quarterly information updates to the IC's IT registry as well as joint quarterly readiness reviews.

- (U//FOUO) Implementation of an internal assessment program that examines NGA's information security posture and provides workable solutions to maintain a desired information security level. Since both NGA requirements and outside security threats are dynamic, NGA uses an iterative internal assessment process.

(U//FOUO) System security certification and accreditation activities, managed by the OCIO, ensure compliance with the Director, Central Intelligence Directive 6/3, the NGA Instruction on Certification and Accreditation (C&A) of Information Systems, and FISMA requirements. System security C&A begins at the earliest stages of system development and continues throughout each system's operation and maintenance activities until disposal. For example, all hardware, software, and systems must be certified and accredited before being

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(U//FOUO) Project resources also provide for security event management (SEM) International Standards Organization-certified processes that protect NGA networks and IA assets. NGA is committed to protecting the confidentiality, integrity, availability, non-repudiation, and authentication of GEOINT to ensure the best support to mission partners. Specific SEM activities include:

- (U//FOUO) Information Systems Security Officers (ISSO) and Information Systems Security Managers provide NGA system reviews, act as Computer Emergency/Incident Response Teams (CERT/CIRT), and train the workforce on awareness of information systems security (ISS) issues and best practices. ISSOs also review system security postures to ensure their assigned portfolios maintain appropriate security posture and Information Assurance Vulnerability Management compliance.

- (U//FOUO) Intrusion detection systems teams monitor NGA networks 24 hours a day, 365 days a year to guard against unauthorized or suspicious security events and remain in constant communication with the JTF-GNO and US CERT operations.

- (U//FOUO) Public key infrastructure (PKI) efforts support all related activities in NGA, which include interfaces with DoD and IC PKI authorities.

- (U//FOUO) Vulnerability assessment testing teams: identify and assess vulnerabilities in NGA's computer devices and networks; respond to DoD and DNI warning orders, command task orders, and alert notifications; and coordinate repair activities with NGA system owners. The teams act as subject matter experts and technical advisors following cyber intrusions and attacks. They also perform regular code surveillance for malicious software (trojan horses, viruses, and worms), spyware, backdoors, and remote-controlled compromised computers (botnets).

- (U//FOUO) Communications security (COMSEC) activities include providing guidance for installation, maintenance, inspection, and secure disposal of: protective type 1 COMSEC equipment, key mat materials, fortezza cards, and Electronic Key Management Station and General Dynamics Encryptor Management System protected key distribution transfer systems for national security communications.

- (U//FOUO) Anti-virus protection activities include operating an enterprise system that proactively updates virus detection programs and scanning incoming communications for viruses and other malicious codes.

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(U//FOUO) Enterprise Architecture and Planning project resources support the management of the NSG requirements process developed through the National Center for Geospatial Intelligence Standards (NCGIS) as part of NGA's NSG functional management responsibilities. The NSG requirements process focuses on the following goals:

- (U//FOUO) Championing NSG requirements through the enterprise needs and requirements (ENR) process.

- (U//FOUO) Assisting NGA implementation of requirements process improvements.

- (U//FOUO) Leading and supporting forums for the handling and disposition of requirements.

- (U//FOUO) Conducting studies on cross-agency and cross-community issues.

- (U//FOUO) Researching, compiling, coordinating, and adjudicating mission partners' NSG requirements through the ENR process.

(U//FOUO) Beginning in FY 2009, the Architecture and Planning, GEOINT Standards, and Information Policy activities functionally transfer to the Information Assurance and Management and Support projects to better align NGA OCIO efforts.

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(U) RESEARCH AND TECHNOLOGY

(U) The Research & Technology Budget Category (BC) includes funding for the basic, applied, and advanced research development activities. The table below displays the funding and contribution of this BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) RESEARCH AND TECHNOLOGY

(U) RESEARCH AND TECHNOLOGY

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Some targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U//FOUO) The GEOINT Basic and Applied Research project provides resources for the identification and exploitation of path-breaking geospatial scientific research and technology advances. In many cases, these efforts address underlying scientific questions whose resolution permits more precise and accurate sensor data, and enable further automation of exploitation processes. Current research will significantly contribute to the outcomes, goals, and initiatives to create innovative ways to penetrate and analyze difficult targets.

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(U//FOUO) Project resources support scientific research to improve NGA's ability to detect change, predict possible outcomes, and respond to a changing global environment with relevant, actionable GEOINT. Recent efforts have yielded new tools and methods to identify hard targets, supporting the DNI's Mission Objectives for collection and analysis against difficult targets and the improvement of strategic warning for the nation.

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(U//FOUO) The Outreach activity manages multi-disciplinary research activities to accelerate innovative thinking and leverage partnerships with agencies across the IC, academia, and Commonwealth and allied nations. These organizations include: the Intelligence Advanced Research Projects Agency, National Science Foundation, Air Force Research Laboratory, the US Navy, Historical Black Colleges and Universities, and minority institutions.

(U//FOUO) Outreach efforts include a Knowledge-Driven Collaboration initiative that focuses on applying and expanding emerging technology—such as Web 3.0, semantic web developments, and various approaches to knowledge management—to GEOINT production and sharing processes. This initiative will improve both the discovery of relevant information and the integration of various data types. The research concentrates on areas not often addressed elsewhere, such as:

- (U//FOUO) The extraction, integration, storage, and application of geospatial data.

- (U//FOUO) The improvement of tools used to analyze geodynamic processes and improve predictive analysis.

- (U//FOUO) The evaluation of new intelligence data with respect to the discrimination between multiple hypotheses.

(U) Budget Changes FY 2007 – FY 2009

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(U) Data Discovery, Mining & Transformation

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(U) Intelligence Analysis

(U//FOUO) Within the GIAT, Intelligence Analysis activities apply technologies, processes, and policies to develop multi-INT solutions to difficult intelligence problems and to promote collaboration and information sharing across the IC and with the Nation's coalition partners. The GIAT provides a prototype design, building, testing, and evaluation environment in an operational setting for new advanced geospatial intelligence (AGI) (including ONIR) and multi-INT technologies and business practices. The GIAT provides an analytical environment tailored to the individual analyst's working style that: mitigates potential analytic bias; enables more accurate and complete analysis; and synchronizes, correlates, and delivers diverse information in a consolidated, fused-intelligence manner.

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(U) Research and Technology Operations

(U//FOUO) Research and Technology Operations efforts enable IC Unified Advanced R&D Investment Plan (AR&D) management activities across the NGA Research and Technology Expenditure Center. These resources enable strategic planning and oversight, the management of communications, and the performance of all required corporate services. Specific Research and Technology Operations activities will:

- (U//FOUO) Provide advanced GEOINT research, development, test, and evaluation (RDT&E) functional management for the NSG, to include the ONIR R&D Advisory Board.

- (U//FOUO) Develop, integrate, and submit technical programs and budget justifications, and oversee execution of the current year program budget.

- (U//FOUO) Develop and monitor metrics supporting IC, DoD, and NGA technical performance goals.

- (U//FOUO) Support the management of technical contracts.

- (U//FOUO) Implement proven AR&D program management practices that meet the requirements of stakeholders and oversight.

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- (U//FOUO) Continue the development of interactive and semi-automated tools and automated upstream processing methods to support exploitation of radiometric data in current and future sensors.

- (U//FOUO) Research methods for fusing disparate data sources to create new and innovative GEOINT products.

- (U//FOUO) Collaborate with mission partners on the verification and validation (V&V) of developed tools before incorporation into the NSG.

- (U//FOUO) Develop standards for ONIR data and products.

- (U//FOUO) Continue ONIR scientific discovery to support the development of an ONIR tasking, processing, exploitation and dissemination (TPED) system that is fully integrated into the NSG. These efforts include:

— (U//FOUO) Development and testing of new and refined ONIR algorithms—especially to exploit new phenomena only detectable with future improved ONIR sensors.

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• (U//FOUO) Conduct risk mitigation to assess and consolidate data extraction, exploitation, and analysis tools.

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• (U//FOUO) Refine and apply spectral signature algorithms for the development of sensor and analytic techniques.

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• (U//FOUO) Develop tools and techniques to calibrate sensor data and assess sensor performance to compensate for atmospheric and weather phenomena in support of sensor development and spectral signature collection.

• (U//FOUO) Conduct on-site experimentation of surrogate target facilities to support V&V of advanced methods and technologies.

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(U//FOUO) FOPEN R&D activities will:

• (U//FOUO) Develop and establish field and office hardware and software environment to support the collection, processing and tools for LIDAR data.

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(U) RESEARCH AND TECHNOLOGY
(U) ADVANCED RADAR GEOINT

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(U) Description

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(U//FOUO) Advanced Radar GEOINT (ARG) project resources provide the NSG with new technologies, processes, and applications that support continuously evolving requirements for overhead and airborne advanced radar TPED capabilities. Technology investments fund the prototyping and integration of future radar systems into the NSG TPED architecture and develop the technological infrastructure required to support NGA objectives for persistent surveillance and rapid global access to data. These resources provide national, IC, DoD, and warfighting mission partners with enhanced tipping and cuing, new fused multi-source exploitation, and faster, easier access to data from multiple sources. Technology advancements further enable the intelligence analyst to understand and share information dealing with targeting terrorists, combating WMD, and creating innovative ways to analyze the most difficult targets.

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(U//FOUO) ARG resources also support the evaluation of future technologies. These resources provide the labor, hardware, and software required to develop an initial Precision Radar Reference Framework for Global Geopositioning (PRFG2) prototype. PRFG2 supplies the basis for a global terrain model that supports multi-source analysis and operational planning tools via global multi-level security net-centric rapid access. In addition, ARG resources support the development of multi-system (national, DoD, and commercial) planning tools for airborne and overhead radar to optimize tasking of multiple radar sensors against global targets.

(U//FOUO) Radar integration activities include studies to identify and integrate new technologies and processes into current operations based on emerging analyst requirements. ARG resources fund modeling and simulation (M&S) activities to support the development of advanced radar GEOINT needs and the integration of advanced radar capabilities. These studies and M&S activities, coupled with systems engineering and cost modeling, support improved and optimized constellation acquisition decisions, planning, scheduling, and ground system cost development.

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(U) ENTERPRISE MANAGEMENT AND SUPPORT

(U) The Enterprise Management & Support Budget Category (BC) includes funding for the provision of facilities and general services that support activities in the Intelligence Community. This includes buildings, security services, logistical supplies, utilities and other common functions except IT as defined in the Enterprise IT budget category. The table below displays the funding and contribution of ﹖ : BC's Expenditure Centers to performance areas, including the NIS mission objectives.

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(U) ENTERPRISE MANAGEMENT

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) ENTERPRISE MANAGEMENT
(U) GEOINT FUNCTIONAL MANAGEMENT

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(U) Description

(U//FOUO) The resources in the GEOINT Functional Management project support the following:

- (U//FOUO) GEOINT integration management, which includes: development of doctrine, directives, and policy; National System for Geospatial-Intelligence (NSG) community outreach; and GEOINT requirements analysis and adjudication.

- (U//FOUO) NSG and NGA governance, strategic planning, and corporate performance management.

- (U//FOUO) Forecasts and analysis, and the translation of emerging technology and advanced concept needs into investment strategies to help guide the NGP, NGA MIP, and NSG decisionmaking processes.

(U//FOUO) GEOINT functional management integration resources enable NGA to provide GEOINT policy to NSG partners that: ensures effective GEOINT products and services; coordinates NSG resource investments; and promotes an NSG community that provides optimal support to the national security community. These resources provide support to the Director, NGA in executing his functional management authority over NSG members and mission partners as delegated by the DNI and the Secretary of Defense. These efforts include the performance of GEOINT functional management roles such as:

- (U//FOUO) Leading the development, coordination, and publication of NSG doctrine, directives, and policies to promote a single, consistent, GEOINT functional manager message.

- (U//FOUO) Ensuring review, coordination, and recommendations for GEOINT investments to ensure the NSG community and GEOINT needs are reflected within NGA programs.

- (U//FOUO) Representing NGP and NGA MIP partners, including USD(I), at JCS, IC, DoD, international, commercial, and academic forums to advocate NSG interests.

- (U//FOUO) Conducting outreach to NSG members and mission partners to understand their needs, ensure collaboration and cooperation, conduct assessments, and move toward an integrated enterprise.

- (U//FOUO) Developing strategies for implementing and monitoring NGP investments and NSG community activities (to include unified GEOINT operations).

- (U//FOUO) Publishing guidance for NSG activities in other federal and civil organizations as they relate to GEOINT community requirements.

- (U//FOUO) Partnering with NGA's directorates and offices to lead, oversee, and coordinate NSG community and GEOINT functional areas, programs, and investment activities.

(U//FOUO) Strategic planning and management activities encompass a continuous process of evaluating the nature of NGA's business, defining long-term objectives in alignment with oversight objectives, identifying quantifiable goals, and guiding resource allocation to execute these strategies. Strategic planning and management activities include:

- (U//FOUO) Leading and managing the execution of NGA's corporate strategic planning efforts.

- (U//FOUO) Conducting quarterly NGA programmatic reviews.

- (U//FOUO) Coordinating the maturation and development of NSG strategy.

- (U//FOUO) Advising the NGA Executive Leadership Group, directorates, and offices on NGA, IC, DoD, national, and civil strategic planning activities.

- (U//FOUO) Representing NGA and the NSG community at the IC Policy Advisory Group meetings and forums.

(U//FOUO) Forecasting and analytical efforts rely on the depth and breadth of the NGA Studies and Analysis Center to apply rigorous analytic methodologies, modeling and simulation (M&S), and concept development techniques to the development, improvement, and evaluation of future NSG architectures. In partnership with NGA's IC and DoD partners, forecasts and analysis efforts focus on the following:

- (U) Managing the NSG customer requirements process by:

  — (U//FOUO) Soliciting, capturing, and analyzing stated NSG customer future GEOINT needs and translating them into requirements that impact the NSG performance and acquisition process.

— (U//FOUO) Establishing the process and standards and maintaining a database for those requirements.

— (U//FOUO) Developing future investment strategies to help guide the transformation decisionmaking process.

- (U//FOUO) Conducting and contributing to recurring and ad-hoc studies and analyses supporting major NGA and IC programmatic and architectural decisions.

- (U//FOUO) Providing the NSG with a variable fidelity modeling, simulation, and analysis capability that addresses a broad range of enterprise-level issues.

- (U//FOUO) Documenting formal user requirements in accordance with the capabilities documentation processes defined by the DNI and DoD requirements processes.

- (U//FOUO) Conducting short- and long-term analyses with immediate emphasis on electro-optical, radar, infrared, and overhead non-imaging infrared (ONIR) capabilities for the DNI's Intelligence Collection Architecture process.

- (U//FOUO) Analyzing alternatives for newly funded and potentially high-value collection systems that will transform the future GEOINT sensor suite.

- (U//FOUO) Discovering and refining future multi-intelligence (multi-INT) and GEOINT needs, constructing scenarios to drive future needs planning, and providing a current M&S environment for the NSG community.

(U) ENTERPRISE MANAGEMENT
(U) SECURITY

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(U) Description

(U//FOUO) Security project resources provide for a secure and safe working environment for the production and dissemination of GEOINT to support operational and strategic priorities of the national security community. Project resources support all aspects of NGA security, including:

- (U//FOUO) Physical security for NGA facilities and employees; antiterrorism/force protection (AT/FP); and disaster preparedness planning, guidelines, and procedures.

- (U//FOUO) Personnel security for clearance investigations/adjudications, awareness training, and polygraph support.

- (U//FOUO) Other security programs for computer security awareness training; investigation of computer fraud, waste, and misuse; industrial security; security education and training; document security; special security to ensure adequate protection for highly classified projects; and operational security.

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(U) ENTERPRISE MANAGEMENT
(U) FINANCE

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(U) Description

(U//FOUO) The Finance project provides funding to ensure effective financial management of NGA resources. Project resources enable the following NGA Financial Management (FM) Directorate activities: corporate financial operations; Defense Finance and Accounting Service (DFAS) support; financial analysis; contractor support; financial information services to manage NGA resources; program analysis and evaluation; and performance-based budgeting. Execution of these activities ensures NGA resources are programmed, budgeted, justified, executed, and reported in accordance with applicable federal laws and regulations consistent with DNI and OSD guidance. .

(U//FOUO) This request includes resources that move NGA toward: achieving an unqualified audit opinion on the NGA financial statement, as required by Public Law 108-258; and the integration of performance and budgeting, as mandated by the Government Performance and Results Act of 1993, the President's Management Agenda, OMB Circular A-11, and the DNI's *National Intelligence Strategy*.

(U//FOUO) Specific Corporate Financial Operations and Reporting activities include:

- (U//FOUO) Managing comptroller and corporate financial operations and financial information services.

- (U//FOUO) Documenting internal financial controls; conducting audit preparation and audit corrective action resolution; preparing internal and external reports and financial statements; and updating the Agency's financial policy and procedure manuals.

- (U//FOUO) Planning and implementing an integrated program to execute appropriated and reimbursable funds.

- (U//FOUO) Producing the annual submission of the Intelligence Program and Budget Submission, Integrated Program and Budget Review, CBJB, CJB, and other required NIP and MIP budget documents.

- (U//FOUO) Justifying resource requests to the ODNI, OSD, OMB, and Congress.

- (U//FOUO) Developing investment and value analyses, and integrating a financial data handling environment to achieve strategic transformation objectives.

- (U//FOUO) Maintaining a corporate value model as the framework to accurately assess strategic alignment, and the projected cost, value, benefit, and risk of investment initiatives.

(U//FOUO) FM will improve financial management practices at NGA by:

- (U//FOUO) Accelerating implementation of the NGA Integrated Financial Management (NIFM) program to improve and maintain a fully integrated financial data handling environment. The NIFM program is critical to NGA's ability to effectively manage agency resources in compliance with the CFO Act of 1990.

- (U//FOUO) Analyzing and evaluating plans, programs, budgets, execution trends, and capabilities in relation to NGA's strategic objectives, guidance from ODNI and OSD, estimated costs, resource constraints, projected return on investment, performance, and identified risk.

- (U//FOUO) Taking steps to enable NGA to achieve an unqualified audit opinion on the Agency's financial statements.

(U//FOUO) As required by DoD Directive 5118.5, "Defense Finance and Accounting Service," NGA utilizes DFAS services to provide accounting and financial services. NGA reimburses DFAS for:

- (U//FOUO) Processing biweekly payroll, wage, and tax statements (Forms W-2).

- (U//FOUO) Providing other civilian pay account transactions.

- (U//FOUO) Providing periodic personnel cost reports, manpower and funding reports, federal employee retirement system reports, and routine civilian payroll reports.

- (U//FOUO) Paying contract invoices and providing information on invoices processed against DoD contracts.

- (U//FOUO) Assembling commercial vendor contracts, and receiving reports and invoices as required by regulation and law.

- (U//FOUO) Managing out-of-service debt cases for collection.

- (U//FOUO) Disbursing travel vouchers, and disbursing and recording commercial payments for the government purchase card.

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(U) ENTERPRISE MANAGEMENT
(U) EDUCATION AND TRAINING

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(U) Description

(U//FOUO) The resources in the Education and Training project provide for the leadership, management, and operation of the National Geospatial-Intelligence College (NGC) and the NGA Foreign Language Program within the Human Development Directorate (HD). The NGC Director also serves as the IC functional manager for training activities related to GEOINT and the NSG and is NGA's designated Senior Language Authority.

(U//FOUO) The NGC manages resources within this project to meet several ODNI and Director, NGA objectives including: strengthening analytic expertise, methods, and practices; tapping expertise where it resides; exploring alternative analytic views; and unifying NGA and the NSG through increased collaboration and strengthened partnerships across the IC. NGC programs also play a key role in NGA's efforts to attract, engage, unify, and retain a high-quality, innovative, and results-focused IC work force.

(U//FOUO) The NGC provides essential training services for NGA employees and mission partners across the NSG, IC, DoD, and other departments. Training is provided to analysts, combat forces, operational planners, policymakers, foreign military personnel, and managers at all levels. The NGC develops, maintains, and updates course curricula and materials to remain current with emerging intelligence sources, methods, and technologies. The education and training staff of the NGC works with NGA leadership, ODNI, OSD, and other IC partners to ensure adherence to the DoD Strategic Human Capital Plan, the DNI's Five Year Strategic Human Capital Plan, and other directives and guidance.

(U//FOUO) NGC efforts related to the IC functional management of GEOINT training and education include development of GEOINT training standards, evaluation metrics, and performance measures for the NSG, IC, DoD, and other federal agencies and departments. Project resources also provide for: NGC classroom support; information systems administration; management of NGC contracts; and training requirements planning, evaluation, and integration. The NGC Office of Community Engagement manages the NGC's training and development relationships with academia, private industry, and foreign training partners (through the NGA Office of International Affairs and Policy). In addition, it oversees the Community GEOINT Training Council, an NSG body of training and education specialists tasked with recommending, coordinating, and consolidating GEOINT training initiatives and issues.

(U//FOUO) Training funded under this project is accomplished either on-site at the NGC or at partner sites worldwide via video tele-training, mobile training teams, distributed learning, or computer-based training. The NGC operates and maintains training facilities (classrooms, offices, support facilities, and training systems) at four primary NGA locations: Bethesda, Maryland; the WNY; St. Louis, Missouri; and Fort Belvoir, Virginia. The two schools that operate within the NGC are the School of

Geospatial Intelligence, and the James R. Clapper, Jr. School of Leadership and Professional Development. The associated resources support the following subprojects:

(U//FOUO) **Geospatial Intelligence Education and Training** resources enable a wide range of GEOINT training for NGA, IC, and military personnel through the School of Geospatial Intelligence, including specific military occupational specialty training mandated by DoD and the JCS. Principal training programs include: entry-level analyst training for NGA imagery, geospatial, and source management analysts; intermediate-level GEOINT analysis training; and advanced geospatial intelligence (AGI) training for NGA and other IC and DoD agencies. GEOINT Education and Training activities also include:

- (U//FOUO) Expansion of CT training as stated in the National Counterterrorism Human Capital Initiative.

- (U//FOUO) Collaboration with ODNI to identify open source training requirements and to coordinate the most effective training development and delivery strategy.

- (U//FOUO) Development of curriculum in support of the DNI's IC Distributed Learning Training Objectives. The NGC is a full participant in the DNI's Distributed Learning Advisory Board and its standing committees.

- (U//FOUO) Delivery of curriculum focused on IC collaborative techniques, alternative analysis, increased analytic rigor, and advanced analytic methodologies.

(U//FOUO) The NGC continues to transform GEOINT analysis training for the NGA and NSG work forces to further align education and training to meet mission partner requirements in accordance with national accrediting standards. Ongoing program reviews will continually develop an expanded, more comprehensive curriculum that evolves and addresses the needs of the GEOINT analytic work force across the IC. Training will cover core competencies and analytic tradecraft for GEOINT analysis. As directed by ODNI, NGA's IC-focused training will also include a new, more comprehensive GEOINT course to familiarize personnel across the IC with NGA functions, history, and current organizational structure.

(U//FOUO) **Professional Development** resources support the James R. Clapper, Jr. School of Leadership and Professional Development, which is NGA's focal point for building and enhancing the leadership skills and professional expertise of NGA employees. The School is essential to the development of a cadre of NGA leaders prepared for increasing levels of responsibility within NGA, the IC, and DoD. This program supports ODNI initiatives, emphasizing leadership skills and competencies, agility, and new ways of doing business. In addition, program resources will allow development and implementation of a comprehensive IC leadership training curriculum that is fully integrated into the IC Joint Duty Assignment Program. This will be accomplished by focusing on the integration of the following professional skill areas into technical training courses:

- (U//FOUO) Leadership, management, and supervision.

- (U//FOUO) Career development.

- (U//FOUO) Professional development studies.

(U//FOUO) **Training Services System** resources support the information systems and software required for the GEOINT softcopy classrooms, imagery servers, high capacity internal classroom networks, and high performance dual-screen training workstations. This activity also funds classroom, workstation, and software integration operations and sustainment (O&S).

(U//FOUO) **Foreign Language** resources provide for: administration of NGA's foreign language program; the development and implementation of related policies; language skills testing and validation; development and maintenance of required language proficiency; awarding and tracking of foreign language incentives; and recruitment and retention of qualified linguists. These resources enable NGA to implement the Foreign Language Annex to the ODNI Human Capital Plan. As a result, analysts are better able to provide more relevant and accurate GEOINT products to end users through the understanding of differing languages and cultures. The Foreign Language subproject activity supports both DoD and ODNI guidance that identifies foreign language capabilities and critical skills, as well as DoD and ODNI requirements to enhance foreign language programs. NGA is a full member of the DNI's Foreign Language Executive Committee and all sub-committees.

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(U) ENTERPRISE MANAGEMENT
(U) HUMAN RESOURCES

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(U) Description

(U//FOUO) Human Resources (HR) project funding supports NGA HD programs, operations, policies, and work force planning. These resources enable NGA's HD Directorate to pursue strategically directed work force initiatives to achieve the goal of attracting, engaging, and unifying an innovative and results-focused work force.

(U//FOUO) The HR project comprises three subprojects: Human Capital Services, Client Services, and Operations and Plans. These resources support the NGA work force from hiring to retirement. The HD Directorate: shapes NGA's long-term personnel-related strategies; implements these strategies in daily operations; sustains the work force through dynamic customer services; and provides resources for the administration, training, and business process integration for human resources information into the corporate PeopleSoft application.

(U//FOUO) Human Capital Services resources enable the following:

- (U//FOUO) Strategic human resource work force planning and readiness activities that:

  — (U//FOUO) Support the goals and initiatives of the President's Management Agenda for Human Capital, the DoD Strategic Human Capital Plan (HCP), and the IC Five Year Strategic HCP through the development and implementation of the NGA Strategic HCP.

  — (U//FOUO) Develop manpower planning and programming strategies, and record changes to support the presentation, discussion, and justification of the NGA manpower program and budget to oversight bodies.

  — (U//FOUO) Develop and monitor NGA's competitive sourcing plan.

- (U//FOUO) Leadership, organizational development, and change management activities:

  — (U//FOUO) Provide consultation and support to enhance agency transformation efforts, assist organizations in adapting to new business processes, manage the impact of change from organizational shifts, and improve organizational effectiveness.

  — (U//FOUO) Support and reinforce investments in leadership training by providing leadership development programs such as mentoring, job shadowing, executive coaching, leadership coaching, and change management assistance.

- (U//FOUO) Human resource management activities focus on the design, development, and management of agency HR policies and programs. Specifically, these efforts:

  — (U//FOUO) Provide NGA leadership insight into the agency's progress toward critical HR goals and objectives, and enable oversight of NGA's work role system and occupation structure.

— (U//FOUO) Provide collaboration with DNI, DoD, and OPM to assure agency compliance with statutes and regulations while maximizing agency flexibilities.

— (U//FOUO) Coordinate, administer, execute, and analyze DNI and NGA work force surveys and other HR surveys, and conduct benchmarking research.

— (U//FOUO) Provide consultation support to NGA managers and supervisors at all levels regarding their responsibilities to implement and execute the full range of human capital policies, practices, and procedures.

(U) Client Services subproject resources support comprehensive HR activities and recruitment services. Comprehensive HR activities include:

- (U//FOUO) Essential human resource services such as those dealing with time and attendance, pay and benefits, personnel file administration, personnel action request (PAR) processing, emergency casualty affairs assistance, promotions, retirements, and employee retention initiatives.

- (U//FOUO) PeopleSoft system training and process integration across enterprise business functions; support to the ODNI Human Resources Information Technology Task Force that examines HR business processes and information systems across the IC; and management of key employee data that is used to support critical agency business decisions and is reported to external oversight agencies.

- (U//FOUO) NGA work life programs to include the employee assistance program (EAP), wellness and fitness programs, childcare and eldercare referral, telework initiatives, leave bank and leave transfer programs, and worker's compensation.

- (U//FOUO) Management of NGA's drug testing program to ensure agency compliance with the DoD requirement for 100 percent drug testing and a drug-free workplace and to comply with the Department of Health and Human Services' mandatory Guidelines for Federal Drug-Free Workplace, and Executive Order 12564 – Federal Drug-Free Workplace.

- (U//FOUO) Coordination with employees returning from external assignments and long-term, full-time training to ensure NGA receives a return on its training investment. HD assists employees' reintegration into NGA work assignments that best utilize the employees' skills.

(U//FOUO) Recruitment services enable HD to develop and implement strategies and programs—in coordination with other NGA Directorates—to attract the most talented applicants for NGA's core occupations and create a diverse and highly-skilled work force. Specifically, recruitment services:

- (U//FOUO) Develop recruitment strategies, conduct job fairs, support recruitment service center travel, and partner with other IC recruiters by sharing résumés and participating in joint ventures.

- (U//FOUO) Support the National Intelligence Reserve Corps and the newly drafted IC Recruitment and Retention Strategy in accordance with the IC 100 and 500 Day Plans.

- (U//FOUO) Utilize the following Congressionally-sponsored programs to help attract personnel with language skills:

  — (U//FOUO) The National Security Education Program (NSEP), which was established by the National Security Education Act of 1991 and is administered by DoD. The NSEP is a Rhodes-scholar-like competitive program whose goal is to develop future government leaders and professionals who understand less-commonly-taught languages and cultures. Individuals who complete the NSEP are prepared to assist the development and execution of US foreign and national security policy.

  — (U//FOUO) The Pat Roberts Intelligence Scholarship Program, which was created to recruit and train entry-level analysts and linguists with specialized skills by offering a stipend of $25,000 per participant to a maximum of $50,000 over two years.

(U//FOUO) Operations and Plans resources enable HD Directorate planning activities and support to the Director NGA, the DNI, OSD, and other IC mission partner leaders. The activities funded under this subproject:

- (U//FOUO) Support HD Directorate financial resources management, program build, execution, and reporting to oversight organizations.

- (U//FOUO) Manage HD Directorate systems requirements and integration support.

- (U//FOUO) Enable HD Directorate communications activities and employee outreach programs.

- (U//FOUO) Support employee compensation planning and NGA Total Pay Compensation process management.

- (U//FOUO) Lead the agency implementation of the DNI Civilian JDA Program as directed within DoD.

(U//FOUO) This project is funded jointly in the NIP and the MIP. Refer to MIP CJB, Volume VI. The following sections address only NIP-funded activities.

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(U) ENTERPRISE MANAGEMENT
(U) COOP

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(U) Description

(U//FOUO) The resources in the COOP project provide for the continuity planning process to include IT Disaster Recovery (ITDR) planning, and Continuity of Government (COG). These plans ensure NGA's continued operations in support of critical missions in the event of a natural or man-made disaster. Activities associated with the identification, planning, and operation of critical systems and processes needed during a catastrophic event include: COOP planning, Business Continuity Planning (BCP), ITDR planning as well as COG, and Critical Infrastructure Protection (CIP) efforts.

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- (U//FOUO) Development of COOP exercises for NGA personnel.
- (U//FOUO) Participation at IC COOP meetings.

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(U//FOUO) BCP activities support the development, exercising, testing, and validation of plans that specify response and recovery actions and priorities that will return NGA's business processes, IT infrastructure, critical systems applications, and data resources to full operational capability after a significant disruption has occurred. BCP activities include:

- (U//FOUO) Maintenance of the Automated Alert and Notification Tool and websites for ITDR and continuity planning.
- (U//FOUO) Plans and executes BCP and ITDR exercises.
- (U//FOUO) Performance of risk management assessments.

(U//FOUO) CIP efforts involve: identification of internal and external assets critical to the NGA mission; development of policies and procedures addressing the protection and survivability of such resources; and providing the documentation of identified protection mechanisms, procedures and their effectiveness. The continuity planning process includes an assessment of CIP policies, standards, guidelines, and procedures to ensure a balance between asset protection and operational requirements. CIP activities include:

- (U//FOUO) Reports for the Semi-Annual Registered Asset List to Intelligence, Surveillance, and Reconnaissance (ISR) Sector, and the Annual Sector Assurance Plan to ISR Sector.
- (U) Responses to:
  - (U//FOUO) ISR Sector Data Calls in support of the Assistant Secretary of Defense for Homeland Security.

— (U//FOUO) DoD Critical Infrastructure Protection (CIP) Data Calls in support of USNORTHCOM.

— (U//FOUO) ODNI CIP Data Calls in support of national security contingency activities.

(U) Budget Changes FY 2007 – FY 2009

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(U) ENTERPRISE MANAGEMENT
(U) ACQUISITION MANAGEMENT

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(U) Description

(U//FOUO) The resources within the Acquisition Management project support the overall management and control of NGA acquisition activities in accordance with: applicable laws; DNI directives; DoD acquisition policies, directives, and regulations; and industry best practices. The mission of Acquisition Management supports the effective and efficient delivery of capabilities and services to NGA and the NSG. Project resources also support the management of NGA's acquisition program, which provides NSG tasking, processing, exploitation, and dissemination (TPED) capabilities. In addition to providing day-to-day management and leadership of the acquisition work force, project resources also support the NGA Component Acquisition Executive and all NGA procurement and contracting activities. Specifically, Acquisition Management project activities:

- (U//FOUO) Provide for the development and evolution of NGA acquisition policies, instructions, and guidance documents.

- (U//FOUO) Support the implementation of, and ensure compliance with, federal, DoD, and CIA procurement policy.

- (U//FOUO) Provide contract administration support and oversight through all phases of the acquisition life cycle—from acquisition planning and solicitation to disposal and contract closeout for the NSG and all of NGA. These efforts include support for grants to academic partners and cooperative agreements with industry.

- (U//FOUO) Assist the NSG Program Manager and NGA Component Acquisition Executive in assessing acquisition program status throughout the acquisition life cycle.

- (U//FOUO) Support planning, programming, budgeting, and execution monitoring of all NGA Acquisition Directorate activities.

- (U//FOUO) Support automated monitoring and financial execution of all NGA acquisition activities.

- (U//FOUO) Provide an integrated contract performance management capability that includes: integrated cost, schedule, and performance management across the NSG; and procurement management tools and analysis (including earned value management (EVM) analysis).

- (U) Provide cost analysis services to include:

  — (U//FOUO) An internal life cycle cost analysis and improvement function for new NSG acquisitions.

  — (U//FOUO) Supporting cost analyses by external oversight groups including the DoD and DNI Cost Analysis Improvement Groups.

- (U//FOUO) Ensure continued professional development of NGA's acquisition work force by supporting acquisition training programs such as: the System Engineering Program; Defense Acquisition Workforce Improvement Act (DAWIA); the Matrix Program (a

multi-discipline training program that augments DAWIA); and the Acquisition Contracts Office Continuous Experience, Skill, and Study Program.

• (U//FOUO) Support the functions of the Secretariat for the NGA Acquisition Review Board and the Acquisition Career Program Board.

(U) Budget Changes FY 2007 – FY 2009

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(U) ENTERPRISE MANAGEMENT
(U) HEADQUARTERS MANAGEMENT

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(U) Description

(U//FOUO) The HQ Management project provides resources to support NGA's executive leadership through various staff offices. These staff offices are integral to the command and control structure and operation of NGA and ensure that the executive leadership and workforce receive the appropriate advice, counsel, and support in a workplace that promotes resource efficiency and effectiveness as well as fairness, diversity, and equal opportunity.

(U//FOUO) The Office of the Director comprises the Executive Committee (EXCOM), which includes the Director, Deputy Director, Chief Operating Officer, Equality Executive, Military Executive, Technical Executive, NGA West Senior Executive, and the Office of Protocol (OPR).

- (U//FOUO) The EXCOM, supported by the executive staff, performs the following:

  — (U//FOUO) Develops and implements NGA policy, plans, and programs.

  — (U//FOUO) Provides leadership for unified operations.

  — (U//FOUO) Provides oversight to all NGA line, enabling, and staff office activities (including horizontal and vertical integration activities).

  — (U//FOUO) Manages NGA executive personnel and resources.

- (U//FOUO) The OPR provides a multitude of necessary services including dignitary tours, support to executive overseas travel, official ceremonies, oversight of agency official representation funds, agency counterpart visit program, executive motor pool, and conference facilities.

(U//FOUO) The NGA Command and Control organization is responsible for agency interactions with a multitude of stakeholders, both internally and externally. The following offices comprise NGA Command and Control:

- (U//FOUO) Office of NGA Command Center (ONC) provides time-sensitive GEOINT to stakeholders and mission partners, reviews message traffic, and monitors systems and facilities status around the clock.

- (U//FOUO) Office of Director's Action Center (ODC) provides administrative editorial support, information management, and document management for the NGA.

(U//FOUO) The Office of the General Counsel (OGC) is the NGA legal advisor on matters concerning GEOINT production, data and information, homeland security, and associated policy and operational matters. The General Counsel is a member of the NGA Executive Leadership Group. The General Counsel and the OGC perform the following:

- (U//FOUO) Provides legal advice and counsel in the areas of acquisition, personnel management, ethics, intellectual property rights, international law, fiscal matters, cyber law/information, and mission assurance.

- (U//FOUO) Represents NGA in litigation, administrative hearings, congressional hearings, and matters involving other federal, state, and local agencies and governments.

- (U//FOUO) Serves as the program manager for matters related to the FOIA, the Privacy Act, and non-contract claims (including garnishments and torts).

- (U//FOUO) Develops and executes the annual NGA legislative program, which includes: drafting legislative proposals; coordinating the views of appropriate NGA offices on all matters relating to legislation, Executive Orders, and Proclamations impacting NGA's mission; and submitting, through the DoD General Counsel, the NGA position on matters of interest to Congress.

- (U//FOUO) Serves as the Designated Agency Ethics Official, and, as such, is the program manager for the ethics and standards of conduct program.

(U//FOUO) The Office of the Inspector General (OIG) promotes effectiveness, efficiency, and economy in NGA programs and operations and detects and prevents fraud, waste, abuse, and mismanagement. The Inspector General and the OIG perform the following:

- (U//FOUO) Conducts audits, investigations, inspections, Intelligence Oversight inspections, and other reviews.

- (U//FOUO) Serves as the NGA representative for external audit liaison with the Government Accountability Office and the DoD IG.

- (U//FOUO) Leads the NGA-wide Fraud Prevention and Detection Program.

- (U//FOUO) Serves as ombudsman for special issues designated by the Director, NGA.

(U//FOUO) The ODE ensures NGA's compliance with EEO policies and regulations. ODE performs the following functions:

- (U//FOUO) Provides management training and counseling to NGA employees, managers, and supervisors related to discrimination in the work place.

- (U//FOUO) Counsels, adjudicates, and processes discrimination complaints in accordance with applicable statutes, regulations, and policies.

- (U//FOUO) Evaluates organizational practices, procedures, and policies that may hinder equal employment opportunity in NGA and takes positive steps to eliminate where appropriate.

- (U//FOUO) Administers the NGA Reasonable Accommodation Program to include providing interpreting services for deaf and hearing impaired employees.

- (U//FOUO) Provides leadership to the Agency Diversity Management Program to include training, outreach, and special emphasis programs.

- (U//FOUO) Manages the Agency Alternate Dispute Resolution Program.

(U//FOUO) The Office of Military Support (OMS) provides direct support to the NGA Military Executive, the senior military advisor to Director, NGA. OMS duties include the following: promoting collaboration between the Armed Forces, USJFCOM, and NGA; advocating for the Services under Title X; and providing GEOINT support to ensure successful operations within the NSG. This includes coordination of GEOINT policy, transformation, integration, resource allocation, and strategic direction as they pertain to the military services and combatant commanders. The OMS coordinates with NGA's Office of Geospatial-Intelligence Management on overall NGA and NSG policy and assists the Services and Joint Staff to incorporate the GEOINT Functional Manager's Guidance into plans and policies. Specifically, OMS performs the following:

- (U//FOUO) Forges a direct link between the Armed Forces Title 10, US Code responsibilities (organize, train, and equip) and NGA as the GEOINT functional manager within the NSG.

- (U//FOUO) Represents NGA at critical USJFCOM and Service forums dealing with GEOINT issues.

- (U//FOUO) Facilitates interaction between NGA Key Components, the Services, and USJFCOM.

- (U//FOUO) Advocates Service/USJFCOM GEOINT system requirements and priorities within the NSG community.

- (U//FOUO) Provides overall management of NGA operational readiness assessments and reporting.

- (U//FOUO) Tracks COCOMs, Services, and NGA exercise requirements, and manages NGA's participation.

- (U//FOUO) Informs the Services of NGA training opportunities in the GEOINT discipline.

- (U//FOUO) Provides personnel management services, such as recruiting, assignments, in-processing, and performance reports to active duty and mobilized reserve component military personnel assigned to NGA. By 2010 NGA will be using military reservists at nine Joint Reserve Intelligence Centers to accomplish the NGA mission.

- (U//FOUO) Manages the following Service and NGA Support Teams (NST): Army, Navy, Marine Corps, Air Force, and USJFCOM. This effort complements efforts in NGA's Office of Global Support and the NGA COCOM NSTs' home offices.

- (U//FOUO) Manages the NGA Lessons Learned Program to include extensive interaction with DoD, the IC, and other US Government agencies.

- (U//FOUO) Manages the NGA Intelligence Campaign Planning for DoD operational plans.

(U//FOUO) The Office of Corporate Relations (OCR) provides professional public affairs support and an integrated program of communication with Congress to support NGA's mission, vision, and strategic plan. OCR performs the following:

- (U//FOUO) Provides support to the Director, NGA, for all Congressional interactions.

- (U//FOUO) Plans, organizes, directs, and implements a variety of integrated communication programs designed to convey NGA's message to a broad range of internal and external audiences.

- (U//FOUO) Advises NGA's leadership and employees on communication issues, tactics, and techniques.

- (U//FOUO) Provides a common framework for NGA's web presence.

- (U//FOUO) Preserves and communicates NGA's history for employees, mission partners, and oversight agencies.

- (U//FOUO) Provides graphics and video support for the NGA Executive Committee.

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(U) FACILITIES AND LOGISTICS

(U) The table below displays selected IC-wide measures developed to determine the effectiveness and efficiency of NIP activities for this expenditure center (EC) in relation to funding and alignment to performance areas. Targets for these measures are under development. The succeeding table summarizes Program-specific past performance information.

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(U) FACILITIES AND LOGISTICS
(U) FACILITIES

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(U) Description

(U//FOUO) Resources in the Facilities project provide the physical infrastructure that enables NGA to produce GEOINT in support of national and defense operational and strategic priorities and initiatives. Project resources include major construction, planning and design, leasing, utilities, maintenance, and site operations as detailed below (the FY 2009 request includes $952.8 million for redeploying NGA's East Coast activities to Springfield, VA: $850.0 million of Base Realignment and Closure (BRAC) V funding and $102.8 million for NCE IT requirements):

- (U//FOUO) Major Construction includes construction of the New Campus East (NCE) at Fort Belvoir's Engineering Proving Ground in Springfield, VA, and the IT requirements to support the new facility. IT requirements include passive IT (fiber optics, copper cabling, and pathways) and active IT (LANs, wide-area networks (WANs), and administrative and production workstations).

- (U//FOUO) Planning and Design includes space planning, environmental management, total asset management, and program management for NGA facilities.

- (U//FOUO) Leasing includes leases for General Services Administration (GSA) and commercial spaces occupied by NGA.

- (U//FOUO) Utilities include electricity, gas, oil, water, and sewage costs at NGA facilities.

- (U//FOUO) Maintenance includes facilities sustainment, restoration, and modernization (FSRM) of NGA facilities.

- (U//FOUO) Site Operations includes: base operations support; inter-service and intra-government service support agreements for space occupied in non-NGA facilities; health and safety; environmental protection; destruction of classified material; and other site operating costs.

(U//FOUO) NGA currently operates the following six major government-owned sites:

- (U//FOUO) Sumner site, Bethesda, Maryland.

- (U//FOUO) Dalecarlia site, Bethesda, Maryland.

- (U//FOUO) National Geospatial-Intelligence College, Fort Belvoir, Virginia.

- (U//FOUO) Second Street site, St. Louis, Missouri.

- (U//FOUO) Arnold site, Arnold, Missouri.

- (U//FOUO) Building 213, a GSA-owned facility near the Washington Navy Yard, Washington, DC.

(U//FOUO) NGA also leases a contractor-owned and operated facility in Reston, VA (consisting of three office buildings and two parking garages) and three buildings in Newington, Virginia.

(U//FOUO) NGA continually assesses the conditions of buildings and infrastructure and determines the impact of relevant codes and legislative mandates. Maintenance and repairs to NGA's buildings ensure that:

- (U) Facilities meet the demands of a work force engaged in around-the-clock operations.

- (U) Critical capacity of site utilities and facilities meet current work force demands.

- (U) NGA complies with:

  — (U) Fire protection and safety regulations, health requirements, and construction codes.

  — (U) Environmental regulations (such as those relating to asbestos abatement, air emissions, hazardous materials, and fluorocarbon refrigerants).

  — (U) Americans with Disabilities Act mandates for facility accessibility.

- (U) NGA uses energy efficiently.

- (U) NGA recapitalizes obsolete building systems.

(U//FOUO) The BRAC Commission's recommendations, which became law on 9 November 2005, directed NGA to consolidate East Coast facilities at Fort Belvoir's Engineering Proving Ground in Springfield, VA by 15 September 2011. The funds for facility replacement will allow NGA to construct a modern, protected campus that complies with the DoD Unified Facilities Criteria 4-010-01, and, upon completion, will enable the agency to vacate vulnerable (and in many cases obsolete) east coast facilities.

(U//FOUO) This FY 2009 request will enable NGA to continue the construction of the NCE facilities and utility installation—both of which commenced in FY 2008. In addition, these resources will establish the NCE IT infrastructure environment to include the following activities:

- (U//FOUO) Completion of the design and engineering of the network transport layer of the WANs for the NCE.

- (U//FOUO) Application of systems engineering and program management associated with designing the reach-back capability and connectivity between the NCE and the closing sites during the transition.

- (U//FOUO) Provision of installation costs and associated lease charges for access to Defense Information Systems Agency and IC WANs, and planning and engineering for voice (telephone) and video teleconferencing capabilities.

- (U//FOUO) Recapitalization of a portion of the storage systems associated with the Integrated Exploitation Capability production workstation environment.

- (U//FOUO) Initiation of procurement, installation, checkout, and testing of the active IT infrastructure within NCE.

- (U//FOUO) Certification and accreditation for the hardware, software, and systems installation at the NCE.

(U//FOUO) NCE's guiding principles are to: enable mission success; improve collaboration through enhanced connectivity across NGA components and with operational and IC mission partners; assure access to GEOINT by replacing obsolete mission systems; attract and retain the best personnel; facilitate organizational change and transition; and consolidate NGA east coast facilities. Funding for the NCE will provide a 150+ acre, state-of-the-art campus accommodating 8,500 personnel. The facility will consist of 2.4 million square feet of office space and supporting infrastructure. The workspaces will facilitate collaboration within an open environment. NGA's business process reengineering efforts are primary drivers in the design and construction of the campus.

(U//FOUO) Until the NCE is completed, NGA must continue to perform required facilities maintenance and repairs at existing sites to: reduce the danger of building or utility failures; reduce the risk of significant facility downtime that would adversely affect GEOINT production in support of mission partners; and ensure the health and safety of all NGA employees. NGA will continue to carefully assess these requirements to ensure critical requirements are addressed.

(U) Budget Changes FY 2007 – FY 2009

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Congressional Budget Justification

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National Geospatial-Intelligence Agency

February 2008

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(U) GEOSCOUT BLOCK II

(U) Acquisition Summary

E.O. 13526 / 1.4(c) and
1.4(g)

E.O. 13526 / 1.4(c) and
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- (U//FOUO) Expansion of throughput capabilities with new storage capability and architectural modifications.

- (U//FOUO) Implementing an integrated information and source management capability.

(U) Independent Cost Estimate

(U//FOUO) The DNI Cost Analysis Improvement Group (CAIG) completed an independent cost estimate (ICE) of the GeoScout Block II effort in February 2005, based on the Block II technical baseline in NGA's August 2004 Intelligence Capability Baseline Description. NGA

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also completed an internal life cycle cost estimate. The NGA analysis supported the Block II acquisition Milestone B decision process and the analysis contained in the DNI CAIG ICE.

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(U//FOUO) The GeoScout effort is the principal mechanism for transforming the NSG, which is the aggregate of organizations, systems, and procedures associated with TPED and use of GEOINT for national intelligence missions and combat support purposes. These new capabilities are delivered in increments known as Blocks. GeoScout Block I focused on modernizing NGA's IT infrastructure. Block II provides an integrated source and information management capability that allows for the retirement of legacy systems and processes.

(U//FOUO) The GeoScout Block II baseline used by the DNI CAIG ICE included the development and integration of 1.1 million new and 1.7 million reused software source lines to augment the functionality provided by the Enterprise Resource Planning commercial software suite; continues procurement and installation of COTS hardware and software at four lab/test facilities and two National Data Centers begun in Block I; and includes retirement of legacy information management systems. The estimate does not include the costs associated with transitioning individual collectors into the GeoScout architecture.

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(U) Major Contractors

(U//FOUO) The following are the major contractors and primary GeoScout subcontractors that support the NGP Block II effort.

Contractor Name/Location	Enterprise IT Systems	Enterprise Management	Mission Processing & Exploitation	GeoScout Function
Aspirations/Herndon, VA			●	Sub – Database Management
BAE Systems Mission Solutions, Inc./San Diego, CA			●	Sub - Storage
Booz Allen Hamilton, Inc./McLean, VA			●	Sub - System Engineering Support
Environmental Systems Research Institute, Inc./Redlands, CA			●	Sub - GEOINT Exploitation
General Dynamics Electronics System/Thousand Oaks, CA			●	Sub - IESS
Intergraph/Huntsville, AL			●	Sub - GEOINT Exploitation
Lockheed Martin Corp Management and Data Systems/Fairfax, VA		●	●	GeoScout Prime and RMS
Lockheed Martin Corp Management and Data Systems/Denver, CO			●	Sub - NES
NJVC, LLC/Vienna, VA	●			IT/IS Prime
Northrop Grumman Information Technology TASC, Inc./Chantilly, VA			●	Sub - System Engineering Support
Raytheon Company/Reston, VA			●	Sub - PMAA
Science Applications International Corporation (SAIC)/Chantilly, VA			●	Sub - System Engineering Support
Sun Microsystems Federal, Inc./ McLean, VA			●	Sub - Hardware and Software

(U) OVERHEAD NON-IMAGING INFRARED (ONIR) GROUND ARCHITECTURE TASKING, PROCESSING, EXPLOITATION, AND DISSEMINATION (TPED)

(U) Acquisition Summary

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(U) Major Contractors

(U) The following are the major contractors supporting the NGP ONIR effort:

- (U) Lockheed Martin, Denver CO (Provides legacy system engineering and maintenance support and development support.)

- (U) Northrop Grumman, Denver, CO (Provides legacy system engineering and maintenance support and development support.)

- (U) Raytheon, Aurora, CO (Provides legacy system engineering and maintenance support and development support.)

- (U) Scitor, Chantilly, VA (Provides system engineering support.)

- (U) Ball Aerospace, Dayton, OH (Provides software development.)

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(U) FUTURE IMAGERY ARCHITECTURE (FIA) GROUND

(U) Acquisition Summary

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• (U//FOUO) **FIA Information Management** activities, which include upgrades to information management systems to ensure compatibility with the FIA mission ground system elements and the operation of these systems in the FIA-era until transitioning to the GeoScout Block II Resource Tasking Marketplace element.

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(U) The FIAA project funds the following:

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(U) Major Contractors

(U) The following table depicts the major contractors that support the NGP FIA Ground effort.

Contractor Name/Location	Enterprise IT Systems	Enterprise Management	Facilities & Logistics	Mission Processing & Exploitation	Research & Technology	GeoScout Function
BAE Systems National Security Solutions/San Diego, CA				●		NSG Libraries Prime
Booz Allen Hamilton, Inc./McLean, VA		●		●		System Engineering Support
Earthdata International/Frederick, MD					●	Technical Expertise
Environmental Systems Research Institute, Inc./Redlands, CA				●	●	Technical Expertise
Harris Corporation GCSD/Melbourne, FL				●		IAS Prime
In-Q-Tel, Inc./Arlington, VA					●	Technical Expertise
Jet Propulsion Laboratory/Pasadena, CA					●	Technical Expertise
Lockheed Martin Corporation IS&S/Gaithersburg, MD				●		IEC Prime
Lockheed Martin Corporation/King of Prussia, PA			●	●		System Engineering Support
NJVC, LLC/Vienna, VA	●			●		IT/IS Prime

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Contractor Name/Location	Enterprise IT Systems	Enterprise Management	Facilities & Logistics	Mission Processing & Exploitation	Research & Technology	GeoScout Function
Northrop Grumman Information Technology TASC, Inc./Chantilly, VA				●		System Engineering Support
Raytheon E Systems/Garland, TX				●		AGI Tool Kit & IDS-D Prime
Science Applications International Corporation (SAIC)/Chantilly, VA				●		System Engineering Support
Scitor Corporation/Centerville, VA					●	System Engineering Support
Scitor Corporation/Chantilly, VA				●		System Engineering Support
Technology Service Corporation/Silver Spring, MD					●	Technical Expertise

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(U) SAINT LOUIS INFORMATION LIBRARY (STIL)

(U) Acquisition Summary

(U//FOUO) NGA has undertaken a series of activities and actions that address the incremental development; systems migration and transformation; and user transition efforts to standardize and upgrade the ingestion, preservation, and access to GEOINT information. The initial National System for Geospatial-Intelligence (NSG) focus of these activities is the orderly development and implementation of the NSG GEOINT reference architecture elements, the establishment of the NGA Data Center (NDC), and the execution of an overarching NSG data center migration (DCM) effort. The primary objective of the DCM effort is to create a homogenous, net-centric and data-centric operations platform at NGA facilities in St. Louis, MO known as NDC-West. NDC-West encompasses the complete data center activity in St Louis including the building, power, cooling, infrastructure, and the tenants of the data center including the STIL.

(U//FOUO) The STIL provides a central repository for NGA's imagery holdings and consists of three major components: physical racks, hard drives, and infrastructure; the development of a common database structure to harmonize, synchronize, and where possible homogenize the holdings; and the relocation of the holdings from their current locations to the STIL. The DCM Phase 1 completed a series of engineering and proof-of-concept initiatives that resulted in an initial data center capability at NDC-W and defined the requirements for STIL phases 2-4. The primary objective of the STIL Phases 2-4 acquisition program is to consolidate the existing dissimilar and geographically dispersed library and data storage and dissemination operations at NGA facilities in St. Louis, MO. The libraries and data storage elements addressed by this acquisition program were identified and prioritized in conjunction with NGA leadership goals and priorities, and against Base Realignment and Closure (BRAC) legislation and New Campus East transition timelines. The key drivers for this program are the BRAC decisions which created a time-sensitive, critical path approach to transitioning the Bethesda imagery library capabilities and data to the STIL.

(U//FOUO) The planned contract vehicle for the STIL Phases 2-4 acquisition is a competitively awarded, cost plus award fee contract with multiple delivery/performance-based incentives. The contract is expected to consist of a base effort of 50 months and three option periods of 12 months each.

(U//FOUO) The baseline scope of the STIL Phases 2-4 acquisition program includes the application of a capabilities-based acquisition and disciplined program management, systems engineering, software engineering, and other processes, practices, and resources to:

- (U//FOUO) Define a service-oriented architecture (SOA) for the STIL. The SOA shall be COTS- and standards-based and provide a web- and data-centric foundation which is scaleable and conforms to the NSG GRA.

- (U//FOUO) Incrementally develop, deliver, and initially sustain operationally effective capabilities that fit into the SOA and meet the evolving NSG requirements for ingesting, processing, storing, and disseminating GEOINT information.

- (U//FOUO) Plan and execute the seamless and cost effective migration of the NSG imagery library capabilities and data holdings located in Bethesda, MD, as well as the Command Information Libraries (CILs) at STRATCOM, the Joint Warfare Analysis Center (JWAC), and other locations in the Washington DC area to the STIL.

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	Phase 1	Phase 2	Phase 3	Phase 4
STIL IOCs	October 2007	NLT September 2008	NLT June 2009	NLT June 2010
National technical means (NTM) and mapping charting, and geodesy (MC&G) Imagery & Support Data Import	100% import volumetrics at SC level for NTM	100% of import volumetrics at Sensitive Compartmented Information (SCI) and Secret Collateral (SC) levels	100% of import volumetrics at SCI and SC levels	100% of import volumetrics at SCI and SC levels
NTM and MC&G Imagery & Support Data Export	33% of imagery analyst (IA) CIL NTM exports (NE128) at SC Level	66% of NTM and 100% of MC&G export volumetrics at SCI and SC levels	100% of NTM and MC&G export volumetrics at SCI and SC levels	100% of NTM and MC&G export volumetrics at SCI and SC levels
Commercial Imagery Import/Export	None	None	None	100% of import and export volumetrics at sensitive but unclassified level
GGMA Co-host	None	Deliverable D3	Deliverable D4	Deliverable D5
Media Production	None	MC&G Data	MC&G Data	MC&G Data
Data Migration Completion	None	MC&G Data	NTM Data	Commercial Data
Information Library Transition	None	None	MC&GIL Ready IA CIL Ready USSTRATCOM CIL Ready (TBD) JWAC CIL Ready (TBD)	Unclassified National Information Library (UNIL) Ready
Functional Capability	Partial IA CIL capabilities and data Single Security Level (SC) Open Geospatial Consortium (OGC) Web Services (Catalog & Web Coverage) Port of existing National Geospatial-Intelligence Library code to LINUX/Oracle	Partial IA CIL capabilities and data Full MC&GIL capabilities and data Dual Security Levels (SC & SCI) Additional OGC Web Services (Web Mapping) Selected GEOINT Knowledge Base (GKB) Services	Full IA CIL capabilities and data Dual Security Levels Selected GKB Services	Full UNIL capabilities and data Triple Security Levels Selected GKB Services

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(U) Independent Cost Estimate

(U//FOUO) NGA completed an Independent Life Cycle Cost Estimate (I-LCCE) of the STIL (Phases 2-4) in July 2007. The I-LCCE provided the estimated costs of the program from development through sustainment. The results of the I-LCCE were compared against the budget to ensure there are sufficient resources for the execution of the acquisition strategy as defined in the ODNI Program Management Plan. Also included in the I-LCCE are the results from technical, schedule, and cost estimating risk analyses which are essential to the assessment of the baseline in terms of achievability and affordability.

(U//FOUO) The I-LCCE examines the implications of cost against the STIL Key Performance Parameters (KPPs). The STIL I-LCCE baseline reflects the activities required to meet the threshold values for the KPPs associated with STIL capabilities. A Business Case Analysis treated cost, performance, and a priority of different parameters as independent variables and identified alternatives for meeting different performance values. Based on those results, NGA decided to implement the alternative that enables NSG to meet the threshold values for the KPPs for the STIL.

(U//FOUO) In addition to the NGA I-LCCE, the ODNI Cost Analysis Improvement Group (CAIG) completed an Independent Cost Analysis (ICA) of the preferred alternative, as described in the Intelligence Capability Baseline Description in July 2007 and published the final DNI CAIG ICA in August 2007.

(U) Major Contractors

(U//FOUO) The following are the major contractors that support the NGA STIL Phases 2-4 effort:

- (U//FOUO) Prime development contract was awarded to BAE Systems National Security Solutions in August 2007.

- (U//FOUO) Dell Federal Systems, Austin, TX.

- (U//FOUO) Harris Corporation, Melbourne, FL.

- (U//FOUO) Lockheed-Martin Corporation, Valley Forge, PA.

- (U//FOUO) McDonald Bradley, Inc., Herndon, VA.

- (U//FOUO) Network Appliance Federal Systems, Sunnyvale, CA.

- (U//FOUO) Oracle, Reston, VA.

(U) CONGRESSIONAL REPROGRAMMING ACTIONS

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(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2004

(U) NGP

(U) Commercial Remote Sensing

(U) Activity Summary/Description

(U//FOUO) The Commercial Remote Sensing (CRS) program is responsible for acquiring and managing both airborne and space-based commercial remote sensing data and is managed by the Acquisition Systems Office Commercial Solutions Division. The CRS program develops and manages strategies for the integration of CRS data into existing NGA programs and the National System for Geospatial-Intelligence (NSG) based on customer requirements, mission needs, external direction, business drivers and NGA senior-level guidance. CRS data provide a valuable source of geospatial intelligence because the images are unclassified and readily available in the commercial market. CRS data allow sharing across a wide domain of users in the IC, DoD, Civil and local agencies supporting national security, homeland security, environmental issues, humanitarian support, man-made and natural disaster preparedness, public diplomacy and information. The CRS program experienced a marked increase in customer demand for CRS data in FY 2007. The amount of CRS data disseminated to customers, and the share of imagery for Mapping, Charting, and Geodesy (MC&G) requirements tasked and collected by CRS increased significantly. With the successful launch of

DigitalGlobe's WorldView-1 in September 2007 and the expected launch of GeoEye's GeoEye-1 in spring 2008, the program expects to see even greater volumes of commercial imagery in the future. To assure CRS capabilities and data are available to meet long-term US Government needs, the CRS program conducted a Strategy Study and is participating in several Community imagery planning initiatives.

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(U) Rating: Moderately Effective

Section	Section Score
Program Purpose and Design	80%
Strategic Planning	100%
Program Management	100%
Program Results/Accountability	56%
Overall Weighted Score	**74%**

(U//FOUO) Performance Measures

Key Performance Measures	Year (FY)	Target	Actual
Percentage of proposed CRS capabilities that are in place to facilitate the integration into NSG. The goal is to reach 100% by 2010. (Output)	2004 2005 2006 2007 2008 2009 2010 2011 2012	Baseline 35% 50% 65% 80% 90% 100% 100%	25% 35% 36% 66%
Percentage of MC&G GEOINT requirements collected by primary commercial data providers (CDPs). (Output)	2005 2006 2007 2008 2009	Baseline 20% 30% 40% 50%	14% 23% 46%
Percentage of CRS data sent electronically (compared to hard copy tapes) to NGA from the primary CDPs to increase timeliness of delivery. (Efficiency)	2004 2005 2006 2007 2008 2009	Baseline 90% 100% 100% 100% 100%	50% 99% 66% 76%
Percentage of CRS data exported electronically (compared to hardcopy tapes) from NGA to its customers to increase timeliness of delivery. (Efficiency)	2004 2005 2006 2007 2008 2009	Baseline 15% 25% 40% 55% 70%	3% 17.5% 27% 22%
Percentage reduction (from prior year actual) in operations costs for storage and dissemination (metric changed from prior year) (Efficiency).	2005 2006 2007 2008 2009	N/A Baseline 40% 20% 15%	10% 0%
Amount (in gigabytes) of CRS data being disseminated from NGA to its customers. (Output)	2005 2006 2007 2008 2009	Baseline 100 GB 100,000 GB 125,000 GB 150,000 GB	92.5 GB 105,843 GB 124,801 GB

Key Performance Measures	Year (FY)	Target	Actual
Number of proposed customer sites visited for outreach and training on CRS process. (Output)	2004 2005 2006 2007 2008 2009	Baseline 17 30 35 40 40	8 20 40 55
Percentage of MC&G GEOINT requirements tasked to primary CDPs. (Output)	2005 2006 2007 2008 2009	Baseline 20% 45% 55% 70%	14% 52% 63%

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(U) Appropriation Type

(U) Capital Assets and Service Acquisition

(U) Findings

(U//FOUO) **Finding 1**: The purpose of the CRS program is clear and the mission is well defined. The CRS program has established short- and long-term goals and measures of program performance. The measures to track success in meeting these goals are relatively new; thus, it is too soon to tell whether the program is a success according to those measures. NGA continues to assess these measures to ensure that they bring value and meaning to the goals. Some of these goals focus on assessing the success of integrating CRS into the NSG and on measuring whether NGA is, in fact, using CRS imagery to the maximum practical extent as directed by the US CRS Space Policy. NGA is focused on three primary goals:

- (U//FOUO) Establish the capability to electronically disseminate commercial imagery from the vendor to NGA and its customers;

- (U//FOUO) Increase the use of commercial imagery so that the majority of the geospatial requirements for MC&G are satisfied by commercial imagery; and

• (U//FOUO) Achieve initial integration of commercial imagery into NGA exploitation and production management systems.

(U//FOUO) **Finding 2:** CRS imagery is a valuable resource for crisis response and homeland security. Commercial imagery, unlike classified imagery, can easily be distributed to state and local agencies and first responders in the event of a domestic or overseas catastrophe. A variety of federal, state, and local agencies used commercial imagery from NGA in the response to Hurricane Katrina and more recently the wildfires in California. NGA has developed a process with the DHS and others in federal government to use commercial imagery in support of domestic crises, but some organizations may not be aware of the process, nor have the capability to view the imagery. NGA is planning additional Outreach to the DHS to assist potential users with accessing and utilizing commercial imagery.

(U//FOUO) **Finding 3:** The CRS market has changed dramatically in the past several years since the last comprehensive NGA review of the business. For example, the number of domestic commercial data providers has contracted from three to two with the sale of Space Imaging to OrbImage, forming GeoEye. In addition, the NGA contracts for commercial imagery end in FY 2009. NGA is in the process of reassessing the commercial market and considering the best way to continue to acquire commercial imagery.

(U//FOUO) **Finding 4:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well understood and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) NGA has taken the following actions to improve the performance of the CRS program:

(U//FOUO) **Follow-Up Action 1:** Expanding the availability and utility of commercial remote sensing data by improving electronic dissemination of data and better integrating commercial remote sensing data into the NGA systems.

(U//FOUO) Year began: 2005. *Action taken, but not completed* – NGA is integrating CRS data into the NSG architecture by upgrading the NGA Information Libraries (NILs) to allow the flow of CRS data from the Unclassified National Information Library (UNIL) to the Secret/Collateral and SCI NILs for use at all classification levels. This NIL data flow requires bandwidth improvements in the communications between the libraries. NGA has completed the communication upgrades between the two NextView CDPs and the UNIL to better handle the large volume of data expected under the NextView contract. NGA system integrators are scheduling volumetric testing and are performing integration tests with NGA programs and segments to uncover and resolve any defects or problems before the NextView volumes arrive. This process will help ensure the smooth transition of CRS data from a "stove pipe" environment to an integrated architecture within the NSG. Still in process is identifying a better means for the dissemination of low-medium resolution satellite imagery and commercial airborne data. The CRS program office is working to determine the best means for ingest, storage and electronic discovery and dissemination of commercial airborne imagery and is collaborating with the NGA Airborne Executive Agent on an initiative to develop an Airborne Concept of Operations.

(U//FOUO) **Follow-Up Action 2:** Improving operational efficiencies to drive down costs. A planned 40 percent reduction in storage and dissemination operating costs is expected to occur in FY 2008 vice FY 2007, due to the need to sustain the Commercial Satellite Imagery Library (CSIL) and the SkyMedia satellite broadcasting system longer than originally planned.

(U//FOUO) Year began: 2005. *Action taken, but not completed* – The major reduction in NGA operating costs expected in FY 2008 is the result of transitioning from SkyMedia to the Global Broadcast System (GBS) for unclassified dissemination of CRS data. This transition, which began on 15 May 2007 will be completed by 30 January 2008. NGA's operation and sustainment (O&S) costs for GBS are significantly less than the O&S costs for SkyMedia; costs to NGA will be reduced further as customers begin assuming the O&S of NGA-deployed GBS in FY 2009 and beyond. NGA also expects to improve operational efficiencies in the areas of storage and dissemination by transitioning from physical media (CD-ROM/DVD) to electronic dissemination, thereby reducing the number of contractors required to make CD-ROM/DVDs and decreasing the number of storage racks. With the transition from the physical media-oriented CSIL to an electronic storage and dissemination environment, the demand for CD-ROM/DVDs will be reduced. The future fully operational UNIL has been designed to satisfy the customer requirements of today's physical media production.

(U//FOUO) **Follow-Up Action 3:** Expanding the current outreach program to include more civil agency visits, in addition to already planned DoD and IC visitations. The goal of the outreach visits is to provide customers with skills training to access, retrieve, and exploit CRS data in any situation, routine or crisis. It is anticipated that the outreach program will result in expanded use of CRS data and better coordination of the CRS efforts across the federal government.

(U//FOUO) Year began: 2005. *Action taken, completed* – NGA assigned a dedicated manager within the Acquisition Commercial Remote Sensing Division to ensure the scheduling, funding, personnel, and site coordination for proposed customer visits. Over the past year, NGA through the CRS Outreach program has continued to expand its support to the Federal and Civil community with visits to the USGS, the Forest Service, the Centers for Disease Control, Federal Emergency Management Agency and others. A significant portion of the time allocated in the outreach trips provides hands-on training by Commercial Imagery representatives. These visits have provided the Federal and Civil community with the understanding of what commercial imagery is available to them. The dedicated manager also proved invaluable in furthering relations with the Federal and Civil community. As Chair of the NGA-led Shared Execution Team (SET), the dedicated manager was able to coordinate with other federal government agencies on the SET, bringing to the forefront a number of issues related to CRS, such as crisis operations, data sharing, NSG architecture, and IT requirements for the United States Federal and Civil communities. The SET meeting also serves as a forum for determining the issues and any recommended resolutions that should go before the Senior Management Oversight Council, an overarching forum comprised of membership from USGS, NGA, NOAA, DHS, and USDA. As a result, NGA customers are more knowledgeable about CRS access and retrieval and are, therefore, more likely to use CRS data. Additionally, interagency working groups are promoting awareness among various US intelligence, military, and civil customers.

(U//FOUO) **Follow-Up Action 4:** Evaluating the CRS market and considering the best way to continue to acquire commercial remote sensing data. NGA conducted a CRS Strategy Study in 2006, and participated in several future planning initiatives in 2007.

(U//FOUO) Year began: 2006. *Action taken, but not completed* – NGA's 2006 CRS Strategy Study provided a starting point for determining the way ahead for NGA's use of space-based CRS imagery, and formulating NGA's long term strategy for future investments in CRS. NGA also designated "developing and executing a comprehensive commercial imagery strategy" as one of its key focus areas. Other studies that examined the future role of commercial imagery include the NGA/NRO Response to the Congressional Directed Action on Next Generation Electro-Optical Imagery Collection and the NGA/NRO sponsored Independent Study of the Roles of Commercial Remote Sensing in the Future NSG (Marino Panel). NGA has also participated in ODNI's Intelligence Collection Architecture Study. Drawing on the results of these and other initiatives, NGA has begun looking at alternative business models, processes and commercially available tools to make CRS more user-friendly and accessible to all users. For example, as part of developing a strategy with the CDPs for the next-generation of commercial sensors, NGA is considering a Service Level Agreement approach that may provide more commercial imagery at modest additional cost, and an architecture that would rely more heavily on CDPs for storing, accessing, and disseminating imagery.

(U//FOUO) **Follow-up Action 5:** Providing and tracking more meaningful long-term and annual, output and outcome measures.

(U//FOUO) Year began: 2007. *Action taken, but not completed* – NGA continues to make progress in determining the best measures that will help address the performance-based budget and lend more insight into the progress of the CRS program is making with the current resource allocations. For example, the Performance assessment Working Group within the Source Throughput Management Office is looking at improvements in the measurement of throughput and bandwidth to ensure the expeditious delivery of CRS data to the customer. Moreover, a Strategic Implementation Plan Working Group is addressing an action to examine how best to measure usage of CRS data. NGA's CRS Program will be conducting a review of CRS-related performance objectives and measures in FY 2008. As part of this review, NGA will consider adding a measure recommended by the ODNI Collection and Operations Budget Category Working Group regarding the volume of imagery delivered to NGA by the two CDPs.

(U//FOUO) **Follow-Up Action 6:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion in FY 2012.

(U//FOUO) Year began: 2006. *Action taken, but not completed* – NGA implemented a Financial Improvement and Audit Readiness plan that is designed to ensure financial process improvements and the production of reliable and auditable financial statements. NGA also implemented the first phase of a three-phase plan for an NGA Integrated Financial Management system using Oracle software modules. NGA is continuing to improve financial reporting to achieve the goal of obtaining and maintaining an unqualified audit opinion by FY 2012.

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(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2006

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(U) NGP

(U) Geospatial-Intelligence Analysis

(U) Activity Summary/Description

(U//FOUO) The GEOINT Analysis (GIA) program is the analytic arm of NGA that delivers actionable GEOINT through multiple phased imagery analysis on the most challenging intelligence problems for its customers. GIA provides GEOINT products to its mission partners through collaboration with stakeholders to identify priorities, establish opportunities for expert training and the practical application of developed tradecraft, and the sustainment/recruitment of the correct skill mix and staffing levels. In 2007, NGA incorporated advanced geospatial intelligence (AGI) fiscal resources into the GIA PART. The relevant performance measure unique to AGI is included in this summary, but over time it will be incorporated into GIA measures.

(U//FOUO) Rating: Results Not Demonstrated

Section	Section Score
Program Purpose and Design	100%
Strategic Planning	50%
Program Management	71%
Program Results/Accountability	33%
Overall Weighted Score	**56%**

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Key Performance Measures	Year (FY)	Target	Actual
Cost savings resulting from the conversion of contractor to government analyst positions (Efficiency)	2008 2009 2010 2011 2012	Baseline TBD TBD TBD TBD	TBD
Number of NGA intelligence reports using AGI data and tradecraft. (Output)	2004 2005 2006 2007 2008 2009	Baseline 500 2,600 3,800 N/A[3]	414 2,515 3,659 3,745 N/A[3]

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[1] "Deliverables" refers to NGA's products, services and/or analyses.
[2] These output measures can be linked directly to outcomes.
[3] Beginning in FY 2008, reports referencing AGI data will roll up into the GIA measure.

(U) Appropriation Type

(U) *Direct Federal*

(U) Findings

(U//FOUO) **Finding 1:** The purpose of the GIA program is clear, and it addresses current and relevant needs for GEOINT products. Moreover, it is not duplicative of other public or private sector efforts, and its outputs reach the intended beneficiaries. There is no evidence of major design flaws.

(U//FOUO) **Finding 2:** The GIA program lacks specific annual and long-term, outcome-focused measures for judging its success. The program has several annual output measures. NGA is working to develop more meaningful short-term and long-term outcome-oriented measures with baselines and targets, as are most analytical programs across the intelligence community.

(U//FOUO) **Finding 3:** The GIA program does not have measures of efficiencies and cost effectiveness.

Finding 4: NGA's partners are committed to program goals, and NGA collaborates with these partners and customers to define and meet GEOINT needs.

(U//FOUO) **Finding 5:** The program invites regular independent reviews of geospatial readiness. The Command Support Agency Review Team concluded that NGA is responsive and supports the combatant commands and their joint and Service components in providing geospatial intelligence to the operating forces.

(U//FOUO) **Finding 6:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well understood and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) **Follow-Up Action 1:** Developing and implementing outcome-oriented performance measures to assess the success of GIA. GIA is also refining its output measures to increase the value of information the measure provides regarding program efficiency or effectiveness. Annual and long-term measures will include ambitious performance targets.

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(U//FOUO) **Follow-Up Action 2:** Developing an efficiency measure and procedures to achieve efficiencies and cost effectiveness in program execution. GIA is also standardizing data collection efforts to baseline its program effectiveness/efficiency.

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(U//FOUO) **Follow-Up Action 3:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion for FY 2012.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* NGA implemented a Financial Improvement and Audit Readiness plan that is designed to ensure financial process improvements and the prosecution of reliable and auditable financial statements. NGA also implemented the first phase of a three-phase plan for an NGA Integrated Financial Management System using Oracle software modules. NGA is continuing to improve financial reporting to achieve the goal of obtaining and maintaining an unqualified audit opinion by FY 2012.

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(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2007

(U) NGP

(U) GeoScout

(b)(1)

(U) Activity Summary/Description

(U//FOUO) The GeoScout program horizontally integrates and modernizes the National System for Geospatial-Intelligence (NSG), including operational structure and business process changes. GeoScout will enhance effectiveness and ensure delivery of timely, accurate, and actionable geospatial intelligence to the warfighter and government officials.

(U) Rating: Moderately Effective

Section	Section Score
Program Purpose and Design	80%
Strategic Planning	90%
Program Management	90%
Program Results/Accountability	84%
Overall Weighted Score	**84%**

(U//FOUO) Performance Measures:

Key Performance Measures	Year (FY)	Target	Actual
Cost Variance At Completion (Block I and II) (Output)	2004	Baseline	(4.2%)
	2005	< (10%)	(3.8%)
	2006	< (10%)	(1.5%)
	2007	< (10%)	TBD
	2008	< (10%)	TBD
	2009	< (10%)	TBD
	2010	< (10%)	TBD
	2011	< (10%)	TBD
	2012	< (10%)	TBD
	2013	< (10%)	TBD
Geospatial Intelligence Need (GIN) Submission (Block II) (Output)	2009	Baseline	TBD
		Baseline	TBD
		Baseline	TBD
	2010	1010 GINs/day	TBD
		126 GINs/hour	TBD
		20 sec/GIN	TBD
	2011	1081 GINs/day	TBD
		128 GINs/hour	TBD
		11.03 sec/GIN	TBD
	2012	1081 GINs/day	TBD
		128 GINs/hour	TBD
		11.03 sec/GIN	TBD
	2013	1081 GINs/day	TBD
		128 GINs/hour	TBD
		11.03 sec/GIN	TBD
Display Ranked Strategy List to User (Block II) (Output)	2009	Baseline	TBD
	2010	30 sec	TBD
	2011	16.33 sec	TBD
	2012	16.33 sec	TBD
	2013	16.33 sec	TBD
Network Availability (Block I and II) (Outcome)	2005	Baseline	99.13%
	2006	99.3 to 99.5%	99.92%
	2007	99.3 to 99.5%	99.97%
	2008	99.3 to 99.5%	TBD
	2009	99.3 to 99.5%	TBD
	2010	99.3 to 99.5%	TBD
	2011	99.3 to 99.5%	TBD
	2012	99.3 to 99.5%	TBD
	2013	99.3 to 99.5%	TBD

Key Performance Measures	Year (FY)	Target	Actual
Cost Performance Index (cum) (Block I and II) (Efficiency)	2004	Baseline	0.967
	2005	> 0.95	0.954
	2006	> 0.95	0.944
	2007	> 0.95	0.943
	2008	> 0.95	TBD
	2009	> 0.95	TBD
	2010	> 0.95	TBD
	2011	> 0.95	TBD
	2012	> 0.95	TBD
	2013	> 0.95	TBD
Schedule Performance Index (cum) (Block I and II) (Efficiency)	2004	Baseline	0.982
	2005	> 0.95	0.967
	2006	> 0.95	0.975
	2007	> 0.95	0.979
	2008	> 0.95	TBD
	2009	> 0.95	TBD
	2010	> 0.95	TBD
	2011	> 0.95	TBD
	2012	> 0.95	TBD
	2013	> 0.95	TBD

This Table is UNCLASSIFIED//FOUO

(U) Appropriation Type

(U) Capital Assets and Service Acquisition

(U) Findings

(U//FOUO) **Finding 1:** The GeoScout Program serves the clear purpose of horizontally integrating and modernizing the NSG. As intelligence data dramatically increases over the next several years, the NSG requires: new automated source management processes and tools that will provide significant scalability without significant architecture changes; reductions in the cost and time to insert new sensors; and strategy tools that provide a 30 percent faster assessment for a multi-sensor environment through access to vast array of sources.

(U//FOUO) **Finding 2:** The GeoScout program received independent evaluations and program recommendations from a MITRE Independent Assessment and the NGA Advisory Group (NAG). These recommendations include:

- (U//FOUO) Replan Increment 12 to consist of a series of capability deliveries earlier than originally envisioned. *[Follow-Up 1]*

- (U//FOUO) Implement selected prototypes and pilots to address tough technical, integration, or policy risk areas. *[Follow-Up 2]*

- (U//FOUO) Evaluate the recommendations of BEA Corporation's independent assessment of the GeoScout service-oriented architecture approach for possible implementation. *[Follow-Up 3]*

- (U//FOUO) Realign responsibility for Tier 1 activities to the Chief Operating Officer (COO) and CIO, and Tier 2 and 3 activities to the Component Acquisition Executive (CAE); and establish an Independent Cost Estimating capability. *[Follow-Up 4]*

- (U//FOUO) Conduct more detailed planning of increment integration, testing, and operational transition activities to ensure the work can be accomplished in the available time. *[Follow-Up 5]*

- (U//FOUO) Implement the Single Tasking Interface (Task Order 54) in the Increment 12 timeframe, in close coordination with our mission partner, Office of the Director of National Intelligence (ODNI), and Congress. After the interface Request For Change is processed, reassess development schedule for additional mitigations. *[Follow-Up 6]*

(U//FOUO) **Finding 3:** The GeoScout program will need to evaluate and implement appropriate responses to these MITRE and NAG risk mitigation recommendations to meet the long-term and annual performance goals of the program.

(U//FOUO) **Finding 4:** The program has not yet established baselines for some of its long-term measures.

(U//FOUO) **Finding 5:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well justified and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) NGA is taking the following actions to improve the performance of the GeoScout program:

(U//FOUO) **Follow-Up Action 1:** Segmenting GeoScout Block II into smaller efforts to allow for more focused and expeditious deliveries at reduced cost, and with a greater ability to deal with requirements and technology changes.

(U//FOUO) **Follow-Up Action 2:** Implementing selected prototypes and pilots including a service-oriented architecture (SOA) infrastructure prototype that will prove out the contractor's architectural development approach, provide valuable service orientation lessons learned, and provide a developmental forum for enterprise SOA governance and standards.

(U//FOUO) **Follow-Up Action 3:** Reviewing requirements to ensure delivery of a service-oriented architecture.

(U//FOUO) **Follow-Up Action 4:** Evaluating alternative organizational and management approaches to separate System Integrator and Developer functions.

(U//FOUO) **Follow-Up Action 5:** Including additional planning of deployment and test activities to address the residual finding in the MITRE assessment.

(U//FOUO) **Follow-Up Action 6:** Implementing Single Tasking Interface (Task Order 54) within programmatic constraints and consistent with ODNI recommendations.

(U//FOUO) **Follow-up Action 7:** Establishing baselines for all long-term measures.

(U//FOUO) **Follow-up Action 8:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion for FY 2012.

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(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2006

(U) NGP

(U) Information Technology/Information Services (IT/IS)

$(b)(1)$

(U) Activity Summary/Description

(U//FOUO) The mission of the IT/IS Program is to successfully operate and sustain the National System for Geospatial-Intelligence's (NSG) operational system baseline to ensure mission support and readiness worldwide. Specifically, this program provides a wide variety of services including supporting all NGA networks, managing secure and non-secure telephone and video teleconferencing, operating and sustaining GEOINT production systems and library services, and providing help desk services and support.

(U//FOUO) Currently, the program is executed through a contract with NJVC, LLC, a native Alaskan firm. This sole source, cost plus contract was awarded in 2001 for a single year and includes 14 one-year option periods.

(U) Rating: Moderately Effective

Section	Section Score
Program Purpose and Design	100%
Strategic Planning	88%
Program Management	71%
Program Results/Accountability	53%
Overall Weighted Score	70%

(U//FOUO) Performance Measures:

Key Performance Measures	Year (FY)	Target	Actual
Enterprise network availability. Improve and maintain network availability at 99.99% with a goal of getting to 99.999% in the future. (Outcome)	2005 2006 2007 2008 2009 2010 2011 2012 2013	99.90% Baseline 99.99% 99.99% 99.99% 99.99% 99.99% 99.99% 99.99%	99.90% 99.93% 99.95%
Critical production system availability (Outcome)	2005 2006 2007 2008 2009	Baseline 99.00% 99.00% 99.00% 99.00%	99.68% 99.82% 99.89%
Resolution of desktop computer tickets within prescribed timeframe. Improve on-time resolution to 91% in 2007 with a goal of reaching and maintaining 95% in 2011. (Outcome)	2005 2006 2007 2008 2009 2010 2011 2012 2013	N/A Baseline 91.00% 92.00% 93.00% 94.00% 95.00% 95.00% 95.00%	N/A 70.97%* 76.79%
Gartner Group customer satisfaction survey results (Outcome)	2005 2006 2007 2008 2009	N/A Baseline 3.73 3.92 3.92	N/A 3.63 3.68
Value of standard services per FTE – Improvement per year (Efficiency)	2005 2006 2007 2008 2009	N/A N/A Baseline +5% +5%	N/A N/A $153K

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*(U) Estimate based on June through December 2006 data. Data based on calendar year statistics.

(U) Appropriation Type

(U) Direct Federal

(U) Findings

(U//FOUO) **Finding 1:** The purpose of the IT/IS program is clear, and it addresses current and relevant needs for IT/IS products. Moreover, it is not duplicative of other public or private sector efforts and its outputs reach the intended beneficiaries.

(U//FOUO) **Finding 2:** NGA uses long-term and short-term outcome and output oriented metrics, with baselines and targets, to assess and improve program performance. The IT/IS contractor has met customer demands during a period of significant growth and change following 9/11 and the ensuing GWOT and has significantly improved the stability and reliability of the NGA networks.

(U//FOUO) **Finding 3:** The annual option year renegotiations put a significant burden on Government and Contractor management. However, there is value in the annual option year negotiations, given the growth of the contract scope and the planned work associated with the Base Realignment and Closure move to the New Campus East at Fort Belvoir by September 2011.

(U//FOUO) **Finding 4:** The program does not have efficiency metrics that meet PART standards.

(U//FOUO) **Finding 5:** The program is currently conducted through a sole source contract. Now that NGA has baseline performance data, experience managing a large IT service contract, and has transitioned almost three hundred government positions to the contractor, OMB believes NGA should do a rigorous business case analysis to determine whether a fixed price contract incorporating industry standard performance metrics would be a more efficient and effective way to meet the NGA demands. NGA believes a fixed price contract would translate into less flexibility and less responsiveness than exists today with the existing cost-reimbursable contract with the IT/IS vendor. The business case analysis recommended by OMB is currently unfunded.

(U//FOUO) **Finding 6:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet government-wide standards. In addition, the IC needs to improve its budget presentation such that resource needs are well-understood and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) **Follow-Up Action 1:** Incorporating improved outcome oriented performance metrics and targets into the IT/IS contract to drive contractor behavior and improve the stability and reliability of the NSG networks. In addition, the program is emphasizing customer satisfaction surveys and feedback mechanisms and increasing customer satisfaction targets.

(U//FOUO) Year began: 2006. *Completed.* The Network Stabilization Initiative Phases 1 and 2 are completed, significantly improving network availability.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* The Network Stabilization Initiative Phase 3 is planned to continue network availability improvement in FY 2008.

(U//FOUO) Year began: 2006. *Completed.* Implemented 12 new Incident Management and Change Management Service Level Agreements (SLAs) with the contractor. These SLAs will drive contractor behavior to better meet customer requirements and improve the stability and reliability of NGA networks.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* Plan to implement 24 additional Problem Management and Availability Management Service Level Agreements in FY 2008.

(U//FOUO) **Follow-Up Action 2:** Working with the IT/IS vendor to ensure that their planned Enterprise Resource Planning tool will support the cost accounting detail necessary to provide the "Value of Standard Services per Full Time Equivalent" efficiency measure and, more generally, will allow the Government to more fully evaluate cost savings.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* 2007 will be the base year for this metric with a 5% improvement planned for each year in the future, starting in 2008.

(U//FOUO) **Follow-Up Action 3:** Assuring that program goals continue to reflect mission partners' and customers' requirements, that these requirements are incorporated into contractual language, and that these requirements conform to NGA's IT Strategic Plan and other appropriate planning documents.

(U//FOUO) Year began: 2006. *Completed.* Implemented 12 new Incident Management and Change Management SLAs with the contractor. These SLA standards were developed based upon mission partner and customer requirements.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* Plan to implement 24 additional Problem Management and Availability Management SLAs in FY 2008. The Service Level Agreement standards will be developed based upon mission partner and customer requirements.

(U//FOUO) **Follow-Up Action 4:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion for FY 2012.

(U//FOUO) Year began: 2006. *Action taken, but not completed.* NGA implemented a Financial Improvement and Audit Readiness plan that is designed to ensure financial process improvements and the prosecution of reliable and auditable financial statements. NGA also implemented the first phase of a three-phase plan for an NGA Integrated Financial Management System using Oracle software modules. NGA is continuing to improve financial reporting to achieve the goal of obtaining and maintaining an unqualified audit opinion by FY 2012.

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(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2007

(U) NGP

(U) Research and Technology

(U) Activity Summary/Description

(U//FOUO) The purpose of the Research and Technology (R&T) Program is to perform path-breaking scientific research and development and to transition innovative concepts and capabilities into solving the IC and warfighters' most complex GEOINT problems.

(U//FOUO) The R&T program provides resources that are instrumental in enhancing intelligence capabilities to penetrate and analyze the most difficult targets, provide US decision makers with timely analysis, and anticipate critical intelligence developments. R&T activities provide capabilities that will significantly contribute to the outcomes, goals and initiatives of the DNI's Mission Objectives: targeting terrorists, combating the proliferation of WMD, creating innovative ways to penetrate/analyze difficult targets, identifying opportunities for decision makers, and pursuing future capabilities.

(b)(1)

(U) Rating: Results Not Demonstrated

Section	Section Score
Program Purpose and Design	20%
Strategic Planning	4%
Program Management	16%
Program Results/Accountability	8%
Overall Weighted Score	49%

(U//FOUO) Performance Measures

Key Performance Measures	Year (FY)	Target	Actual
No Measures. (Long-term, annual, and efficiency measures are in development.)	2007 2008 2009	Baseline TBD TBD	TBD

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(U) Appropriation Type

(U) Research and Development

(U) Findings

(U//FOUO) **Finding 1:** The NGA R&T program does not currently have corporate long-term or annual measures; therefore, the result of this PART is Results Not Demonstrated.

(U//FOUO) **Finding 2:** The NGA R&T program does not currently have a multi-year efficiency measure tied to corporate goals.

(U//FOUO) **Finding 3:** The NGA R&T program serves a clear purpose; the goal is to transition innovative concepts into solving the IC and warfighters' most complex GEOINT problems. The R&T program objectives are to:

- (U//FOUO) Provide path-breaking research and technology efforts in the core sciences that seek to solve difficult GEOINT problems.

- (U//FOUO) Develop and apply revolutionary technology and process solutions that provide richer, precise data and fundamental breakthroughs in automating the exploitation of complex combinations of data sets and/or images, necessary to meet the increasing volumes of data as source collections grow.

(b)(1)

- (U//FOUO) Provide advanced research and development of new technologies and capabilities in support of NGA's transformational approach to meet future space radar (SR) requirements and the integration of the future SR into the NSG ground TPED architecture.

- (U//FOUO) Collaborate on advanced research and development initiatives with academia, industry, innovative small businesses, other US government agencies, and international partners to extend GEOINT applications and expand NGA's technological edge to support operational and mission partners.

- (U//FOUO) Integrate and scale promising concepts and technologies into prototypes to enable feasibility assessments and concept test and evaluation in realistic operational testbed environments.

(U//FOUO) **Finding 4:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well understood and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) NGA is taking the following actions to improve the performance of the Research and Technology program:

(U//FOUO) **Follow-Up Action 1:** Developing corporate long-term and annual measures with ambitious targets.

(U//FOUO) **Follow-Up Action 2:** Developing an efficiency measure tied to corporate goals.

(U//FOUO) **Follow-up Action 3:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion for FY 2012.

(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY

(U) Program/Activity Evaluated in 2007

(U) NGP

(U) Source Tasking and Operations Management

$(b)(1)$

(U) Activity Summary/Description

(U//FOUO) This program conducts the planning and execution of GEOINT source operations and the development and maintenance of geospatial foundation data. Source operations include the discovery, acquisition, assessment, management, delivery, and maintenance of GEOINT source data for all National System for Geospatial-Intelligence users. Geospatial foundation data activities include the development, maintenance, and quality assessment of non-imagery data and library holdings. In 2007, NGA incorporated airborne integration into the Source PART.

(U) Rating: Results Not Demonstrated

Section	Section Score
Program Purpose and Design	100%
Strategic Planning	63%
Program Management	86%
Program Results/Accountability	67%
Overall Weighted Score	**77%**

(U//FOUO) Performance Measures

Key Performance Measures	Year (FY)	Target	Actual
Effective integration of Commercial imagery into Source daily tasking operations (Outcome)	2005 2006 2007 2008 2009	Baseline 75% 85% 95% 100%	65% 75% 85%
Percent of Tape Production and Dissemination Eliminated (Outcome)	2005 2006 2007 2008 2009	Baseline 85% 100% N/A N/A	50% 85% 100%
Percent of Hard Copy Production and Dissemination Eliminated[1] (Outcome)	2005 2006 2007 2008 2009	Baseline 20% 40% 70% 100%	0% 43% 66%
Percent of national technical means imagery delivered within timeliness thresholds[2] (Outcome)	2005 2006 2007 2008 2009	Baseline 90% 90% 90% 90%	90% 99% 99%
TBD – Airborne measure	2007 2008 2009	Baseline TBD TBD	TBD

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[1] – "Hardcopy" refers to the production and dissemination of paper-based products.

[2] – 90% target is established by customer agreement and is a standing parameter. Target is consistently exceeded due to pro-active measures taken to ensure timeliness delivery is achieved.

(U) Appropriation Type

(U) Direct Federal

(U) Findings

(U//FOUO) **Finding 1:** The Source program lacks specific long-term, outcome-focused performance measures that have ambitious targets, and that meaningfully reflect the purpose of the program. Therefore, the program received a rating of Results Not Demonstrated.

(U//FOUO) **Finding 2:** The Source program serves a clear purpose—to discover, acquire, produce, deliver, and manage the data and information used to create geospatial intelligence. It is not duplicative of any other public or private sector efforts and its outputs reach the intended beneficiaries. There is no evidence of major design flaws.

(U//FOUO) **Finding 3:** The Source program collaborates well with partners and has in place an excellent feedback process with its customers.

(U//FOUO) **Finding 4:** The Source program is working with the Airborne Executive to develop a means to track the achievement of Airborne integration efforts within NGA in accordance with the Airborne Management Authority Strategic Implementation Plan.

(U//FOUO) **Finding 5:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well understood and more clearly linked to performance.

(U) Follow-Up Actions

(U//FOUO) NGA is taking the following actions to improve the performance of the Source Tasking and Operations Management program:

(U//FOUO) **Follow-up Action 1:** Updating the Source Strategic Plan and Implementation Plan to include measurable long-term objectives. Based on these updated plans, the program will develop and implement long-term outcome-oriented performance measures to assess the success of Source. These measures will include ambitious performance targets.

(U//FOUO) **Follow-up Action 2:** Working with the Airborne Executive to develop annual and long-term outcome measures to track the achievement of Airborne integration efforts within NGA.

(U//FOUO) **Follow-up Action 3:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion for FY 2012.

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(U) CONTENTS

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(U) GLOSSARY

(U) 3-D—Three dimensional

(U) AGI—Advanced geospatial intelligence. The technical, geographic, and intelligence information derived through interpretation or analysis using advanced processing of energy in the electro-magnetic spectrum collected by imagery or imagery-related collection assets. Formerly known as imagery-derived MASINT.

(U) AGITK—Advanced Geospatial Intelligence Tool Kit. A mensuration package that migrates an exploitation tool that operates solely within the Matrix GOTS Electric Light Table (ELT) with a more open architecture that interfaces to COTS ELTs. Formerly known as the Special Mensuration Services Tool Kit (SMSTK).

(U) AGP—Advanced GEOINT Processing

(U) AIC—Analysis and Integration Center

(U) AIS—Analytic Integrity and Standards

(U) AMETL—Agency Mission Essential Task List

(U) AR&D—Advanced R&D

(U) ARG—Advanced Radar GEOINT

(U) AT/FP—Antiterrorism/Force Protection

(U) ATR—Automated target recognition

(U) BASIC—Broad Area Space-Based Imagery Collector

(U) BCA—Business Case Analyst

(U) BCP—Business continuity planning

(U) BDA—Battle damage assessment

(U) Botnet—A collection of software robots which run autonomously and automatically on groups of computers controlled by infected software, allowing remote control by a malicious user, hacker, or adversary.

(U) BRAC—Base Realignment and Closure

(U) BRITE—Broadcast-Request Imagery Technology Experiment; takes imagery across the last tactical mile by providing the user with image availability notices, imagery request messages, and imagery dissemination; expects to use COTS imagery and map display.

(U) C&A—Certification and accreditation

(U) CAIG—Cost Analysis Improvement Group (ODNI)

(U) CBRN—Chemical, biological, radiological, and/or nuclear

(U) CBRNE—Chemical, biological, radiological, nuclear, and explosives

(U) CBW—Chemical and biological warfare

(U) CCD—Coherent change detection

(U) CDMGS—Consolidated Denver Mission Ground Station

(U) CDP—Commercial data provider

(U) CERT—Computer Emergency Response Team

(U) CIL—Command Information Library. Replaced IDEX II archive and dissemination capabilities. Provides similar functions as the NIL, but differs from the NIL in content, storage size and performance.

(U) CIP—Critical Infrastructure Protection

(U) CIRT—Computer Incident Response Team

(U) COCOM—Combatant Command

(U) COG—Continuity of Government

(U) COMSEC—Communications Security

(U) CRS—Commercial Remote Sensing

(U) CRSP—Commercial Remote Sensing Program

(U) D&R—Disclosure and release

(U) DAA—Designated accreditation authority

(U) DAWIA—Defense Acquisition Improvement Act

(U) DARPA—Defense Advanced Research Projects Agency

(U) DBGI—Demand-Based Geospatial Intelligence

(U) DCGS—Distributed Common Ground System. DCGS is a family of fixed and deployable multi-source ground processing systems that support a range of ISR systems, including spaceborne, airborne, and ground based sensors.

(U) DCM—Data Center Migration

(U) DEAP—Deployed and externally assigned personnel

(U) DFAS—Defense Finance and Accounting Service

(U) DF IPL—Direct Feed Image Product Libraries

(U) DISA—Defense Information Systems Agency

(U) DISN—Defense Information System Network

(U) DMIGS—Domestic Mobile Integrated GEOINT System (MIGS)

(U) DNI CAIG—DNI Cost Analysis Improvement Group

(U) DoDIIS—DoD Intelligence Information System

(U) DPDW—Digital Product Data Warehouse. The geospatial library that provides a digital repository for the master distribution of NGA geospatial products and data files, including SRTM data.

(U) DRM—Data reference model

(U) DW—Defense-Wide

(U) EAP—Employee Assistance Program

(U) EC—Expenditure Center. An organizational level in the three-level Capabilities Programming and Budgeting System (CPBS) hierarchy. During NIP budget builds, funding profiles are developed for each project within each EC.

(U) ECS—Enhanced Crystal System

(U) EE—Enterprise Engineering (NGA)

(U) ENCORE—Enterprise Networking and Corporate Expansion

(U) ENR—Enterprise needs and requirements

(U) EO—Electro-optical

(U) EO—Enterprise Objective (NIS)

(U) EOD—Entry on duty

(U) ERM—Earth Reference Model. A digital model of the Earth that includes all geospatial, precision point, and imagery-derived intelligence data in a common structure; or Electronic Records Management.

(U) ES—Exploitation Services

(U) ESC—Enterprise Service Center (NGA)

(U) EXCOM—Executive Committee (NGA)

(U) FEMA—Federal Emergency Management Agency

(U) FFRDC—Federally-Funded R&D Center

(b)(1)

(U) FISMA—Federal Information Security Management Act

(U) FITS—Financial Information Tool Suite

(U) FM—Financial Management Directorate (NGA)

(U) FOPEN—Foliage penetration

(U) FSRM—Facilities sustainment, restoration, and modernization

(U//FOUO) GEOCOM—GEOINT Committee. An IC committee chaired by NGA that promotes cross-discipline collaboration on GEOINT issues, and provides an IC forum to ensure that GEOINT plans, programs, and operations are responsive to mission partner needs and are aligned with DNI objectives.

(b)(1)

(U) GEOINT—Geospatial intelligence. An intelligence discipline defined as the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically-referenced activities on Earth. GEOINT includes imagery, imagery intelligence, geospatial information, imagery-derived MASINT (AGI), and imagery-derived products.

(U) GEONAMES—Geographic names

(b)(1)

(U) GGMA—GeoNames, GeoFeatures, Maritime, and Aeronautical

(U) GIA—GEOINT Analysis

(U) GIAT—Geospatial Intelligence Advancement Testbed. A unique operational prototyping environment that enables NGA to integrate research and analysis processes against hard issues such as counterterrorism, WMD, and counternarcotics.

(U) GIL—Geospatial Intelligence Library

(U) GIN—Geospatial Intelligence Need

(U) GIO—GEOINT operations

(U) GKB—GEOINT Knowledge Base

(U) GMTI—Ground Moving Target Indicator

(U) GRA—GEOINT reference architecture

(U) GSA—General Services Administration

(U) GSP—Geospatial Services Program

(U) GVS—Geospatial Visualization Services

(U) HCP—Human Capital Plan

(U) HD—Human Development Directorate (NGA)

(U) HEO—High Elliptical Orbit

(U) HLD—Homeland defense

(U) HLS—Homeland security

(U) HR—Human resource(s)

(U) HRTI—High resolution terrain information

(U) I&W—Indications and warning

(U) IA—Imagery analyst

(U) IA—Information assurance

(U) IARPA— Intelligence Advanced Research Project Activity

(U) ICA—Intelligence Collection Architecture

(U) ICASS—International Cooperative Administrative Support Services

(U) ICE—Independent cost estimate

(U) IDS-D—Information Dissemination Services–Direct Delivery. Replaces Defense Dissemination System (DDS) functionality for the NSG architecture and serves as the time dominant dissemination capability for the FIA-era.

(U) IEC—Integrated Exploitation Capability. Suite of hardware and software that integrates exploitation and production system functionality into the NSG.

(U) IED—Improvised explosive device

(U) IESS—Imagery Exploitation Support System. A modular, client-server based system that supports exploitation requirements, hardcopy and softcopy imagery exploitation, historical coverage of imagery, and dissemination management for the Unified Commands, Services, Agencies and ground, air, and naval units worldwide.

(U) I-LCCE—Independent Life Cycle Cost Estimate

(U) IV&V—Independent verification & validation

(U) IO—Information operations

(U) IOC—Initial operational capability

(U) IOC-D—Integrated Operations Center-Denver

(U) IOC-SW—Integrated Operations Center-Southwest

(U) IOTS—Integrated ONIR TPED System

(U) IPL—Image Product Library. An image and imagery product storage, query and retrieval system that provides user access to networked NGA libraries. IPLs replace the Demand Driven Direct Digital Dissemination (5D) system.

(U) IR—Infrared

(U) IRC—Incident Response Center

(U) IRM—Information Resource Model

(U) IRR—Initial requirements review

(U) IRTPA—Intelligence Reform and Terrorism Prevention Act

(U) IS—Information Services

(U) ISF—Integration support facility

(U) ISR—Intelligence, surveillance and reconnaissance

(U) ISS—Information systems security

(U) ISSO—Information Systems Security Officer

(U) ITDR—IT Disaster Recovery

(U) ITC—Interim Transition Capability

(U) ITF—Integrated Test Facility

(U) IT/IS—Information Technology/Information Services

(U) JCTD—Joint Capability Technology Demonstration

(U) JTF-GNO—Joint Task Force-Global Network Operations

(U) JWAC—Joint Warfare Analysis Center

(U) JWICS—Joint Worldwide Intelligence Communications System

(U) KPE—Knowledge Production and Exploitation

(U) L/H—Legacy/heritage (in reference to IT systems).

(U) LIDAR—Light detection and ranging. An imaging technique that provides three-dimensional data on a target by emitting a series of short laser pulses and detecting the backscattered light.

(U) M&S—Modeling and simulation

(U) MAGIC—Maritime AGI Cell

(U) MC&G—Mapping, charting and geodesy

(U) MC&GIL—Mapping, Charting, and Geodesy Information Library

(U) MCIA—Marine Corps Intelligence Activity

(U) MCO—Mission critical operation

(U) MCS—Mission and corporate support

(U) MIA—Missing in action

(U) MIGS—Mobile Integrated GEOINT System. Military vehicle-mounted hardware, software, and communications suite that merges imagery and intelligence data for specialized operations support at customers' deployed locations.

(U) MILCON, DW—Military Construction, Defense-Wide appropriation

(U) MO—Mission Objective (NIS)

(U) MS—Mensuration services

(U) MS/MSP—Mensuration services/Mensuration Services Program

(U) MSA—Major system acquisition

(U) MTI—Moving target indicator

(U) Multi-INT—Multiple intelligence

(U) NAG—NGA Advisory Group

(U) NASIC—National Air and Space Intelligence Center

(U) NAVO—Naval Oceanographic Office

(U) NCE—New Campus East. Base Realignment and Closure (BRAC) 2005, which became law on 9 November 2005, directed consolidation of NGA's east sites (Washington Navy Yard, Bethesda, Reston, Newington, Fort Belvoir NGA College, and Westfields) at a new campus at Fort Belvoir's Engineering Proving Ground in Springfield, VA by 15 September 2011.

(U) NCGIS—National Center for Geospatial Intelligence Standards

(U) NCPC—National Counterproliferation Center

(U) NCTC—National Counterterrorism Center.

(U) NDC—NGA Data Center

(U) NDC-W—NGA Data Center-West

(U) NDE—NGA Dissemination Element

(U) NEF—Nonconventional exploitation factors

(U) NES—National Exploitation System. Provides support for hardcopy and softcopy imagery exploitation, exploitation requirements and dissemination management, historical coverage, plotting, mensuration, and dissemination of NGA's imagery intelligence products. Contains historical imagery intelligence reports and interfaces to RMS.

(U//FOUO) NextView—A CRS effort in which NGA has contractual agreements with multiple commercial providers for the purchase of commercial data and licenses; and invests in a new generation of commercial imagery satellite development.

(U) NGANet—A common SCI communications infrastructure that provides SCI electronic connectivity for most NGA employees.

(U) NGC—National Geospatial-Intelligence College

(U) NIES—National Imagery Exploitation System

(U) NIFM—NGA Integrated Financial Management

(U) NIFM—NGA Integrated Financial Management program

(U) NIL—National Information Library. An IC asset that supports dissemination of and access to national-level imagery, imagery-based products, geospatial information, and metadata at both the Secret Collateral and SCI levels.

(U) NIPF—National Intelligence Priorities Framework

(U) NIS—National Intelligence Strategy

(U) NIS—New Imaging System

(U) NITF—National Imagery Transmission Format

(U) NLE—NGA Library Environment. For customer sites not formerly using the IDEX II storage capabilities.

(U) NOSA—NSG Operational System Acquisition project

(U) NRT—Near real-time

(U) NSG—National System for Geospatial-Intelligence. The integration of technology, policies, capabilities, and doctrine necessary to conduct GEOINT in a multi-intelligence environment.

(U) NSG-DS—NSG Discovery Services

(U) NSI—Network Stabilization Initiative

(U) NST—NGA Support Team(s). Groups of NGA personnel that are forward deployed around the world in response to national and departmental requirements, providing enhanced support to decisionmakers and warfighters.

(U) NSTS—National Secure Telephone System

(U) NTA—National Technology Alliance. A partnership among government, industry, and academia to leverage commercial technology for the government's benefit. It capitalizes on emerging commercial technology, working with vendors to develop advanced technology for exploitation, archive and dissemination, and communications applications.

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(U) NTP—Notice to proceed

(U//FOUO) NTT—National-to-Theater program (US Army program)

(U) O&M, AF—Operation and Maintenance, Air Force appropriation

(U) O&M, DW—Operation and Maintenance, Defense-Wide appropriation

(U) O&S—Operation and sustainment

(U) OCC—Office of Corporate Communications (NGA)

(U) OCIO—Office of the Chief Information Officer (NGA)

(U) ODC—Office of Director's Action Center (NGA)

(U) ODE—Office of Diversity Management and Equal Employment (NGA)

(U) OGC—Office of General Counsel (NGA)

(U) OGS—Office of Global Support (NGA)

(U) OIG—Office of Inspector General (NGA)

(U) OIP—Office of International Affairs and Policy (NGA)

(U) OMS—Office of Military Support (NGA)

(U) ONIR—Overhead non-imaging infrared

(U) OPF—Official personnel file

(U) OPR—Office of Protocol (NGA)

(U//FOUO) Orthorectification—a method of processing remotely sensed imagery to remove scale, tilt, or relief distortions. This technique renders an imagery product similar to an air photograph—one that is readily interpreted by analysts, since distances, angles, and areas in the image can be measured directly, without further processing.

(U) PAR—Personnel action request

(U) PART—Program Assessment Rating Tool (OMB)

(U) PED—Processing, exploitation, and dissemination

(U//FOUO) Photogrammetric analysis—Analytical measurements from photographs or images; photogrammetry uses aerial photographs to produce planimetric and topographic maps of the earth's surface.

(U) PI—Polarimetric imagery/polarimetric imaging

(U) PKI—Public key infrastructure

(U) PMAA—Production Management Alternative Architecture provides a geospatial production information management capability based on a series of COTS tools.

(U) PMEF—Primary mission essential functions

(U) PMP—Program management plan

(U) POW—Prisoner of war

(U) PRFG2—Precision Radar Reference Framework for Global Geopositioning

(U) Proc, DW—Procurement, Defense-Wide appropriation

(U) PSR—Preship review

(U) RDT&E, AF—Research, Development, Test, and Evaluation, Air Force appropriation

(U) RDT&E, DW—Research, Development, Test, and Evaluation, Defense-Wide appropriation

(U) RMS—Requirements Management System. The primary system used by intelligence organizations at the national, command, and unit levels to manage and task existing national and DoD imagery collection assets.

(U) SAP—Special access program

(U) SAR—Synthetic aperture radar

(U) SBIRS—Space Based Infrared System

(U) SBUNet—Sensitive but Unclassified Network. NGA's common unclassified desktop computer network.

(U) SC—Secret Collateral

(U) SecDef—Secretary of Defense

(U) SECNet—Secret Network. NGA's common SC communications infrastructure that provides SC electronic connectivity for most employees.

(U) SEM—Security event management

(U) SET—Shared execution team

(U) SIP—Strategic Implementation Plan (NGA/CRS)

(U) SIPRNet—Secret Internet Protocol Router Network

(U) SLA—Service-level agreement

(U) SMA—Source management analyst

(U) SME—Subject matter expert

(U) SMS—Special mensuration service

(U) SMTI—Surface moving target indicator

(U) SOA—Service-oriented architecture

(U) SR—Space radar

(U) STIL—St. Louis Information Library

(U) STS—SAR, Thermal, Spectral

(U) SWP—Strategic workforce plans

(U) TDOC—Time-Dominant Operations Center (NGA) (formerly known as the National Geospatial Intelligence Warning Center)

(U) TDP—Topographic Data Processing/Processor

(U) TEMPEST—Transient Electromagnetic Pulse Emanations Standard. A control program to detect, study, and eliminate compromising electronic emanations.

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(U) TPED—Tasking, processing, exploitation, and dissemination. A term encompassing the functions, other than collection, that make up the end-to-end imagery and geospatial intelligence cycle.

(U) UNIL—Unclassified National Information Library

(U) V&V—Verification and validation

(U) VTC—Video teleconference

(U) WAN—Wide area network

(U) WNY—Washington Navy Yard

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