



**NSG**  
NATIONAL SYSTEM  
FOR GEOSPATIAL-INTELLIGENCE

**GEOINT**

GEOSPATIAL  
INTELLIGENCE

**NATIONAL SYSTEM FOR GEOSPATIAL-INTELLIGENCE (NSG)  
STATEMENT OF STRATEGIC INTENT  
THE FUNCTIONAL MANAGER'S PERSPECTIVE**

**APRIL 2004**

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY





## ► The National System for Geospatial-Intelligence

NSG is the integration of technology, policies, capabilities, and doctrine necessary to conduct geospatial intelligence in a multi-intelligence environment.

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### THE NSG MISSION

The NSG provides timely, relevant, and accurate geospatial intelligence in support of national security.

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### THE NSG VISION

The NSG provides geospatial intelligence – imagery, imagery intelligence, and geospatial data and information – for planning, decision-making and action in support of national security.

The NSG is a unified community of geospatial intelligence producers and users, leveraging expert tradecraft, regional expertise, and strength in numbers, in the delivery of multi-source, multi-intelligence data and knowledge.

The NSG affords easy access to geospatial intelligence databases and analytic expertise for all stakeholders.

The NSG tailors customer-specific geospatial intelligence, analytic services, and solutions.

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### THE NSG CORE VALUES

In the NSG Community, we are committed to...

**Customers...**both as National Intelligence and Combat Support activities – from the highest level to the tactical, as well as international partners.

**People...**their personal integrity, professionalism, growth, leadership, and accountability.

**Culture...**partnership, diversity, collaboration, creativity, risk-taking, and mutual trust and respect.

**...Excellence** in all we do.

## ► THE FUNCTIONAL MANAGER'S PERSPECTIVE

This National System for Geospatial-Intelligence (NSG) Statement of Strategic Intent represents my perspective as Functional Manager for the Geospatial-Intelligence Community. It fulfills my responsibility to provide direction to the community concerning geospatial intelligence activities. This document also communicates my strategic direction to our stakeholders, i.e., our customers—those whom we serve in crucial roles of providing geospatial intelligence; our workforce—government (civilian and military) and contractor; our mission and information partners—both domestic and foreign; our industry, academic, and non-profit collaborators; our oversight authorities both in the executive and the legislative branches; and, most importantly, the citizens of the United States—our ultimate stakeholders. Achievement of the goals outlined in this document will significantly transform the NSG to meet the challenges of the coming decades.

This NSG Statement of Strategic Intent is the capstone document and sets the basic direction for a series of ensuing documents that build to the tenets articulated here. These include the Geospatial-Intelligence Functional Manager's Guidance, Geospatial-Intelligence Basic Doctrine (currently being developed), and the National Geospatial-Intelligence Agency (NGA) Transformation Execution Plan (NTEP). In addition, it reflects the direction promulgated in DoD Strategic Planning policies and in the DCI's Intelligence Imperatives for our Nation's Security and performance and planning guidance. Taken together, these documents provide a consistent planning framework for the NSG Community.

Those whom we serve—the President, Congress, Executive Branch, policy community, military commanders, law enforcement officials, and civil leaders—require reliable information with a geospatial intelligence foundation as the enabling common denominator. This information must be accurate, timely, current, detailed, easily accessible, and, in relative terms, affordable.

The Defense Authorization Act for Fiscal Year 2004 formally changed the name of the National Imagery and Mapping Agency to the National Geospatial-Intelligence Agency. This is a major step in our transformation effort and emphasizes the geospatial intelligence mission in support of national security. It recognizes the intrinsic value of geospatial intelligence to operations and decision-making. Our efforts across the NSG since September 11, 2001, clearly show progress and success in meeting the formidable challenges. We can now “see” with ever-clearer precision the vectors we must pursue and now recognize that we must do so ever more aggressively.

For the NSG, this means capitalizing on all forms of what we have traditionally categorized as imagery, imagery intelligence, and geospatial data and information. It also means working toward the fundamental integration of national technical means (NTM), airborne and commercial imagery, and imagery-derived Measurement and Signatures Intelligence (MASINT) disciplines into the NSG baseline, as well as the transformation of our infrastructure, source management, and training.

**Geospatial intelligence is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict geographically referenced physical features and activities on the Earth in support of national security needs.**

Acting under the Functional Manager authorities assigned to me by DoD and the DCI, I will provide management and guidance to the NSG with the aim of improving performance, assuring interoperability, enhancing quality, and ensuring the reliability of NSG information, products, and services. The NGA will lead this effort through collaboration and strong management, with a policy of “open covenants, openly made.” My NGA Key Component Functional Managers, who have subject matter expertise across the NSG activities, will exercise their responsibilities to support me in this management effort. I have identified a number of Functional Management areas that I want to focus on, and they are provided below.

- **Identify, advocate, and document NSG Community requirements.** Working with NSG partners and stakeholders, NGA will forecast changes to the operating environment, determine future needs and requirements, establish plans to align investments, work with partners to leverage all assets and resources, and present compelling evidence to oversight organizations to champion NSG requirements. The NGA NSG Operational Requirements Document (ORD) captures the multitude of requirements that drive the acquisition, development, and delivery of NSG capabilities as agreed to by the NSG Community and validated by the DCI’s Mission Requirements Board and the Joint Chiefs of Staff Joint Requirements Oversight Council. NGA will develop follow-on requirements documentation to articulate evolving requirements for capabilities in the post-FY 2009 timeframe, and will postulate a set of Key Performance Parameters to reflect evolving NSG and military capabilities.
- **Establish, maintain, communicate, and enforce NSG doctrine, policies, and guidance.** NGA will develop the necessary doctrine, policies, and guidance to enhance interoperability within an all-digital environment and establish standards for exploitation and use of exploitation tools. Doctrine, policy, and guidance will ensure the use of compatible, open standards-based systems, tools, and business processes that enhance collaboration at multiple security levels. NGA will work through NSG and other Community fora, as appropriate, to assure understanding of and compliance with NSG doctrine, policies, and guidance.
- **Develop and deliver geospatial intelligence training.** NGA will develop and deliver training for the NSG workforce and our global customers in the Geospatial- Intelligence discipline. Curricula will emphasize essential skills, integrated training programs at all levels, and training on new and evolving capabilities. NGA will work through community fora to establish training standards and curricula.

- **Implement innovative operational concepts and continuous business process improvement within the NSG Community.** NGA relentlessly pursues improvement in NSG capabilities through the identification of best business practices and the creation of cutting-edge operational concepts. NGA will integrate these concepts and business practices, to include key multi-intelligence initiatives, with those of mission and information partners, the Intelligence Community, and military and civil customers.
- **Strengthen geospatial intelligence collaborative production efforts.** NGA will lead collaborative and unified Geospatial-Intelligence production operations, to ensure that the NSG is answering highest priority needs. New initiatives should ensure regionally and functionally integrated analysis and geospatial content, contributing to the common operational picture of the mission space.
- **Transform source operations and management.** NGA must transform source management to vigorously and systematically acquire access to all pertinent geospatial intelligence sources and source data, and infuse them into the analytical process to meet current and future intelligence needs within the NSG. NGA will lead the horizontal integration of all tasking and collection management services to help customers translate information needs into the optimal application of sources.

## ► NSG COMMUNITY GOALS



I am articulating nine broad goals for the NSG Community to move us toward the NSG Vision. The NSG Community consists of the NGA, the other National and Defense Intelligence Community agencies, the Military Departments, the Combatant Commands, and parts of the Civil Community. Also contributing are our international partners. Achievement of these goals is described in greater detail in the following pages of this document. They encompass broad areas of interest and are:

**Goal 1: Respond – now and always – to analysis and production demands in what we recognize is a perpetual state of crisis.**

**Goal 2: Champion and complete a complex set of major investments to move us to the next level of NSG capabilities.**

**Goal 3: Forge the future environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly, and providing geospatial intelligence data and analysis, services, integrated systems, and solutions.**

**Goal 4: Align human resource plans, policies, and services with the NSG Statement of Strategic Intent and Core Values, in recognition that all that we do is completely dependent on our most important resource, our people—government and contractor.**

**Goal 5: Continue transformation of NSG business practices to enhance the provision of geospatial intelligence.**

**Goal 6: Capitalize on all forms of traditional and non-traditional sources, to include NTM, airborne, civil, and commercial sources.**

**Goal 7: Champion multi-intelligence collaboration.**

**Goal 8: Rely on our partners—both domestic and foreign—to help execute our mission and achieve our vision.**

**Goal 9: Transform our infrastructure.**

**The NSG Community** consists of the NGA, the other National and Defense Intelligence Community agencies, the Military Departments, the Combatant Commands, and parts of the Civil Community.

These Strategic Goals constitute the major tenets of our strategic vision and focus on the heart of our customers' needs—timely, relevant, accurate, predictive, and actionable geospatial intelligence. The Nation depends on us for it. Customers demand it of us. Our tradition of excellence assures it.

JAMES R. CLAPPER, JR  
Lieutenant General, USAF (Ret.)  
National System for Geospatial-Intelligence  
Functional Manager



► **GOAL 1: Respond – now and always – to analysis and production demands in what we recognize is a perpetual state of crisis.**

The NSG's customers encompass a widening array of decision-makers and operational forces. Their interests include protecting national security, combating the threat of terrorism, implementing national policy, responding to natural disasters, and countering illegal drug trafficking. To be successful, they require geospatial intelligence – foundation, information, and services – tailored to meet highly specific needs, delivered faster, in an easily understood format.

The NSG will meet these needs by continually adapting ourselves, our analysis and production, our methodologies and tradecraft, and our technology to support information and decision dominance. The NSG's global foundation-level data, Earth-referenced and "time-stamped," are key to maintaining decision dominance. The data also support land-based, aeronautical, and hydrographic navigation. Equally essential is that our NSG intelligence results be easily accessible to our customers. The NSG's global information and analytic readiness provide the springboard for our capability to respond as a community to crises and emerging threats.

**The NGA and its NSG partners will:**

- **Customize geospatial intelligence for each customer.** The NSG customer base is broad and its information needs vary in scope, specificity and turnaround time. Providing an integrated global data and knowledge foundation for planning, decision, and action, geospatial intelligence permits the visualization of intelligence information in a geospatial and temporal context. This foundation can then be intensified to meet specific customer needs. Other intelligence information will be overlaid on this picture of the mission space. The resulting synergy allows for more robust analysis to meet our customers' needs for timely, relevant, accurate, predictive, and actionable intelligence information, as well as enhances our ability to tailor real-time solutions for time-dominant needs. Across the community, NSG analysts will use full-spectrum collection strategies, employing advanced sensors to respond to the increasingly subtle intelligence issues facing the nation. By combining an understanding of global issues with in-depth knowledge of customer missions, they will use innovative methods to correlate information to produce tailored geospatial intelligence that exceeds customer expectations.
- **Manage this data-rich environment.** The NSG will operate within a fully digital information network, populating databases and exploiting all available forms of Earth-derived, space-based, and airborne data, including advanced forms of spectral imagery. These databases will incorporate appropriate standards to ensure data interoperability. Moreover, NGA will certify the lineage, integrity, and quality of its information and facilitate direct customer access. The information will be easily shared through a common, digital, geospatially referenced framework and analyzed by highly trained, motivated professionals in a multi-source, multi-intelligence, net-centric environment. Through this common enterprise operating and management framework the NSG will provide customers the advantage of decision dominance across the full range of national security operations.

► **GOAL 2: Champion and complete a complex set of major investments to move us to the next level of NSG capabilities.**

To provide the knowledge foundation for planning, decision, and action, the NSG Functional Manager, together with our mission and information partners, will define, implement, and manage an overarching NSG architecture and will appropriately invest in its cutting-edge systems and analytical tools. As part of our transformation we must enhance and promote collaboration with our partners and customers via information sharing and interoperability in an all-digital environment. To do this, we will use the best acquisition, management, and systems engineering processes to align investments for maximum efficiency. We will leverage commercial technology to deliver solutions that enhance decision dominance.

**The NGA and its NSG partners will:**

- **Migrate to an all-digital environment.** The NSG will migrate to an all-digital environment to enable collaboration among geographically dispersed analysts and users from various intelligence disciplines. We will lead this transformation by developing, implementing, and enhancing systems, tools, archives, and business processes. This transformation will include seamless libraries, distributed archives, collaborative exploitation, automated generation of information, a robust communications infrastructure, integrated source operations and management for all forms of data, and community collection and information management in a multi-intelligence environment that supports the complete intelligence cycle. It will ensure a customer-empowered service model for data retrieval. Also critical to this goal are establishment of a worldwide, digital Geospatial-Intelligence Knowledge Base (GKB); a web portal to NSG data holdings for easy access to geospatial intelligence; and tools to enhance source management, exploitation, manipulation, storage and dissemination.
- **Ensure NSG information interoperability in a collaborative, multi-source environment.** Interoperability is central to collaboration and decision dominance. Defining, implementing, and managing the NSG architecture is the first step toward shaping a multi-intelligence architecture. Horizontal Integration will be enabled by the NSG and will focus our architecture, our processes, and our procedures to achieve a multi-source, multi-intelligence, collaborative environment. NSG will lead the Community in defining the interfaces and standards to speed discovery, retrieval, and exploitation of information. Standards, adopted in concert with the Department of Defense and the Intelligence Community, will leverage industry standards and be universally applicable. Community adherence to the NSG architecture and data standards will revolutionize collaborative business practices in a shared, multi-intelligence environment.
- **Improve acquisition, contract management, and systems engineering processes.** Transition to an all-digital, interoperable environment requires smart, disciplined acquisition processes that balance efficiency, effectiveness, innovation, and affordability. NGA, as the acquisition authority for the NSG, will advance existing capabilities and will address systems and capability shortfalls by hiring skilled personnel, seeking expertise from industry and academia, investing sufficient resources, institutionalizing best business practices, and committing to process improvement.

► **GOAL 3:** **Forge the future environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly, and providing geospatial intelligence data and analysis, services, integrated systems, and solutions.**

The NSG must anticipate the future, not react to it. To remain relevant to future customer needs, we must lay out a successful path that culminates in long-term solutions to worldwide issues while also providing strategic direction for an unknown, evolving future threat environment. The NSG must forecast changes to the operating environment, determine future requirements, and invest to guarantee alignment to transformation goals. To be the world's leader in geospatial intelligence, NGA will engage with its partners and customers to understand their future needs, work with cutting-edge commercial technology, and incorporate the best in business transformation.

**The NGA and its NSG partners will:**

- **Build and maintain the geospatial intelligence technology edge.**

Leading the NSG's Research & Development (R&D) community, the NGA will grow its R&D investments. The focus of NGA's basic and applied research and advanced technology development will be on meeting the needs of geospatial intelligence producers and customers in a multi-intelligence environment. The NGA will partner with other NSG activities to jointly capitalize on breakthrough and enabling technologies. The NSG will employ Advanced Concept Technology Demonstrations (ACTDs) and Geospatial Intelligence Advancement Testbeds (GIATs) to rapidly prototype innovative technology solutions, always striving to insert "leap-ahead" technologies into the all-digital, interoperable NSG architecture. NSG technology insertion will be consistent with geospatial intelligence doctrine and include coordinated planning for facilities, personnel, training, and business process changes.

- **Champion transformation in the Intelligence Community.**

The NSG must significantly transform to meet the challenges of the coming decades. The NGA will lead, with its NSG partners, comprehensive and far-reaching forecasts, models and simulations, and programmatic studies on an array of future sensors, platforms, and weapons systems. These efforts will influence the design of a future geospatial intelligence architecture that includes integrated, national and commercial space-based and airborne imagery architectures. The NGA will provide the planning and intellectual leadership needed to drive new methods and approaches, proofs of concept, multi-discipline operations concepts, architectures, and program acquisition.



► **GOAL 4:** **Align human resource plans, policies, and services with the NSG Statement of Strategic Intent and Core Values, in recognition that all that we do is completely dependent on our most important resource, our people—government and contractor.**

The NSG workforce – government (civilian and military) and contractor – is the foundation of our success. The NGA, with its core human geospatial intelligence resources, will continue to evaluate program effectiveness, benchmark against best practices, and implement new services to align its human capital program with the NSG Statement of Strategic Intent and Core Values. The NSG will invest appropriately to ensure that employees remain the key to high performance and mission achievement.

**The NGA and its NSG partners will:**

- **Develop analytic depth and breadth.** The NSG requires greater analytic depth and breadth to address increasingly more complex mission demands. Tradecraft enhancements will incorporate increasingly sophisticated and varied new sources. They will encourage new signature development, allow more insightful expertise across the analytic corps, and generate greater collaboration and knowledge sharing with customers and colleagues. Collaboration and Unified Operations will be the hallmark of our operating model. This added strength within the geospatial intelligence analytical workforce will increase our ability to surge analytic expertise in time of crisis and reduce the time required to refocus resources on new and emerging threats.
- **Recruit, develop, train, and retain a diverse government workforce with the knowledge and skills to meet current and future mission requirements.** The NSG recruiting efforts, in particular the NGA recruiting program, will showcase geospatial intelligence occupations to attract highly qualified, diverse candidates for all positions. Compensation and retention strategies will recognize excellence and reinforce a high-performance culture. The NGA will invest in the workforce across the NSG by evolving doctrine and analytic tradecrafts, as well as providing open opportunities for training, education, and professional development, while fully participating in Intelligence Community planning processes.
- **Integrate contractors as part of the team.** Contractors provide additional depth, breadth, and flexibility to the NSG. They offer a pool of readily available expertise to satisfy both short- and long-term customer demands. The NSG will integrate contractors as fully as possible with our government team, and seek the best, most cost-effective contracting methods to fill scientific, technical, and administrative gaps.
- **Empower and motivate the workforce, ensuring accountability and fairness for all employees.** NSG activities, and in particular NGA, will enhance employees' leadership and business acumen. Through collaborative production and Unified Operations, the NSG will promote a culture of quality, expert skill development, professional integrity, risk-taking, continuous learning, candid communication, maximum workforce participation, and equal access to the systems and processes that contribute to employee competitiveness. The NSG will offer an exciting and challenging work environment in service to our Nation.
- **Develop future leaders.** The NSG will prepare a leadership team for the future of geospatial intelligence. The NGA's leadership development program will be the model for all levels of the NSG workforce to demonstrate excellence and commitment to the NSG vision.

► **GOAL 5:** Continue transformation of NSG business practices to enhance the provision of geospatial intelligence.

The NGA, acting as the lead for R&D and as acquisition authority for the NSG, will revolutionize corporate services, business practices, and technology to remain the world leader in geospatial intelligence. Also, with its in-depth knowledge of customer needs and its analytic core dispersed throughout the world, NGA will lead geospatial intelligence analytic tradecraft development and will participate in development of related Community processes.

**The NGA and its NSG partners will:**

- **Enhance enterprise services to anticipate changing mission needs.** The NGA will anticipate future enterprise needs in the changing national security environment. NGA will adopt innovative strategies and practices to optimize enterprise services. We will systematically measure progress toward our NSG Statement of Strategic Intent goals.

- **Adapt the best practices of electronic commerce and leverage technology so access to geospatial intelligence is seamless.** The NGA will move to a Corporate Customer Management concept that includes a complete understanding of our customers and their needs to drive our business processes and operating model.

We will use a web-based business model and web-enabled technology, to include web portal access, to provide our stakeholders (i.e., customers, workforce, partners, collaborators, and oversight authorities) direct access to our data, information, analysis, tools, training, and services. By moving to a customer-empowered service model and providing robust exploitation tools and seamless digital, distributed archives, the NSG will empower its stakeholders to electronically “self-serve,” to custom-tailor products, and to “value-add” by overlaying intelligence information from multiple sources on our geospatial intelligence framework. The electronic interface will also serve as a conduit to gather information, conduct analysis, and proactively anticipate customers’ needs.



► **GOAL 6: Capitalize on all forms of traditional and non-traditional sources, to include NTM, airborne, civil, commercial sources.**

Technology is dramatically increasing data sources available to the NSG. In addition to the traditional sources, new civil and commercial space-based and airborne systems are rapidly maturing, with next-generation systems under development. In addition, new sensor types are reaching across the electromagnetic spectrum to provide new, non-traditional data sources, such as imagery-derived MASINT. Collection volumes from new platforms and sensors will continue to grow exponentially. New sensor systems will move the NSG toward an ultimate capability of persistent surveillance of our adversaries, and as such, will require the NSG to plan for these new sources and integrate them into the enterprise. Because the anticipated volume of collection can easily outpace the expansion of the analytic workforce, the NSG plan must include implementation of the most advanced, analyst-aiding technologies. The NSG must leverage technology to deliver upstream processing and automate many time-consuming, repetitive functions, freeing our analysts to focus on complex intelligence issues, with the objective of providing geospatial intelligence to the customer quicker.

**The NGA and its NSG partners will:**

- **Transform source management.** Transformation of source management will vigorously and systematically acquire access to all pertinent geospatial intelligence sources and source data, staging them for the analytical process to meet current and future intelligence needs within the NSG. Major objectives include implementing an end-to-end source management process to understand the analytic data needs and match them to source capabilities regardless of form of data, sensor, platform, or vendor (government, commercial, etc.), and developing the doctrine and tradecraft to apply the electromagnetic spectrum against our adversaries. This transformation will support the new concepts of operations for the NSG, such as horizontal integration and persistent surveillance through integrated operations. Finally, this geospatial intelligence source operations architecture will be open and leverage standards to ensure that it is scaleable and data-, sensor-, platform-, constellation-, and vendor-independent.
- **Develop capabilities to acquire, store, integrate, manipulate, and use data.** NGA will lead the NSG efforts to harness the explosion of data and information by providing systems and tools that noticeably improve the sorting, change-detection, exploitation, and fusing of relevant elements to answer intelligence and operational questions. Increased storage within an integrated, geospatially referenced information archive, as well as upstream imagery processing to reduce data handling, will be required along with increased communications bandwidth to efficiently manage increased data types and volumes.
- **Train NSG analysts to use these new data sets.** Our knowledge-based workforce will be equipped with new skills and automated tools that will enable them to work collaboratively in groups that bring together expertise from multiple agencies, cooperating nations, and supporting contractors. We will modernize analyst training and curricula across the NSG community to ensure customers can effectively interoperate using these new data and tools.

## ► GOAL 7: **Champion multi-intelligence collaboration.**

Customers have high expectations from the Intelligence Community for timely, relevant, accurate, predictive and actionable intelligence. These expectations cannot be satisfied from stove piped solutions, but rather from best practices that emphasize knowledge-sharing, collaboration, openness, and horizontal integration. NGA will lead the integration of multiple intelligence disciplines into a coherent, multi-intelligence architecture. In addition to fused products, NGA will continue to provide basic imagery, imagery intelligence, and geospatial information for all customers.

### **The NGA and its NSG partners will:**

- **Invest resources aggressively in research and development (R&D) and prototyping to develop multi-intelligence solutions.**

The NGA, leading the NSG R&D and acquisition communities, will focus its R&D and prototyping efforts on high-payoff, unique technologies and processes to achieve the goals of a multi-intelligence environment. NGA will work with mission and information partners to champion multi-intelligence concepts of operations and processes, and will leverage all assets and resources toward achieving multi-intelligence capabilities.

- **Align the acquisition program.** The NGA, as the primary acquisition authority for the NSG, will align its acquisition and systems engineering programs with those of its mission partners to build an overarching architecture that supports information interoperability in a horizontally integrated, collaborative environment.

- **Evolve the analytic environment to enable multi-intelligence collaboration and new strategic alliances.** The NGA is committed to working with its NSG partners to modernize the geospatial intelligence tools, tradecraft, and analytic methodologies. This evolution is imperative, given the volume of data provided by new collection systems, increasing demand, and the shrinkage of customer timelines. New business practices will be analytically based and will take advantage of emerging technology, strategic partnerships, and horizontal integration activities. Strategic alliances with NSG Community partners will prototype new business processes.



► **GOAL 8:** **Rely on our partners—both domestic and foreign—to help execute our mission and achieve our vision.**

The NSG will leverage programs among its partners, other government agencies, commercial industry, the not-for-profit sector, and academia to provide the world's best geospatial intelligence to our customers.

**The NGA and its NSG partners will:**

- **Expand partnerships with National Agencies, Combatant Commands, Military Departments, contractors, academia, not-for-profit organizations, and foreign nations.** The NSG will leverage partnerships to develop an integrated, interoperable, multi-intelligence architecture that accommodates new types of multi-media, multi-spectral, and multi-source information. It will search for the best data sources, tools, and analytical expertise to support our expanding customer base with a common set of products and shared information. The NSG will aggressively implement collaborative production as an effective way to populate the global geospatial intelligence databases.
- **Look first to the commercial sector for new sources, value-added data, information services, and infrastructure support.** Where it makes good business sense, the NGA will turn to commercial partners for data production and mission support services. The NSG will incorporate greater use of commercial imagery as a primary source for geospatial intelligence production.

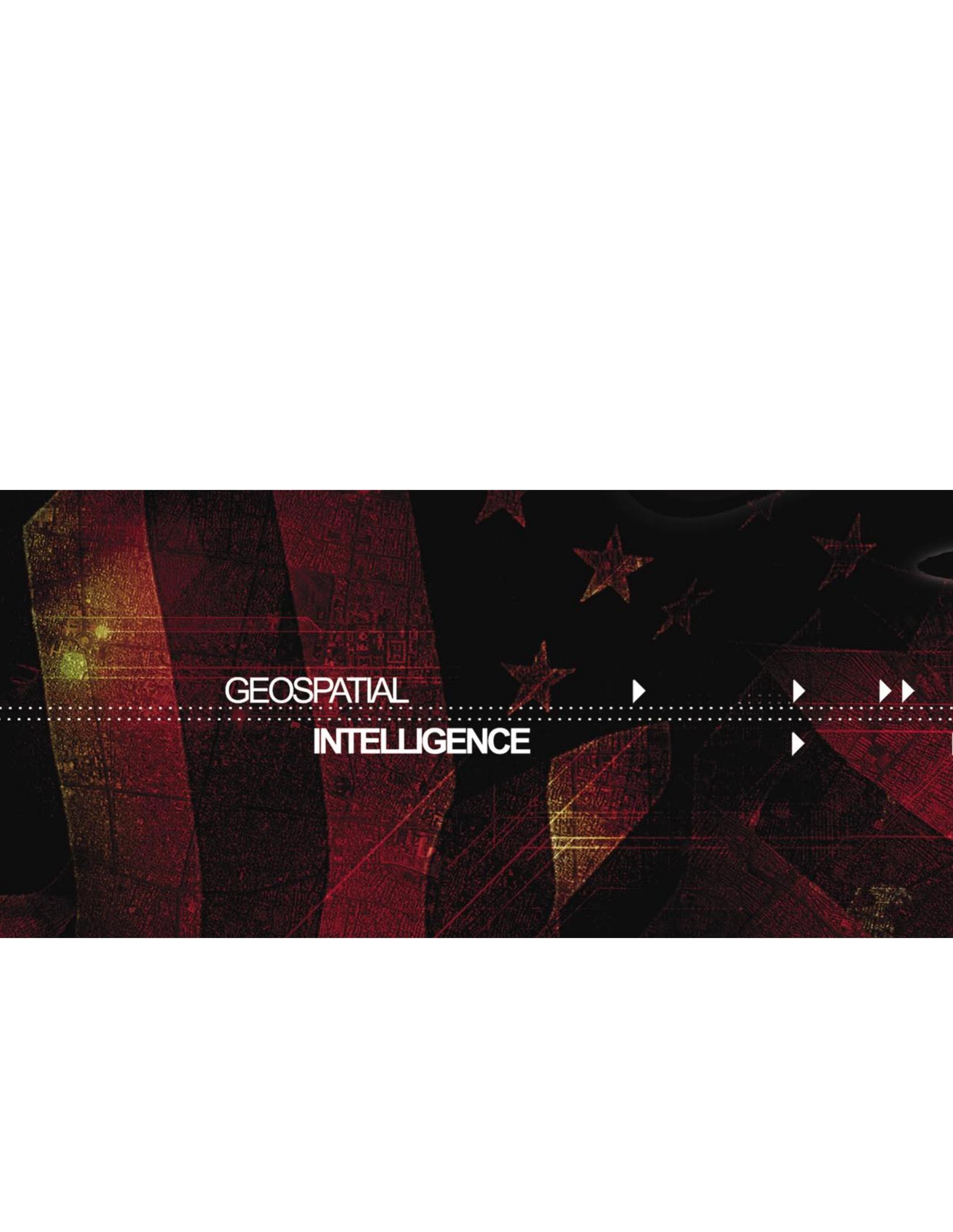
## ► GOAL 9: Transform our infrastructure.

The NSG activities will seek to provide the workforce with safe and modern workspaces, secure connectivity, and responsive services. Information, systems, and networks will be secure, reliable, and capable of supporting worldwide users without disruption of service.

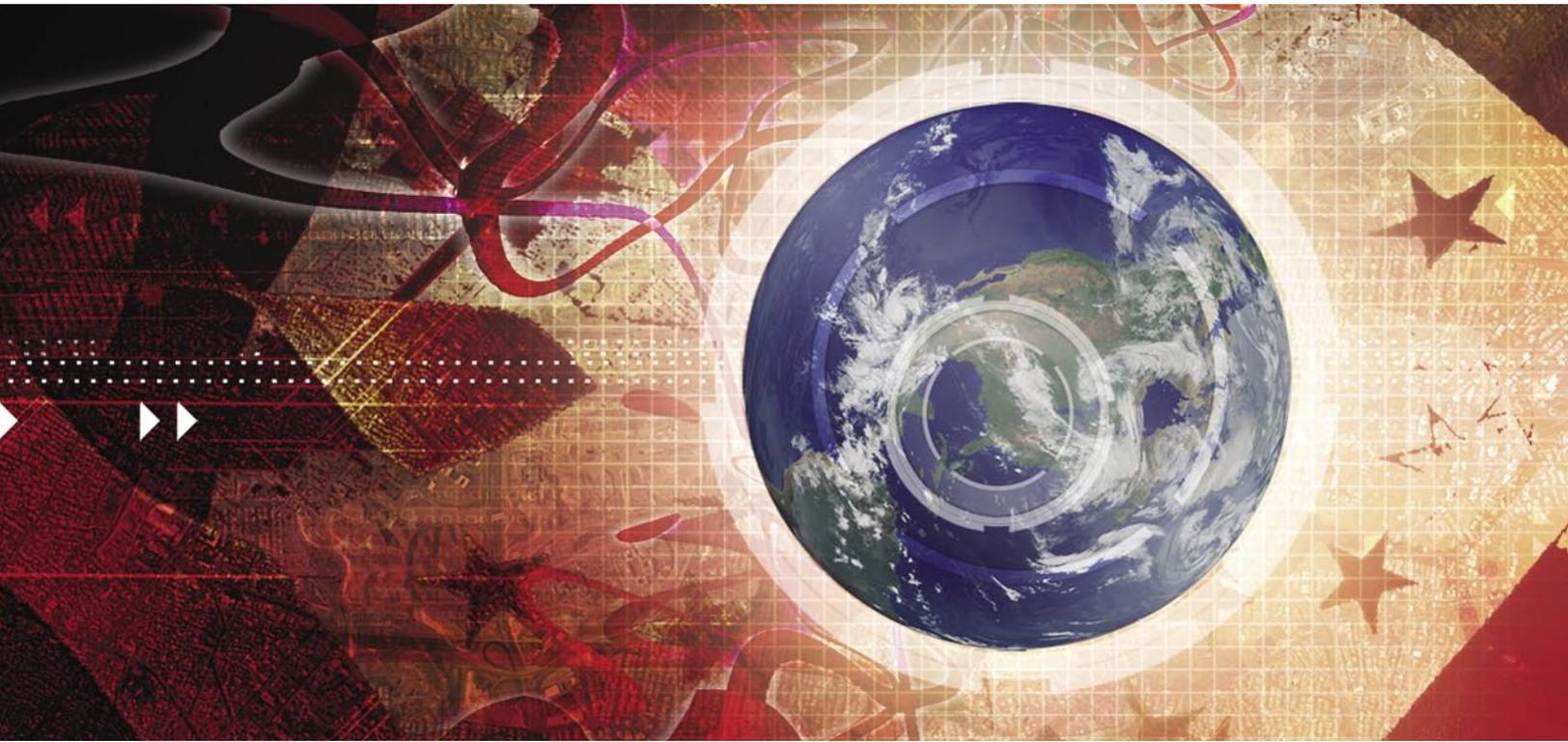
### The NGA and its NSG partners will:

- **Ensure secure connectivity that fosters access to all relevant sources of information.** NSG will use risk management and effective information security tools to promote secure access to our information at all classification levels. NGA will lead the NSG in developing standards to enhance and ensure interoperability and ease of communication. We will take advantage of modern voice, video, and desktop information-sharing tools to greatly improve collaboration, productivity, and synergy in the new security environment.
- **Modernize and expand the NSG Enterprise Networks and Systems.** To ensure mission success, NGA will leverage community investments and modernize and expand networks and systems to create a digital infrastructure that speeds information throughout the NSG and to our customers. NGA will create robust networks, databases, and systems that use commercial components supplemented with unique capabilities where needed. New network and system monitoring tools will reduce maintenance and downtime.
- **Enhance continuity of operations.** A partnership among the NSG members to ensure continuity of operations and leveraging critical capabilities is key to uninterrupted service to our customers. The NGA and its NSG partners should invest in redundant capabilities in physical and digital infrastructure to operate, survive, and recover from any disruption of service. NSG activities should deploy people and design facilities, infrastructure, systems, and services to guarantee the availability of geospatial intelligence and ensure back-up capabilities within the NSG.
- **Modernize and consolidate facilities to ensure security and promote productivity.** A modern, technologically savvy workforce requires a secure, 21st century workplace. In particular, NGA is committed to consolidating operations, closing excess facilities, reducing operating costs, and ensuring facilities are attack-hardened to preclude a single point of failure.





**GEOSPATIAL  
INTELLIGENCE**



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