

NGA



STRATEGY
2025

MISSION

We provide GEOINT for our nation's security

VISION

NGA will propel the continued dominance of GEOINT to protect American interests



COMMITMENT

- MISSION DRIVEN
- HUMAN CENTERED
- DATA ENABLED
- ENTERPRISE STRONG
- RELENTLESSLY INNOVATIVE

INTRODUCTION

This is a critically important time in our nation’s history *and* our agency’s development.

As highlighted in the **2018 National Defense Strategy (NDS)**, we’re emerging from a period of strategic atrophy, aware that our competitive military advantage has been eroding. We’re facing increased global disorder, characterized by decline in the long-standing rules-based international order — creating a security environment more complex and volatile than we have experienced in recent memory.

Similarly, the **2019 National Intelligence Strategy (NIS)** highlights that we’re facing significant changes in the domestic and global environment and stresses the need to be ready to meet 21st-century challenges and recognize emerging threats and opportunities. It further emphasizes that in order to navigate today’s turbulent and complex strategic environment, we must do things differently.

The imperative and urgency is clear. Given the challenges and opportunities in the security environment, NGA’s capabilities and contributions are vital.

We provide GEOINT to secure our nation.

We exist to show the way ... and do so uniquely by knowing the Earth and understanding the world.

We maintain detailed, foundational physical characterizations of the Earth from seabed to space and provide products our forces require to navigate and operate safely every day, everywhere around the globe. We build a wide array of GEOINT products providing unique context and insights to answer questions from a broad range of customers — from White House policymakers, to Pentagon decision-makers, to deployed warfighters, to first responders, to non-government organizations. Our customers rely on us to “show the way”... to literally get them from point A to point B, help illuminate options and inform decisions, and carry out actions with precision. We must, and will, meet our nation’s needs.

NGA’s 2025 Strategic Goals are aligned to the NDS and the NIS. Our number one goal starts with investing in our people – that’s the basis of our strength. We will emphasize “people first ... mission always” in everything we do. Our second goal emphasizes strengthening and expanding our partnerships — critical partnerships loosely defined and only limited by our imaginations and willingness to create meaningful connections. Our comparative advantage as an agency and a nation is founded in our people ... and our partnerships. Goals three and four focus on delivering trusted GEOINT where and when needed to meet mission needs today, while simultaneously looking to the future to ensure we maintain comparative advantage over competitors and adversaries. We will continue to provide world-class analytical products to meet our broad customer base requirements, while adapting to the realities presented by a changing security and technological environment — modernizing and transforming our IT infrastructure, collection services, networks, training and business practices to be able to handle an increase in GEOINT sources with a deluge of data that is on the horizon; or in some cases, already here.

This strategy sets the direction and charts the course to move us into the next decade. As with any journey, there will be unforeseen hazards, challenges and opportunities along the way. We will be a learning organization, continually adapting and adjusting wherever and whenever needed. The journey won’t be easy, but I’m confident we’re up to the task.

Team NGA ... We Show the Way!



Robert D. Sharp
VADM USN
Director, National Geospatial-Intelligence Agency



GOAL 1: People

Inspire and Grow Our World-Class Workforce

NGA will invest in our ability to recruit, engage, develop, train and retain a workforce that advances our tradecraft and innovates solutions to meet emerging mission needs. Our world-class workforce must master technology to combine the science of intelligence with relentless curiosity; leverage diversity to continuously raise our GEOINT expertise; and learn to use machines as digital assistants to provoke expert analysis. NGA will evolve its workforce culture to emphasize transparency, respect, excellence and teamwork — creating a workplace built by our people which is inherently inclusive and attractive to our aspiring teammates. NGA will insert accountability into performance metrics for the agency and individuals. We will accept and expeditiously act upon feedback from our workforce, customers and overseers. We will adapt and grow to exceed the expectations of our customers.

“A modern, agile, information-advantaged Department requires a motivated, diverse, and highly skilled civilian workforce ... to use information, not simply manage it.”

2018 National Defense Strategy



GOAL 2: Partnerships

Fuel and Drive the Entire Global GEOINT Community

NGA will collaborate and expand alliances with domestic and international partners to fulfill our common vision for a mission-integrated, professional and resilient GEOINT community. We will implement governance, standards and enterprise services with our partners that enable interoperability and build resilience and operational strength in the GEOINT community. NGA will transform its acquisition tradecraft and contracting services to enable efficient and mutually beneficial partner and supplier engagement. NGA will share capability and resource planning, training, education and certification with our partners for unified GEOINT mission execution and transparent resource decisions.

“Mutually beneficial alliances and partnerships are crucial to our strategy, providing a durable, asymmetric advantage that no competitor or rival can match ... ”

2018 National Defense Strategy



GOAL 3: Mission Today Secure and Deliver the Nation's Most Trusted GEOINT

NGA will support U.S. national security by delivering persistent, accurate, secure and timely GEOINT data, products and services our customers rely upon to perform critical missions. Our objective remains the same — deliver trusted GEOINT for decision advantage to those we serve — and we must stay ahead of the rapidly improving decision cycles of our adversaries. As we accelerate timelines and expand our enterprise, we must not inadvertently dilute the power of the GEOINT we provide. We will decrease decision timelines by expediting reporting to enable timely military, political and humanitarian action; broker geospatial solutions that leverage global suppliers to deliver the best possible GEOINT to any mission at any time for any location; and maintain the confidence and trust of our customers by consistently ensuring the availability, security and quality of all GEOINT.

“The IC is a 24/7/365 organization, scanning the globe and delivering the most distinctive, timely insights with clarity, objectivity, and independence to advance our national security, economic strength, and technological superiority.”

*Daniel R. Coats, Director of National Intelligence,
National Intelligence Strategy of the
United States of America 2019*



GOAL 4: Mission Tomorrow Anticipate Opportunity and Foresee Threats

NGA will translate actionable intelligence into opportunities to ensure our national security. We will reduce strategic surprise by elevating our understanding of the world and anticipating future events. We will increase decision advantage with agile operations that adapt faster and integrate opportunities for innovation before our adversaries. NGA will transform GEOINT by investing in breakthrough capabilities that strengthen strategic warning, mission forecasting and foundational military intelligence for our customers. NGA will automate routine GEOINT tasks and corporate business processes and take advantage of technology from academic, corporate and government-military partners to create strategic capabilities with mission advantage. We will evolve strategic research and development to harness new phenomenologies, data-centric technologies, advanced analytics, deep learning, computer vision, high-performance computing, automation and artificial intelligence.

“We face significant changes in the domestic and global environment: we must be ready to meet the 21st century challenges and to recognize emerging threats and opportunities.”

*Daniel R. Coats, Director of National Intelligence,
National Intelligence Strategy of the
United States of America 2019*

MOVING FORWARD ...

To sustain our advantage, GEOINT must support autonomous military operations, human-machine teaming, humanitarian crises, complex sense-making and strategic policy actions. We must embrace anticipatory intelligence as an operational and business paradigm. In a world of competition with our peer adversaries, we will not have the luxury of time to observe and orient manually — we will need to deliver GEOINT for immediate insight, understanding, decision and action. We can provide this level of service only if we have prepared our data to drive decisions and our visualization to illuminate the option space. Anticipatory intelligence drives our planning and contingency options based on adversary behavior — and best positions us to improve national security.

As noted in the director’s introduction, achieving the goals and outcomes provided in this strategy will not be easy — and we need wide diversity of opinions and perspectives to begin to understand the opportunities and risks. Our national security and prosperity demand that geospatial capabilities, advanced technology, expert tradecraft, innovative partnerships and a dynamic workforce all work in unison to deliver decisive advantage.

This strategy drives NGA’s planning, programming and implementation efforts. The NGA Strategic Implementation Plan will provide supporting objectives to ensure our activities and programs can be aligned, measured and assessed in pursuit of our strategic goals and outcomes.

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GOALS

Inspire and Grow Our World-Class Workforce
Fuel and Drive the Entire Global GEOINT Community
Secure and Deliver the Nation’s Most Trusted GEOINT
Anticipate Opportunity and Foresee Threats

COMMITMENT

Mission Driven ● Human Centered ● Data Enabled ● Enterprise Strong ● Relentlessly Innovative

TEAM NGA

We enable and embody the following core values in the way we speak and act each and every day.



NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY

CORE VALUES



EXCELLENCE

We will be first-rate in all that we do.



ACCOUNTABILITY

We will answer for our conduct, even when no one is looking.



RESPECT

We will leverage diversity and creativity to perform as one NGA Team.



TEAMWORK

We will work together to achieve a common goal.



HONESTY

We will be truthful at all times to ourselves and to others.

TEAM NGA ... WE SHOW THE WAY!



KNOW THE EARTH ... SHOW THE WAY ... UNDERSTAND THE WORLD



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