



National System for Geospatial Intelligence



NSG STRATEGY

2013-2018

I am pleased to release the 2013–2018 National System for Geospatial Intelligence (NSG) Strategy. This is our roadmap to a fully integrated geospatial intelligence (GEOINT) enterprise. Built by the NSG for the NSG, this strategy establishes six objectives which will advance GEOINT integration. We will achieve these objectives by utilizing the diverse and unique capabilities that the NSG brings to provide superior GEOINT to those who need it.

Today, we are in an environment that requires transformation and focus to strengthen GEOINT's support to national security and domestic priorities. Our updated mission and vision statements reflect the importance of working together, adaptability, and resource stewardship. The priorities and strategic objectives identified by the Director of National Intelligence (DNI) and the Under Secretary of Defense for Intelligence (USD(I)) serve as the foundation of our strategy.

The NSG Strategy addresses key areas that will transform the way we conduct business. It is meant to be fluid and proactive to address the ever-changing security environment. The goal of advancing GEOINT integration will serve as our beacon as we work together to implement the strategy. The objectives will be the areas of focus and will help drive resource allocation. Some of these objectives represent current strengths of the NSG, while others identify new directions for the community that will guide us to be more efficient and effective. Each of these objectives is interconnected and interdependent; each enhances the efforts of others to accomplish our goal.

In May 2012, I introduced the 2013–2017 NGA Strategy, which paved a pathway to accomplish NGA's vision of Putting the Power of GEOINT in Your Hands and the goals of providing online, on-demand access to our GEOINT knowledge and to create new value by broadening and deepening our analytic expertise. The NSG is a critical component in transforming the GEOINT experience by becoming more federated in our approach to GEOINT plans and operations. We cannot accomplish either strategy without advancing GEOINT integration. I see the two strategies as complementary and leading us into a new environment by 2018, where we are leveraging each other's strengths, operating in a common analytic environment, and jointly incorporating new advances in technology.

The success of the NSG Strategy is dependent on keeping focused attention on our shared mission and commitment to continuously improve the efficient delivery and effective use of GEOINT. It points to the importance of transparency and evolving our relationships to achieve our full potential. Thank you for your dedication in taking GEOINT to the next level; I look forward to the advancements we will make utilizing the far-reaching power of the GEOINT community.


Letitia A. Long
GEOINT Functional Manager



NSG Mission: Integrate NSG operations, partnerships, and innovations to efficiently deliver and effectively utilize GEOINT

NSG Vision: Bringing the Power of the GEOINT Community — When, Where, and How it's Needed

Goal: Advance GEOINT Integration

Mission

Integrate NSG operations, partnerships, and innovations to efficiently deliver and effectively utilize GEOINT

Vision

Bringing the Power of the GEOINT Community – When, Where, and How it's Needed

NSG Strategic Goal

Advance GEOINT Integration: Advance the GEOINT enterprise to make the best GEOINT available to partners, customers, and decision makers through **better-informed decisions, improved alignment, and harmonized efforts** across the NSG. Through increased GEOINT integration, the NSG will exercise better stewardship of NSG resources, improve coordination, and, where appropriate, apply unified solutions to increase the scope and effectiveness of GEOINT.



Introduction

The reliance on geospatial capabilities continues to evolve with the exponential growth of information and technology. The diverse and complex nature of multi-intelligence and geospatial data requires data fusion and visualization to expedite intelligence support to policymakers, warfighters, first responders, the Intelligence Community (IC), and coalition partners. NSG success is measured by our integration efforts to ensure that the timeliest information gets into the hands of those who need it. Intelligence integration is at the heart of what the NSG does, and the NSG Strategy is our blueprint for solving future challenges to advance GEOINT together, as a community.

Advancing GEOINT through integration ensures consistency of GEOINT capabilities, resources, and activities through openness and transparency. The NSG looks beyond organizational interests to the larger enterprise to leverage collection, processing, exploitation, dissemination, storage, and research and technology investments. Today's constrained resource environment demands effective functional cooperation to address ever-increasing, global mission challenges. The NSG must optimize every resource in the enterprise, driving members to be transparent and willing to leverage GEOINT tools and capabilities that already exist across the NSG, rather than building their own.

The NSG has made significant strides toward advancing GEOINT. The 2009 NSG Statement of Strategic Intent laid the foundation for us to take the next step as a GEOINT community. This strategy promotes operational agility and flexibility throughout the GEOINT community by continuously improving and adapting our practices, focusing on the diversity and value that each NSG partner brings, and promoting burden sharing and responsible investments.

The NSG Strategy aligns with the nation's strategic priorities, goals, and objectives as outlined in the National Intelligence Strategy, the Defense Intelligence Strategy, and the Secretary of Defense strategic guidance: Sustaining U.S. Global Leadership: Priorities for 21st Century Defense. The strategy takes into account the multiple mission areas and strategic priorities that we face today — including military and intelligence operations, intelligence analysis, homeland defense, and humanitarian and disaster relief. The Vision of *Bringing the Power of the GEOINT Community – When, Where, and How it's Needed* allows the NSG to contribute, to the greatest extent, to meeting DNI and USD(I) priorities.

Integration: Uniting analysis, collection, plans, and operations across intelligence disciplines and functions.

Partnerships: Relationships with organizations and entities inside and outside the federal government that improve access to sources of information and intelligence and ensure appropriate dissemination of GEOINT products and services.

Customers: Consumers of geospatial intelligence and information, including the president, Congress, policymakers, diplomats, Department of Homeland Security, federal and civil agencies, law enforcement, military units, and coalition partners.

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Objective 1

NSG-Wide Solutions

Employ unified solutions to GEOINT challenges and maximize partnerships, resulting in better-informed NSG decisions



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Partnerships: Strengthen, expand, and leverage partnerships to synchronize efforts and synergize capabilities that enhance NSG mission accomplishment.

The NSG will foster and sustain cooperative relationships with partners and customers with the goal of raising the impact and utility of GEOINT. Through these partnerships, we will bring value to the NSG by deepening our ability to share and collaborate. We will implement cross-disciplinary approaches that support responsible and secure information sharing to operate efficiently when pursuing common objectives. We will form new partnerships and enhance current ones to augment existing capacity for GEOINT operations. We will take advantage of the sources, services, and expertise of our partners.

Resources: Reduce unnecessary redundancies and gaps in GEOINT programs to optimize resources and address NSG priorities. The NSG will formalize processes to assess GEOINT-related programs and capabilities to synchronize intelligence and defense GEOINT investments to better meet national security priorities. We will openly share our common interests and capabilities to reduce duplication

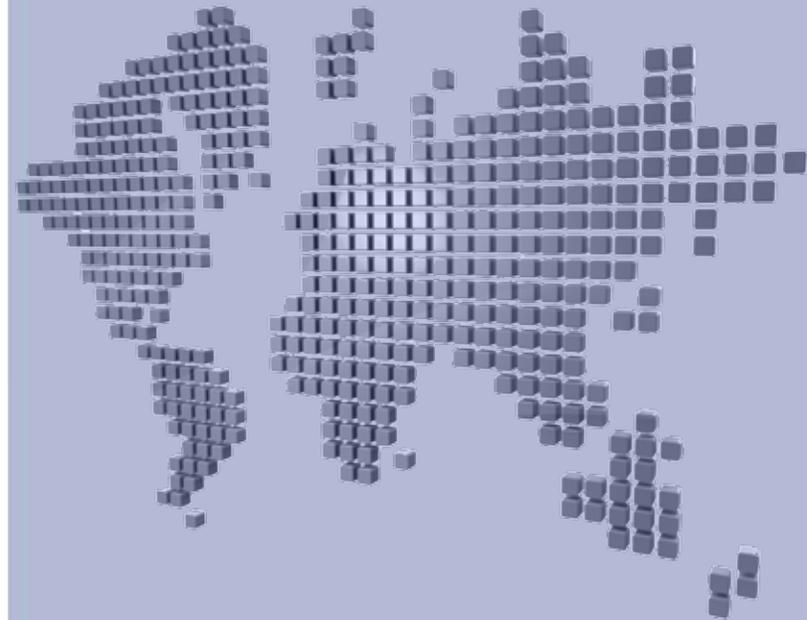
and efficiently allocate resources against mission areas. We will improve transparency through coordination and burden sharing to be more efficient and effective stewards of GEOINT resources. We will identify and prioritize capability gaps and work collaboratively to address issues with a community-first mentality.

Forecasting: Implement a collaborative approach to forecast evolving challenges facing the NSG. The National Geospatial Intelligence Committee (GEOCOM) will establish a forecasting committee where GEOINT professionals will make better decisions by estimating and prioritizing short-, mid-, and long-term GEOINT challenges. Through awareness and forecasting of potential world events, technology developments, and other factors affecting GEOINT, the NSG can create a common understanding of future scenarios from which to plan and allocate resources appropriately. Forecasting will allow the NSG to assess impacts of current research and technology and to ascertain new needs and new possibilities.

NSG Culture: Achieve unified NSG solutions by increasing transparency, information sharing, and operational agility and flexibility. The NSG will increase transparency by breaking down barriers to address GEOINT issues as an enterprise. We will promote responsible and secure information sharing and seek innovative ways to communicate. We will develop and refine mechanisms to coordinate, improve, and focus NSG activities at all levels. Finally, we will promote operational agility and flexibility throughout the GEOINT community by continuously improving and adapting tradecraft practices, by offering training opportunities that anticipate future needs and challenges, and by forming day-to-day partnerships with system developers to transition cutting-edge technologies and applications to operations.

Objective 1: Major outcomes

- **2013** The NSG has established a common set of planning and resource processes that enable the free flow of information on GEOINT-related programs.
- **2014** The NSG has developed a baseline repository of all GEOINT-related programs that drive our acquisition planning.
- **2015** The NSG has stood up a community of interest to forecast geospatial trends and challenges that drive planning and investments.
- **2016** The NSG has been fully synchronized with the ASG through joint business processes and planning.
- **2017** The NSG has synchronized its intelligence and defense investments to eliminate unnecessary redundancies and fill capability gaps.
- **2018** The NSG has reduced redundancies, fully incorporated the diverse strengths of the community, and anticipated future needs to efficiently, effectively, and collectively address GEOINT challenges.





Objective 2

Professional Development

Advance education, training, and skill development to broaden the utility and value of GEOINT

Learning Solutions: Create and implement learning solutions that are innovative, agile, and tailored to the needs of the GEOINT professional. The NSG will adapt its educational programs and their delivery to meet rapidly evolving GEOINT needs. We will leverage innovative means to deliver training, including distance learning, online, on-demand course access, and other means best suited for the community. The NSG will leverage key relationships across the IC, Department of Defense (DoD), federal and civil agencies, allies, academia, and industry to integrate new learning techniques and cutting-edge GEOINT technology and applications into its learning programs.

Training and Tradecraft Standards: Develop and implement standards for GEOINT training and competencies, certification, and accreditation. The NSG will establish common training standards for GEOINT-specific technical competencies at the beginner, intermediate, and advanced levels. We will implement standards for an accredited GEOINT professional certification program that enable the transfer and fine-tuning of common skills across the community. The NSG will structure GEOINT education and professional development activities to meet both IC and defense accreditation and certification standards. The GEOINT certification program will be a national, DoD, and, where applicable, “Five Eyes” (FVEY) activity for intelligence professionals. We will practice certification reciprocity to eliminate redundancies in training programs. We will leverage and integrate current community professional development, certification, and career management programs into an IC–DoD-wide program.

Community of Practice: Develop and share tradecraft resources and techniques to achieve a common level of practice across the NSG. The NSG will optimize the use of communities of practice to identify and institute best practices in training and educational development in order to implement standardized curriculum that supports personal and professional growth. We will create and host training courses, share curricula, and establish partnerships with industry and academic institutions, particularly when quality, efficient, and cost-effective training is not readily available.

Objective 2: Major outcomes

- **2013** The NSG has identified core competencies and training gaps that will enable GEOINT analyst certification.
- **2014** Through the continuous collaboration of the Community Geospatial Intelligence Training Council, the NSG has developed common training courses and formalized career fields that enable work role reciprocity.
- **2015** Assessments for all analytic tradecrafts at all levels are developed. NSG training sites are accredited for general proficiency for all tradecrafts.
- **2016** The NSG has implemented full spectrum learning solutions for current and emerging geospatial technology and applications.
- **2017** An NSG geospatial training catalogue is accessible online, to include enrollment procedures, on the appropriate security domains. All available online GEOINT training is accessible, on demand, in a central storefront on the appropriate security domains.
- **2018** The NSG has a common curriculum for GEOINT training, tradecraft development, and skill certification, with programs that are flexible and adaptable to changing environments.

Objective 3

Governance

Apply NSG fora and community-adopted doctrine, policies, and standards to advance the integrated GEOINT enterprise

NSG Fora: Develop and implement objective, decision-focused governance processes and framework to identify and address GEOINT equities across the NSG. The NSG will establish open and transparent procedures to enable greater awareness, collaboration, and community-wide coordination of GEOINT-related issues, opportunities, and concerns. We will identify opportunities that focus on results, increase information sharing, enable informed decision making, and resolve cross-community issues. We will evolve our governance framework through community involvement in implementing the strategy. NSG fora will develop implementation plans and annual reports that identify key priorities, accomplishments, and challenges.

Strategy Management: Measure and evaluate NSG Strategy implementation and report progress and performance to the NSG Senior Management Council (NSMC) and other appropriate fora. To ensure that we achieve the goal and objectives outlined in this strategy, the NSG will create performance measures using both qualitative and quantitative methods. We will adopt the NSG Strategic Management Cycle to enable the execution and evaluation of the strategy. This effort will drive investments through annual planning guidance and will evaluate strategy execution through NSG program management reviews and the GEOINT Functional Manager's Annual Report. By establishing an assessment program as part of the cycle, we will be able to demonstrate institutional effectiveness and the value we provide to GEOINT stakeholders.

Standards: Develop, adopt, and ensure adherence to information technology (IT) and content standards to maximize GEOINT interoperability and cost savings. The NSG will adopt current GEOINT systems and advocate for future systems that advance interoperability and promote adherence to applicable standards. We will design, plan, and establish an NSG-wide GEOINT standards compliance metric program that facilitates the interoperability of GEOINT across the NSG enterprise. We will implement the GEOINT Functional Manager Seal Of Approval (GFMSA) to ensure standards compliance for those systems required to use GEOINT standards during their acquisition cycle. This will ensure that GEOINT components have been tested and evaluated by a credible, independent organization and found to meet the standards compliance and interoperability qualification criteria set by the GEOINT Functional Manager.

Security: Integrate security and counterintelligence (CI) into NSG business processes to protect GEOINT sources and methods. The NSG will leverage community-wide security mechanisms to promote interoperability whenever possible. We will use the principal GEOINT-sensitive control system to protect the NSG's most sensitive sources and methods. We will incorporate security, CI, and cyber threat assessments at all stages of GEOINT development and operations. We will work with appropriate security and CI entities to identify and secure GEOINT-related critical program information and continuously monitor for vulnerabilities.

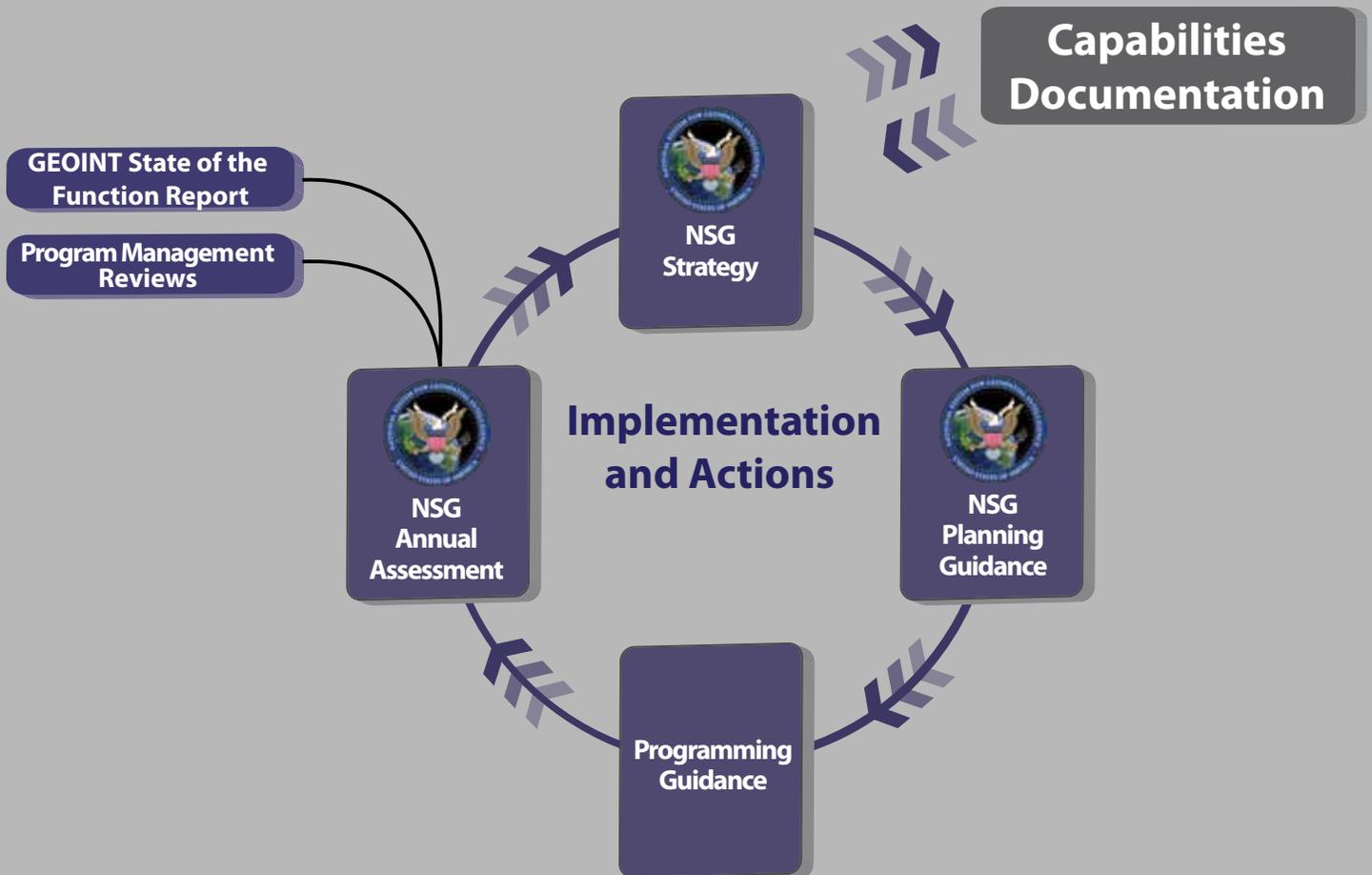
Policy: Implement NSG policies and GEOINT doctrine to achieve community-wide solutions. The NSG will implement policies that provide direction, set common practices, and enable flexibility and sustainability. We will review and revise policies needed to address dynamic risks, new or shifting paradigms, and changes in programmatic alignment and transition. We will oversee the implementation of GEOINT IC–DoD policies and doctrine. To further enable community-wide solutions, the NSG will establish processes to develop, coordinate, and promulgate NSG-wide positions on key issues, priorities, and future programs.

NSG Fora:

A series of planned meetings, events, and working groups that take place in a formal setting to achieve a common goal. These fora work within the NSG governance structure.

NSG Strategic Management Cycle

Annual Cycle



Objective 3: Major outcomes

- **2013** The GEOCOM has aligned its subcommittees and working groups to best implement and execute the strategy.
- **2014** The GEOCOM provides quarterly assessments on the progress of the NSG Strategy and provides recommendations to strengthen implementation.
- **2015** New systems that use or produce GEOINT are interoperable and in conformance with the appropriate GEOINT standards.
- **2016** The NSG has developed an NSG CONOPS for GEOINT that provides an operational description against which to define needed capabilities, manage operations, modify business practices, and support planning and programming activities.
- **2017** The NSG makes better informed decisions through developing and promulgating NSG positions on key issues, priorities, and future programs.
- **2018** The NSG has fully integrated member and partner activities through effective governance, adherence to standards, and implementation of shared policies and streamlined business practices.

Objective 4

Accessibility

Make GEOINT content discoverable, accessible, timely, and relevant in a multimedia, multidomain environment

Open IT Environment: Maintain and operate a safe, secure, reliable, and responsive enterprise architecture. The NSG will establish a dynamic and agile enterprise architecture that enables the optimized use of GEOINT through interoperable processing, exploitation, and dissemination capabilities. The NSG will support a GEOINT environment that ensures the appropriate balance between security and open accessibility, while ensuring resilience against the threats of a determined adversary. We will promote the interoperability and fusion of data and information systems to

ensure compatibility and applicability across the community. The NSG will integrate GEOINT systems and programs into the common Intelligence Community Information Technology Environment (IC ITE) and DoD Joint Information Environment (JIE) to reduce costs and eliminate redundancies while enabling safe information sharing.

Multi-Domain Access: Enable the seamless discovery, exchange, and dissemination of GEOINT across multiple security domains while maintaining robust information assurance. The NSG will



Photo by Kevin Clark, OCC

Content:
GEOINT data, products, and knowledge.



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continue to develop and field a GEOINT IT environment that enables the timely exchange of GEOINT and enhances the ability of users and producers to manipulate content within each domain. We will ensure all GEOINT content is integrated, managed, and exposed to all GEOINT users on all domains. The NSG will continue to support timely GEOINT dissemination online, to the field, and other locations outside the NSG architecture.

Tools: Seek, develop, and deploy applications and tools that enhance the utility of GEOINT. The NSG will leverage best practices from partners, academia, and industry to understand current trends in information management and apply innovative methods to create intuitive applications and tools. We will develop and deploy applications and tools that optimize the use of GEOINT capabilities, allowing the GEOINT user to be flexible and agile with spatial and temporal data in creating tailored geospatial products. Finally, we will enhance tools to improve collaboration between users, consumers, and partners.

Data Compliance: Ensure that all geospatial content is accurate, complete, and compliant with standards set by the Geospatial Intelligence Standards Working Group (GWG) to enhance the discoverability and interoperability of data. The NSG will focus on content management to organize, tag, store, and catalog all geospatial data. We will be responsible stewards throughout the data life cycle to ensure that the information is accurate, complete, and interoperable. We will implement data strategies and policies for prioritizing, acquiring, organizing, storing, using, and distributing data. We will establish and implement tools to measure and report data quality and assess compliance to improve data usability.

GEOINT Utility: Develop functional geospatial capabilities that are intuitive and offer the ability to perform tailored GEOINT analysis from novice to expert. The NSG will provide GEOINT users with the ability to visualize and interact with all available data, content, and products in a virtual environment. We will accomplish this by creating a central repository of best available geospatial content within an enterprise data store. We will promote an integrated analytic environment that makes access to content, workflows, and tradecraft easy and intuitive while broadening their understanding. We will implement processes and tools that allow the easy transition of content to any multimedia format. We will ensure that easy, intuitive application development is available to manipulate data and products.

Objective 4: Major outcomes

- **2013** The NSG has implemented the Smart Data Framework for all geospatial data, enabling GEOINT content to be discoverable and usable through standards compliance.
- **2014** The GEOINT App Store is available to users to create and consume GEOINT content anytime, on the device and domain of their choice.
- **2015** NSG systems involved in collecting, processing, exploiting, or disseminating GEOINT content meet the GEOINT Functional Manager Seal of Approval (GFMSA). Prioritized regions of the NSG Map of the World are available to consumers as a foundation GEOINT baseline.
- **2016** The NSG has fully transitioned to an integrated analytic environment and decommissioned legacy exploitation systems.
- **2017** GEOINT content, applications, and services are available on the IC ITE and JIE.
- **2018** The NSG has amplified the power of GEOINT by improving access to content and community-developed applications, tailoring online services on all security domains, and expanding its ability to contribute content to the global GEOINT base.

Objective 5

Research and Development/ Science and Technology

Identify and advance cutting-edge GEOINT R&D/S&T solutions to maintain and improve our strategic and technical advantage

Future Capabilities: Discover and pursue global R&D/S&T trends and breakthrough technologies and phenomenologies. The NSG will actively pursue emerging technologies and phenomenologies to anticipate and prepare for future GEOINT and other intelligence needs. We will work closely with government, international, industry, and academic partners to identify and assess innovative and emerging developments in locational, spectral, and spatiotemporal capabilities. We will actively promote cross-community technology awareness and the exchange of GEOINT-related R&D/S&T.

Investment Synchronization: Address gaps and redundancies in GEOINT R&D/S&T to achieve balance and economy across future technology investments. The NSG will baseline R&D/S&T activities across the community and identify gaps, redundancies, and opportunities to collaborate and leverage resources, ensuring more efficient and effective technology development. We will balance technology investments to emphasize high return and rapid transition from research to operations. We will use the GEOINT R&D Subcommittee (GRAND) to coordinate, inform, encourage, and leverage R&D/S&T investments across the community. Through this forum, we will institutionalize, rationalize, and prioritize developing capabilities across the NSG.

Transition to Operations: Develop and rapidly field new technologies and techniques into operational systems and applications. The NSG will identify and address technological, policy, organizational, and cultural barriers to effectively integrate GEOINT. We will streamline processes to enable rapid transition of technologies, phenomenologies, and methods from R&D to operations while effectively assessing and mitigating transition risks. We will focus on transitions that support priority mission needs. We will assess the impact and effectiveness derived from new technology investments through capability-based assessments, utility studies, and user feedback.

Objective 5: Major outcomes

- **2013** The NSG has established practices to collaboratively identify, prioritize, and coordinate GEOINT-related R&D/S&T gaps, redundancies, and opportunities.
- **2014** The NSG has identified opportunities to discover and leverage geolocation, spectral, and spatiotemporal capabilities and apply emerging GEOINT-related R&D/S&T trends in innovative ways.
- **2015** The NSG characterizes and leverages GEOINT-related R&D/S&T focus areas and emerging trends, taking advantage of community experience and expertise.
- **2016** The NSG has established streamlined processes to rapidly identify and operationalize GEOINT-related R&D/S&T capabilities by prioritizing requirements and operating under an innovative technology investment approach.
- **2017** The NSG is significantly partnered with industry, academia, and international R&D/S&T activities and is working collaboratively across community, agency, and mission boundaries.
- **2018** The NSG improves efficiency and reduces redundancy of GEOINT-related R&D/S&T investments through increased transparency and effective leveraging.

Objective 6

Integrated Operations

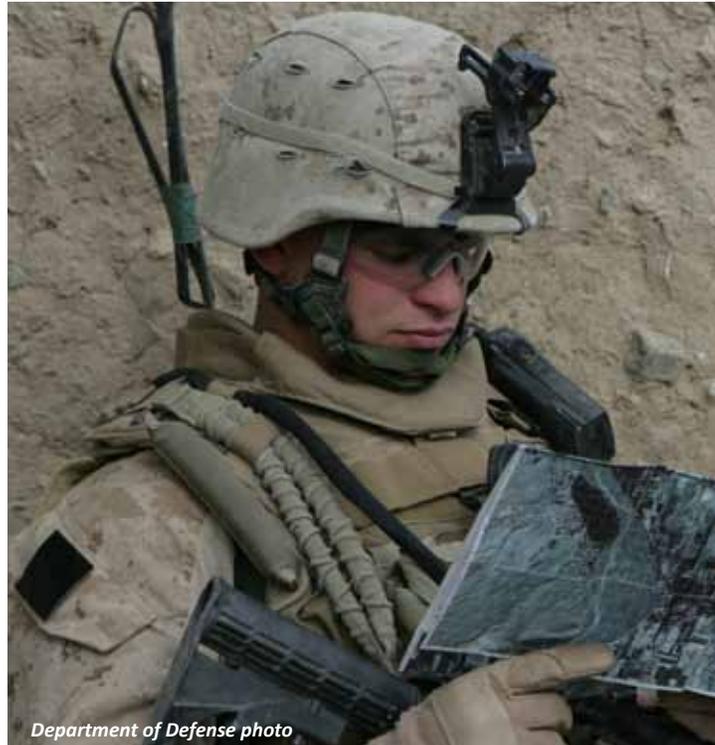
Integrate NSG plans, collection, and analysis to optimize GEOINT's value and contribution to key intelligence issues

Plans: Develop and implement unified GEOINT strategies to maximize support to Unifying Intelligence Strategies (UIS). The NSG will capture and align GEOINT efforts that support UIS to drive intelligence integration. We will assess our responsiveness to UIS priorities, gaps, and challenges. We will collaborate with other functional disciplines to strengthen collection strategies and eliminate unintended duplication.

Unity of Effort: Optimize resource utilization by integrating collection and analytic efforts. The NSG will develop and implement an NSG Program of Analysis (POA). The POA will enable full transparency into mission production, resources, and capabilities. We will maximize our use of Unified GEOINT Operations (UGO) to identify, leverage, and optimize collection, analysis, and production capabilities. We will emphasize cross-functional, multi-intelligence approaches to synchronize and balance activities to improve the efficiency and effectiveness of GEOINT operations.

Sources and Methods: Leverage traditional, non-traditional, and future capabilities to enhance intelligence operations. The NSG will actively discover and share innovative and emerging capabilities to enhance multi-INT fusion, data integration, and the ability to provide anticipatory analysis. We will move toward an activity-based intelligence model that allows users to discover, visualize, and analyze all available information. We will explore new methods of collection and analysis through innovative thinking. We will implement processes to make traditional and non-traditional sources available, navigable, and understandable to ensure that GEOINT users have access to an open geospatial information environment. We will accomplish this by actively pursuing available technologies from partners, customers, industry, and academia to fill capability gaps by incorporating best practices to enhance our collection and analytic capabilities.

International Partnerships: Enhance existing and build new international partnerships to add value to the NSG and capitalize on efficiencies. International GEOINT partnerships are a critical component for enabling the NSG's operations in a cost-effective manner. We will leverage programs and resources from our foreign partnerships to access GEOINT data and information, implementing collaborative production and source acquisition to populate GEOINT databases. The NSG will focus outwardly, building and enhancing international partnerships to promote strong cooperation and ensure the availability and use of foreign GEOINT. We will align analytic efforts with our foreign partners, relying on burden sharing and source acquisition to help drive efficiencies. We will leverage new foreign sources, methods, services, and expertise. We will increase our focus on assessing and acquiring valuable foreign source materials and geospatial production through new or existing partnerships. The NSG will seek to deepen relationships with key strategic partners to yield even greater analytic and burden sharing benefits.



Unifying Intelligence Strategy:

The National Intelligence Manager's expression of the top priorities for a given mission area, the key analytic and collection gaps, and the most important enterprise and mission challenges.

Objective 6: Major outcomes

- **2013** The NSG established a POA that begins to align Community priorities and analytic efforts, federates GEOINT production, and distributes content and services in a consistent manner.
- **2014** The NSG has gained efficiencies through a federated UGO production environment and the execution of the three-tiered service model.
- **2015** The NSG publishes annual strategies and evaluations to support DNI UIS.
- **2016** All GEOINT collection is integrated into one central collection management system.
- **2017** Multi-INT analysis through Activity and Object Based Intelligence is universal throughout the NSG, resulting in enhanced analytic methods.
- **2018** The NSG has optimized planning, collection, and analysis through the pursuit and execution of continual improvement, enhanced intelligence integration, and UGO.

Program of Analysis:

A comprehensive and dynamic system for planning, tracking, and evaluating analysis to support management of the GEOINT analytic mission and ensure alignment with national and military intelligence priorities.



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Conclusion

The NSG Strategy presents a way ahead for the NSG to advance GEOINT integration. We must now transform this strategy into action through initiatives, plans, and capabilities. All NSG decisions will reflect the contents of this document. We will incorporate the strategy's objectives into the NSG Strategic Management Cycle, which will inform NSG planning guidance, program management reviews, and the GEOINT Functional Manager's Annual Report. Performance measures will ensure that we can assess our progress to adapt our methods appropriately. Success of this strategy relies on the strength and rigor of its implementation and how we work together to optimize the *Power of GEOINT*.

The NSG through the years...

2013

By the end of 2013, the NSG is operating through the development of common processes, collaborative tools, and innovative approaches that improve the ability to discover relevant intelligence and to foster timely horizontal and vertical information sharing and dissemination. The NSG adopted and began implementing a common set of objectives through the NSG Strategy and Strategic Management Cycle. To best achieve the strategy, the GEOCOM restructured its governing fora to execute and measure the initiatives outlined by NSG Strategy Implementation Plan. The NSG has expanded the GEOINT App Store, introduced a GEOINT app catalog, and established an enterprise environment that improves integration of new app developments, infrastructure, and services that allow users to operate at a self-service level. The NSG has created the foundation for a POA to identify core mission areas and capabilities that would support maximum versatility and efficiencies to accomplish priority intelligence needs. The NSG R&D/S&T community has improved investment decisions by coordinating GEOINT-related R&D/S&T initiatives across the NSG.

2014

By the end of 2014, the NSG adopted a common business model that enables increased transparency in GEOINT-related mission activities and resource allocation. The NSG is using and consuming content, apps, and services available through the GEOINT App Store, NSG Map of the World, and other sources to meet mission needs. The NSG is exposed to community and international content while exposing NSG content for community use to support comprehensive intelligence. Advancements in UGO enable production agility to optimize resources to emerging strategic priorities. NSG training needs, curricula, and career fields are developed to maximize UGO effectiveness. The NSG has institutionalized Proficiency Level 1 certification for GEOINT analysts and introduced Proficiency Level 2 for Imagery, Geospatial, and Collection analysts. The NSG has fostered an environment that supports taking risks, experimentation, and the rapid transition of R&D/S&T activities to advance the GEOINT mission. The NSG has clear, published policies and procedures that enable the enhanced integration of our ASG partners in a GEOINT business model.

2015

By the end of 2015, NSG systems using or producing GEOINT are interoperable and in conformance with the appropriate geospatial standards. A variety of sources flow through the NSG providing increased persistence and unique sensor capabilities. NSG content is exposed on security domains, making it accessible, discoverable, and usable via an online web presence. Development and implementation of GEOINT certification for all NSG analysts up to the advanced and expert proficiency levels are available, creating a cadre of interoperable professionals with the expertise to work across organizational boundaries. The NSG is advancing ODNI intelligence integration efforts through GEOINT UIS and annual assessments. The NSG POA development continues evolving to a higher degree of maturity.

2016

By the end of 2016, the NSG has incorporated the ASG across all aspects of the NSG business model. The ASG continues to be an integrated partner and a trusted UGO contributor. This increased division of labor and FVEY sharing allows NSG members to be more anticipatory while focusing on providing unique value to customers. A single GEOINT collection management system has been developed to optimize source integration and provides efficient tasking across mission areas and sources. The NSG has migrated fully to an integrated analytic environment, which provides seamless access to content, robust analytic tools, and services in a multi-domain environment.

2017

By the end of 2017, the NSG operates in a persistent multi-INT environment. This expands and matures the NSG's ability to conduct more anticipatory analysis through fused multi-INT. Analysts work from a single, digital, online, on-demand, seamless, and dynamic NSG Map of the World. The NSG, through transparent business processes, coordinates programs to ensure strategic and tactical relevance and redirect savings to higher performing programs to reinforce key GEOINT efforts. Manual and automated metadata-tagging processes enable all GEOINT content to be fully discoverable, accessible, and usable within the IC ITE. GEOINT professionals enhance their tradecraft and expertise through a suite of online geospatial training programs.

2018

By the end of 2018, the NSG has increased the scope and effectiveness of the GEOINT enterprise by exercising superior stewardship of GEOINT resources through common business processes, infrastructures, technical standards, and investments. The NSG has become the benchmark for intelligence integration by making shared decisions on programs and resources. Improved information sharing enables the NSG to address the challenges of today and tomorrow, where high quality and added value are realized through integration and accessibility. The NSG looks beyond organizational boundaries to discover and adopt solutions that are efficient and beneficial to the widest extent of GEOINT stakeholders. This allows for maximum interoperability of resources and the effective reallocation of savings, taking full advantage of the diverse talents of the community.



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The NSG is regularly exercising collaborative intelligence analysis and sharing new approaches to the GEOINT tradecraft. Through the efforts of increased partnerships, new capabilities and phenomenologies are routinely transitioned to operations with little to no risk, despite a wide variety of distinct user missions. NSG members and FVEY partners have adopted a common operating environment which has simplified the transition process and given the NSG universal access to hundreds of GEOINT apps – built to standards and validated by NSG governance fora.

Efficiency initiatives have resulted in the elimination of several legacy systems and programs; more importantly, the corresponding ability to rapidly process and synthesize information is now making anticipatory intelligence the “new normal.” The routine monitoring of UGO through business analytics is providing real-time feedback on GEOINT patterns throughout the network. These, in turn, have created a new source of intelligence information by allowing synoptic visualization of intelligence trends. The NSG is also realizing new infrastructure benefits with the ability to “push” application updates to customers whose access to specific content is managed through personalized, tailored interfaces. This has opened the door to broader foreign and domestic contributions to GEOINT content while maintaining secure, multi-level access to GEOINT holdings for those with the proper credentials.

At the heart of the revolution are the analysts. GEOINT professionals are trained and certified alongside their NSG/ASG colleagues through well-established courseware and a modernized, virtual schoolhouse. While on the job, analysts are creating new analytic techniques in response to global security and disaster events. These techniques are quickly evaluated, certified for operational use, and promulgated to the NSG. Dynamic adaptations to training and tradecraft make NSG analysts, collectively, the most proficient in the world. No other GEOINT entity has the NSG's global reach and the wherewithal to exploit global crises to advance the GEOINT discipline. This fosters an atmosphere that promotes balanced risk while maintaining our technical advantage to enable the full spectrum of geospatial analysis in a multi-INT environment.

Objective Accomplishments in 2018

NSG-Wide Solutions

The NSG optimizes every resource in the enterprise, driving members to be transparent and willing to leverage GEOINT tools and capabilities that already exist across the NSG, rather than building their own. The NSG will be prepared for future challenges and requirements through a common understanding of future scenarios and technical trends that will impact the GEOINT discipline. We will define and prioritize requirements to create capabilities that provide the GEOINT-required meeting customer needs.

Professional Development

The NSG is a highly diverse, unified analytic community that can respond to evolving technical capabilities and dynamic mission needs. Certification ensures that analysts have met minimum standards, and this provides managers across the enterprise with an ability to develop diverse interoperable teams. Analysts will have a mechanism that allows for building technical depth and breadth that enhances both personal development and the overall mission.

Governance

The NSG has a consistent set of business processes that enable us to become more efficient and effective, while being both responsive and accountable to expectations and mission responsibilities. Developing GEOINT systems adheres to standards that ensure data interoperability and discoverability. The NSG implements policies and doctrine that ensure the appropriate balance between security and open accessibility.

Accessibility

The NSG operates in an open collaborative environment where GEOINT content is readily available to those who need it and on the security domain of their choice. The NSG has custom cohesive access to all geospatial content through a common desktop and map of the world. Applications and digital experiences are more personal and allow NSG users to tailor content, alerts, and interfaces.

R&D/S&T

The NSG crafts new ways to discover, create, share, and move knowledge and data, and seeks to enhance the capability to anticipate and answer priority issues through R&D/S&T innovation. The NSG leverages the diverse talent across the interagency, industry, academia, and international partners to accelerate the awareness, understanding, and use of scientific advancements, new and innovative capabilities, and emerging trends.

Integrated Operations

The NSG produces fused multi-INT anticipatory content in a virtual environment that provides the best value to our stakeholders. The NSG POA, through UGO, allows producers to maximize efficiencies by leveraging partner content and services. Analysts seek out opportunities to collaborate and enhance intelligence assessments in an integrated analytic environment. The analytical community is prepared to integrate and take advantage of the full spectrum of GEOINT phenomenology. GEOINT users at all levels work together, creating an environment for a synthesis of information that provides the best GEOINT to meet priority mission needs.



NSG Strategy 2013 – 2018

Strategy Slick Sheet

Mission
Integrate NSG operations, partnerships, and innovations to efficiently deliver and effectively utilize GEOINT

Vision
Bringing the Power of the GEOINT Community - When, Where, and How it's Needed

NSG STRATEGIC GOAL

Advance GEOINT Integration

Advance the GEOINT enterprise to make the best GEOINT available to partners, customers, and decision makers through **better-informed decisions, improved alignment, and harmonized efforts** across the NSG. Through increased GEOINT integration, the NSG will exercise better stewardship of NSG resources, improve coordination, and, where appropriate, apply unified solutions to increase the scope and effectiveness of GEOINT.

Objective 1:
NSG-Wide
Solutions

Objective 2:
Professional
Development

Objective 3:
Governance

Objective 4:
Accessibility

Objective 5:
Research and
Development/Science
and Technology

Objective 6:
Integrated
Operations



NSG Strategy 2013 – 2018

NSG Strategic Management Cycle: The NSG Strategic Management Cycle enables the execution and evaluation of the NSG Strategy. This cycle drives program investments through annual planning guidance to ensure that the NSG is optimizing every resource in the enterprise. NSG progress is evaluated through NSG program management reviews and the GEOINT Functional Manager's Annual Report. Assessments allow the GEOINT Functional Manager to demonstrate institutional effectiveness and the value the NSG provides to GEOINT stakeholders. Through the Strategic Management Cycle we will be able to adapt, exploit, and create new and different opportunities to advance the GEOINT community.

NSG Planning Guidance: Provides the GEOINT Functional Manager's view on implementing higher level guidance and identifying strategic priorities to enable the NSG to achieve the NSG Strategic Goal and objectives outlined in the NSG Strategy. The guidance, which is developed annually as the first phase of the planning, programming, budgeting, and evaluation cycle of the next budget, helps fulfill the Functional Manager's Intelligence Community Directive 113 responsibility regarding "advising on resource allocations." The document provides an opportunity to generate awareness for critical GEOINT issues and identify topics that allow for greater NSG unity of effort.

NSG Program Management Reviews: The purpose of program management reviews with selected NSG partners is to assess a partner's GEOINT organization, people, plans, policies, programs, and initiatives. The partner has the opportunity to provide the status of its GEOINT program directly to the GEOINT Functional Manager. This information will then inform the NSG Strategic Management Cycle to build a more efficient and effective GEOINT community by planning how the NSG can leverage each partner's unique GEOINT capabilities and find areas to increase integration. Through the review process, the partner gains insight into how the rest of the community is contributing to the NSG via current and planned GEOINT priorities.

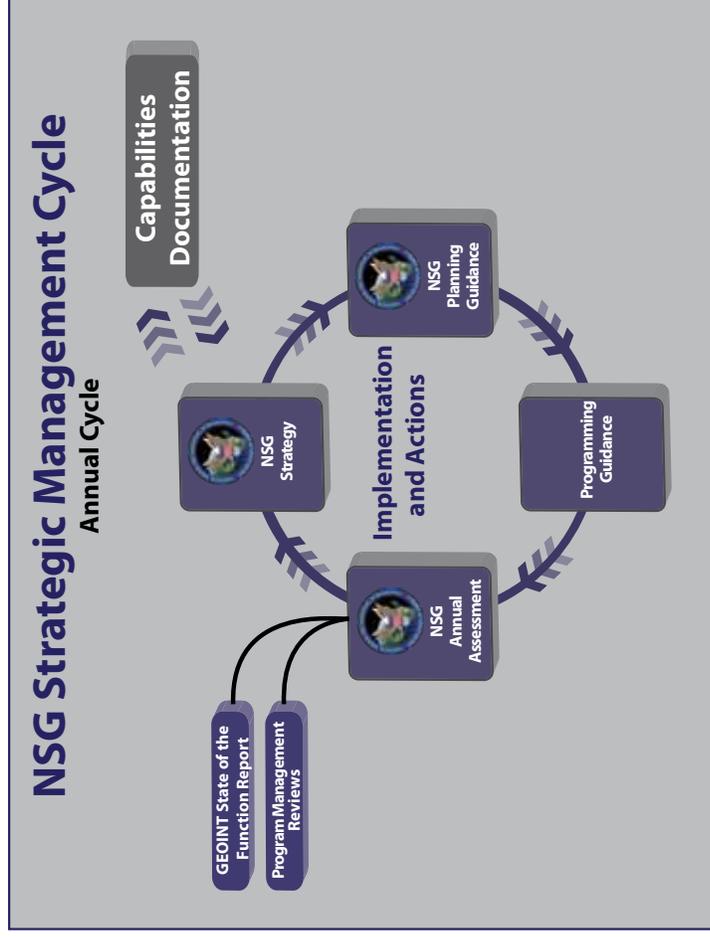






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