

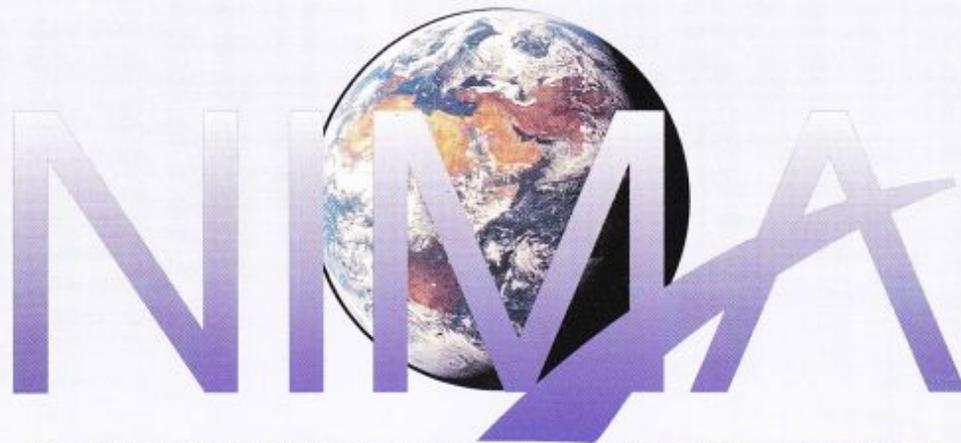
National Imagery
and Mapping Agency

NIMA

Strategic Plan



Guaranteeing the Information Edge



NATIONAL IMAGERY AND MAPPING AGENCY

OUR MISSION

NIMA provides timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of national security objectives.

OUR VISION

NIMA: Guaranteeing the Information Edge

- Our information provides the common reference framework for planning, decisions, and actions.
- Our customers will have ready access to the databases of imagery, imagery intelligence, and geospatial information that we acquire or produce.
- Our information is used to create tailored, customer-specific solutions.
- Our information enables our customers to visualize key aspects of national security problems.
- Our people's expertise is critical to acquiring or creating the information that gives the advantage to our customers.

CORE VALUES

We are committed to:

Our customers!

People who demonstrate pride, initiative, commitment to our vision and mission, personal integrity, and professionalism.

A Culture that promotes trust, diversity, personal and professional growth, mutual respect, and open communications.

An Environment that rewards teamwork, partnerships, risk-taking, creativity, leadership, expertise, and adaptability.

A Tradition of excellence and personal accountability in all we do.



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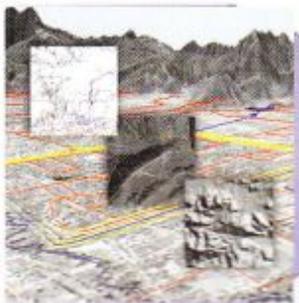
**Our
Commitment:**
*Responsive
Customer Service*



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Our Mission:

*Provide timely, relevant, and
accurate imagery, imagery
intelligence, and geospatial
information in support of
national security objectives*



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NIMA

“Timely, Accurate, and Precise”

Imagery, mapping, space, and the power of technology are all embodied within NIMA’s seal. The eagle and stars symbolize the principles of freedom upon which America was founded and the vital national security mission entrusted to our agency. The laurel represents honor and high achievement, and the three crossed arrows represent our role in supporting America’s total military preparedness and defense. Imagery and mapping are expressed by the globe and the vastness of our reach by the black background, which represents outer space. Our motto, “Timely, Accurate, and Precise,” conveys the spirit, sense of purpose, and deep dedication we at NIMA bring to the fulfillment of our mission.

A Message from the Director



I am pleased to present the 1999 National Imagery and Mapping Agency (NIMA) Strategic Plan. This document was prepared to communicate our strategic direction to our customers, workforce, stakeholders, and mission partners. The success of the plan depends on the men and women assigned to NIMA who deliver the information, products, and services to our customers. They are up to the task, and I have no doubt that they will achieve success for all of our goals addressed in this plan.

We are committed to "guaranteeing the information edge" for our customers—national, military, and civil. As we approach the next millennium, I see a world that continues to change rapidly—geographically, demographically, and technically. The information explosion over the past decade resulted in shortened customer timelines and demands for more information. Our response is to provide our customers with tailored information that is timely, relevant, and accurate. This means we are moving from the 20th century world of predominantly hard copy imagery, maps, and charts to the 21st century of digital information. NIMA will make this digitally-stored information available to our customers for them to create custom-tailored imagery and geospatial information products on demand.

To achieve our mission and vision we are improving our imagery collection, source acquisition, and information production capabilities. We are revolutionizing our information systems. We are investing to improve our infrastructure and environment to enable a world-class workforce to do its job. We are leveraging new technologies and we are increasing our efficiency through strategic partnerships with other government agencies and private industry.

NIMA is proud to lead the United States Imagery and Geospatial Information Community to provide our nation with timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of national security objectives. To learn how NIMA is "guaranteeing the information edge" I encourage you to read this Strategic Plan. It will tell you where NIMA is going, where we are allocating our budget, and where NIMA people will invest their time, energy, commitment, and skills. Thank you for your support.

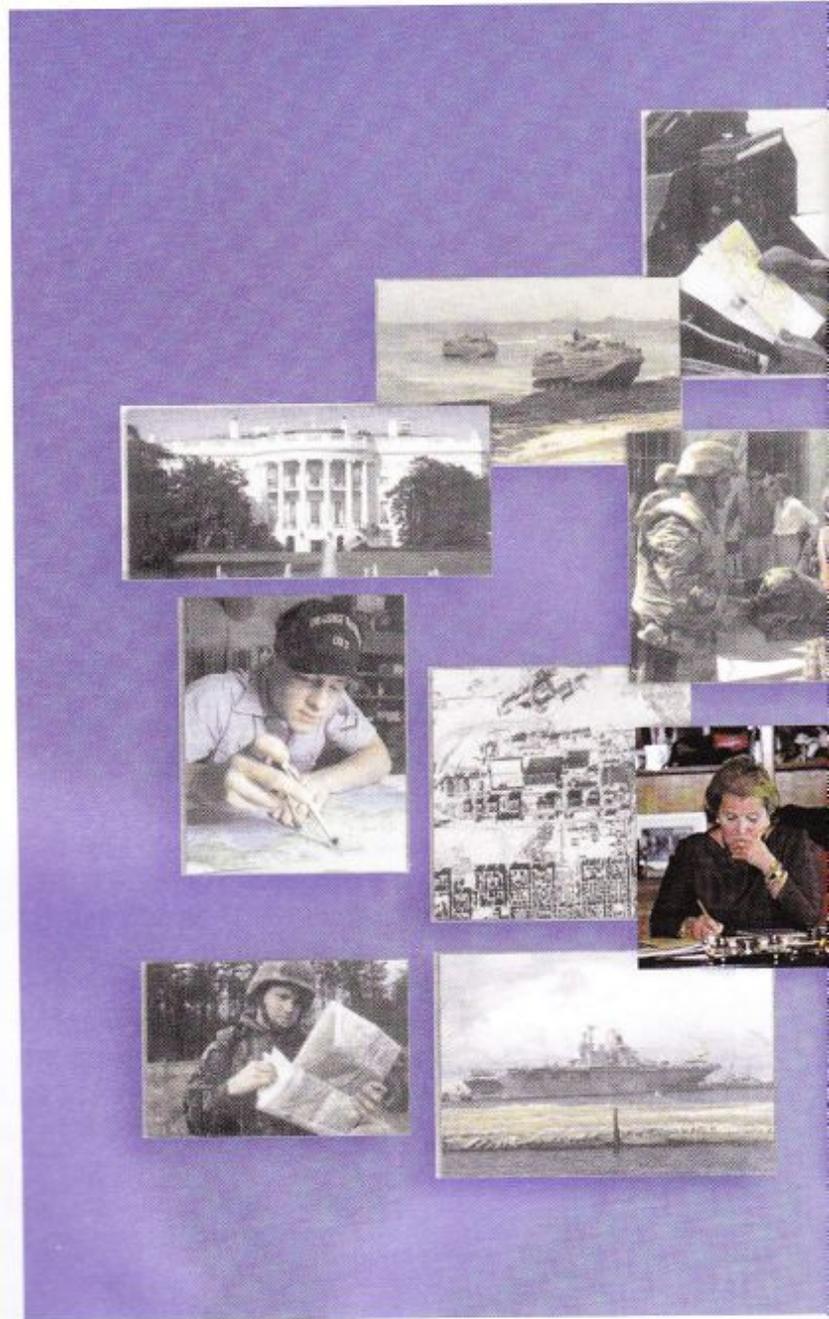
A handwritten signature in black ink that reads "James C. King". The signature is stylized and cursive.

Lieutenant General James C. King
Director
National Imagery and Mapping Agency

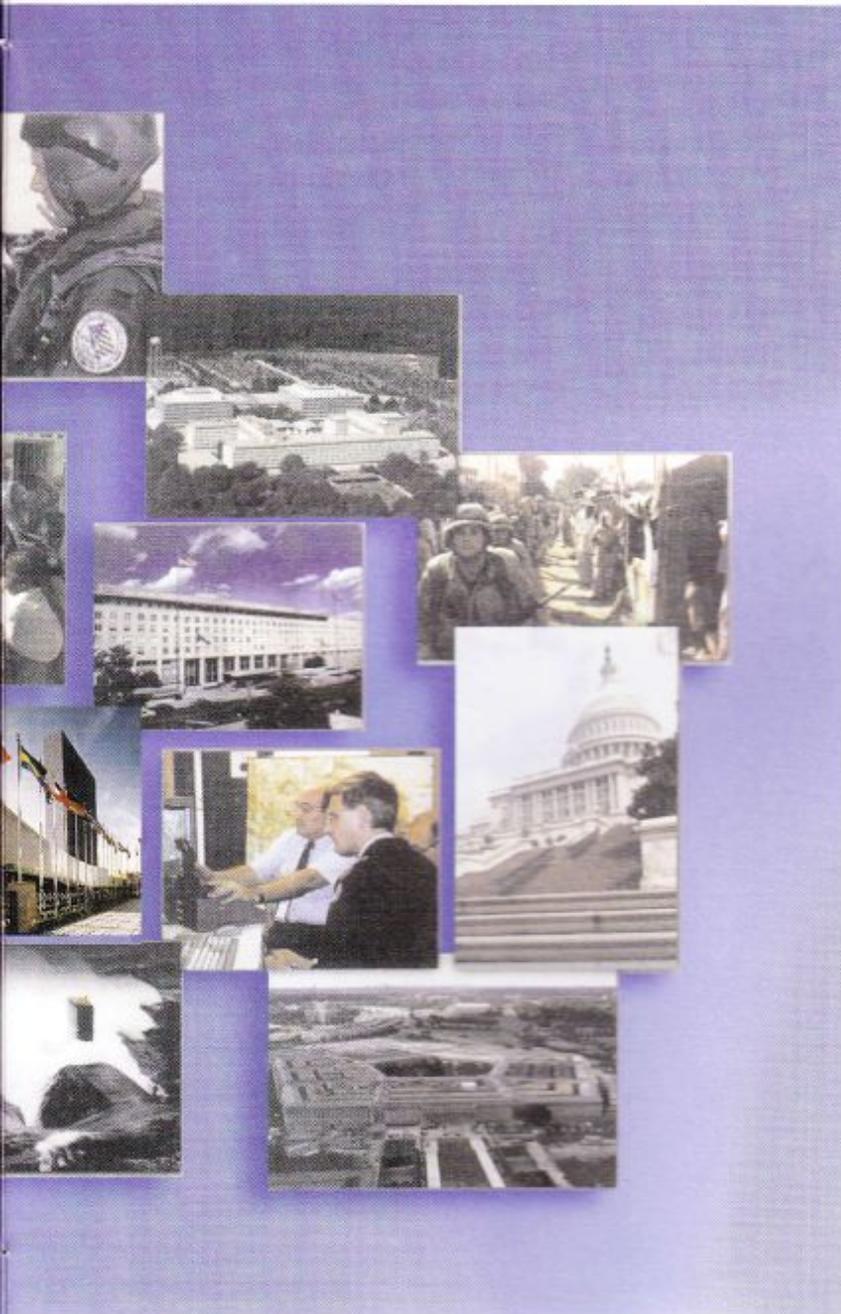
Our Commitment: Responsi

NIMA's national, military, and civil customers operate in a demanding world. They face complex problems that are as likely to be encountered in our hemisphere, at the far reaches of the globe, or—increasingly—in the American heartland. Complementing the interdependence of the challenges that our customers face is the need to assess, decide, plan, and act on very short time cycles. And our customers' decisions to alter policy, negotiate agreements, put fighting forces into the field, conduct operations, or provide disaster relief must be made amidst an avalanche of often conflicting information that moves around the world at unprecedented speeds.

NIMA is committed to helping our customers navigate a world that is characterized by an uncertainty in where threats to national interest will arise, a shortness in time to respond, and a plethora of data and a paucity of relevant knowledge. We will use a skilled workforce, teamwork, advanced technology, and strategic partnerships that will leverage our resources to acquire or produce for our customers the most timely, reliable, and precise information possible. Our resources, coupled with those of our mission partners, will help create the timely,



ve Customer Service



tailored, mission-specific solutions that will guarantee the information edge for our customers.

What will this commitment mean to our national, military, and civil customers? It means that U.S. decision makers will have the information they need to formulate policy more effectively. It means that U.S. diplomats will have the information they need to negotiate for national advantage. It means that U.S. combat commanders will have the information that they need to achieve dominant battlespace awareness. It means that U.S. forces will have the information that they need to target more effectively and re-target more rapidly our precision weapons. It means that U.S. aircrews will have more up-to-date information to allow them to fly safely in a GPS-centric world. It means that U.S. naval crews will have more timely and accurate information as they venture into unfamiliar waters. And, it means that U.S. civil agencies can respond more quickly and decisively when a disaster occurs.

Since our nation ventured on to the world stage, America's ability to gather, analyze, and deliver timely data and intelligence has been admired and emulated—but never equaled. All of us at NIMA are dedicated to preserving and enhancing this vital information edge.

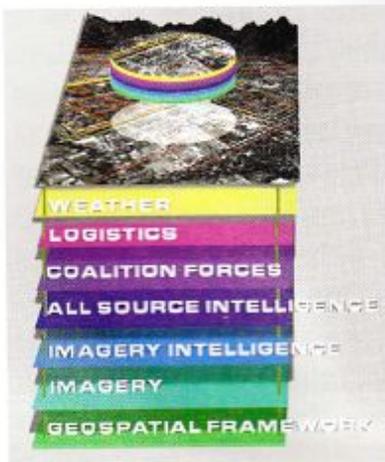
Our Mission:

Provide timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of national security objectives.

NIMA is responsible for providing the most advanced imagery and geospatial analysis and information to the U.S. national security and civil communities, and to America's global allies. Established in 1996, NIMA was created to centralize responsibilities for imagery and geospatial information, achieve synergies across the fields, and exploit tremendous potential of enhanced collection systems and digital technology.

As a defense and intelligence agency, NIMA is under the authority of both the Secretary of Defense and Director of Central Intelligence. As a combat support agency, NIMA works closely with

the Chairman of the Joint Chiefs of Staff. Throughout our plan, we have built upon the thinking contained in the National Security Strategy, the DCI's Strategic Intent, and the National Military Strategy to ensure that our customers can depend on the *information advantage*. As the leader in the imagery and geospatial fields, NIMA directs, coordinates, and supports activities throughout the defense and intelligence communities. Headquartered in Bethesda, Maryland, NIMA has major facilities in the metropolitan areas of Washington D.C. and St. Louis, Missouri — and personnel at key customer sites worldwide.



Our Vision:

Guaranteeing the Information Edge

- Our information provides the common reference framework for planning, decisions, and actions.
- Our customers will have ready access to the databases of imagery, imagery intelligence, and geospatial information that we acquire or produce.
- Our information is used to create tailored, customer-specific solutions.
- Our information enables our customers to visualize key aspects of national security problems.
- Our people's expertise is critical to acquiring or creating the information that gives the advantage to our customers.



Our Strategic Goals: Improving Production and Delivery

Goal 1: Enhance information available to our customers

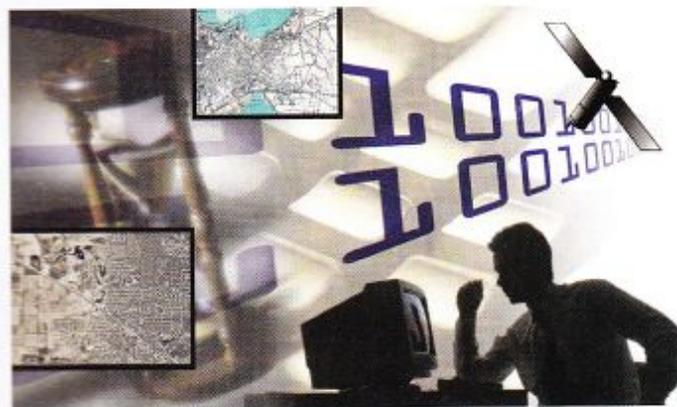
Objective 1.1: Identify, acquire, or produce imagery, imagery intelligence, and geospatial information to meet our customers' quality and timeliness needs.

The sources for the data and information needed to provide the decisive advantage to U.S. policy makers and warfighters are diverse. NIMA will satisfy customer requests with data from certified libraries of imagery or geospatial information where possible. NIMA will expeditiously acquire both readily procurable commodities and production services or production-support services through best-quality commercial contracts. NIMA will employ its skilled professionals to anticipate the need for critical information and provide essential services not available through sustainable commercial alternatives. Improvements to the tasking, processing, exploitation, and dissemination functions, which assure timely and relevant customer support, will introduce better collection and analytical methodologies for existing and planned imagery and data sources.

Objective 1.2: Tailor mission-specific solutions for our customers.

In NIMA's information environment, preparing customized information demands understanding the customer's mission, applying the best data sources, and properly using tools manipulated by world-class expert analysts. Assembling the elements of NIMA's data warehouse of imagery, imagery intelligence, and geospatial information into fused views or new perspectives will improve the versatility of these data. In addition,

data mining outside libraries and merging multiple sources will improve comprehension of a complex situation for the decision-maker, the intelligence analyst, the planner or the operator. Augmenting existing data with greater detail, additional attributes, better resolution and updated analysis—when provided on the customer's timelines—will enhance chances of mission success. NIMA will assist the customer



wherever possible with production expertise, with deployed technical support, and with advanced training for imagery and geospatial analysis.

Objective 1.3: Leverage government, commercial, and international partnerships.

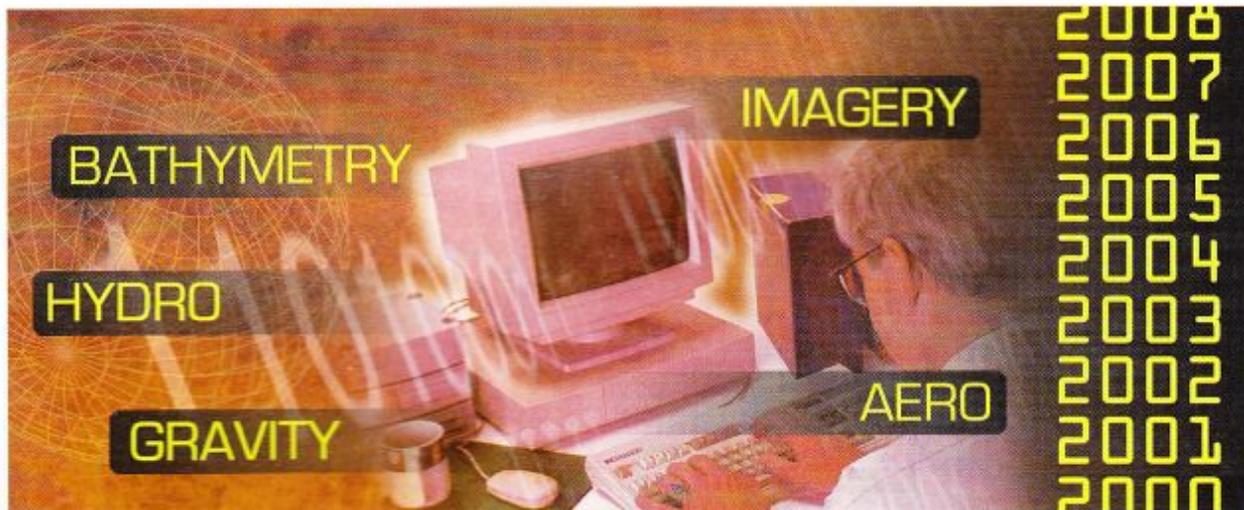
NIMA will expand its productive relationships with other agencies, commercial contractors, international organizations and foreign nations. Collaborative production will be encouraged as an effective way to populate the global databases and provide access to needed expertise. Mutually beneficial agreements may include exchange of source or derived information.

Goal 2: Lead the Imagery and Geospatial Community (IGC) in acquiring, deploying, maintaining, and continuously improving the U.S. Imagery and Geospatial Information Service (USIGS)

Objective 2.1: Insert advanced technology to improve USIGS performance.

We are living in an era in which technology is advancing at an ever-accelerating pace. NIMA's large, complex, interconnected enterprise must be as agile and responsive as a simple home computing environment,

solutions directly to the production floor and to our acquisition programs. Where we determine that demands of our enterprise outpace the commercial market, NIMA will make strategic investments to push technology, leveraging partnerships in government and industry; and then facilitate the commercialization of the resultant capabilities.



evolving rapidly in response to expanding needs. NIMA will maintain a responsive technology evaluation and insertion program to ensure that the USIGS becomes and remains representative of the "state of the practice." Our national security demands this support.

The majority of our needs will be met through the application of commercially available technology. Our technology programs, following strategic thrusts developed in response to community needs, will determine how to best apply the latest commercial capabilities, and will rapidly provide

We will focus on developing capabilities to efficiently exploit motion imagery, take advantage of expanding spectral resolution of our collection systems, and providing assisted imagery examination and data extraction capabilities. Our industry partners share our vision of rapidly providing best available technology, regardless of source. Our acquisition programs will buy knowledge and expertise, not tailored-for-government products. We will push the frontiers of acquisition reform to enable this approach.

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Objective 2.2: Lead the IGC in establishing a collaborative environment.

The world is in the midst of a data explosion. Imagery, once a precious resource to be rationed among our customers, will soon be ubiquitous with the deployment of even more capable national sensors, the proliferation of airborne collection platforms, and the anticipated birth of a robust commercial industry. Geospatial information, and even imagery intelligence, will be increasingly available from a plethora of government and commercial sources. The IGC must be prepared to deal with these changes.

NIMA will lead efforts to harness the explosion of data and information availability by providing systems and tools which enable the sorting and fusing of relevant elements to answer intelligence and operational questions. We will build an infrastructure-based and information-centric architecture that enables information sharing and facilitates information reuse. This architecture will enable a revolution in IGC business practices.

We will move from an environment where pockets of skilled imagery and geospatial analysts provide requested information to a true collaborative environment where geographically distributed multidisciplinary and all-source analysts, customers, policy makers, and operators work together to answer questions and add value to previously static data. Key components will include: libraries that support seamless access to imagery, imagery intelligence, and geospatial information produced and acquired by NIMA and other elements of the IGC; data mining tools that provide discovery and retrieval of information across the IGC which extend to other relevant data stores and cross multiple security levels; exploitation and analytical tools that operate across a suite of commercial hardware

platforms that allow the rapid transformation of data to information suitable for both experts and novices.

Objective 2.3: Integrate USIGS with other Community data and information architectures.

While the imagery, imagery intelligence, and geospatial information for which NIMA is responsible provides the critical framework for visualization and situational awareness, the complex and volatile operational environment increasingly demands the ability to operate in an all-source framework. We will actively engage with DoD and IC architectures to ensure that our information is accessible and that our tools will operate in the larger context represented by our national and defense customer base. We will lead the identification and adoption of imagery and geospatial standards, working to ensure that these standards are embraced by industry.

We will represent the IGC needs, and integrate our capabilities to operate across appropriate DISA and IC communications networks. We will integrate USIGS with the Joint Intelligence Virtual Architecture (JIVA) that supports our customers in the Unified Commands as well as evolving common operating environments of our national and civil customers. NIMA data and applications will be readily accessible in our customer's environments, and will support fusion with other data to provide a complete "picture" of the world.

Goal 3: Shape the NIMA workforce and infrastructure to ensure mission success in the 21st century

3.1: Recruit and retain a diverse and motivated workforce.

NIMA's highly trained professionals bring diverse backgrounds and experiences to their work. Their skill, teamwork, and expertise ensure NIMA's continued success in providing the information edge. The implementation of *Workforce 21*, NIMA's human resource management system, will help foster a performance-based culture that attracts and retains highly skilled, educated, and motivated professionals. Our *Workforce 21* system will help forecast the skill sets needed for the future and support strategies to acquire them. In addition, we will focus on career development opportunities that offer challenging assignments to develop our workforce and continuously improve NIMA's effectiveness. Career development includes training and professional development, rotational assignments, career counseling, and mentoring programs to ensure NIMA's employees remain at the leading edge.



3.2: Develop the skills of the NIMA workforce to meet evolving mission needs.

Our people, and their skills and training for the 21st century, are crucial to NIMA's success. Our training and education programs, modernized to facilitate distance learning, will emphasize collaborative production and enhancing the skills of employees supporting

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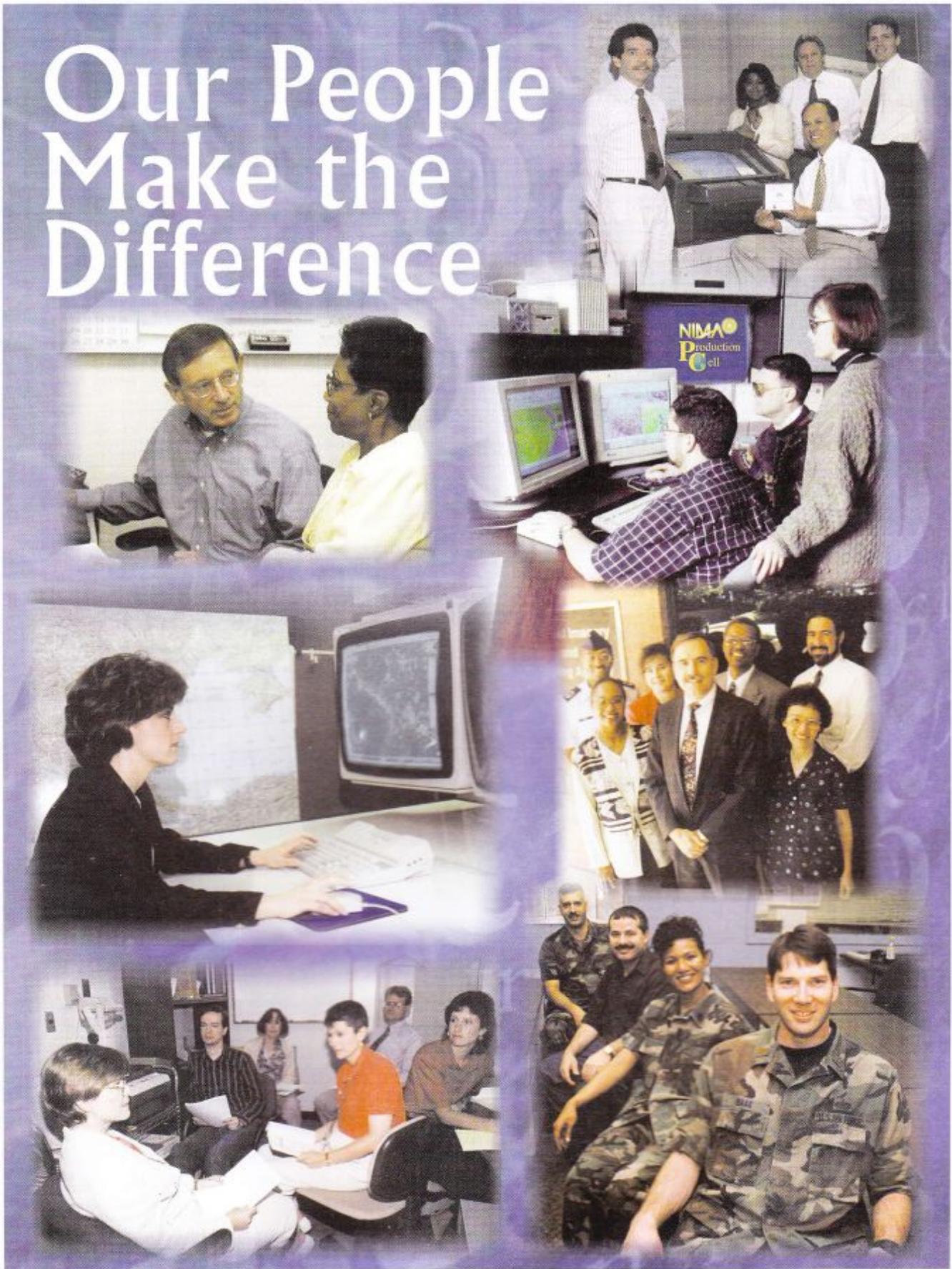
production and infrastructure needs. These programs include advanced imagery and geospatial analysis training to meet Community needs as outlined in the DCI's Strategic Intent and support PDD-35, National Security Strategy, and National Military Strategy priorities. The programs emphasize collaborative production training on new USIGS systems, applications, products, and tools. We are committed to fostering the growth and expertise of our skilled professionals to meet the challenges facing our customers.

3.3: Provide the systems, connectivity, business practices, and facilities that enable a world class workforce.

We will share information through a common network at multiple security levels that allows for interactive collaboration among

imagery and geospatial analysts. We will enable delivery of technical and professional training where and when it is needed. We will improve business practices including developing an integrated planning, programming, budgeting, and assessment process and new and improved mechanisms to communicate with key audiences inside and outside of NIMA. We will implement and ensure IT policies, procedures, and practices that maximize value and manage risks. We are planning the future imagery architecture to include information from government and commercial providers and supporting NIMA and IGC goals of facilitating government, commercial, and foreign partnerships. Facilities will be consolidated to the level appropriate, and recapitalized and upgraded as needed to support information technology-based operations.

Our People Make the Difference



Our Resources: Teamwork & Technology

Core Values:

We are committed to:

- *Our customers!*
- *People* who demonstrate pride, initiative, commitment to our vision and mission, personal integrity, and professionalism.
- A *Culture* that promotes trust, diversity, personal and professional growth, mutual respect, and open communications.
- An *Environment* that rewards teamwork, partnerships, risk-taking, creativity, leadership, expertise, and adaptability.
- A *Tradition* of excellence and personal accountability in all we do.

Enabling Principles: Focus on the Future

Successfully achieving our Objectives will require teamwork throughout the organization. Our ability to respond to the future under fiscal restraints requires that we become more effective and efficient while delivering better information and services to our customers. To do this we will pursue a set of enabling principles.

We will:

Listen attentively to our customers . . .

We will work closely with customers to ensure we understand their needs and priorities. We will develop capabilities needed to respond to surges in customer demand and anticipate unique needs of individual customers.

Focus on our people . . .

The crucial element in our success is our people. We will address the societal and business culture changes and technological advancements that fundamentally influence our people. We will continually seek improvement in these areas.

Integrate technology . . .

We will phase out legacy custom-designed systems and drastically reduce NIMA development of large-scale software systems. We will identify and acquire inter-operable applications that work on a multi-purpose platform using commercially available technology as often as possible. These applications will be used within NIMA and also be available to our customers. We will contract out lifecycle services to improve effectiveness and lower cost.

Establish partnerships in all aspects of our businesses . . .

We will use partnerships with commercial, academic, and U.S. and foreign government organizations to leverage strengths and share resources and workload. We will establish an integrated community-based policy, planning, and management process to ensure a coordinated transition to an integrated digital environment.

Develop policies to facilitate the activities of NIMA and the Imagery and Geospatial Community . . .

We will provide information at the lowest possible classification levels, establish partnerships, and purchase commercial products and services.

Measure our performance against our objectives . . .

To evaluate whether we are successfully meeting our customers' needs and our Goals and Objectives, we will measure our performance. This plan will provide the basis for developing a NIMA Performance Plan, including performance measures.

Conclusion

A decade from now the world will be dramatically different. We can only imagine the massive changes that will occur in the acquisition of information sources and the exploitation of those sources. The integration of geospatial and imagery data and analysis derived from multiple imagery and non-imagery sources will involve partnerships of a magnitude and interdependence we can scarcely imagine today. Flexibility, teamwork, and responsiveness are paramount attributes of a successful future. That flexibility reflects the integration of NIMA information systems into customers' particular environments. The acquisition of geospatial foundation data, which can be used for multiple purposes by multiple customers, will serve as a basis to which our customers can add mission-tailored analysis and data. Our modernization investments must concentrate on increasing the quality of information, reducing the production cycle times, and improving the speed of delivery to national, military, and civil decision makers.

To achieve our strategic goals and objectives, we have developed a three-phase implementation program:

Phase I. Operating in the Information Age (1999-2002)

In this phase, priorities include improving production, diversifying collection sources, modernizing infrastructure, and making the transition from hardcopy products to information and services in digital form. NIMA will forge partnerships with the IGC and throughout the commercial community, while implementing key aspects of the USIGS architecture.

Phase II. Incorporating new Information and Technology (2003-2006)

In the second phase, production support will expand to include national, theater, tactical, and commercial sources. USIGS will provide a global network with integrated resources to meet a wide range of customer decision cycles. NIMA's facilities will be consolidated and modernized. NIMA's workforce is enhanced through advanced training, specialization, and expanded career opportunities.

Phase III. Harnessing new Technology (2007-2012)

In the third phase, NIMA and the IGC will incorporate the vast technology improvements occurring in communications, networking, and processing power to produce and deliver real-time knowledge. NIMA's strengthened and empowered workforce will leverage cross-disciplinary expertise throughout the Community.

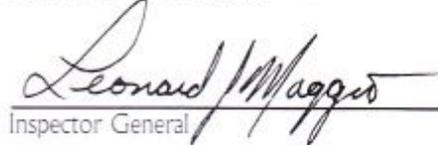
NIMA will develop an Implementation Plan, including performance measures, which will include specific actions, timelines, and responsibilities for implementing this Strategic Plan in the coming year. Additional dependent implementation plans will be developed as necessary to address functional or process requirements contained in this plan. Ultimately, the success of implementing our Strategic Plan depends on the involvement of and commitment from all NIMA employees. Success in reaching our goals and objectives depends on achieving cooperation within the IGC and forging solid relationships with our mission partners.

We the Senior Managers of NIMA are committed to working with the men and women of our Agency and with our stakeholders, partners, and customers to turn this Strategic Plan into reality.


Director, NIMA

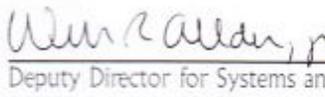

Deputy Director, NIMA


General Counsel


Inspector General

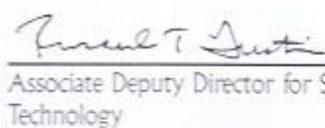

Commercial Office


Deputy Director for Operations


Deputy Director for Systems and Technology


Deputy Director for Corporate Affairs


Associate Deputy Director for Operations

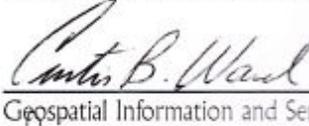

Associate Deputy Director for Systems and Technology

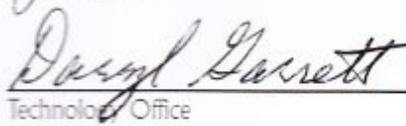

Associate Deputy Director for Corporate Affairs

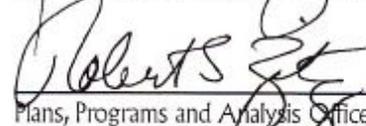

Central Imagery Tasking Office

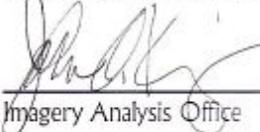

Systems Office


Office of the NIMA Chief Financial Executive


Geospatial Information and Service Office


Technology Office


Plans, Programs and Analysis Office

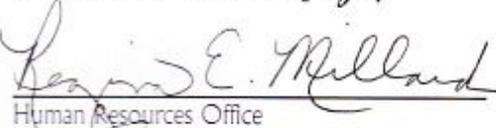

Imagery Analysis Office


Congressional and Public Liaison Office


Information Services and Training Office


Procurement and Contracting Office


Customer Support Office


Human Resources Office


Integrated Program Office


Mission Support Office


National Imagery and Geospatial Policy Office

National Imagery and Mapping Agency

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