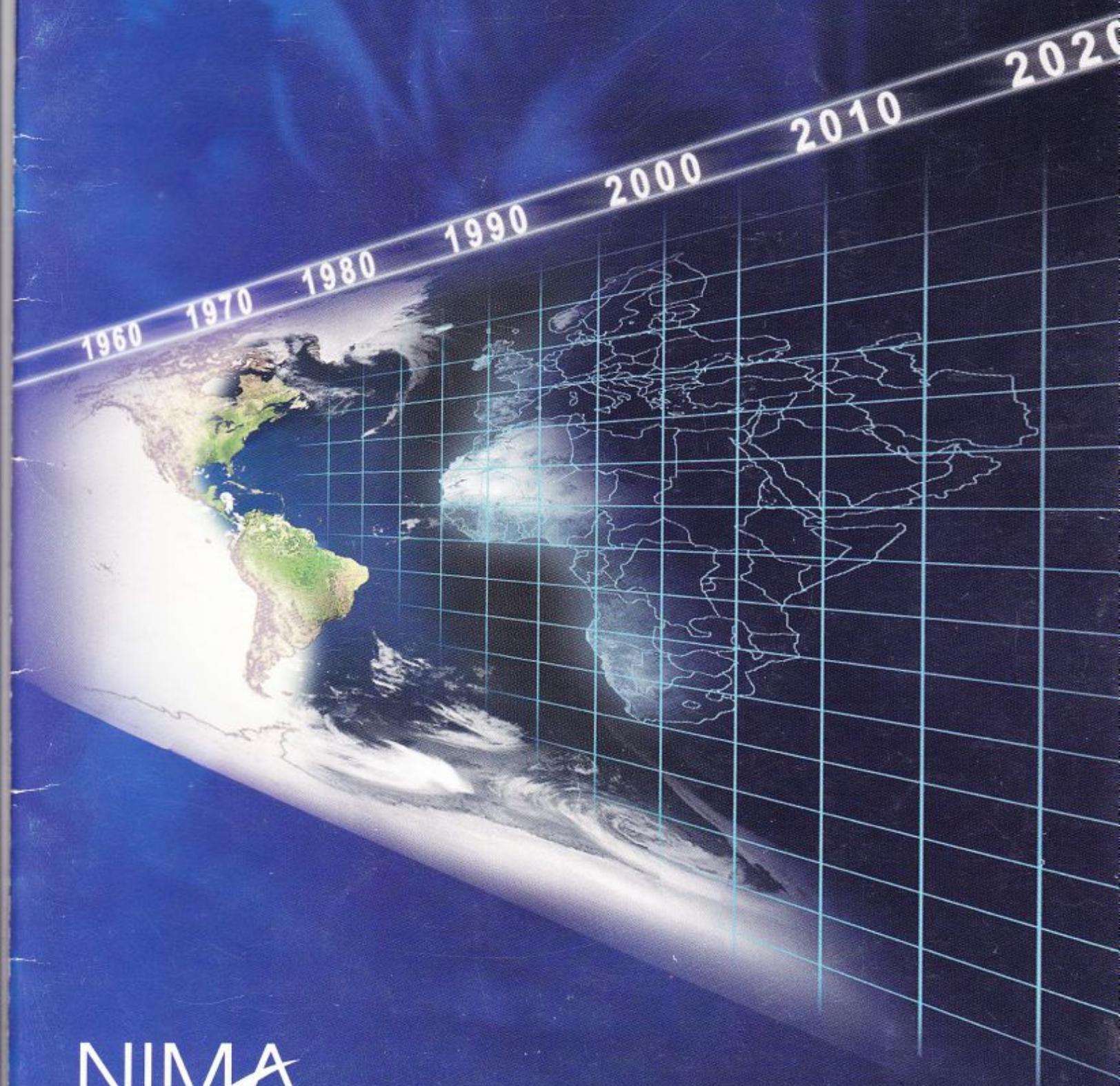


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**NETIPT**

**final report**

Transforming NIMA through People, Process, and Technology



**NIMA**

UNCLASSIFIED

# Transforming NIMA through People, Process, and Technology

## Final Report

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## Message from the Director

(U) Ms. Isham and I are pleased to present this Transformation Report. The report details the critical transformation path NIMA must follow to ensure our Agency's vital role in the defense of the nation.

(U) Transformation is absolutely crucial to NIMA's ability to advance national security interests in the era of terrorism and uncertainty, when the nation faces unconventional threats from an unconventional enemy. Speed, accuracy, interoperability, reliability, and dependability of NIMA information resources are critical. As the President said in his recent speech to West Point graduates, the United States needs the best intelligence so it can "take the battle to the enemy, disrupt his plans, and confront the worst threats before they emerge."

(U) The Transformation Report produced by the National System for Geospatial Intelligence (NSGI) Enterprise Transformation Integrated Product Team (NETIPT), which was chartered this past May, is a key part of the process of strategic planning that was introduced earlier this year. This report and its associated Corporate Transformation Business Plan codify our Strategic Intent into specific statements, actions, and steps that all of us must take to achieve effective, rapid transformation.

(U) Transformation must be understood and supported by NIMA's employees. Success requires all of our effort and focus. I want our entire workforce to understand the significance and to know the critical elements required to achieve success. We must concentrate our efforts to ensure that we converge on the same goal. The goal is nothing less than the successful transformation of NIMA in terms of our workforce, our infrastructure, and how we do business. The NETIPT looks across our current business strategy and initiatives to lay the foundation for a better NIMA. The following 10 Precepts form the basis for our transformation:

### Ten Precepts for Transformation

- ❶ Sustain Leadership Commitment
- ❷ Create and Foster a World-Class Workforce
- ❸ Modernize the Workplace
- ❹ Implement a Customer-Focused Business Model
- ❺ Deliver the Future Enterprise Architecture Using GeoScout
- ❻ Exploit All Sensor Types and Sources
- ❼ Institutionalize Data-Centric Architecture
- ❽ Strengthen the GI Functional Manager's Role
- ❾ Ensure NIMA's Unique Value-Added Mission Contribution
- ❿ Effectively Communicate the Progress of Transformation

(U) These precepts are fully consistent with the Agency's strategic goals, as described in the Strategic Intent. Taken together, they provide a clear path to success.

capabilities afforded by state-of-the-art e-business technologies. We must transition our processes, systems, and tools to this all-digital environment, delivering leading-edge capabilities to our workforce and our customers. An all-digital environment will bring about full realization of the power of geospatial intelligence by making all NIMA data and information available for integration and by dramatically shortening the full geospatial intelligence cycle (task, post, process, and use). It will allow us to adopt the best practices of e-business, empowering customers to easily request and access our geospatial intelligence information and services from an online, seamless library. We will provide customers *what* they need, *when* they need it; more than that, we will optimize our use of resources enterprise-wide by redefining how we do business.

(U) Our base of knowledge will be contained within the "ubiquitous knowledge map," the foundation for the Common Operational Picture (COP) on which other forms of intelligence can be overlaid. The COP, whether at the national decision-maker level or at the lowest tactical level, is intended to represent the physical world to the most accurate extent possible. It will allow our customers to understand the context of world events and more accurately plan and predict future activities. NIMA's contribution to the COP must not be understated; the COP cannot be fully achieved without NIMA's geospatial intelligence content contained within the ubiquitous knowledge map. It positions us and our nation to "Show the Way" based on "Knowing the Earth."

(U) While the acquisition and integration of new technologies and the modernization of our work environment will go a long way toward reaching the transformed state, the single most important element to actualize transformation is our workforce. Our people are key to NIMA's transformation. The NIMA workforce must be properly trained, adequately equipped, and provided incentives to acquire new skills as they develop the new business processes that will lead to success. Essentially, the workforce will define transformation. NIMA must seize the opportunity made available through advances in technology and build on its powerful history of imagery intelligence and geospatial data creation; in so doing, the Agency will produce a cadre of 21<sup>st</sup>-century analysts expert in the creation, application, and use of geospatial intelligence.

(U) The NETIPT has developed a set of recommendations and activities that will require substantial follow-through to achieve NIMA's vision – that of supporting our customers with geospatial intelligence data, information, and knowledge. Transformation of NIMA's enterprise, its people, process, and technology, must now begin in earnest. By taking these recommended actions, NIMA will ensure its role as the provider of choice for our customers by providing them with timely, accurate, and actionable geospatial intelligence.

(U) The NETIPT believes it has developed a revolutionary approach, one that will guarantee information superiority for the United States. To be sure, transformation will be a challenging –and at times daunting – task, but nothing less than success is acceptable. NIMA has a vital role in winning the war on terrorism, securing the homeland, and protecting America's other national security interests in the 21<sup>st</sup> century.

## Section 2: (U) Introduction

(U) During its nine week endeavor, the NETIPT heard from NIMA's Key Component senior managers on their modernization initiatives and received briefings from outside experts on recent transformation efforts, as well as from NIMA Commission members who provided insights on the state of the Agency. The team also visited leading private companies and NIMA facilities to see first-hand the various procedures for processing and producing large volumes of information. In addition, the team requested and received e-mail input from NIMA employees, many of whom communicated their recommendations, concerns, and questions about the Agency's transformation. NETIPT members reviewed these comments and incorporated them when applicable in their deliberations on the myriad aspects of transformation.

(U) To point the way forward, the NETIPT defined 10 Precepts leading to transformation. These precepts establish the strategy or "path" that NIMA must follow to achieve its desired future state. Simply put, the precepts represent an overview of the issues we need to address as an organization to realize the goals of our Statement of Strategic Intent. The precepts focus on three areas intrinsic to all organizations – people, process, and technology – and include:

- People**
  - ❶ Sustain Leadership Commitment
  - ❷ Create and Foster a World-Class Workforce
  - ❸ Modernize the Workplace
  - ❹ Ensure NIMA's Unique Value-Added Mission Contribution
- Process**
  - ❺ Implement a Customer-Focused Business Model
  - ❻ Strengthen the GI Functional Manager's Role
  - ❼ Effectively Communicate the Progress of Transformation
- Technology**
  - ❽ Deliver the Future Enterprise Architecture Using GeoScout
  - ❾ Exploit All Sensor Types and Sources
  - ❿ Institutionalize Data-Centric Architecture

(U) Affecting all areas of transformation -- people, process, and technology -- is a program named "GeoScout" (reference Annex E). GeoScout, simply put, is the key mechanism for transformation. It is the culmination of a two-year effort that will result in the selection of a prime contractor responsible for revolutionary improvements to the baseline NSGI. GeoScout is a bold new approach for how we simultaneously improve the existing infrastructure while delivering dramatic, new capabilities -- the best the commercial world has to offer. GeoScout's scope is broad, focusing not only on NIMA's infrastructure, architecture, and systems, but also on the technology-insertion process. The primary instrument GeoScout will use to transform NIMA's technical infrastructure will be the Enterprise Geospatial Intelligence Environment (ENGINE) program. ENGINE is NIMA's funded continuity of operations effort for modernizing the Agency's digital infrastructure.

(U) More information about GeoScout, the 10 Precepts, and recommendations related to these precepts is contained in subsequent sections. As will be evident, we believe that

combined investments in people and technology, coupled with changes in our business processes, will allow us to realize a return on investment expressed best by Precept Nine – *“Ensuring NIMA’s Unique Value-Added Mission Contribution.”* Customer expectations define our minimum measure of success.

(U) The success of our future business model -- indeed, our future corporate success -- will be tied to an understanding of our customer. Our objective is to know what our customers want and why they want it. We **must** be in a position to satisfy their requests and to develop new forms of information that could provide additional insights into customer issues. Our customers require different levels of geospatial intelligence based on their missions. At the same time, we want to move from the role of a purveyor of products to that of a broker of information and knowledge, as well as an enabler of Community collaboration. This requires that we think about our customers and their missions in a new way, and be positioned to keep pace with the demands being placed on them.

(U) We have an unprecedented opportunity to redefine our future, to move forward, and to transform into the premier geospatial intelligence agency. We are keenly aware of the challenges ahead, and the fact that there may be setbacks, but our nation’s future depends on our success.

(U) The NETIPT is committed to a revolutionary approach that will guarantee information superiority for the United States in times of war, crisis, and peace. The team has no illusions about the formidable task of implementing transformation, but it is convinced that NIMA must do so to meet America’s pressing national security challenges, particularly that of terrorism. Transformation will enable NIMA to keep pace with the near- and long-term needs of its customers, and the NETIPT believes the transformation program and execution plan set forth in this report will do just that.

### Section 3: (U) Future State/Why Transform

#### What does the Future look like? Why must we change?

*"The most fundamental shift in the rules has been from the industrial age to the information age where, for example, you substitute information for mass and it has an enormous ripple effect."*

- VADM Cebrowski, USN (Ret), April 2002

(U) Senior national and military leadership has called for a greater focus on information as a principal force multiplier and a key component of America's ability to attain its national security objectives. Today, we successfully provide critical geospatial intelligence to national, civil, and military customers worldwide. The NIMA of the future must rapidly respond to an increasingly diverse and complex set of customer requirements with emerging and unique information and sensors. NIMA will require a highly skilled, competent, and technology-savvy workforce to maintain our leadership role. The willingness and commitment to transform are an absolute necessity to address the challenges of the future.

(U) Our nation faces adversaries who are able to move quickly and operate in an unprecedented technology and information-rich environment unconstrained by the weaknesses inherent in a bureaucracy. The timelines in which national, civil, and military decision-makers at all echelons must act are increasingly short. The volume of information and an increasing operational tempo, coupled with non-traditional threats, are outpacing our ability to support well-informed decisions. Our ability to provide geospatial intelligence support to our worldwide customers has reached a critical juncture. Examples of drivers necessitating transformation are:

- Traditional imagery intelligence and mapping is too slow and cumbersome to support current and future operations. The absence of real-time geospatial intelligence limits the potential and effectiveness of the Common Operational Picture (COP) to provide operational awareness.
- Reliance on traditional National Technical Means (NTM) for imagery support to decision-makers and military forces is no longer totally necessary or sufficient. Real-time airborne imagery, commercial imagery, and Measurement and Signature Intelligence (MASINT) provide additional sources to detect activity not observable by traditional imagery sensors. Integration of these sources is necessary to achieve full-spectrum information dominance.

(U) Our customers' mission success depends to a large degree on our ability to continue providing timely, tailored, and actionable geospatial intelligence. Customer success requires situational knowledge shared among elements of the national security community in a collaborative environment. The recommendations in this document are critical to better position both NIMA and the National System for Geospatial Intelligence (NSGI) to guarantee information superiority.

(U) **Transformation is not optional.** *We must commit significant resources to achieve a future state with the following characteristics:*

□ *Geospatial Intelligence Analysis*

(U) A new discipline called geospatial intelligence is making it possible for NIMA to better address future challenges. By integrating the imagery and geospatial analysis occupations into this single discipline that provides opportunities for specialization, we have begun to fundamentally change how the agency conducts business. The resulting skill set will significantly expand our capability to provide integrated imagery and geospatial information and knowledge to our customers.

□ *The all-digital, data-centric business environment*

(U) Our processes, systems, and tools must migrate to an all-digital, data-centric environment, beginning with significant improvements to our infrastructure. Our networks, systems, applications, and databases must be integrated so that the needed content can be quickly and easily retrieved and delivered electronically. This allows multiple layers of intelligence to be readily accessible to users worldwide and further enhances collaboration. This environment will facilitate dynamic updates to our information and will revolutionize and shorten traditional processes.

□ *A seamless, comprehensive e-business strategy*

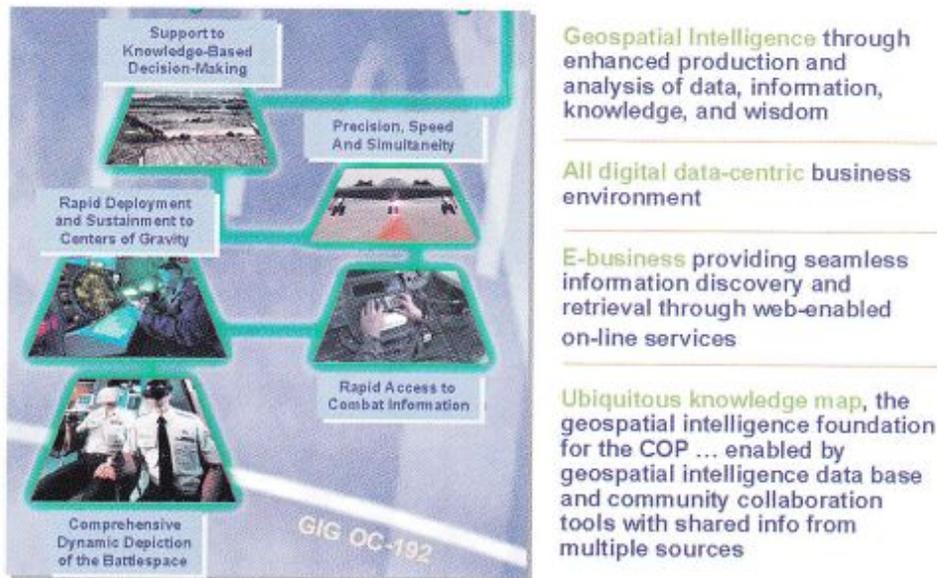
(U) We will embrace comprehensive e-business practices to ensure the most timely, relevant, and accurate online content possible. We will provide customers what they need and when they need it, anticipating their future needs.

□ *The "ubiquitous knowledge map" and the COP*

(U) By providing geospatial intelligence, our customers will be able to better visualize the mission space to address their information needs. NIMA will provide the "ubiquitous knowledge map," the foundation of the COP, on which other forms of information can be overlaid. This will enhance multi-intelligence collaboration with our customers and improve overall information value.

(U) Figure 1 illustrates the four characteristics of the transformed future state.

## Characteristics of Future State: Geospatial Intelligence Online



**Figure 1**

(U) Realizing the end state requires the use of a customer-focused business model, discussed under "Our Business Model," which will allow NIMA to manage its resources more effectively.

## Our Business Model

(U) Our customers require different levels of geospatial intelligence based on their missions. They range from a *Data Consumer* who requires the most basic data to a *Knowledge Seeker*, who requires integrated geospatial intelligence to make informed decisions. *Information Partners* require access to geospatial intelligence and need to work collaboratively with NIMA to address broad Community information needs. In this business model, we become a broker of information and knowledge, as well as an enabler of Community collaboration. Figure 2 illustrates NIMA's Geospatial Intelligence Business Model.

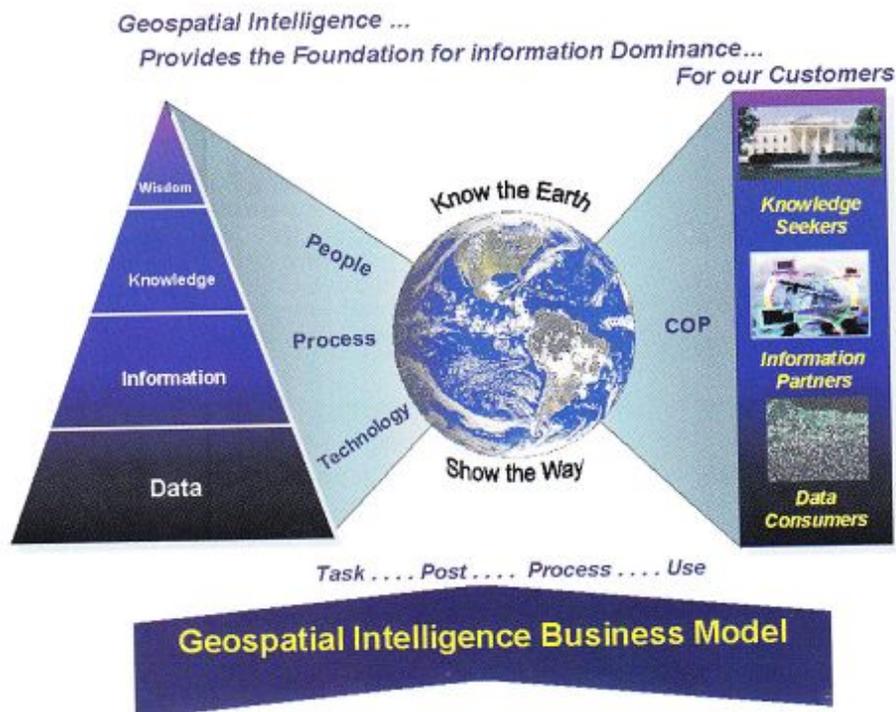


Figure 2

(U) Our intent is to provide timely, tailored, and actionable geospatial intelligence to all customers when and where they need it. The ubiquitous knowledge map is our vehicle to convey geospatial information for the COP, allowing our customers to understand the context of world events and more accurately predict future activities. Ubiquitous knowledge map characteristics for the COP are:

1. It is a common reference model for collaboration. The COP is a built-in partnership with our customers, with information from many sources.
2. All information is spatially related (imagery, geospatial information, intelligence, and other sources).
3. All information is stored, managed, queried, and retrieved in an all-digital, readily accessible environment.

4. All information is dynamically updated while retaining the historical components.
5. Information content is able to grow to meet customers' future challenges to address new sensors, sources, and missions.

(U) Our online content will allow customers to visualize key aspects of national security problems in a spatially accurate context. NIMA, through our people's expertise, is uniquely positioned to acquire, create, and distribute geospatial intelligence that ensures the information advantage for our customers.

## Our Content

(U) Our business model defines four levels of content: Data, Information, Knowledge, and Wisdom (Figure 3).

- **Data** is the basic building block of information. Data is composed of numbers or symbols that represent a digital version of the Earth.
- **Information** is *data* plus context and/or interpretations. Information involves an understanding of the relationship between two or more *data items*.
- **Knowledge** is *information* arranged in a way that will enhance understanding. Knowledge is dependent on NIMA's analytic expertise, experience, and tradecraft.
- **Wisdom** is the application of NIMA information and knowledge, combined with other sources, that provides the foundation for informed decision-making. Wisdom allows us to understand the intentions of our adversaries and counter them to achieve our national objectives.

(U) **Geospatial Intelligence Assurance** is the expression of our confidence and understanding about the identification, location, and related intelligence information of any point on the Earth at any point in time (see Figure 4). Geospatial assurance is composed of existence, completeness, accuracy, standards for quality and interoperability, and currency -- tempered by an analyst's experience. Geospatial assurance can be applied to all four levels of content and will typically change as content moves from data to wisdom. Attributes of a railroad, for example, are specific and finite, while the intentions of an adversary vary and can be affected by many factors.

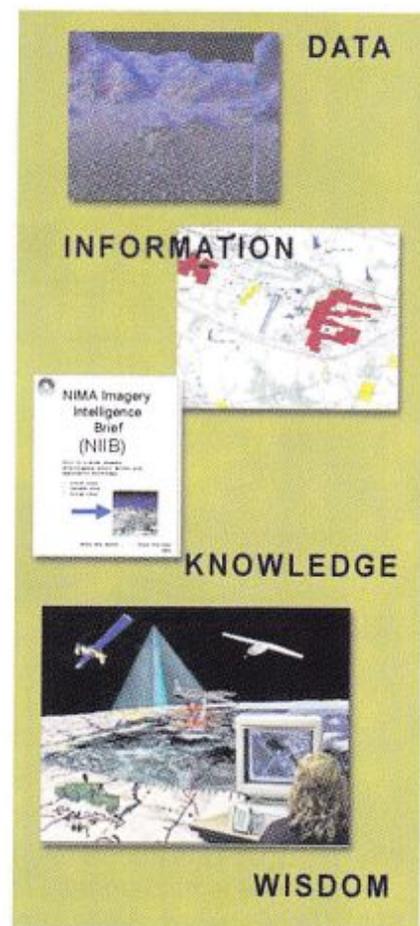


Figure 3

- Geospatial assurance is directly related to the volume, quality, accuracy, and completeness of sources used to generate the geospatial intelligence.
  - Analysts will have higher confidence in their geospatial intelligence if several corroborating and quality sources are available. Likewise, analysts' confidence will not be as high if they have only limited sources.

- Currency is another key element of geospatial assurance. Aspects of geospatial intelligence will change rapidly, while other aspects are more enduring.
  - An example of rapid change is monitoring an arms transfer; an example of enduring geospatial data is elevation data.
- The confidence in geospatial intelligence is directly related to an analyst's experience and expertise.
- The existence and adherence to standards that describe and guarantee data are essential to achieving interoperability of information content.

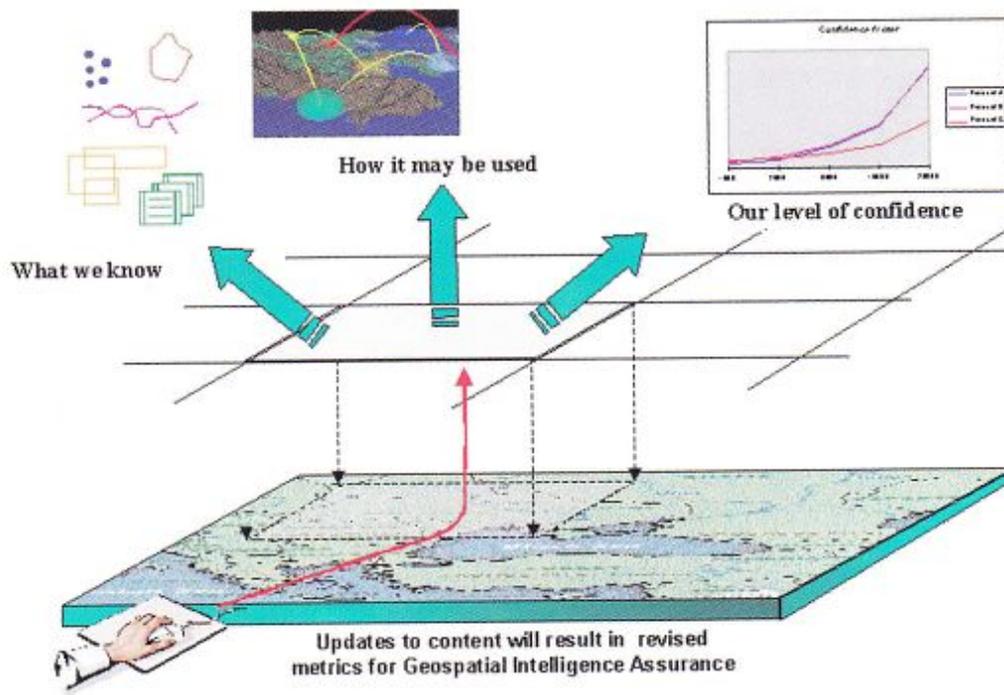


Figure 4

(U) This understanding of NIMA's new business model and geospatial intelligence assurance is fundamental to NIMA's recent approach to the outsourcing of selected production. It is imperative that persistent data and its related added value be outsourced to allow NIMA analysts more time to focus on information and knowledge that is quickly perishable. As an Agency, we need to minimize the internal effort associated with producing data and information while maximizing analysts' time spent in determining what that information means. We must concentrate our core competency of geospatial intelligence analysis on providing exquisite knowledge and wisdom in support of our national security objectives. While this specific emphasis is embodied in Precept Nine – "Ensure NIMA's Unique Value-Added Mission Contribution" – all 10 Precepts are required to achieve our future state.

## Section 4: (U) Precepts for Transformation

(U) A precept is a direction meant as a rule of action or conduct. The transformation precepts identified below will guide the Agency's activities toward achieving our desired future state and set the direction NIMA must take to transform into an agile, elite intelligence organization.

(U) Simply stated, the 10 Precepts represent an overview of the areas we need to address to realize the goals of NIMA's Statement of Strategic Intent. The precepts are framed in the context of three areas intrinsic to all organizations – people, process, and technology – and call for NIMA to:

1. Sustain Leadership Commitment
2. Create and Foster a World-Class Workforce
3. Modernize the Workplace
4. Implement a Customer-Focused Business Model
5. Deliver the Future Enterprise Architecture Using GeoScout
6. Exploit All Sensor Types and Sources
7. Institutionalize a Data-Centric Architecture
8. Strengthen the Geospatial Intelligence (GI) Functional Manager's Role
9. Ensure NIMA's Unique Value-Added Mission Contribution
10. Effectively Communicate the Progress of Transformation

(U) The 10 Precepts are further described below along with a high-level set of recommendations for each. These precepts support the 26 Transformation Opportunities established as a result of the NETIPT's analysis (reference Annex A). Details on implementing the precepts are presented in Annex A, and the methodology used by the NETIPT in analyzing and deriving the 10 Precepts is explained in Annex B.

(U) **1. Sustain Leadership Commitment.** Successful transformation occurs only when an organization has sustained commitment from its leaders. Senior leaders, managers, and all in the workplace that fill leadership roles must lead this transformation *every day*. Accordingly, NIMA's leadership established the position of Transformation Program Manager to oversee our transformation implementation process and to manage related resources. The Director and Deputy Director will monitor NIMA's progress. Leadership at all levels will have clearly defined roles and responsibilities supported by formalized authorities and will individually manage the progress and success of transformation, by aligning to and actively supporting transformation governance. Selected recommendations for this precept are described in Table One.

(U) Table One: Sustain Leadership Commitment

Selected Recommendations	Begin	End
1. Support the Corporate Transformation Business Plan	FY 03	FY 03
2. Develop Key Component implementation plans	FY 03	FY 03
3. Select an Enterprise Transformation Program Manager	FY 02	FY 02
4. Realign near-year NIMA resources used to accelerate transformation	FY 03	FY 03
5. Redirect ongoing and possibly competing IPT (e.g., airborne, commercial) activities and out-year dollars in preparation for source selection	FY 03	FY 03

(U) **2. Create and Foster a World-Class Workforce.** People are NIMA's most important resource and the very essence of our organization. NIMA's employees currently possess a remarkable skill mix, but we must continue to recruit, develop, and train a diverse government workforce to ensure we have the knowledge and skills that meet our future mission requirements. If NIMA is to implement a new business model, exploit new sensors and data sources, and provide the predictive and actionable analysis our customers need, then our workforce will require additional skills and training. Selected recommendations for this precept are described in Table Two.

(U) **Table Two: Create and Foster a World-Class Workforce**

Selected Recommendations	Begin	End
1. Create recruitment process based on future workforce needs and current demographics	FY 03	FY 03
2. Establish intern and student programs to "grow" future workforce	FY 03	FY 03
3. Build brand-name recognition to attract recruits	FY 03	FY 07
4. Implement the Director's guiding precepts, which govern the human resource processes	FY 03	FY 07
5. Establish an integrated geospatial intelligence training curriculum for all levels of the workforce	FY 03	FY 03
6. Create an environment of continuous learning	FY 03	FY 07...
7. Focus training on tradecraft and technology --analytic tools, software applications, new sensors and data sources	FY 03	FY 07...
8. Expand leadership training to cover an entire career	FY 03	FY 07...
9. Promote Long Term Full/Part Time Training and Senior Service Schools and place appropriately	FY 03	FY 07...
10. Develop and expand image science as a specialty – both government and contractor	FY 03	FY 07...
11. Conduct thorough review of government positions and outsourcing eligibility at the component level, optimizing direct support to mission by streamlining enabling support	FY 03	FY 04
12. Influence curricula of key academic institutions to ensure critical skills and domain knowledge remain available	FY 03	FY 07...
13. Staff the Enterprise Engineering and Architecture Office	FY 03	FY 04
14. Implement a semi-retirement process where retirees provide knowledge continuity and mentor new employees	FY 03	FY 04

(U) **3. Modernize the Workplace.** NIMA must create a workplace that supports its workforce and empowers it to produce high-quality, innovative, cutting-edge products and services for its customers. Our employees need a professional, collaborative workplace that enables them to achieve their full potential and further the integration of the imagery and geospatial analysis skill sets. We must, therefore, invest in our facilities and equipment to create such a workplace. Recommendations to modernize NIMA's workplace are highlighted in Table Three.

(U) Table Three: Modernize the Workplace

Selected Recommendations	Begin	End
1. Conduct long-term planning for a single campus in the East and one in the Midwest	FY 03	FY 03
2. Occupy the Dulles North facility	FY 03	FY 03
3. Finalize plans for interim facilities consolidation, using Bethesda and the Washington Navy Yard as the primary production sites	FY 03	FY 05...
4. Accelerate the provision of phones, computers, workspaces, and secure connectivity to every government and contract employee	FY 03	FY 04
5. Invest in redundant capabilities in our physical and digital infrastructure to survive and recover from any disruption of service	FY 03	FY 05
6. Develop robust plans for critical infrastructure protection, disaster preparedness and antiterrorism/force protection, continuity of operations, business continuity, and IT/IS disaster recovery	FY 03	FY 04
7. Implement one interoperable NIMA badge listing employee's first name	FY 03	FY 03
8. Pursue single contract to provide high-quality food services across NIMA	FY 03	FY 05
9. Develop an effective telecommuting program to complement facility consolidation efforts	FY 03	FY 07
10. Provide employee child care facilities at NIMA facilities	FY03	FY04
11. Provide recreational activities in break rooms, as well as state-of-the-art technology demonstrations within break room footprint adjacent to production areas	FY03	FY07...
12. Integrate NIMA Prototype Environment (NPE) with Geo Cell at Bethesda to improve NIMA marketing	FY 03	FY 04
13. Implement SEAT management	FY 03	FY 04
14. Implement roaming profile for personal customized desktops	FY 04	FY 04
15. Pursue interoperable credit unions (automated teller machines)	FY 03	FY 03

(U) **4. Implement a Customer-Focused Business Model.** Because our customers need intelligence-related data, information, and knowledge, we must radically alter the way we do business to meet or exceed their expectations. A transformed, customer-focused business model will enable NIMA to support a rapidly expanding customer base and supply the geospatial intelligence necessary to form the foundation of the COP. This business model will incorporate all available sources – NTM, airborne, commercial, and civil – into our analysis while delivering services at appropriate speed through Web portals. Recommendations to implement our new business model are highlighted in Table Four.

(U) Table Four: Implement a Customer-Focused Business Model

Selected Recommendations	Begin	End
1. Shift data and information production to commercial partners	FY 03	FY 05
2. Implement end-to-end information management capabilities to enable the establishment of new business processes, rules, and performance metrics	FY 04	FY 05
3. Conduct business process re-engineering effort to define the cost of doing business and support a "tooth-to-tail" assessment of personnel investments	FY 03	FY 04
4. Expand use of collaboration tools across the Intelligence Community	FY 04	FY 07...
5. Redefine the requirements process for information service	FY 03	FY 04
6. Review our products and services for either continuation or potential divestiture (e.g., printing, bindery, and media replication)	FY 03	FY 04
7. Hire BPR expert to review enterprise processes and make recommendations for further process improvements	FY 04	FY 04
8. Encourage participation in leadership in external forums	FY 03	FY 07...
9. Establish a Business Executive in each of the Key Components and enabling offices	FY 03	FY 03

(U) 5. **Deliver the Future Enterprise Architecture Using GeoScout.** At the heart of our transformation is a Pre-Acquisition program named GeoScout -- the culmination of a two-year effort that will result in the selection of a prime contractor responsible for improvements to the baseline NSGI. GeoScout's scope is broad, focusing on NIMA's infrastructure, architecture, systems, and technology-insertion process. **Because of its complexity, GeoScout is described in more detail in a separate annex.** The best, and simplest, way to characterize GeoScout is as NIMA's engine for driving transformation. Critical to mission success will be GeoScout's ability to insert technology utilizing the NIMA Prototype Environment (NPE). Table Five showcases the high-level activities and recommendations for GeoScout.

(U) Table Five: Deliver the Future Enterprise Architecture Using GeoScout

Selected Recommendations	Begin	End
1. Implement proposed Acquisition framework	FY 02	FY 03
2. Establish GeoScout as the prime contractor responsible for systems integration and technology insertion	FY 03	FY 03
3. Require GeoScout contractor to execute two thin-line prototypes aimed at one region/one issue at two production sites	FY 03	FY 03
4. Fully integrate multi-source/multi-intelligence into NSGI under GeoScout scope	FY 03	FY 07...
5. Develop and implement a well-defined, data-centric architecture that will enable new business processes	FY 04	FY 07...
6. Develop a GIS-based geospatial intelligence database that hosts imagery intelligence over the same location on the Earth (conflated) and evolves it into a decision-making tool	FY 03	FY 04
7. Provide solutions for multi-level security issues	FY 04	FY 05
8. Integrate functionality from disparate legacy and heritage systems into a single, unified architecture and operating environment	FY 03	FY 07
9. Develop and acquire all new systems capabilities	FY 03	FY 03
10. Deliver NIMA's technical infrastructure by implementing the fully funded ENGINE program as laid out in FY 04-09 POM	FY 03	FY 07

11. Provide state-of-the-art technology solutions, maximizing the use of standards-based COTS	FY 03	FY 07...
12. Streamline the configuration management process to allow for agile adaptation to new requirements	FY 03	FY 04
13. Leverage technology breakthroughs from the NPE through a sound technology-insertion program and by providing technical interfaces with commercial partners	FY 03	FY 07...

(U) 6. **Exploit All Sensor Types and Sources.** NIMA has already demonstrated its ability to seize new opportunities created by different sensor types and sources. What remains is for us to change our way of thinking by viewing exploitation of all sensor types and sources as the rule, not the exception. By experimenting through trial and error and by engaging in a process of discovery, NIMA will develop new capabilities. We will lead efforts to harness the explosion of data and information by providing systems and tools that enable the sorting and fusion of relevant elements to answer our customers' toughest questions. In so doing, we will lead the Intelligence Community in multi-intelligence (multi-INT) solutions. Recommendations to exploit all sensor types and sources are highlighted in Table Six.

(U) Table Six: Exploit All Sensor Types and Sources

Selected Recommendations	Begin	End
1. Develop and deliver collaborative tools and processes to the workforce	FY 03	FY 07...
2. Train the workforce to capitalize on all sensor types, including NTM, airborne, civil, and commercial imagery	FY 03	FY 07...
3. Develop, hire, or train employees who can exploit the full range of the electromagnetic spectrum	FY 03	FY 07...
4. Refine the processes for acquiring source materials to make effective use of all-source intelligence, including SIGINT, human intelligence, and open source	FY 04	FY 07...
5. Demonstrate and rapidly prototype cutting-edge technologies, tools, and tradecraft techniques to exploit all sensor types	FY 03	FY 07...
6. Develop an integrated supply chain management process for NTM, airborne, commercial, and multi-INT sources	FY 04	FY 07...
7. Provide state-of-the-art technology solutions and tools to assist analysts with the creation of visually enabled intelligence products at the desktop	FY 03	FY 07...
8. Integrate commercial imagery thin-line into production and source acquisition	FY 04	FY 04
9. Integrate airborne/motion imagery thin-line into production and source acquisition	FY 04	FY 04
10. Develop plans to integrate spectral source into production and integrate initial Intelligence Community Multi-Intelligence Acquisition Program (IC MAP) capability into NSGI	FY 04	FY 04
11. Collaborate with NSA on common architecture by leveraging work done on Unified Cryptologic Architecture (UCA)	FY 03	FY 05

(U) **7. Institutionalize Data-Centric Architecture.** NIMA must develop an all-digital, e-business architecture that will support our new customer-focused business model. This architecture will provide our users, both internal and external, with tailored, timely, and seamless access to our geospatial intelligence data, information, and knowledge. Accordingly, a data-centric architecture is the backbone of our transformation. Recommendations to institutionalize this architecture are highlighted in Table Seven.

(U) **Table Seven: Institutionalize Data-Centric Architecture**

<b>Selected Recommendations</b>	<b>Begin</b>	<b>End</b>
1. Develop NSGI data (information) architecture based on the relationships among business units, business activity, and the information required by business units to execute the functions	FY 03	FY 04
2. Develop physical databases and system interfaces based on the requirements embedded in NSGI's overall data architecture and derivative logical database designs	FY 03	FY 07...
3. Document and maintain NIMA's information needs, and continuously evaluate how well those needs are being met	FY 03	FY 07...
4. Develop systems in concert with Agency data management practices to minimize data redundancy and enhance data quality	FY 03	FY 07...
5. Continue to fund and develop the Geospatial Intelligence Database Initiative, or other related alternatives proposed by the GeoScout contractor	FY 03	FY 04
6. Develop and promulgate an NSGI data (information) management CONOPS that contains a set of NSGI policies and processes to support quality data management	FY 03	FY 04
7. Have GeoScout contractor develop and execute data migration plans to support data mining and systems development efforts	FY 03	FY 07...
8. Have GeoScout create and maintain NSGI data models	FY 03	FY 04
9. Make certain that information in the data models is accessible to appropriate individuals and organizations across the NSGI that need it (such as data modelers, system designers, requirements analysts, and GI analysts)	FY 03	FY 07...
10. Effectively archive data, implement processes, and provide tools to promptly access archived data	FY 03	FY 07...
11. Ensure that NIMA's and NIMA customers' information needs provide the foundation for the NIMA data architecture blueprints, system interfaces, and logical data models	FY 03	FY 04
12. Ensure that there are appropriate data security policies, processes, and procedures in place and that all NSGI data are secure	FY 03	FY 07...
13. Establish robust connectivity to Global Geospatial Intelligence (GGI) contractors	FY 03	FY 05

(U) **8. Strengthen the Geospatial Intelligence Functional Manager's Role.** To fully transform NIMA and fulfill our Statement of Strategic Intent, we must strengthen NIMA's role as the geospatial intelligence Functional Manager. This means providing the strategic direction and programming priorities for geospatial intelligence, as well as establishing tradecraft standards across the Community and managing Community-wide intermediate and advanced-level training in the areas of geospatial intelligence. NIMA must also work to assure the integrity of the geospatial intelligence foundation of the COP. Collaboration, partnering, and guidance will be the hallmarks of our efforts as we work with the Community to achieve the future state. Recommendations to strengthen the geospatial intelligence Functional Manager's role are highlighted in Table Eight.

(U) Table Eight: Strengthen the Geospatial Intelligence Functional Manager's Role

Selected Recommendations	Begin	End
1. Discontinue stovepiped training in favor of an integrated geospatial intelligence training program for NIMA analysts	FY 03	FY 04
2. Develop a DOD-wide Geospatial Intelligence course	FY 03	FY 03
3. Develop advanced analysis courses stressing advanced level specialties	FY 03	FY 03
4. Divest non-core functions and products, such as printing process/bindery	FY 03	FY 07...
5. Ensure that NIMA has one standard Web services interface (internal and external) for all corporate applications (financial, payroll, personnel, etc.)	FY 04	FY 04
6. Define and develop merging (and unfunded) requirements to provide analyst, user, and manager training for imagery-derived Measurement and Signature Intelligence (MASINT)	FY 03	FY 07...
7. Pursue CIA-like authorities for personnel security adjudication, system and facility security accreditation and certification, and procurement processes	FY 03	FY 04
8. Pursue authority on imagery disclosure and release	FY 03	FY 04
9. Exercise improved and strengthened oversight authority for all resources in the geospatial intelligence Community	FY 03	FY 07...
10. Assert NIMA's role in the DoD weapons and systems acquisition process as a member of the Defense Acquisition Board from pre-milestone zero onward	FY 03	FY 03
11. Reconstitute the NIMA Commission with original membership at the end of FY05 to revisit their original recommendations and reassess the state of NIMA	FY 05	FY 05
12. Implement a robust and repeatable requirements process to include customer feedback	FY 03	FY 03
13. Hire marketing specialist to help advertise NIMA's capabilities to the community	FY 03	FY 03

(U) 9. **Ensure NIMA's Unique Value-Added Mission Contribution.** Today, NIMA delivers services and products that are crucial to our customers' missions; we support national security objectives through our geospatial intelligence tradecraft and expertise. In the future, the Agency's services and products will add even greater value. NIMA will provide the intellectual leadership needed to drive multi-discipline concepts, architectures, and program acquisition. In addition, we will remain in the forefront of accessing new source data and advanced tools, developing new analytical methodologies, and forging innovative solutions. We will establish confidence and credibility by providing an unrivaled depth of skills, content, and analytical prowess. This includes providing tradecraft foundational skills that support the ability to surge and generate quality geospatial foundation data, information, and knowledge. Recommendations to ensure NIMA's value-added contribution are highlighted in Table Nine.

(U) Table Nine: Ensure NIMA's Unique Value-Added Mission Contribution

Selected Recommendations	Begin	End
1. Integrate imagery and geospatial analysis—organizationally and physically—as well as cartographic workforce, along regional and functional lines through consolidation	FY 02	FY 07
2. Identify candidates from other occupations within NIMA to strengthen geospatial analysis and continue development of the geospatial analysis tradecraft	FY 02	FY 07
3. Emphasize outsourcing of the production of basic geospatial data and information	FY 02	FY 07...
4. Pursue contracting for in-house support to the analytic mission, including support to production and niche expertise	FY 03	FY 04
5. Increase analytic access to imagery scientists and sensor specialists	FY 03	FY 07...
6. Improve standard operating procedure for forward-deployed capabilities ensuring they are timely and repeatable	FY 03	FY 03

(U) **10. Effectively Communicate the Progress of Transformation.** Because NIMA's greatest strength lies in its workforce, the Agency must ensure that employees understand the path to transformation. It is imperative that we communicate key transformation developments and milestones to the workforce through town hall meetings, written communications, and our Website. These communications will explain NIMA's intent and rationale for transformation to our stakeholders, mission partners, overseers, and Congress. In carrying out its communication effort, NIMA needs to showcase its new capabilities and the value it adds through geospatial intelligence. Recommendations to communicate the progress of transformation are highlighted in Table Ten.

(U) Table Ten: Communicate the Progress of Transformation

Selected Recommendations	Begin	End
1. Charge NIMA leadership to become agents for transformation	FY 02	FY 02
2. Distribute NETIPT Final Report in hardcopy and post on the Website	FY 02	FY 02
3. Distribute Director's transformation messages to the workforce	FY 02	FY 02
4. Publish articles in the <i>Edge</i> and the <i>Connector</i>	FY 02	FY 02
5. Conduct town hall meetings with the workforce	FY 02	FY 02
6. Distribute transformation pamphlet and badge cards for employees	FY 02	FY 02
7. Produce periodic progress reports on transformation	FY 03	FY 07
8. Post transformation-related performance measures on NIMA Website	FY 02	FY 02

## Section 5: (U) Governance

(U) Carrying out the 10 Precepts will require sustained leadership commitment, a clearly understood vision of where we must go, and organizing principles to ensure crisp execution of multiple transformation initiatives. Ultimate responsibility for NIMA's transformation rests on the shoulders of the **D/NIMA and NIMA's senior executive leadership**, who will be responsible for the planning and execution of NIMA's transformation program. A set of governing players, rules, and business practices is required to enable the multiple activities necessary to transform NIMA.

(U) Figure 5 illustrates the governance model developed to realize NIMA's transformation goals and objectives.

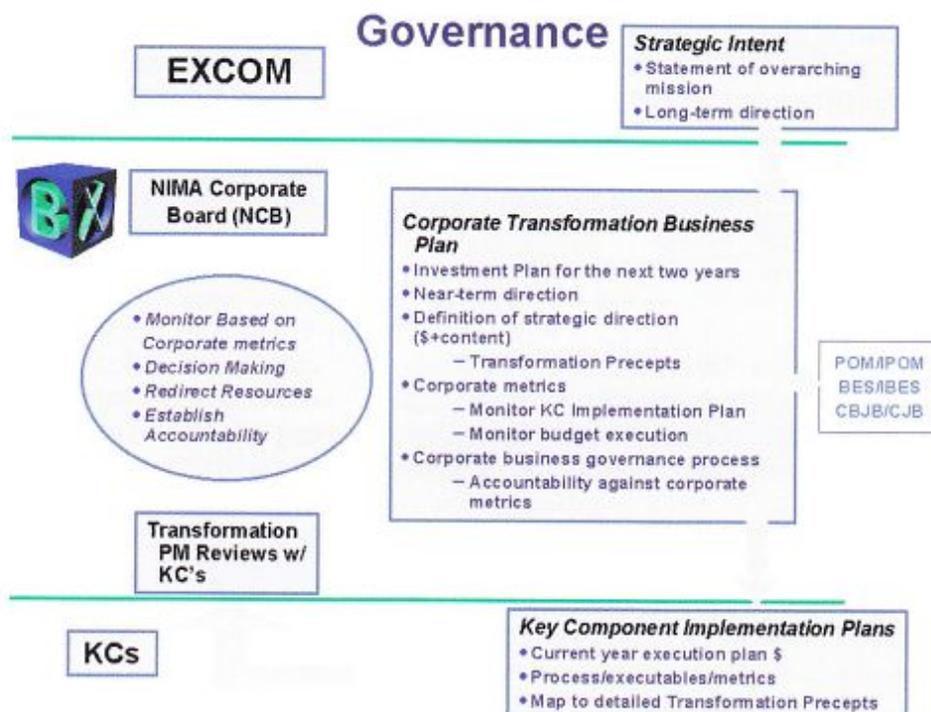


Figure 5

(U) The key players in ensuring NIMA's transformation will be the **Executive Committee (EXCOM)**, **NIMA Corporate Board (NCB)**, **Business Executive (BX)**, and the **Key Components (KCs)**. In this context, the BX will facilitate transformation through a program manager.

(U) The **EXCOM** will provide leadership and guidance to the BX and the NCB, providing the highest level of governance, to ensure that NIMA's transformation is in line with the Strategic Intent, NIMA's mission, and the Agency's long-term direction. The EXCOM will mediate any conflicts that cannot be resolved at the Corporate Board level.

(U) The **NCB**, which is made up of the leadership of the Key Components, will function as the NIMA decision-making body. All NIMA issues, including transformation implementation as it relates to the Corporate Transformation Business Plan and Key Component Implementation Plans, will be resolved at the NCB. Issues that cannot be resolved at this level will move to the EXCOM for arbitration and decision.

(U) The **BX** will chair the NCB to ensure decisions are properly made and pass any issues that need to be elevated to the EXCOM, either from a transformation or NIMA perspective. The principals responsible for integrating NIMA's transformation program, on behalf of the NIMA BX, will be the **Chief Architect, the Chief Engineer, and the Transformation Program Manager**. These principals, who will reside in other directorates with their leads reporting to the BX through the corporate structure, constitute the mechanism for achieving NIMA's transformation.

(U) Overseeing the execution of the transformation will be the Vice President in charge of transformation, the **Director of the Enterprise Transformation Directorate (ET)**. As part of this Directorate, the **Transformation Program Manager** will be the focal point for overseeing NIMA's planning, programming, and control of transformation initiatives. Building on NIMA's Strategic Intent, the Transformation Program Manager will work with Key Component (KC) leadership to establish detailed component-specific plans, appropriate reviews, and metrics needed to manage transformation.

(U) The mechanism for tracking progress will be the **Key Components Relationship Team** (Figure 6). This group, made up of representatives from the KCs, will track progress against each of the transformation precepts and will be managed by the Transformation Program Manager. The Chief Architect and Chief Engineer will ensure that NIMA's transformation is properly executed; they will oversee the Enterprise Engineering contractor, with the Chief Engineer managing this contract and the Enterprise Architect being the customer.

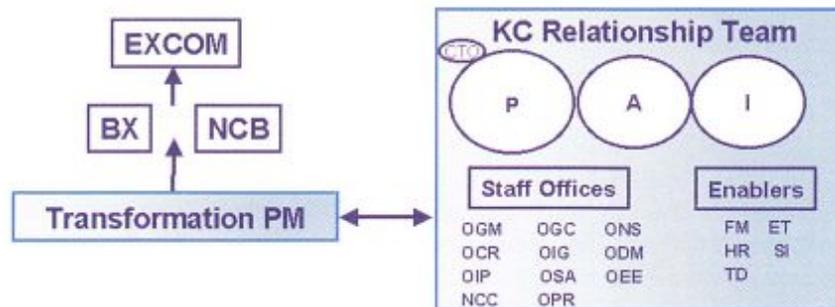
(U) The **Key Components** will be responsible for establishing and executing the initiatives that implement NIMA's transformed state. The KCs will build detailed execution plans, budgets, and metrics for tracking their programs. They will also be responsible for reporting their program status to the Transformation Program Manager at regularly scheduled intervals. These reviews will provide necessary detail to allow the Transformation Program Manager to advise the BX and NIMA's EXCOM on the schedule and funding health of NIMA's transformation initiatives. The EXCOM and BX will have the responsibility and authority to make resource redirection recommendations to the Director of NIMA. These recommendations can be in the form of execution-year movements of dollars or broader POM recommendations.

(U) To properly align leadership towards NIMA's transformation goals, performance criteria will be established in senior leadership's Performance Evaluation Plans that emphasize their transformational roles and responsibilities. Career success in NIMA will be directly linked to NIMA's transformation success. It is further recommended that NIMA convene an independent commission in FY05 to evaluate NIMA's progress towards its transformation objectives. The commission would provide additional direction to NIMA leadership as the Agency's transformation activities approach mid-lifecycle milestones.

(U) Through the use of this process, NIMA is flexible enough to incorporate changes to its mission or new innovations while transformation is underway. Changes to people or process from a mission change or innovation incorporation perspective would be handled via the NCB, and technological issues would be worked through the NPE.

(U) Figure 6 graphically depicts the transformation execution relationships necessary to transform the NIMA enterprise.

## Transformation Program Relationships



- Establish corporate program control and governance
  - KC's identify responsible officer (NETIPT recommended BX establishment in each office) to interface with Transformation PM to manage transformation in an integrated manner

***Transformation is Everyone's Business***

**Figure 6**

(U) These relationships involve the corporate transformation business planning activities that must be undertaken by NIMA's line and enabling organizations to ensure that transformation is successful at all levels of the Agency. Additionally, each organization will assign a Business Executive to take ownership of these transformation activities and coordinate with the NIMA BX.

## Section 6: (U) Summary

(U) The NETIPT has developed a set of recommendations and activities that will require substantial follow-through to achieve NIMA's transformed vision – that of supporting our customers with geospatial intelligence data, information, and knowledge. Transformation of NIMA's enterprise, its people, process, and technology must now begin in earnest. By taking these recommended actions, NIMA will ensure its role as the provider of choice for our customers in populating the COP with timely, accurate, and actionable geospatial intelligence.

(U) There is a clear and compelling need to realign our system acquisitions to provide a modernized infrastructure that is capable of supporting new analytic and business processes. This infrastructure must also handle an increased number of commercial and national sources that span the electromagnetic spectrum. Furthermore, the infrastructure must be architecturally structured to support a data-centric view of the NIMA enterprise and NSGI data holdings. To be relevant, our acquisition process must be structured in a way that allows leap-ahead technologies to be inserted without a redesign of major system components. NIMA's application of technology is not only an enabler, but can itself be viewed as a force multiplier in achieving our mission.

(U) The GeoScout contract is the principal vehicle for delivering transformed NIMA mission and corporate capabilities. The GeoScout contractor will be responsible for conducting enterprise system integration and providing capabilities that support the integration of NIMA's corporate and mission information. This integration will support end-to-end information management functions with easy-to-use tools, capitalize on resource optimization, and deliver a better understanding of the cost of doing business. The GeoScout contractor will also be responsible for providing NIMA's modernized infrastructure by delivering the capabilities programmed in the ENGINE program. Finally, this contractor will provide mission tools that support exploitation of new sources, enable robust collaboration, and merge the tools and systems needed for creation and management of geospatial intelligence.

(U) The NPE will change the way NIMA performs technology insertion. The NPE is a series of labs that will be established at production centers to test new processes and technologies for their applicability to the NIMA mission. The NPE labs will be built and maintained by the GeoScout contractor, but the government will manage the NPE program itself. Under the NPE concept, promising technologies will be tested against operational missions using the NIMA system baseline for hosting those new technologies. NIMA will employ an independent system engineer to ensure that test plans and evaluations are fair and comprehensive. Once a technology or process is proven successful, it will be rapidly inserted into the operational baseline for use by all analysts. To begin the process, two prototype efforts will be executed against real geospatial intelligence problems with NIMA analysts executing the mission while utilizing the new capabilities. Once a capability is proven in an operational context within the NPE, it will be rolled out to the operational footprint and immediately put into production. This process will be repeated for additional mission areas and associated organizations and will revolutionize the way technology is inserted into the operational footprint. As capabilities are refined, feedback on changes or additional requirements will be fed back to the NPE for inclusion in the next technology spiral. By including the NIMA production analysts in the final research and development stages in the NPE, usable capabilities can be quickly developed and moved into production while acclimating the analysts to the technology.

(U) Human resources are another fundamental component of NIMA's transformation. The NIMA workforce must be properly trained, adequately equipped, and given incentives to learn new skills and business processes that lead to better customer support. NIMA must seize the opportunity created by new software and computer power to build on its legacy skills of imagery intelligence and geospatial data creation; in so doing, the Agency will produce a cadre of 21<sup>st</sup>-century geospatial intelligence analysts. People will be the core piece of our mission success by delivering actionable and predictive intelligence to our customers.

(U) In addition to providing adequate workstations and connectivity for all NIMA analysts, the principle strategy for transforming the workforce is an increase in the overall training investment in our people. This investment will initiate and accelerate the planned integration of the geospatial and imagery analysis tradecraft into a common curriculum that reflects opportunities for specialization and deeper study. Common training is one necessary element to merge the divergent cultures that are the result of NIMA's formation. NIMA will also be recruiting and hiring nearly 1,000 new employees over the Future Years Defense Program (FYDP). This influx of new talent will benefit NIMA by creating a new generation of NIMA employees.

(U) Establishment of new business rules and a governance policy are the final major elements of NIMA's transformation. The processes will result from an end-to-end, integrated evaluation and activity led by the BX. This will require a major commitment from the Agency's leadership and a support role from an independent enterprise engineering contractor. Key to the success of this activity is the near-term staffing of the Enterprise Transformation Directorate to plan and implement the management strategy, which will ensure execution of the various transformation activities recommended in this report.

(U) It is estimated that the cost of transformation to NIMA will be close to \$6 billion over the FYDP, the largest portion of this funding being committed to the GeoScout contractor to build NIMA's technical infrastructure and provide new corporate and mission tools. The NETIPT recommendation is to begin this activity in FY03 and fully fund the GeoScout contract at award. To meet the full set of recommendations aligned with the GeoScout contract, NIMA will need to realign FY03 and FY04 resources and develop detailed execution plans for the redirected funding. If funds cannot be realigned, then the baseline GeoScout contract must be established in FY03 with provisions to expand the contract scope to meet the full transformation objectives after the next POM cycle.

(U) The NETIPT believes it has developed a revolutionary approach to NIMA's institutional change, one that will guarantee information superiority for the United States. To be sure, transformation will be a challenging, and at times, daunting task. But nothing less is acceptable if NIMA is to play a vital future role in winning the war on terrorism, securing the homeland, and protecting America's other national security interests in the 21<sup>st</sup> century.

## **Section 7: (U) Annexes**

(U) This report is accompanied by one set of annexes. Annexes A - E are unclassified and are provided under a separate cover.

## Section 8: (U) Glossary

### Abbreviations and Acronyms

A	Acquisition Directorate
ACTD	Advanced Concept Technology Demonstration
ADCI	Assistant to the Director for Central Intelligence
AF	Air Force
AON	Assignment Opportunity Notice
AP	Pre Acquisition Office
AR&D	Advanced Research and Development
ASD/C3I	Assistant Secretary of Defense for Communications, Command, Control, and Intelligence
ATM	Automatic Teller Machine
BES	Budgetary Estimate Submission
BPR	Business Process Reengineering
BX	Business Executive
CBJB	Congressional Budget Justification Book
CDRL	Contract Data Requirements List
CIA	Central Intelligence Agency
CIP	Commercial Imagery Program
CJB	Congressional Justification Book
CM	Configuration Management
CMM	Capability Maturity Model
CMS	Community Management Staff
CNN	Cable News Network
CONOPS	Concept of Operations
CO-OPs	Cooperatives
COP	Common Operational Picture
COTS	Commercial Off the Shelf
CSIL	Commercial Satellite Imagery Library
CTBP	Corporate Transformation Business Plan
CTO	Central Tasking Office
DAB	Defense Acquisition Board
DCGS	Distributed Common Ground System
DCI	Director of Central Intelligence
DDS/EPS	Defense Dissemination System/Enhanced Processing Segment
DERF	Defense Emergency Response Funds
DIA	Defense Intelligence Agency
DMB	Department of Defense Intelligence Information Systems (DODIIS) Management Board
DoD	Department of Defense
DR	Data Request
EIS	Enhanced Imaging System
ELINT	Electronic Intelligence
ENGINE	Enterprise Geospatial Intelligence Environment
EPG	Engineer Proving Grounds
ESC	Enterprise Service Center
ET	Enterprise Transformation Directorate
EXCOM	Executive Committee
FBI	Federal Bureau of Investigation
FGDC	Federal Geographic Data Committee
FIA	Future Imagery Architecture

FM	Financial Management Directorate
FTE	Full Time Equivalent
FY	Fiscal Year
FYDP	Future Years Defense Program
G&G	Geodesy and Geophysics
GGI	Global Geospatial Intelligence
GGIC	Global Geospatial Intelligence Contractor
GI	Geospatial Intelligence
GIA	Geospatial Intelligence Agency
GIAT	Geospatial Intelligence Advancement Test bed
GIDB	Geospatial Intelligence Database
GIDE	Geospatial Intelligence Database Environment
GIG	Global Information Grid
GIGE	Gigabit Ethernet
GIS	Geographic Information System
GOTS	Government Off the Shelf
HMC	Hardware Maintenance Component
HR	Human Resources Directorate
HUMINT	Human Intelligence
I	InnoVision Directorate
IBES	Intelligence Budgetary Estimate Submission
IC	Intelligence Community
IC MAP	Intelligence Community Multi Intelligence Acquisition Program
IDS	Imagery Display System
IEC	Integrated Exploitation Capability
IESS	Imagery Exploitation Support System
IMC	Inventory Management Component
IMINT	Imagery Intelligence
IPL	Image Product Library
IPOM	Intelligence Program Objective Memorandum
IPT	Integrated Product Team
IS	Information Systems
ISSO	Information System Security Officer
IT	Information Technology
ITF	Integrated or Integration Test Facility
IV&V	Independent Verification and Validation
JITF	Joint Integrated Test Facility
JMIP	Joint Military Intelligence Program
JSTARS	Joint Surveillance Target Attack Radar System
KC	Key Component
LMC	License Management Component
LTFTT/LTPTT	Long Term Full Time Training/Long Term Part Time Training
MASINT	Measurement and Signature Intelligence
MERIT	Military Exploitation of Reconnaissance and Intelligence Technology
MLS	Multi Level Security
MV&V	Mission Verification and Validation
NCB	NIMA Corporate Board
NCC	NIMA Command Center
NCCB	NIMA Configuration Control Board
NEA	NIMA Enterprise Architecture

NES	NIMA Exploitation System
NETIPT	NSGI Enterprise Transformation Integrated Product Team
NFIP	National Foreign Intelligence Program
NIC	National Intelligence Council
NIMA	National Imagery and Mapping Agency
NIRL	National Imagery Resource Listing
NMO	Network Management Officer
NPE	NIMA Prototype Environment
NRO	National Reconnaissance Office
NSA	National Security Agency
NSES	NIMA Systems Engineering Support
NSGI	National System for Geospatial Intelligence
NST	NIMA Support Team
NTA	National Technology Alliance
NTM	National Technical Means
O&M	Operations and Maintenance
O&S	Operations and Sustainment
OC	Optical Carrier
OCI	Organizational Conflict of Interest
OCR	Office of Corporate Relations
ODM	Office of Diversity Management
OEE	Office of Equal Employment Opportunity
OET	Order Entry and Tracking
OGC	Office of General Counsel
OGC	Open GIS Consortium
OGM	Office of Geospatial-Intelligence Management
OIG	Office of Inspector General
OIP	Office of International and Policy
OMB	Office of Management and Budget
ONS	Office of NIMA Secretariat
OPR	Office of Protocol
OPR	Office of Primary Responsibility
OpsCMB	Operations Configuration Management Board
OSA	Office of Special Assistant
OSC	Operations Systems Component
OSD	Office of the Secretary of Defense
OSINT	Open Source Intelligence
P	Analysis and Production Directorate
PM	Program Manager
POM	Program Objective Memorandum
R&D	Research and Development
RFC	Request for Change
RMBS/CPAT	Requirements Management Budgeting System/Collection Performance Analysis Tool
RMS	Requirements Management System
ROI	Return on Investment
S/C	Softcopy
SA/TM	Source Acquisition and Throughput Management
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SCOTS	Standards-Based Commercial Off the Shelf

SI	Security and Installation Operations Directorate
SIGINT	Signals Intelligence
SMC	Software Maintenance Component
SOP	Standard Operating Procedure
SWOC	South West Operations Center
SWOT	Strengths, Weaknesses, Opportunities and Threats
TD	Training and Doctrine Directorate
TEM	Technical Exchange Meeting
TI	Technical Investigation
TIARA	Tactical Intelligence and Related Applications
TLOS	Thin Line Operating System
TOA	Total Obligation Authority
TOR	Terms of Reference
UCA	Unified Cryptologic Architecture
VPN	Virtual Private Network
VTC	Video Teleconference or Teleconferencing
W/S	Workstation
WHIP	Washington Navy Yard Intelligence Production
WNY	Washington Navy Yard

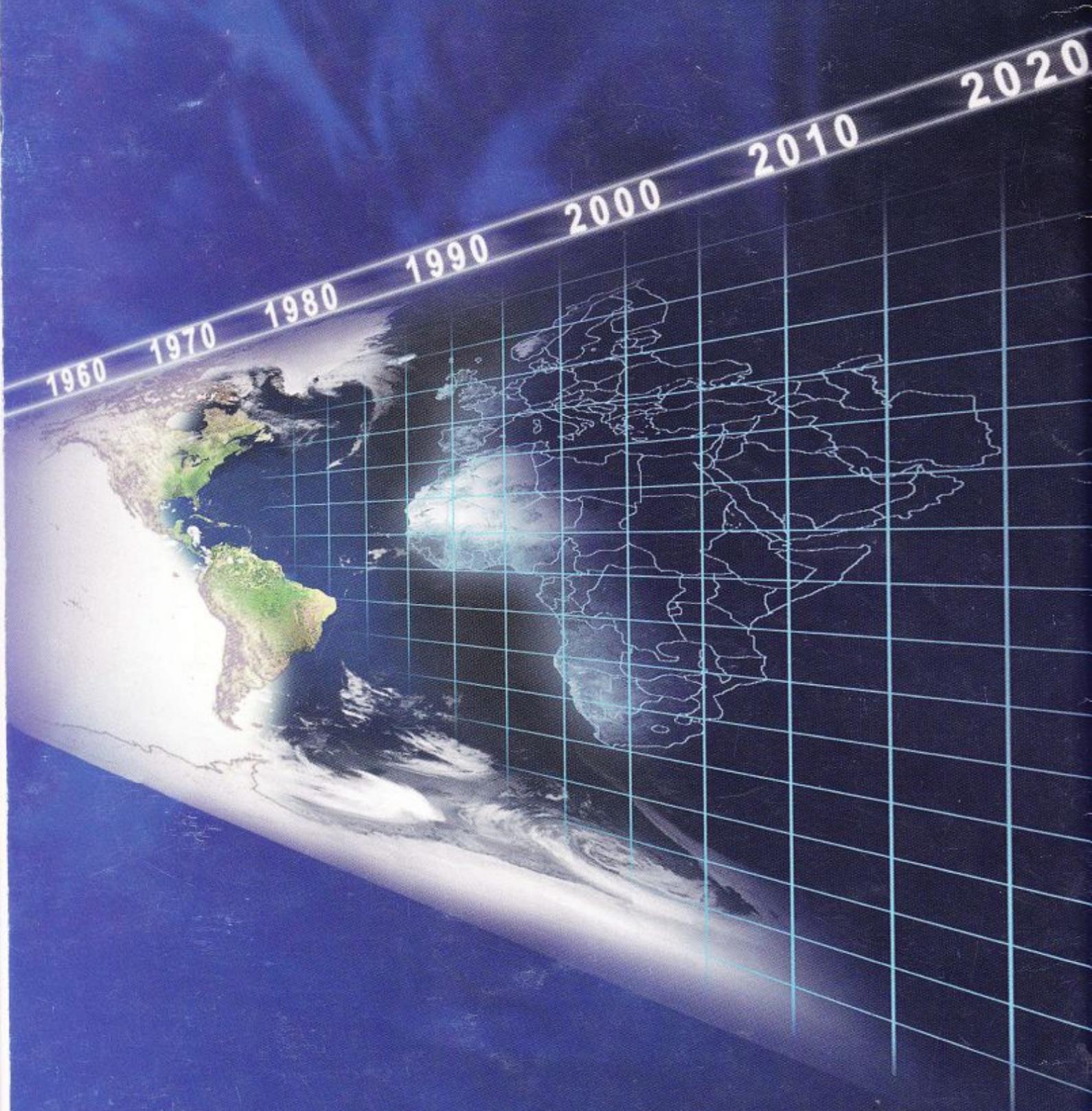
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**NIMA**

NATIONAL IMAGERY AND MAPPING AGENCY

*Know the Earth*

*Show the Way*



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