

NIMA

JANUARY/FEBRUARY 2003

PATHFINDER

Know the Earth ... Show the Way

the future

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digital

TRANSFORMING

year of transformation

the future

NIMA

NATIONAL IMAGERY AND MAPPING AGENCY

PATHFINDER

JANUARY/FEBRUARY 2003

NATIONAL IMAGERY AND MAPPING AGENCY



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On My Mind ... NIMA's Transformation



Welcome to the *Pathfinder*.

This new name for the *Edge*, the *Pathfinder*, better connotes the Agency's vision—"Know the Earth ... Show the Way." But with the new name also comes a new purpose—to show NIMA stakeholders where the Agency is going and how we will lead customers on the path to success.

We have chosen transformation as the focus of this inaugural issue to emphasize the critical importance of NIMA's ongoing makeover to meet the challenges of global terrorism and the accelerating pace of change.

In this, our first year of executing a focused transformation agenda, we have invested months of research, deliberation and planning. And today, NIMA's ability to deliver Geospatial Intelligence is at a critical juncture.

NIMA already has created a new intelligence discipline known as Geospatial Intelligence. By integrating imagery intelligence and geospatial information, Geospatial Intelligence proves the sum of the parts is more powerful than the parts alone, thereby proving the critical value of NIMA's information.

But creating a new intelligence discipline is only the beginning. As our customers, who have grown in number, increasingly look to NIMA for intelligence and predictive analysis, we are duty-bound to transform. We must provide that ubiquitous knowledge map necessary to provide complete situational awareness whatever and wherever the situation. As stated in the Final Report of our National System for Geospatial Intelligence (NSGI) Enterprise Transformation Integrated Product Team (NETIPT), "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 provide a common reference model for all of our customers, regardless of their information requirements. All the information will be spatially related in a digital environment to provide a common operating picture that will allow for dynamic updating and scalability to meet future challenges.

Our intent with this issue is not just to describe where NIMA is going but also to discuss how NIMA will get there by transforming our people, process and technology. Our imagery and geospatial analysts are providing enhanced customer support as they undertake collaborative efforts to provide the best and most timely Geospatial Intelligence anywhere. We are transforming our acquisition process to allow for the rapid insertion of new technologies while in the midst of an Agency-wide modernization of our infrastructure. And our transformed work force—with targeted training and support—will provide customers not only the best information and quickest response but also expert analysis—in the field or online.

We in NIMA are proud of what we have accomplished so far and eager to do more. NIMA's transformation will benefit our customers, be they government planners, police officers, firefighters, rescue workers, diplomats, intelligence analysts, war fighters, senior decision makers or the President.

As the concepts and facts of NIMA's transformation unfold in these pages, my hope is that you will gain a better appreciation for why the NIMA mission is so critical to our customers and why this Agency has become a core component of our national defense strategy. I hope, too, that you will better appreciate the pervasiveness of NIMA—how this Agency affects everyday lives in a myriad of ways around the globe.

We owe it to all our customers to ensure NIMA's transformation results in an Agency that is the provider of choice in populating a common operational picture with timely, accurate and actionable Geospatial Intelligence.

A handwritten signature in black ink that reads "James R. Clapper, Jr." The signature is written in a cursive, flowing style.

JAMES R. CLAPPER, JR.
Lieutenant General, USAF (Ret.)
Director

What's Driving the Transformation?

NIMA's transformation will enhance the Agency's ability to provide timely, actionable and relevant Geospatial Intelligence. The new and enduring challenges facing our nation, including asymmetric threats, have increased customers' information needs and reduced their timelines.

Know the Earth ... Show the Way

Lessons learned from Desert Storm highlighted the need to develop a more efficient way to handle imagery and map products.



U.S. Army Center of Military History

Since its inception Oct. 1, 1996, NIMA has been striving to establish its place within the Department of Defense (DoD) and Intelligence Community (IC). Begun as an amalgam of existing organizations,* NIMA is a success story. By melding together disparate entities, NIMA succeeded in creating a new intelligence discipline—Geospatial Intelligence—and is now recognized as the center of excellence for timely, relevant and accurate Geospatial Intelligence support to both the war fighter and national-level policy makers.

*The Defense Mapping Agency (DMA), Central Imagery Office (CIO), Defense Dissemination Program Office (DDPO), National Photographic Interpretation Center (NPIC) and imagery exploitation elements of the Defense Intelligence Agency (DIA), National Reconnaissance Office (NRO), Defense Airborne Reconnaissance Office (DARO) and Central Intelligence Agency (CIA).

NIMA's success is but a culmination of many years of dedicated hard work that is not yet completed.

Following the end of the Cold War and the 1991 U.S.-led coalition Desert Storm victory, senior policy makers recognized that the growing worldwide asymmetric threats required a new national security strategy. Lessons learned from Desert Storm also highlighted the need to reorganize the IC and, in particular, develop a more efficient way to handle imagery and map products.

Military planners developed Joint Vision 2010 (and later, Joint Vision 2020)—based upon the concept of information dominance against a potential adversary. This new strategy placed more responsibilities on the IC, which in turn recognized the need to develop a better way to manage its intelligence resources. Following a year of debate involving Congress, DoD and IC, the 1996 Defense Authorization Act established NIMA "to provide timely,

relevant and accurate imagery, imagery intelligence and geospatial information in support of national security objectives of the United States."

The 1997 Quadrennial Defense Review and subsequent release of a new national security strategy led to the realization that NIMA was facing significant challenges dealing with the new national security environment and emerging doctrine of information dominance. In late 1999, Congress requested the Director of Central Intelligence (DCI) and the Secretary of Defense (SECDEF) to form a commission to review NIMA's progress and provide recommendations.

The 2000 *NIMA Commission Report* identified the critical need for a robust geospatial information "system" and provided recommendations in several key areas, including the development of a plan and concept of operations to integrate airborne and commercial sources into the National System for Geospatial Intelligence (NSGI). Other

recommendations included more research and development, and the use of an "e-business" model.

The Commission Report, along with senior national and DoD leadership, emphasized that a greater focus needed to be placed on information as a force multiplier as well as being a key component in the United States' ability to attain national security objectives. This information includes Geospatial



Deputy Secretary of Defense John White presents the NIMA flag to the Agency's first Director, Rear Admiral J. J. Dantone Jr., during a standup ceremony at the Pentagon Oct. 29, 1996. The 1996 Defense Authorization Act established NIMA "to provide timely, relevant and accurate imagery, imagery intelligence and geospatial information in support of national security objectives of the United States."

Intelligence, which NIMA provides to a myriad of customers—senior decision makers, war fighters, military and domestic first responders and planners, and IC partners.

Accepting and embracing the NIMA Commission Report recommendations, and DoD guidance, while responding to changing world events and customer expectations, NIMA has embarked upon an ambitious transformation effort. Assuming command on Sept. 13, 2002—only two days after the horrific terrorist attack on the World Trade Center and Pentagon—NIMA Director retired Air Force Lt. Gen. James Clapper Jr. recognized the imperative to accelerate NIMA's transformation effort. Within a few weeks, he called together his senior staff at an offsite for the purpose of developing a blueprint toward the future.

The January 2002 *NIMA Statement of Strategic Intent* introduced NIMA's new

What is the NSGI?
The National System for Geospatial Intelligence is the integration of technology, policies, capabilities and doctrine necessary to conduct Geospatial Intelligence in a multi-intelligence environment. Officials consider it critical to supporting national security decision makers, the armed forces, civil authorities and law enforcement. NIMA is the functional manager for the NSGI.

vision, "Know the Earth ... Show the Way," and articulated the Agency's strategic goals, which include its major mission imperatives:

- First and foremost, we MUST NOW (and always) respond to analysis and production demands;
- We MUST champion and complete a complex set of major investments, to move us to the NEXT level of the NSGI; and
- We MUST forge the AFTER-NEXT environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly, and providing relevant Geospatial Intelligence, services and solutions.

To fully address the goals outlined in the Strategic Intent and further accelerate NIMA's transformation effort, Clapper on May 29, 2002 established the NSGI Enterprise Transformation Integrated Product Team (NETIPT) to define,

develop and institutionalize enterprise-level corporate transformation within NIMA.

These characteristics, along with thrust areas identified in the fiscal 2003-2004 *Corporate Transformation Business Plan (CTBP)*, internal and external guidance, Key Component program plans and interviews, formed the basis for the performance-based initiatives that have since become the focus for NIMA's future transformed state.

The initiatives outlined in the fiscal 2004-2005 CTBP embody Clapper's vision of transforming NIMA from a "product-centric to a data-centric organization, one that provides customers instant access to specific Geospatial Intelligence."

Although NIMA has just begun to transform, accomplishments have already had a positive effect on the Agency's people, process and technology. These accomplishments and the priorities associated with them will continue to be the driving force for NIMA's "Now, Next and After-Next" transformation.



National Reconnaissance Office (NRO) Director Peter B. Teets (left) and NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. seal an agreement between the two agencies with a handshake. The NIMA Commission Report called for collaborative strategic planning between NIMA and the NRO.

From the Military Executive ... Transformation Efforts Draw Front Line Approval



The Geospatial Intelligence Library (GIL) "is exactly what the war fighter needs," said Vice Adm. Timothy J. Keating, shown cutting the ribbon for the newly deployed system. In right front is NIMA Military Executive Air Force Brig. Gen. Michael G. Lee.

Since my article in the *May Edge*, we have continued visiting our customers in the field. We are still amazed at the breadth, depth and quality of NIMA's support to all of them, especially the war fighters. Having completed our sixth trip to the U.S. Central Command (CENTCOM) area of operations, we have seen firsthand how NIMA makes a difference on the front line. We have also seen smart people, new ideas and new technologies integrated to provide even better support, i.e. transforming. NIMA's transformation focuses on these three areas: people, process and technology. These are precisely the three things that are making the difference to our customers on the front lines:

People: The NIMA personnel—civilian and military—who voluntarily deployed to the forward areas like Bosnia, Kosovo and Afghanistan are doing an outstanding job. They embody the NIMA vision of "Know the Earth ... Show the Way" to our customers. In often-austere conditions, they produce tailored, mission-specific products, force protection graphics, elevation data sets, ingress/egress routes, and provide training and computer support.

Everywhere we go customers credit the excellence and commitment of our deployed NIMA employees as making the difference on the battlefield. A Task Force-180 soldier summed it up when he said that NIMA support was the "best support I have ever seen by any national agency." The quality, dependability and patriotism of these individuals are a reflection of the greater NIMA work force. Through the regional and functional offices, NIMA Support Team Reachback offices, NST Support Division and every NIMA office, our deployed personnel get the support they need to show our customers the way.

This support includes Geospatial Intelligence products, computer support, technical expertise, administrative support and emotional support. Because of the thousands of dedicated NIMA employees doing their parts, one deployed employee can put the parts together for our customer. Every employee makes a difference!

Process: How we produce our products, how these products get to our customers and how our customers interact with our systems are critical to customer support. Getting Geospatial Intelligence products into the hands of the customer as quickly as possible is essential to the war fighters' mission success, and therefore, NIMA's mission success. One transformational idea that we have recently made a reality is creation of the NIMA Geospatial Intelligence Library (GIL). This is an excellent example of how changing processes can dramatically improve our customers' access to our Geospatial Intelligence information.

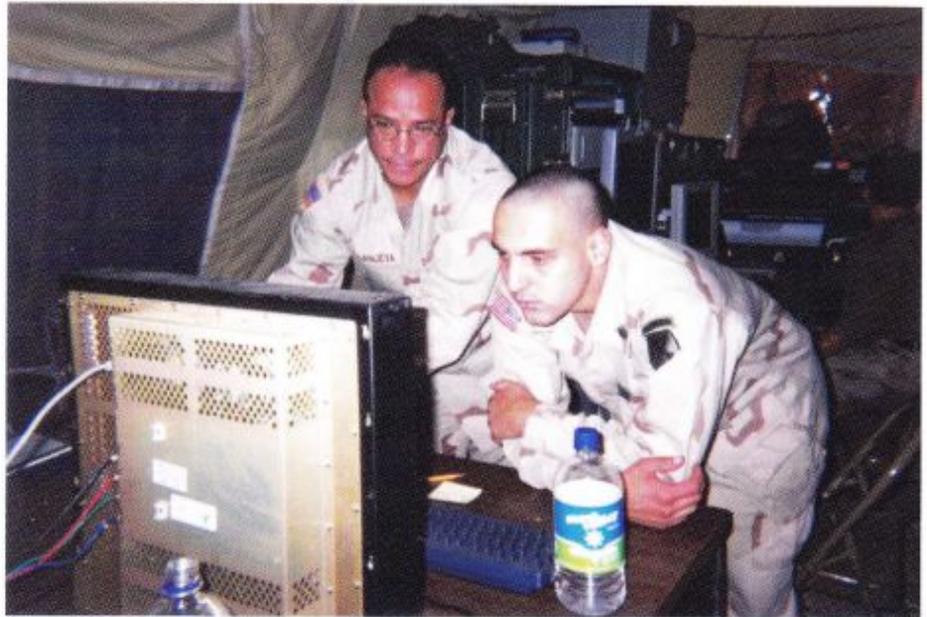
The GIL is a "mini-Gateway" which holds NIMA's geospatial products/data in a forward-deployed location and enables customers to query and browse, as well as generate custom media (CDs or DVDs). Customers in the CENTCOM area of responsibility can access that data locally vice sending queries back to the NIMA Gateway in St. Louis. Customers receive their query results very quickly—much more quickly than before. NIMA updates the GIL with new products/data from NIMA via long-distance communications lines. This also results in a reduction to the total long-haul bandwidth used, freeing space for other important communications.

Vice Adm. Timothy J. Keating, Commander, U.S. Naval Forces Central Command, U.S. Fifth Fleet, officiated at the ribbon cutting. Said Keating about the GIL, "It's exactly what the war fighter needs— (it) makes all the difference in the field." The capability of the GIL has so impressed our customers that both the European and Pacific Commands are interested in receiving the same architecture.

Technology: NIMA's future will involve many new technologies, which

will surely transform the way we do business. Integrating technologies, new and old, will also transform how we think of customer support. One very exciting new service we deployed for our CENTCOM customers is the Mobile Integrated Geospatial Intelligence System, better known as MIGS. MIGS integrates current technologies, includes some new technologies for NIMA and revolutionizes our approach to providing tailored Geospatial Intelligence to our customers. It takes NIMA wherever the customer goes.

MIGS integrates the capabilities of the Quick Response System (QRS), a Geospatial Intelligence production system, with the NIMA Deployable Communications System (NDCS), a deployable satellite communications (SATCOM) system. It resides in an environmentally controlled shelter loaded on two high mobility multi-purpose wheeled vehicles (HMMWVs). The package includes its own organic power, as well as an operations and personnel tents and room for three workstations. MIGS will enable NIMA to move with the war fighter—from deployment to deployment. Within two hours of stopping, MIGS can be unpacked from the HMMWVs and producing tailored Geospatial Intelligence. This is a fantastic new service and one that the war fighters in CENTCOM's area are very excited about—some even offered us more HMMWVs if that would get them their own MIGS.



A member of the Production Support Office, left, shows a platoon leader of the 10th Mountain Division a three-dimensional fly-through of his operations area in Afghanistan. Deployed NIMA personnel produce tailored products, training and computer support in often-austere conditions.

For now, we have deployed one MIGS with the appropriate NIMA personnel. We are working the continuity of operations to integrate MIGS into the customer's operations tempo and test the system in the real world of the front-line war fighter.

The National System for Geospatial Intelligence (NSGI) Enterprise Transformation Integrated Product Team's (NETIPT) transformation recommendations will ensure NIMA's role as the provider of choice for our customers. This has already started—many of the

customers we have met consider NIMA their first choice for information. These customers tell us they cannot do their missions without NIMA.

During our October trip to Kandahar Airfield, a Special Forces battalion commander who had just returned from three days in the field in Afghanistan told us, "What we just did, we couldn't have done without NIMA. In 22 years in the military, this is the best support that I have ever seen!" This is an unsolicited testimonial to the work each and every one of you has done to make this Agency the premier provider of Geospatial Intelligence to the customer—from the war fighters on the front line to the policymakers in Washington, D.C! As we continue on our transformation journey, I expect to hear comments from more and more of our customers and I look forward to sharing them with you!

Know the Earth ...

Show the Way ...

Support the War Fighter!

MICHAEL G. LEE
Brigadier General, U.S. Air Force
Military Executive



The new Mobile Integrated Geospatial Intelligence System (MIGS) takes NIMA wherever the customer goes.

Photo by Larry Franklin

What's the Transformation all about?

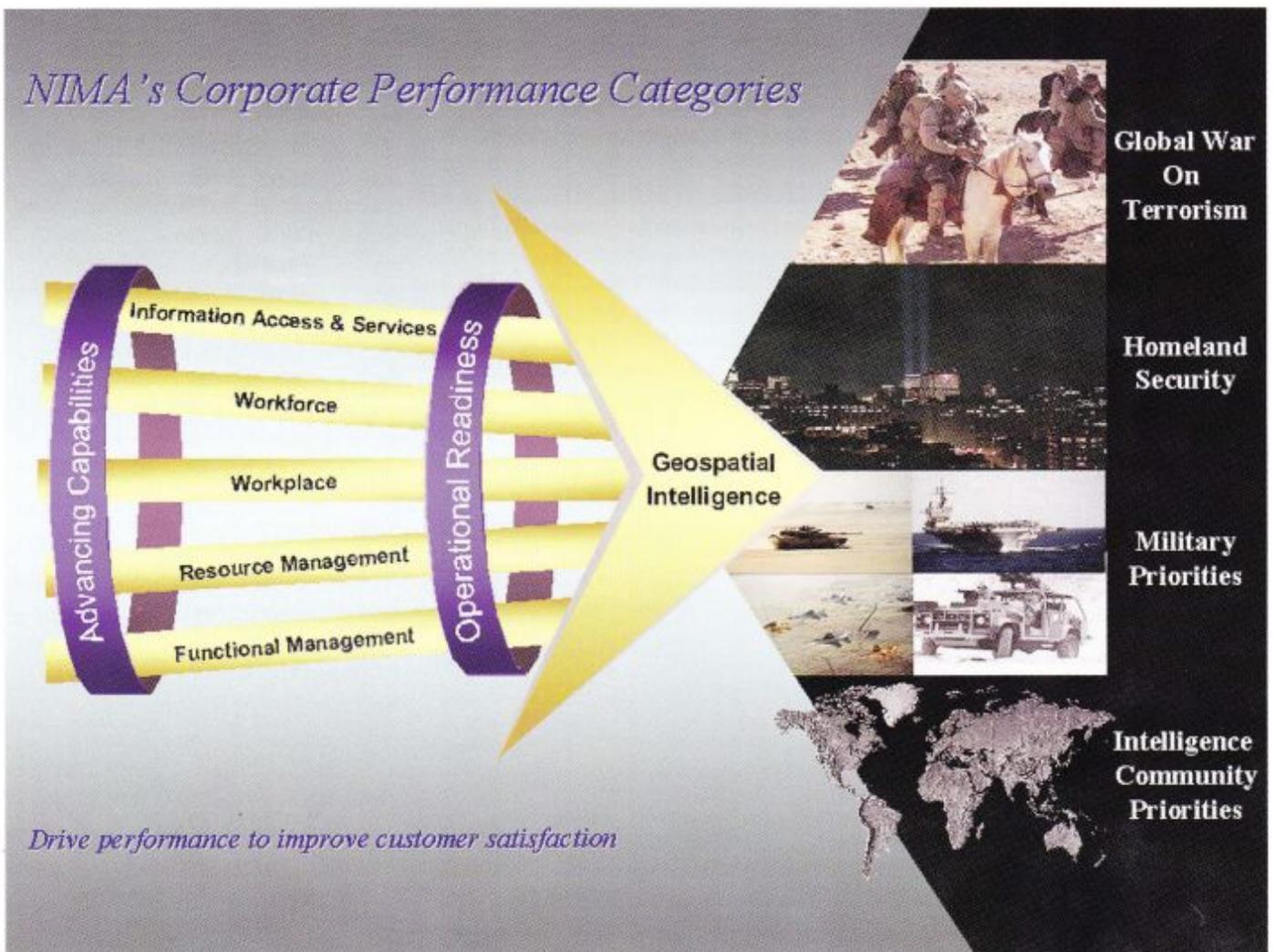
NIMA is transforming from a "product-centric" to a "data-centric" organization that will provide customers instant access to specific Geospatial Intelligence.

Transformation involves "a major change in form, nature or function," as defined by Merriam Webster's Collegiate Dictionary (tenth edition). We are all familiar with this concept, whether on Broadway (Eliza Dolittle in "My Fair Lady"), on television (Clark Kent into "Superman") or in corporate America (Microsoft Corp. from a garage operation to a multi-billion dollar giant). So too is NIMA undertaking a "makeover" in the way the Agency

will do business and support customers in the near future.

NIMA is transforming from a "product-centric" to a "data-centric" organization. In the words of NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr., the transformed NIMA—as a data-centric organization—will "provide customers instant access to specific Geospatial Intelligence."

The precepts contained in the Agency's *Statement of Strategic Intent* are the basis



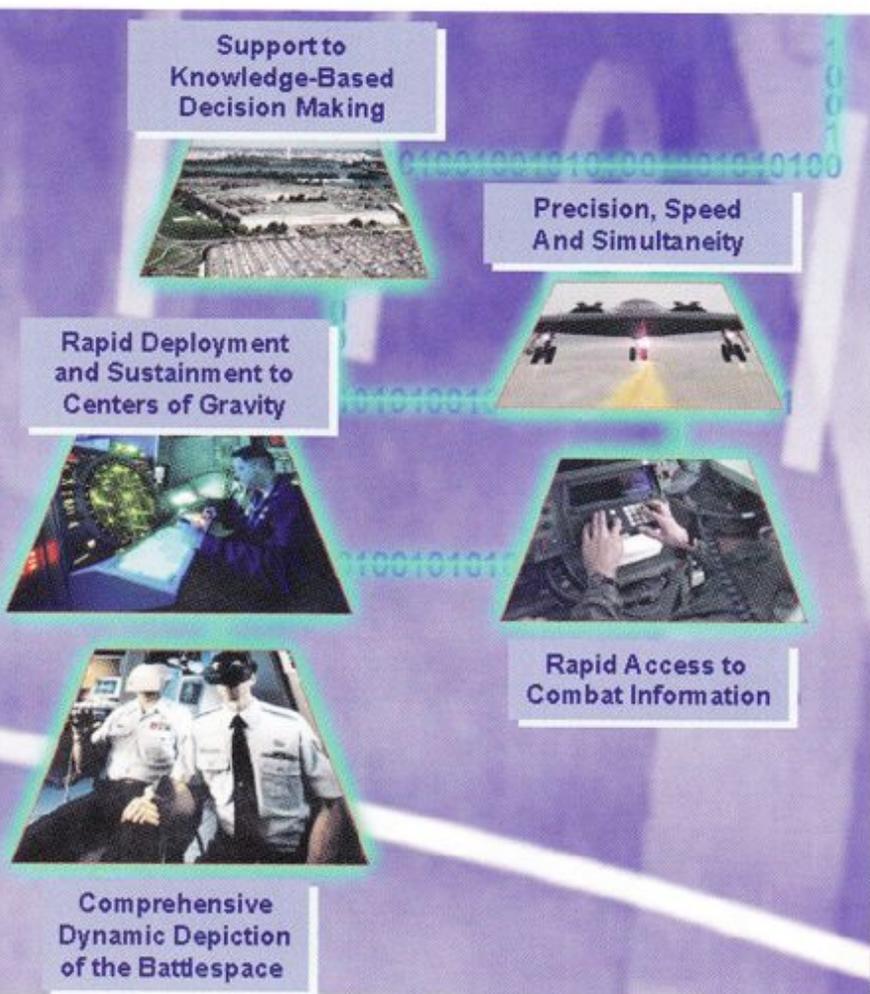
for all of NIMA's transformation actions. Since this document focuses mostly on long-term change, NIMA senior leaders heartily endorsed and participated in the development of planning documents to guide the Agency in the short term.

The fiscal 2003-2004 NIMA *Corporate Transformation Business Plan (CTBP)* accomplished three things:

- It articulated the governance process: the rules and practices to ensure that mission objectives and transformation program activities are consistent with Defense Department and Intelligence Community strategy and guidance.
- It outlined transformation priorities and near-term actions.
- It provided fiscal guidance and an investment strategy for the Program Objective Memorandum (POM) and Intelligence Program Objective Memorandum (IPOM).

The fiscal 2004-2005 *CTBP* ties the transformation priorities to eight corporate measurement and analysis categories:

- *Geospatial Intelligence* (the exploitation and analysis of imagery and geospatial information to describe, assess and visually depict physical features and geographically referenced activities on the Earth). NIMA will transform to provide more timely, relevant and accurate Geospatial Intelligence to meet the evolving and future needs of our customers.
- *Information Access and Services*. NIMA will ensure that geospatial content is easily and rapidly available to all customers, both internal and external.
- *Work force*. NIMA will successfully evolve and foster a world-class work force.
- *Workplace*. NIMA will provide and ensure an efficient and effective work environment for all employees.
- *Resource Management*. NIMA will assess and analyze costs to perfor-



Geospatial Intelligence Online

mance relationships in the plan, budget and execution phases.

- *Functional Management*. NIMA will provide for a strong functional management discipline—the corner stone of the NSGI leadership.
- *Operational Readiness*. NIMA will ensure the readiness of its analysis, systems, infrastructure and data holdings.
- *Advancing Capabilities*. NIMA will achieve the premier state of all transformation initiatives.

These performance categories and priorities are being vetted across the Agency to ensure their transformation value and alignment to NIMA's investment strategy. When complete they will be linked to NIMA's fiscal POM/IPOM guidance. NIMA's corporate performance measurement team will then

continually assess the value the transformation adds to NIMA's bottom line. Assessing improvements in Geospatial Intelligence will also allow the Agency to assess the value it is adding for customers.

So, when someone stops you at NIMA and asks, "What is this 'Transformation thing' the Director keeps talking about?" you can reply, "It's NIMA's way of constantly improving our ability, now and in the future, to 'Know the Earth ... Show the Way' to our customers and friends."

Transforming: People, Process and Technology



NIMA's transformation will enhance the Agency's ability to provide timely, actionable and relevant Geospatial Intelligence—the ubiquitous knowledge map of the world.

DigitalGlobe's Quickbird satellite collected this 61-centimeter image of a nuclear reactor under construction in Bushehr, Iran in December 2001. Pipe sections for the water intakes lie on the ground and a crane is observable over the spherical containment vessel. As commercial and airborne sources are now selectively applied, NIMA has near-term objectives to completely integrate these important sources of data into enhanced analysis and products.

Senior national and Department of Defense (DoD) leadership have called for a greater focus on information as a principal force multiplier and a key component in the United States' ability to attain its national security objectives. Such information includes *Geospatial Intelligence*, which NIMA provides to a myriad of customers—senior decision makers, war fighters, military and domestic first responders and planners and our Intelligence Community (IC) partners.

Geospatial Intelligence is a discipline within which distinct tradecrafts work cooperatively to deliver value-added information and analysis.

NIMA's transformation will enhance the Agency's ability to provide timely, actionable and relevant Geospatial Intelligence—the ubiquitous knowledge map of the world. Changing world events, technology advancements and customer expectations are driving this transformation. The new and enduring challenges facing our nation, including

asymmetric threats, have increased customers' information needs and reduced their decision timelines.

NIMA is broadening traditional mission areas, adding homeland security, and looking to new sources and methods, including new sensors and new technology, to provide customers the world's best Geospatial Intelligence. Fundamental to NIMA's success will be the transformation of its work force, business processes and technology.

People, Process and Technology

Across NIMA, transformation efforts are focused in three broad categories—people, process and technology—the pillars that support the Agency's mission focus of providing Geospatial Intelligence. Changes and improvements in these categories transcend all of NIMA's business components, affecting customer interactions, internal operations and the sources, data and analysis NIMA uses and produces.

Many of NIMA's transformation objectives are multi-year investments. In the near term, the Agency is executing the transformation in performance-based areas that enable it to continue fulfilling its mission while creating a framework within which to insert advancing capabilities. Officials are making critical resource decisions based on DoD and IC issue priorities.

People

The keys to the continued success of NIMA's people are their training and development of their tradecraft, enabling infrastructure and access to data sources.

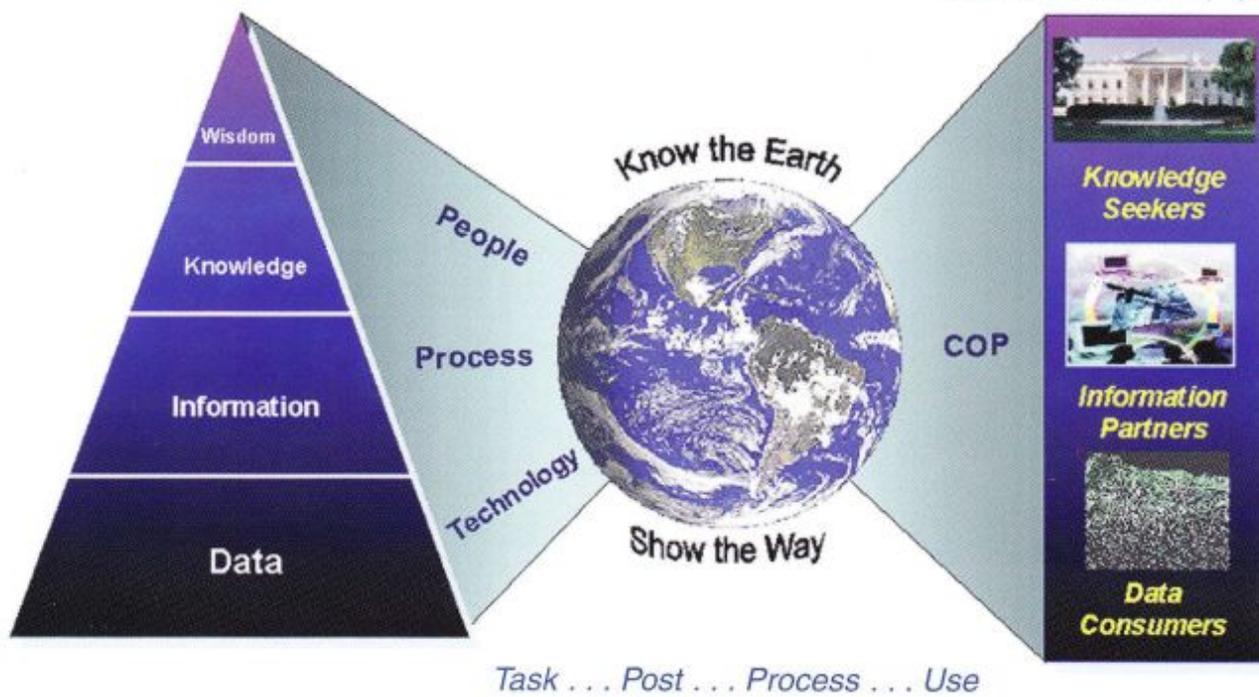
Work-force changes center on achieving the correct analytic skill mix and the correct government and contractor mix, and strengthening the tradecrafts that contribute to Geospatial Intelligence Analysis.

NIMA is reshaping its work force through a combination of external new hires, internal transition of personnel to new occupations and employee separa-

Geospatial Intelligence ...

Provides the Foundation for information Dominance ...

For our Customers



Geospatial Intelligence Business Model

tion activities such as retirements and attrition management. It is leveraging commercial sector expertise and divesting itself of legacy products and services.

Augmentation of the work force with imagery scientists and sensor specialists is critical to an immediate return on community-sensor investments. The Agency will continue its focus on populating, updating and maintaining its geospatial database; building a work force to perform these functions is of paramount importance to NIMA.

Process

NIMA is placing new emphasis on value-added analysis as it moves in-house data production activities to the commercial sector. At the same time, the Agency remains committed to a strategy of readiness and responsiveness.

Finite analytic strength will dictate a balance between critical support to current operations, intelligence research and contingency support planning. In the

post-Sept. 11 environment, NIMA has broadened its analytic intelligence focus to include both domestic security issues, as well as non-traditional and unconventional targets of interest.

With the collocation of imagery and geospatial analysts, the application of integrated Geospatial Intelligence Analysis will be brought to bear on a vast number of intelligence issues and customer requirements.

Activities like regional and issue organizational alignments and analytical collocation will result in integrating the application of tradecraft techniques,

expertise and processes—*Geospatial Intelligence Analysis*—that bear on a vast number of intelligence issues and customer requirements.

The generation and densification of geospatial data will also have a broad-ranging effect, enhancing customers' battle-space awareness and decision-making ability. By implementing Foundation-Based Operations (FBO), NIMA will build a readiness posture based on vast data holdings of controlled imagery, elevation and feature data, geodetic and geophysical data, point positioning data, nautical data and safety data.

NIMA is also building the capability to respond quickly to emerging requirements for mission-specific data: data needed to execute specific missions as defined by NIMA's customers.

New initiatives include multi-intelligence fusion centers as well as direct analytic support to customers in their footprint. Support to customers through

the NIMA Support Team concept comes tethered to a wealth of expertise in the NIMA footprint.

Issue and tradecraft expertise remain NIMA's hallmarks. The Agency continues to develop and hone that expertise through imagery and geospatial analytical research and prototyping tradecraft applications.

NIMA is capturing advanced analytic techniques and sharing them along with its tradecraft experience and success. Community collaboration capabilities will enable enhanced analysis and facilitate shared knowledge.

NIMA is driving toward better integration with multiple intelligence disciplines, including Signals, Human and Open Source Intelligence, to further enhance its analysis, provide a comprehensive picture of the intelligence issue, and make it more relevant to the customer.

NIMA analysis needs the source feed, smart filtering, prioritization and retrieval tools to better integrate abundant sources of data.

Customer needs have increased to the point that NIMA has to forge enhanced production relationships with other intelligence and data providers through unified operations strategies, co-production agreements and commercial partnerships.

Technology

Geospatial Intelligence Analysis, coupled with enabling infrastructure, advanced technology and robust geospatial foundation data holdings, is the key to supporting NIMA's customers across regional, navigational and targeting issues as well as functional issues like counter-nuclear proliferation and anti-terrorism.

Technology has enabled NIMA to make significant near-term gains in acquiring new sources of Geospatial Intelligence data. As airborne and commercial sources are now selectively applied, NIMA has near-term objectives to completely integrate these important sources of data and their unique attributes into its tradecraft kit-bag, business processes and, most importantly, enhanced analysis and products.

Exploration and investigation of other sensor data, as applied to hard intelligence issues, is ongoing and holds great promise. NIMA embraces all data sources as potential sources of information that will improve operations and the quality of Geospatial Intelligence provided to its customers.

To provide the most accurate information and ensure information dominance, analysts require the access and tools to exploit and fuse multi-sensor data from

From tasking and imagery collection to analytic assessments and information delivery, the digital infrastructure must support many customers and facets of Geospatial Intelligence.

the best sources, which include National Technical Means, airborne imagery, commercial satellite imagery and handheld photography. Enterprise-wide improvements to the infrastructure, including communications, are needed to enable this transformation. Tools are needed to exploit data, apply it to Geospatial Intelligence issues and disseminate intelligence assessments and other information.

NIMA is finding ways to get information to customers more efficiently in an all-digital environment. The Agency is moving from standard products with costly maintenance overhead to a digital library of information that can be tailored to mission-specific applications, providing both a worldwide level of preparedness and mission responsiveness. Increasingly, customers will have access to NIMA data holdings so that they can generate their own tailored solutions. Such a transition will require not only data quality assurance and insight into data confidence and pedigree, but also the ability for customers to add value to NIMA holdings.

Through access to geospatial databases, customers will visualize a common operating picture. Work is ongoing to create, store and make available to analysts and customers a digital geo-referenced framework of data that will allow them to view multiple layers of information and to establish networks and threads across issues.

Customer-Driven Change

The current, near-term and future customer's operating environment drives the need for change. From tasking and imagery collection to analytic assessments and information delivery, the digital infrastructure must support many customers and facets of Geospatial Intelligence, including analysis and data creation.

NIMA's success in meeting customers' needs relies on the digital and physical infrastructure that enables its analysis and production capabilities. The future demands a robust, agile, collaborative end-to-end digital environment to support the National System for Geospatial Intelligence, as well as the facilities and supporting infrastructure. NIMA's transformation is critical to the continued relevance of the Agency's Geospatial Intelligence, analysis and expert support.

The transformation will enable NIMA to streamline and focus its efforts on providing world-class service to customers. NIMA will make resource decisions, drive acquisition programs and prioritize technology insertion by using metrics, risk assessments and customer feedback. NIMA is postured to apply its resources to enable Geospatial Intelligence Analysis and information production—from recruiting and training to facilities and technology assessments. Executing the transformation is a not a discrete activity; it is NIMA's operating philosophy.

Systems Acquisition Transforms: Building the Next Architecture

Contract officers in Acquisition's Procurement and Contracts Office discuss implementation of PRISM, NIMA's e-business solution to contracting. PRISM is a Web-based, automated end-to-end acquisition program with initial operating capability set for March 2003.



Photo by Bob Cox

Over the last few years, NIMA has made significant improvements to its acquisition capabilities. Results when measured against baseline cost, schedule and performance objectives have been exceptional. At the same time, NIMA must transform as it continues to support national and Defense Department customers in today's dynamic environment, where crisis is business as usual. NIMA must shorten cycle times and make the insertion of new technology an ongoing part of its processes.

Last summer the National System for Geospatial Intelligence (NSGI) Enterprise Transformation Integrated Product Team (NETIPT), comprised of representatives from NIMA's Key Components, examined ongoing modernization initiatives. They also consulted outside experts on recent transformation efforts to understand precepts leading to successful transformation. The identified precepts establish a strategy to reach a desired future state—Geospatial Intelligence Online—and represent an overview of issues to address as an organization to realize the goals of the NIMA Statement of Strategic Intent.

To enable transformation, NIMA is changing—fundamentally—its processes for systems acquisition and technology insertion as well as modernizing the architecture for the NSGI.

The new paradigm requires nurturing the most promising technologies and accelerating their insertion into the NSGI. It requires new business processes to transform the framework for the NSGI.

Three major coordinated contracts provide the framework that will enable NIMA's transformation:

- Enterprise engineering (EE)
- GeoScout systems integration
- NJVC Operations and Sustainment (O&S)

Total enterprise performance will be driven by the success of the EE and GeoScout contracts, which are being structured with common and interdependent performance incentives (positive and negative).

NSGI legacy and heritage contracts will initially continue but eventually be phased out as the GeoScout contractor inserts capabilities that fully replace and enhance them. The GeoScout contractor will work in concert with the O&S contractor ("NJVC") to transition or retire existing systems.

Bridging Strategy

To smoothly move from the current acquisition process to the new paradigm, NIMA is implementing a "bridging" strategy that employs four key parts.

The first part moves NIMA from segmented systems engineering support tasks to a unified enterprise engineering approach. Beginning in June 2003, NIMA's current Systems Engineering Support (NSES) will be replaced by the EE contract. NSES will be extended through September 2003 to ensure a smooth transition. The EE contractor will be chosen through a competitive source selection separate from the GeoScout source selection.

The second involves selecting the GeoScout contractor. As part of this selection process, the two NSGI Pre-Acquisition Program contractors are preparing "thin-line" operational system prototypes of their proposed NSGI architectures. Each contractor will provide prototype cells designed to address intelligence analysis and production objectives defined by the Analysis and Production Directorate (P). The performance of the thin-line prototypes an important factor in the final selection to be made during the current fiscal year.

The third part of the bridging strategy involves creation of the NSGI Pre-Production Prototype Environment (NPE) and the technology insertion process. The GeoScout contractor's prototype cells will form the basis for NPE cells in NIMA. The GeoScout contractor will expand the thin-line cells

to support the full capabilities required by the NPE.

The fourth part provides for O&S. NJVC will continue to repair and upgrade the infrastructure and provide basic O&S services. These include operational baseline and systems management, NSGI maintenance and management, security execution, hardware maintenance, inventory and license management. Other support contracts such as the Global Geospatial Intelligence (GGI) contract used for producing Geospatial Intelligence will continue.

Enterprise Engineering

Under the new systems acquisition paradigm, EE will expand NIMA's current focus from systems engineering

support for the NSGI acquisition program of record to a unified, integrated approach encompassing all elements of the Agency. EE is the application of systems engineering principles and practices across an organization, from data sources to customer interactions. EE establishes a technical and operational architecture and assures adherence to this "gold standard."

NIMA's EE contract will establish a set of Information Technology standards, conventions and guidelines applicable to development of the new and modernized NSGI, and it will promote the use of open, commercial standards. EE's architecture and migration planning function will ensure the end-to-end integrity of the NSGI. By focusing on common services and open interfaces

among systems and components, EE will support interoperability across the Geospatial Intelligence community.

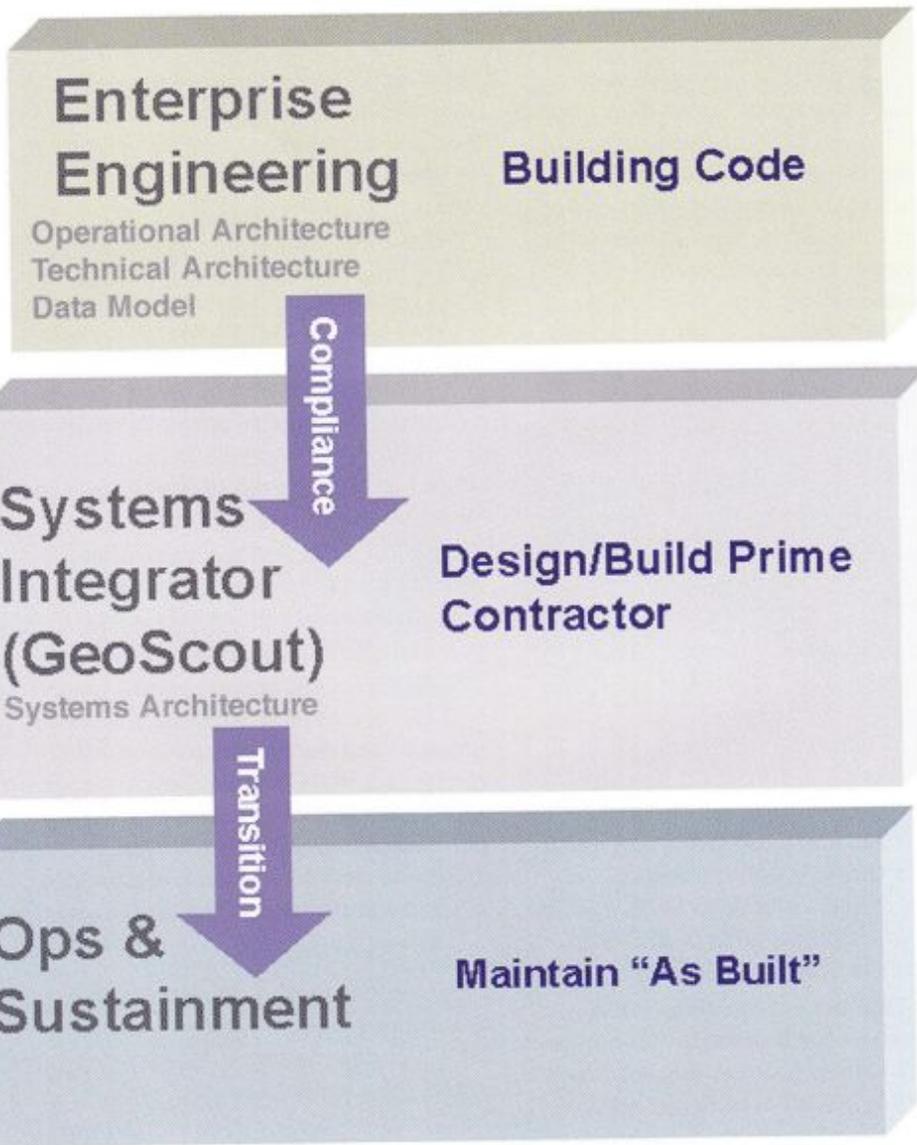
The EE contract will also prioritize and schedule dependent verification and validation of new capabilities in an Integrated Test Facility (ITF) and establish quality requirements for enterprise test data.

GeoScout

The GeoScout contract is the principal vehicle for delivering transformed NIMA mission and corporate capabilities. Begun two years ago and formerly called the Pre-Acquisition Program, the GeoScout program will result in the selection of a prime contractor responsible for revolutionary improvements to the baseline NSGI.



Tech Insertion
Interior Designer



GeoScout is a bold new approach for how NIMA will simultaneously improve its infrastructure while delivering dramatic, new capabilities—the best the commercial world has to offer.

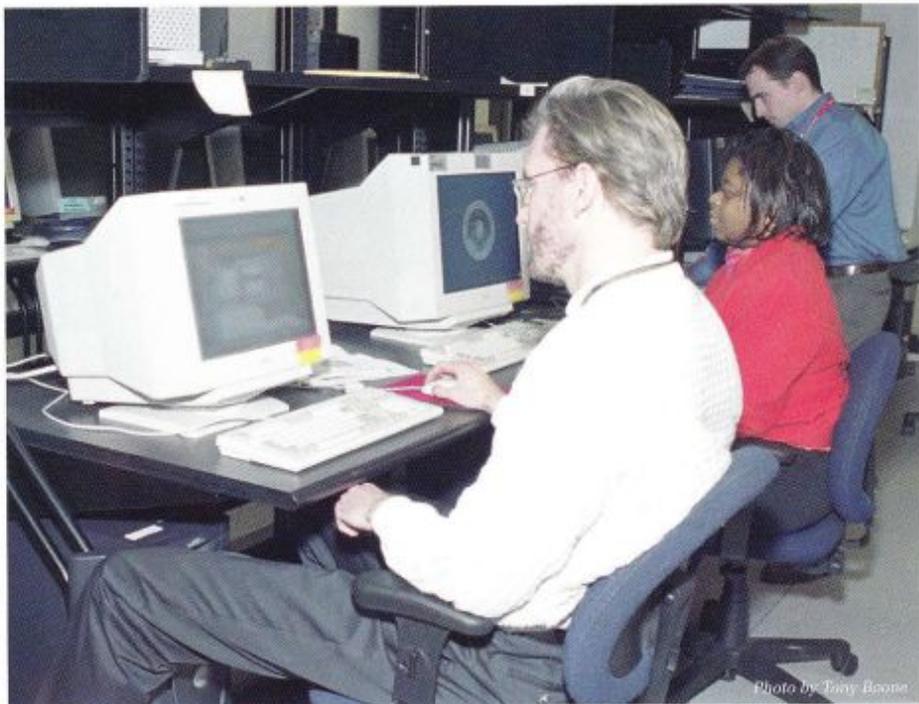
The scope of GeoScout is broad. The contractor will be responsible for both technology insertion and integration into the operational environment. In doing so, it will migrate functionality from disparate legacy and heritage systems into a new, unified, commercially based architecture and operating environment. This environment will be a data-centric, all-digital, e-business construct.

GeoScout will be responsive to internal and external customers. Users will get new capabilities incrementally as the GeoScout contractor leverages commercial tools and applications to provide a robust, adaptable architecture.

In coordination with NIMA's Key Components, the GeoScout contractor will determine how an item will be used within the NSGI and by whom, and it will test the item to confirm compatibility with the NSGI enterprise.

To stabilize NIMA's digital infrastructure, GeoScout will implement capabilities defined under the Enterprise Geospatial Intelligence Environment (ENGINE) program. ENGINE will establish a robust, standardized Information-Technology infrastructure at all NIMA locations to support softcopy migration and increase the reliability and availability of networks, desktops and phones. It will upgrade secure telephone connectivity to National Security Agency standards. It will provide standard networks for acquisition deliveries, technology insertions and collaboration applications, while reducing deployment cycle time, operations and maintenance and storage costs.

NIMA's Procurement and Contracts Office is already moving to an e-business environment with deployment of PRISM, a Web-based automated end-to-end acquisition program that will automate the entire requisition, contract and contract execution processes. Program offices will be able to generate contract requirement packages and purchase requests on line and check the



Systems engineers evaluate new technology in the Integrated Test Facility. Evaluation of the most promising ideas in a "production-like" environment is essential to NIMA's transformation.

status of their requirements through an online query process. The system will track purchase requests through various approval processes. All funding obligations, invoice payments and certifications for receipt of items also will be available online. Initial system capability is scheduled for March 2003.

Technology Insertion

Evaluation of the most promising ideas in a "production-like" environment is essential to NIMA's transformation. NIMA's Technology Insertion Board is responsible for governance of the technology insertion process. Both the EE and GeoScout contractors will have critical roles to play.

GeoScout will be responsible for the prototype activities and business-case development for all technologies, regardless of source.

Within NIMA's new technology insertion paradigm, the Innovation Directorate's (I) Geospatial Intelligence Advancement Test bed (GIAT) is the new model for developing exotic technologies unique to NIMA's mission. From the GIAT, successful candidate technologies will migrate to the NPE.

The GeoScout contractor will build and manage the NPE infrastructure, manage its day-to-day operation and ensure that NSGI baseline changes are present in the NPE as appropriate.

EE will be closely involved in technology insertion as well. EE will determine if technology insertion changes the NSGI architecture; it will present pros and cons to the insertion from a mission and business perspective. Working with the NIMA Enterprise Engineer, EE will provide independent verification and validation of Geoscout's final integrated product at the Integrated Test Facility (ITF).

The changes described here will transform the way the NIMA does business with internal and external customers. NIMA's Acquisition Directorate (A) is executing the Agency's transformation in systems acquisition and technology insertion, in partnership with the I, P and Enterprise Transformation (ET) Directorates. As the Directorate drives new business processes to transform systems architectures, A is moving NIMA rapidly from "Now" to the "Next" stage of NIMA's transformation.

How NIMA is Moving into the Future



INNOVISION

Transform, advance, revolutionize—the people of NIMA’s InnoVision Directorate live by these words, exploring what the future may hold and translating visionary concepts into technologies and solutions for Geospatial Intelligence.



A key component of transformation is NIMA’s evolving relationship with the National Security Agency, which will lay the foundation for multi-intelligence collaboration.

Preparing for an uncertain future is a difficult—albeit necessary—endeavor to ensure NIMA can fulfill future customer needs. Taking a holistic approach that emphasizes end-to-end solutions, InnoVision partners with other NIMA offices, government agencies, the commercial world and academia in a wide variety of research and development activities. The following are a few of many exciting efforts under way:

InnoVision’s **Geospatial Intelligence Advancement Testbed (GIAT)** applies leading-edge technology to special production problems, enhancing the ability of NIMA’s Analysis and Production Directorate (P) to generate predictive, actionable Geospatial Intelligence for its customers. Together, scientists and analysts from across NIMA pursue

solutions to the Agency’s most difficult, highest priority problems.

At the heart of GIAT are multiple data feeds that provide scientists and analysts access to all national and commercial data sources, as well as emerging multiple intelligence (multi-INT) sources.

GIAT also works with NIMA’s Training and Doctrine Directorate to train analysts in new methods of tradecraft. GIAT will become the engine driving the fusion of multi-INT sources and enabling the creation of Geospatial Intelligence using synergistic approaches.

Conducting area exploitation, or “search,” is one of the most challenging aspects of moving NIMA to an all-digital environment. Currently, most

analysts conduct searches on hardcopy imagery. The **Softcopy Search Program** aims to change that by harnessing the best technology from the commercial sector and fitting it to the needs of analysts. A collaborative effort between NIMA's Acquisition, P and InnoVision Directorates, the program involves three teams of contractors in developing prototype systems. The program will enable searches to be done efficiently in softcopy, thus opening the door to powerful new capabilities for integrating data types of intelligence

Driving toward a vision requires **planning for and investing in the future**. With its focus on leapfrog technologies and futuristic concepts, InnoVision carefully integrates current capabilities with tomorrow's visions, as it works with planners in NIMA's Financial Management and Enterprise Transformation Directorates to insure that resources are aligned with the

One of the three competing contractor teams demonstrates its softcopy search system. NIMA's Softcopy Search Program will enable analysts to search for information in softcopy, thus opening the door to powerful new capabilities for integrating types of intelligence data into the National System for Geospatial Intelligence.



into the National System for Geospatial Intelligence. Development of this capability will transform intelligence and NIMA's role in the Intelligence Community.

The **Strategic Futures Initiative (SFI)** aims to build a strategic foundation for new capabilities within NIMA. The SFI team pushes the conceptual envelope by examining new sciences, pursuing non-traditional thinking, and discovering new business practices and research opportunities to transform and enhance Geospatial Intelligence.

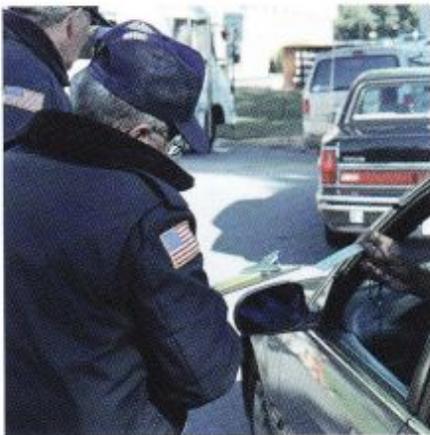
A workshop series provides a forum for NIMA and its mission partners to debate transformational concepts and issues of strategic importance. These issues cover demographic, cultural, environmental, economic and technological factors that will impact the globe. In addition, SFI's series of On-the-Horizon presentations examine distinctive technologies and subjects of interest to NIMA and its mission partners. SFI also sponsors a scenario-based planning series called "Geographies of Connections." This is an experiment to apply commercially developed scenarios to test NIMA's role in new applications. Through these efforts, SFI works directly on the future knowledge base NIMA will need.

mission priorities of the Department of Defense and Director of Central Intelligence. Staff constantly monitor and analyze DoD and IC planning documents and strategies, as they build their own documents, which are critical to DoD and IC processes.

Another key component of transformation is **NIMA's evolving relationship with the National Security Agency**, which will lay the foundation for multi-INT collaboration. NSA and NIMA have decided to align their fiscal planning, synchronize their business plans, study the use of performance measures and examine "hard" research and development problems together. This bilateral relationship will allow NIMA and NSA to harmonize their day-to-day operations and shift from the "speed of analysis" to the "speed of warning," hence, empowering both agencies to anticipate, not react to, customer needs.

Force Protection Transforms

NIMA is transforming security to better protect the work force and infrastructure. Before Sept. 11, 2001 most of us considered force protection something applicable to deployed military units. But in an instant, our attitudes toward personal protection and security were changed forever as we came to realize that we are vulnerable.



Because of NIMA's critical role in supporting the Defense Department and Intelligence Community (IC), improvements were needed to maximize the safety and security of employees and to guarantee support to customers.

The first step was to determine NIMA's force-protection posture compared to DoD/IC standards and develop a baseline. A team of experts led by a private firm, skilled in counter-terrorism methods and procedures, evaluated force protection at each site. The team looked at security measures from the viewpoint of a terrorist and recommended improvements based on vulnerabilities terrorists might see if they

were looking at NIMA as a potential target.

Next, a working group of force protection and physical security specialists developed program objectives and milestones to correct the identified force protection shortfalls. The goal was to create a more secure environment for all NIMA employees, thus enabling them to devote their full attention to providing world-class products for customers.

As a result of these efforts, NIMA has implemented substantive changes and improvements at each site: augmentation of the guard force, upgrades to physical security devices that enable site security personnel to provide improved perimeter protection and upgraded security at

vehicular access points. Meeting a goal of NIMA's enterprise transformation team, a one-badge identification system is now in place.

There is still much to be done. As additional resources are identified they will be used in a continuing effort to upgrade NIMA's force protection posture.

"Transformation is absolutely crucial to NIMA's ability to advance national security interests in the era of terrorism and uncertainty," NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. has stated. It is essential, therefore, that the transformation of NIMA security continues to be proactive and robust.

New Facilities Promote Integrated Production and Force Protection

NIMA has taken a giant step toward achieving "integrated production" with renovations to Roberdeau Hall in Bethesda and the housing of the Analysis and Production Directorate's Eurasia-Africa Regional Office (PEA) there.

What is *integrated production*? The term has evolved from the National Imagery and Mapping Agency Act of 1996, the legislation that created NIMA. In that act, Congress called for a single combat support agency dedicated to providing imagery, imagery intelligence and geospatial information to customers in the Department of Defense (DoD), Intelligence Community (IC) and related agencies.

PEA is the first office in NIMA where imagery and geospatial analysts are teamed physically as well as organizationally. The result should be an enhancement to collaboration between imagery intelligence and geospatial information analysts, more effective management and organization of the analysis and production work force, and better, timelier service to our customers.

NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. took *integrated production* to the next level by introducing "Geospatial Intelligence" as the end product of the NIMA business strategy. He refers to it as "representing the convergence of our classical imagery analysis with our other classical mapping, charting and geodesy heritages into a single view of the basic foundational data and information."

The movement of PEA into Roberdeau Hall during November and December was only the first of several planned moves to achieve total integrated production. Renovations are scheduled for Maury Hall in Bethesda to house the Central and Southwest Asia Regional Office. Plans also call for the Americas Regional Office to occupy renovated space on the fourth floor of Erskine Hall in Bethesda and the Asia Pacific

Regional Office to move into renovated space on the second floor of Erskine Hall. The timeframe for these moves is currently under development, pending resolution of funding issues.

While this renovation work is taking place, NIMA is still pursuing the goal of a new campus for NIMA East. New force protection standards drive the need.

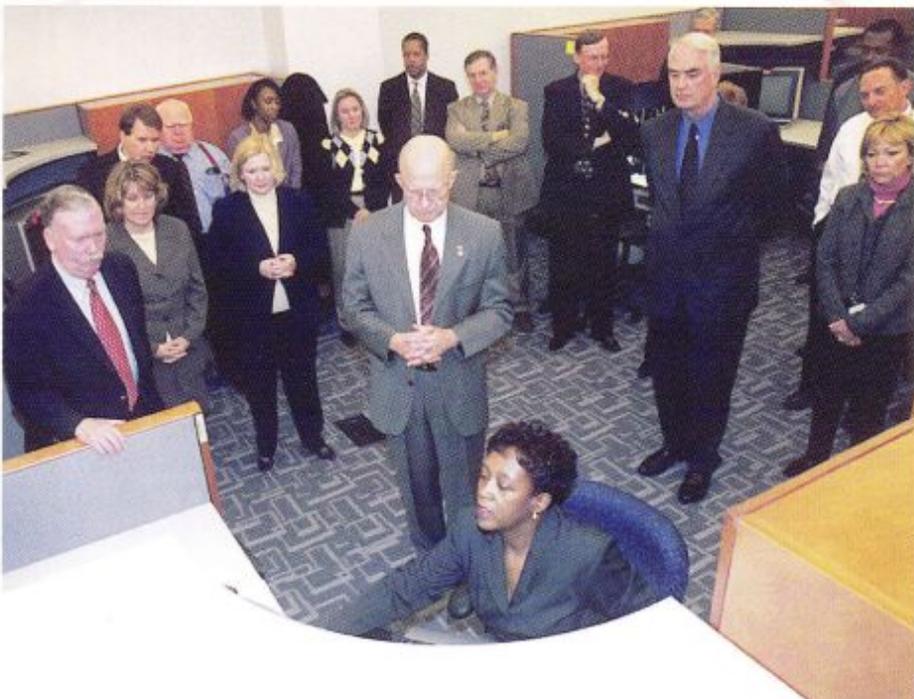
The strategy to achieve a new campus now focuses on the Base Realignment and Closure Commission (BRAC), an independent commission created by Congress to provide a fair process for the timely closure and realignment of military installations. The BRAC conducts a public review of recommendations made by the DoD based on its force structure plan and published criteria, such as military value, return on investment and the environmental and economic impact on surrounding

communities. It then submits its recommendations to the president, and the president and Congress must either accept these recommendations in total or reject the entire package.

The next scheduled BRAC review will take place in fiscal 2005.

NIMA's Installation Master Planning Office is working with the Army Corps of Engineers to prepare a submission for a new campus via the BRAC process. In the interim, NIMA continues to maintain and upgrade its existing facilities. We are maximizing the available standoff distance for vehicular traffic and taking other security measures to counter vulnerabilities.

NIMA will take the necessary steps to ensure employees are provided with a safe and secure working environment, whether at our current sites or on a future new campus for East Coast employees.



Surrounded by staff, NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. watches a demonstration of the Integrated Exploitation Capability (IEC) system in the Eurasia-Africa Regional Office. The newly relocated office is the first in NIMA where imagery and geospatial analysts are teamed physically as well as organizationally.

Photo by Larry Franklin

Transforming the Work Force

"NIMA's employees are the foundation of our success. We will continue to evaluate program effectiveness, benchmark against best practices and implement new services to align our human capital program with our strategic intent and core values. We will invest appropriately to ensure that our employees remain the key to high performance and mission achievement." NIMA Statement of Strategic Intent (Goal 4)



A Human Resources consultant, left, meets with key component managers. HR has deployed consultants to the KCs to assist with the transformation.

The Work Force Thrust Team examined NIMA's human resource architecture in support of the goal to "evolve and foster a world-class work force." The team focused on integrated recruitment, strategic work force planning and the development of a Geospatial Intelligence work force to achieve breakthrough performance and transform NIMA's people and processes.

Integrated recruitment is establishing strategic hiring practices for recruiting, hiring, clearing and training new employees with the right skills at the right time. This priority will create a robust and integrated process to fill all positions and ensure that NIMA's new employees possess requisite skills and are quickly integrated into a productive capacity. Integral to the process is a streamlined security background investigation and adjudication process.

Human capital management will enable NIMA to identify the skills, training and resource requirements to meet future work force and technology demands and develop a forward-thinking implementation strategy. It will serve as a tool to define clear requirements for such activities as recruiting, facility space planning, information technology deployment, human resource management, training and budgeting.

Developing a Geospatial Intelligence work force will result in the creation of a culture characterized by strong leaders and well-trained and highly motivated employees with multi-disciplinary Geospatial Intelligence skills. This priority will create an environment that adapts to change, develops leaders and prepares employees to work effectively in the new Geospatial Intelligence arena.

NIMA's Human Resources (HR) and Training and Doctrine (TD) Directorates and their Key Component (KC) partners are also working to create the world-class work force of the future:

- HR has established a NIMA Recruitment Center and an External Assignment Support Office. The former has the job of acquiring the new talent and skills NIMA needs for present and future missions; the latter provides vital support to deployed NIMA personnel and their families. HR has also deployed consultants to the KCs to assist with the transformation, while assuming new responsibilities for strategic work force planning and manpower, which will better integrate these functions into work force activities.
- HR's transformation involves several initiatives that follow industry best practices. For example, NIMA's Total Pay Compensation process integrates performance pay and promotion into a single, annual process that makes pay-for-performance a reality. The assignment of work roles to every employee bridges the gap between narrowly defined skills and NIMA's 25 official occupations. Professional Advisory Boards, more closely tied to the management structure, have been created for each occupation, replacing Occupational Councils.
- Many self-service modules are now in place in NIMA's PeopleSoft human resources information system. Functions related to competency management, performance appraisals, employee development, emergency contacts, military reserve status, EEO data validation, resumes, the Thrift Savings Plan and Federal Employee Health Benefits Program can now be performed online. Work force communications will be enhanced with the launch of additional self-service programs.

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NIMA Wins Presidential Management Award

The National Imagery and Mapping Agency joined an elite group Nov. 26 when, in a special ceremony held at the Ronald Reagan Building in Washington, D.C., it was one of three organizations presented the President's Quality Award.

NIMA received the Presidential Award for Management Excellence "in recognition of exemplary performance and results in the area of Strategic Management of Human Capital." The other recipients were the 55th Wing, Offutt Air Force Base, Neb., and the Federal Aviation Administration Logistics Center, Oklahoma City.

"These awards recognize the best management practices in government," said President George W. Bush in his opening remarks. "This year's recipients

"The award notes that NIMA is effectively linking its human capital strategies to its mission and strategic planning activities."

have met high standards and, as a result, have earned the respect of the White House and our country."

The U.S. Office of Personnel Management (OPM) administers the awards program. Kay Coles James, OPM

Director, noted that these awards honor select federal government organizations and their teams for exemplary management practices which are advancing the President's call for a government that is truly citizen-centered, results-oriented and market-based.

The award notes that NIMA is effectively linking its human capital strategies to its mission and strategic planning activities. Also, through the Agency's strategic work force planning process, agency leaders arrive at decisions regarding how to shape and tailor the work force, and how to appropriately source the work to meet evolving strategic requirements.

Enabling the Transformation: NIMA's Enterprise Architecture

NIMA's transformation involves Enterprise Architecture as a mechanism and catalyst to help align resource investments with business objectives.

Enterprise Architecture fosters the sharing of NIMA's key data, information and knowledge assets, while encouraging the strategic use of emerging technologies. It identifies integration points and interdependencies among NIMA's people, processes and technology to help the Agency analyze the current and future states and develop a plan to transform NIMA and the National System for Geospatial Intelligence (NSGI).

The Enterprise Architecture and Standards Office developed NIMA's plan to implement Enterprise Architecture, as mandated by the Clinger-Cohen Act and Office of Management and Budget Circular A-130. Through this office, the Agency established an Enterprise Architecture Council to provide Enterprise Architecture implementation oversight and decision making authority. It also formed the National Center for Geospatial Intelligence Standards (NCGIS) as a critical element in architecture-based decisions.

In an early accomplishment of enterprise transformation, NIMA's regional

databases will be hosted on the Intelligence Community System for Information Sharing (ICSIS). Selection of these databases formally links the architectures of NIMA and the Intelligence Community.

With the awarding of major acquisition contracts this year, challenges and complex issues lie ahead. The success of Enterprise Architecture implementation will be dependent on the collaboration, synergy and commitment of all NIMA organizations, including its business and technology components.

continued from page 20

Transforming the Work Force

- TD's transformational efforts include the establishment of new departments to support homeland security and the National System for Geospatial Intelligence (NSGI). TD has also established a new Doctrine Office that will lead the Intelligence Community in thinking about how Geospatial

Intelligence is created, distributed and applied across the community.

- The Analysis and Production Directorate (P) has stood up a Tradecraft Office to focus on analytical tradecrafts development. This office will participate in prototype activities and define the necessary skills, competencies

and expertise essential to supporting NIMA's future mission objectives.

As these work-force-related activities evolve, they will transform NIMA's people programs, while ensuring a world-class work force for the NOW, NEXT and AFTER NEXT operating environments.

Director of Central Intelligence Visits, Praises NIMA

By Sue Meisner



Photo by Alan King

Director of Central Intelligence George Tenet, left, receives a mounted image from NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr.

Director of Central Intelligence George J. Tenet spent a day at NIMA in December. Accompanied by the Deputy Director of Central Intelligence for Community Management, Joan Dempsey, he visited the Washington Navy Yard and Bethesda for a round of briefings, tours and demonstrations.

Asked about transformation within the Intelligence Community (IC), Tenet said, "our greatest challenge is to be able to collaborate, integrate our databases and talk to each other virtually." He stressed that the IC needs to "create communities of interest, so we work the toughest targets and we dispel the notion that somehow the future is about changing wire diagrams. It's not. It's about collaboration, connectivity and allowing our community to work as one each and every day."

Tenet also spoke about NIMA's provision of Geospatial Intelligence as part of our culture, as the "integration of all the data at your disposal to give the

"...as DCI, I am very proud of what's been accomplished here."

community a real 'eyes on' for how the world is functioning, beyond just the picture that you're taking."

Tenet also sees a large role for the IC in working with the new Department of Homeland Security, saying, "Well, I don't think they can do it without us."

Specifically, said Tenet, "Our analytical depth, our understanding of the target, our ability to translate what we understand and collect overseas into threat analyses ... we can apply our technology,

our know-how and our analysis to help Tom Ridge and the people in Homeland Security better protect this country."

"The future here (at NIMA) is very bright," said Tenet. "There's a diverse, hard-working work force committed to this business and I'll tell you as DCI I am very proud of what's been accomplished here."

Insights



Deborah Dunie,
NIMA Transformation Program
manager

"The ultimate objective of NIMA's transformation program is to enhance our operational capability to be more relevant."



Barbara Donaldson,
NIMA Human Resources director

"The men and woman of NIMA will make transformation a success ... they will develop new processes, new analytic techniques, all of those things will be done to improve our customer support as we provide the best Geospatial Intelligence to the community."



Mark Shultz,
InnoVision Directorate deputy

The Intelligence Community, the Defense community and now the Department of Homeland Security are coming together in a way that they have never come together before ... a networked environment, where information is available and can be displayed visually ... the component that the Director sees very clearly when he says location, location, location."



Lloyd Rowland,
Business Executive deputy

"We're going to implement our transformation over the next five to seven years. And to make it successful is going to take the buy-in of the work force, the buy-in of our customer community, and the resources to implement it."



Jean Loger,
Acquisition Directorate deputy

"You don't like the way this computer thing does its thing today? That's okay. We'll change it and try it, and try it again, and in due course you will have a whole new way of doing what you do for a living ... that's kind of the methodology that we put in."

NOW



Analysts have used light tables for years to derive meaning from satellite imagery.

NEXT



Desktop systems provide analysts the capability to exploit imagery from various sources in near real-time.

AFTER NEXT



In the future, multi-intelligence wide-screen displays will empower analysts through access to real-time intelligence anywhere on the Earth.