NIMA

Guaranteeing the Information Edge

Presidential Transition Book

SECRET//NOFORN
DECL ON: XI

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I. ORGANIZATION AND MANAGEMENT

A. Organization

1. *Mission Statement.* (U) The National Imagery and Mapping Agency (NIMA) provides timely, relevant, and accurate imagery, imagery intelligence, geospatial information, products, and services to national, military, and civil customers. With a vision of guaranteeing the information edge, NIMA is committed to delivering the imagery and geospatial information that gives national policymakers and military users information superiority in a rapidly changing global environment. NIMA is the nation's premier provider of imagery intelligence and geospatial information. NIMA ensures decision-makers and warfighters are able to visualize the world in near real time by enabling them to use and understand imagery intelligence and geospatial information.[1]

2. *Organization Structure.* (U) The **National Imagery and Mapping Agency (NIMA)** was established in 1996, in part to accelerate the fusion of geospatial information and imagery intelligence to meet growing customer needs for a common, digital view of the mission space.

a. (U) The creation of NIMA centralized responsibility for imagery and mapping, representing a fundamental step toward achieving the Department of Defense and Director of Central Intelligence (DCI) vision of information and decision superiority. NIMA was created to exploit the tremendous potential of enhanced collection systems, digital processing technology and the prospective expansion in commercial imagery.

b. (U) NIMA operates major facilities in the northern Virginia, Washington, D.C., Bethesda, Md., and St. Louis, Mo., areas as well as support and liaison offices world-wide.

c. NIMA organization chart, Figure 1.

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[1] (Geospatial information conveys the 'what' and 'where' of man-made and natural objects on, above and below the Earth's surface).

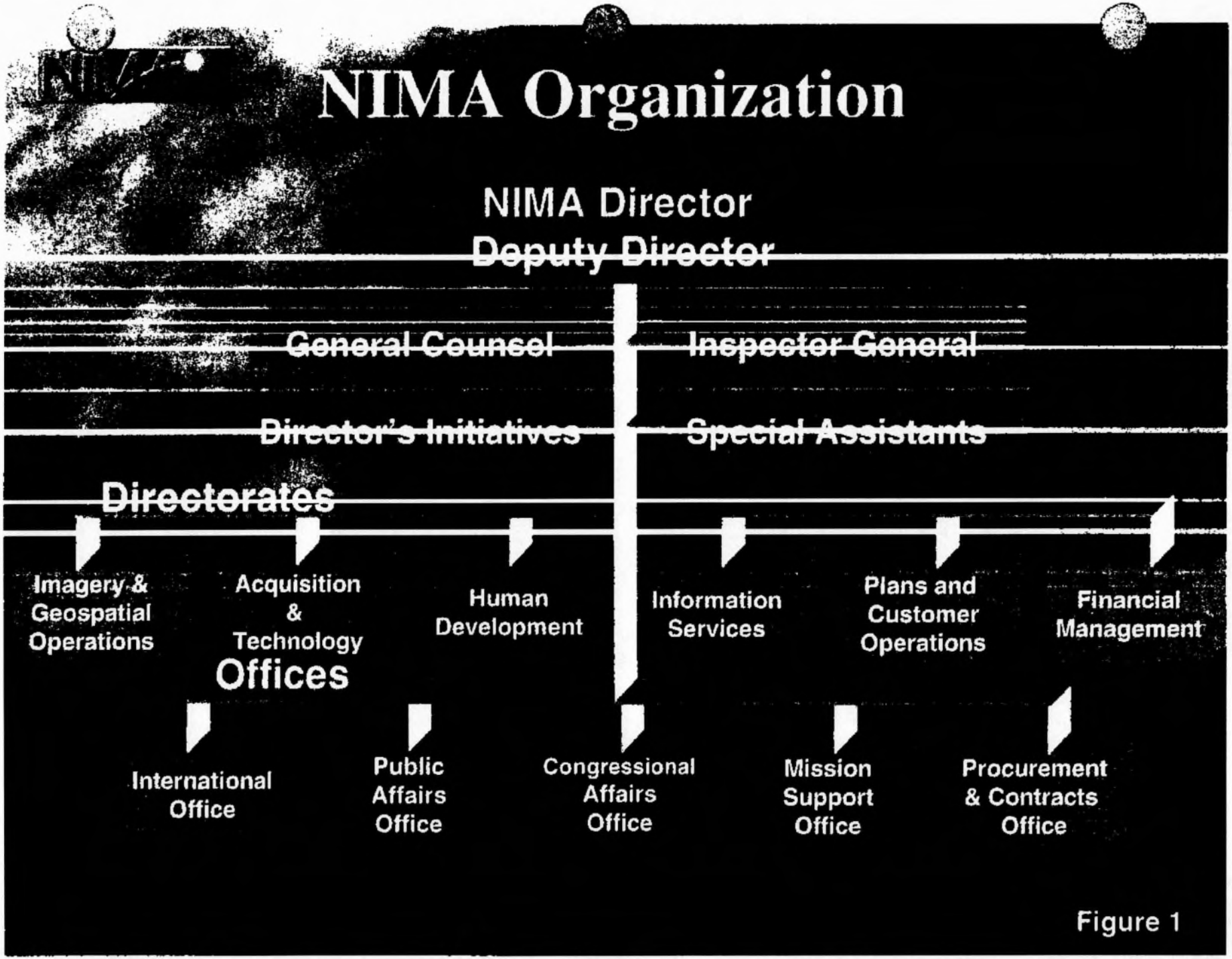

NIMA Organization
NIMA Director
Deputy Director
General Counsel
Inspector General
Director's Initiatives
Special Assistants
Directorates
Imagery & Geospatial Operations
Acquisition & Technology
Human Development
Information Services
Plans and Customer Operations
Financial Management
Offices
International Office
Public Affairs Office
Congressional Affairs Office
Mission Support Office
Procurement & Contracts Office

Figure 1

3. *Goal's*-- NIMA Strategic Plan

a. (U) Implementation of NIMA's strategic plan ensures that we continue to meet or exceed customer expectations by providing customers with the tailored information they need, when they need it, in a format they can readily use. We are committed to "guaranteeing the information edge" to our customers.

b. (U) To achieve our first strategic goal, ***Enhance information available to our customers***, NIMA:

(1) Increased the number of imagery analysts

(2) Continued to integrate imagery and geospatial analysts into collaborative work teams

(3) Transitioned NIMA to a digital information environment by:

(a) Emphasizing the acquisition and production of geospatial foundation data, which is essential for creating an integrated common relevant operating picture for our customers.

(b) Providing tailored imagery, imagery intelligence, and geospatial information in digital form.

(c) Enhancing direct customer support by increasing the number of technical representatives at customer locations worldwide.

c. (U) To achieve our second strategic goal, **Lead the United States Imagery and Geospatial Information Service (USIGS) Community in acquiring, deploying, maintaining, and continuously improving customer support** NIMA will:

(1) Ensure the USIGS complements and supports all our customers' ***doctrine***.

(2) Take steps to recruit ***people*** with the necessary basic skills to enable NIMA to guarantee the information edge.

(3) Provide the ***leadership*** necessary to coalesce the community around a common set of goals, objectives and operational methodologies.

(4) Ensure comprehensive ***training*** for the new and current expert workforce to support the increasing demands for information by our customers.

(5) Establish the ***organizational*** framework to best optimize workforce skills and ensure that USIGS assets are used in optimum fashion.

(6) Ensure that NIMA establishes streamlined, cost effective acquisition processes that provide the USIGS with the necessary ***material*** and equipment in the information age.

d. (U) To achieve our third strategic goal, ***Shape the NIMA workforce and infrastructure to ensure mission success in the 21st century***, NIMA will:

(1) Improve NIMA infrastructure by:

(a) Increasing emphasis on facilities recapitalization.

(b) Expanding our Secret Collateral network

(2) Strengthen the NIMA workforce by:

(a) Implementing training programs to enhance leadership skills and to improve our capacity to conduct career-specific training.

(b) Continuing support for our new personnel management system, WORKFORCE 21, to ensure we maintain a workforce capable of meeting NIMA's evolving mission needs.

(3) Improve business practices by continuing studies of potential competitive outsourcing and sustaining a military Joint Reserve Intelligence Program.

e. (U) With these goals as our foundation, we are moving from the 20th century world of predominantly hardcopy imagery, maps, and charts to the 21st century world of digital information. We will make this digital information available to our customers so that they can create customized imagery and geospatial information products on demand. In the interim, we must continue to support our customers who require more traditional means of support. As the pace to a completely digital USIGS accelerates, all customers will benefit from the transformation of NIMA's imagery and geospatial production processes and workforce.

c. Function: ~~(FOUO)~~

a. ~~(FOUO)~~ Execute Central Imagery Tasking Authority for imagery requirements in accordance with DCI and SecDef priority guidance.

(1) End-to-end imagery requirements management against intelligence, geospatial, and operational needs
(2) Requirements Management System (RMS) day-to-day operations in support of the Community Support Center
(3) Initial imagery dissemination
(4) Commercial imagery budgeting, purchasing, and infrastructure.

b. ~~(FOUO)~~ Provide imagery intelligence to support national policy makers, all-source intelligence production, and operational planning and execution.

(1) Provide indications and warning through monitoring and watch operations
(2) Support to arms control
(3) Support to operations (military and clandestine)
(4) Area exploitation/search
(5) In-depth research.

c. (U) Provide geospatial information and services to national, military, and civil consumers.

(1) Provide a wide variety of standard and tailored geospatial information and services to support mission planning, mission execution, intelligence analysis, targeting, safe navigation, and modeling and simulation
(2) Manage co-production, exchange and collection programs by other domestic and international agencies
(3) Manage contract production of geospatial information/products.

d. (U) Provide and/or make accessible to customers timely and accurate information in the most efficient manner possible to suit their needs.

(1) Operate NIMA electronic gateways
(2) Provide Secondary Imagery Dissemination
(3) Perform state-of-the-art replication and direct support to imagery analysts.

e. (U) Provide mission essential skills and systems training for our global customers, NIMA employees and mission partners through an integrated training program.

(1) Provide training to exploit imagery from national satellite and aircraft collections systems
(2) Provide training in producing and/or exploiting geospatial information
(3) Develop and evaluate basic/advanced training programs for NIMA fielded and maintained systems
(4) Provide for professional development of NIMA employees.

f. (U) Functional Manager of imagery and imagery intelligence, including RDT&E and procurement within NFIP, JMIP, and TIARA aggregate.

g. (U) Prescribe/mandate standards and end-to-end technical architectures related to imagery, imagery intelligence, and geospatial information

h. (U) Develop/consolidate geospatial information requirements and national imagery collection requirements.

i. (U) Evaluate performance of imagery, imagery intelligence, and geospatial information components of DoD in meeting national and military requirements.

j. (U) Execute DoD responsibilities under interagency and international geospatial information agreements.

k. (U) Develop policies and provide DoD participation in international imagery, imagery intelligence, and geospatial activities (SecDef or DCI coordination).

l. (U) Sole DoD action agency for all purchases of commercial imagery and foreign government-owned imagery-related remote sensing data.

m. (U) Develop and deploy systems related to the processing and dissemination of imagery intelligence and geospatial information.

n. (U) Support imagery requirements of Department of State and other non-DoD agencies.

o. (U) Functional Manager Current Authorities

(1) Provide imagery, intelligence, and geospatial information, products, support and services to IGC
(2) Manage and task national imagery collection operations

(3) De/elop an.l se. policy for imagery, imagery intelli¡ence, an.l g(ospatial information
(4) Pr(gram m.ina¡ er for NIMAP and DIMAP
(5) Est.ablish e.l d-t( )-end imagery related architecture and syster.s
(6) Ev.luate perfor.mance of imagery, imagery intelligence, and ge( )spatial nfc:mation of the IGC in meeting requir(ments a.id i.1 support of the CJCS.

p. (U) Functiona Manag:r Additional Authorities Required

(1) Est.ablish D:fer se and Tactical Imagery Program to provid: more c.om¡ rehensive management of all tactical image.1 y and in.elli¡ gence investment, and ensure technical oversi¡ ht authc rity
(2) Pr(vide ov(rsi¡ ht of services and other agencies' budget.s pertaining to the Imagery and Geospatial Comm unity
(3) Im)lement ed(rated operations.

q. (U) nformati(n and S:rvi :es (see Figures 2, 3)

Information and Services

Aeronautical information

- Charts/Raster
- Flight Safety/Notice to Airmen
- Escape and evasion
- Publications

Hydrographic information

- Combat Charts
- Digital Nautical Chart
- Surface/Sub-surface navigation charts
- Nautical Safety/Notice to Mariners
- Publications

Topographic information

- Topographic Line Maps/Raster/Vector
- City Graphics
- Terrain Analysis
- Controlled Image Base

Hardcopy products available through the Defense Logistics Agency

Figure 2

Information and Services (Continued)

- Targeting support information
  - Digital Point Positioning Data Base
  - Precise point coordinates/Aim Points
  - Facility Reference Point Graphics
  - Terrain Contour Matching (TERCOM)
  - Gravity and error models
- Imagery Analysis information
  - Battle Damage Assessment
  - Hardcopy Reports (e.g., NIMA Imagery Intelligence Briefs)
  - Cable Reports (e.g., Spot cables, I&W cables)
  - Database Reports (e.g., Target description/baseline)
  - Analog Products (e.g., Annotated graphics, Anaglyphs)

Figure 3

B. Management (U)

.. Chain of Command (U)

a. (U) The National Imagery and Mapping Agency was created as a Defense Agency within the Department of Defense with significant national missions by The National Imagery and Mapping Agency Act of 1996.

(1) (U) The Director of the National Imagery and Mapping Agency is the head of the Agency and is appointed by the President upon recommendation by the Secretary of Defense after consultation and concurrence by the Director of Central Intelligence.

(2) (U) NIMA operates as a Defense Agency under the authority, direction and control of the Secretary of Defense

(3) (U) The NIMA Director exercises command and control through subordinate organizational elements within NIMA. (See Figure 1, following page 2).

b. (U) NIMA is designated as a combat support agency pursuant to 10 U.S.C 193 and in that role is responsive to requirements and readiness mandates identified by the Chairman of the Joint Chiefs of Staff.

c. (U) NIMA is an agency within the Intelligence Community in accordance with 50 U.S.C. 401a (4)(E). The Director executes, on behalf of the Secretary of Defense, the Secretary's responsibility regarding NIMA set forth in the National Security Act pertaining to the DCI's National Foreign Intelligence Program (NFIP).

d. (U) NIMA's statutory and regulatory authorities preserve the Director, NIMA's ability to submit substantive intelligence directly to the Secretary of Defense, as appropriate to the Chairman, Joint Chiefs of Staff and the Director of Central Intelligence.

e. (U) NIMA's Executive Branch, Secretary of Defense, combat support and national mission relationship is graphically displayed on the following page, Figure 4.

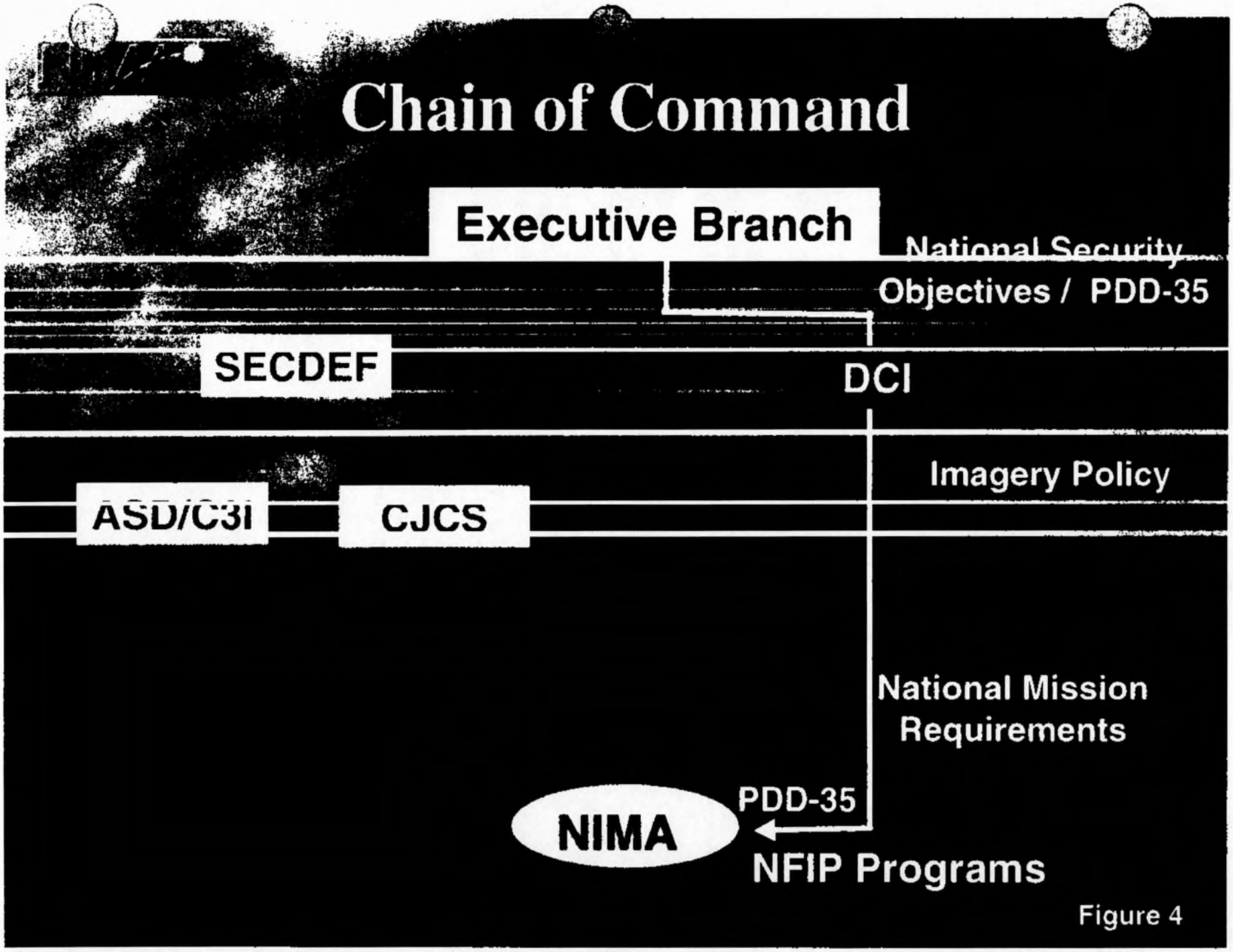

Chain of Command
Executive Branch
National Security
Objectives / PDD-35
SECDEF
DCI
Imagery Policy
ASD/C3I
CJCS
National Mission
Requirements
PDD-35
NIMA
NFIP Programs

Figure 4

2. *(U) Regulatory.* NIMA executes it mission responsibilities in accordance with authorities contained in DoD Directive 5105.60 and guidance and policy direction contained in Director of Central Intelligence Directives. These documents implement and expand on statutory authorities contained in The National Imagery and Mapping Agency Act of 1996.

a. DoD Directive 5105.60 is NIMA's charter document and sets forth the mission, responsibilities, functions, relationships and management authorities of the Director, NIMA received from the Department of Defense.

b. NIMA operates in accordance with other applicable DoD directives, regulations and instructions relating to a variety of matters such as security, intelligence, personnel management, contracting and others.

c. The Director, NIMA is a Senior Official of the Intelligence Community (SOIC), and exercises the authorities and responsibilities of that position as set forth in Director of Central Intelligence Directives (DCID). These directives provide that the Director, NIMA is a member of the Intelligence Community Principals Committee, the National Foreign Intelligence Board, and various other intelligence community boards and committees through appropriate representation.

d. Additional DCIDs provide policy guidance and direction relating to the management of imagery and imagery intelligence, the protection of national foreign intelligence information and a variety of other national foreign intelligence related topics.

3. *(U) Management Studies and Issues.* Since its formation in 1996, NIMA has been the subject of nine previous and two ongoing, comprehensive reviews by teams of experts from industry and academia. Summaries of the three most substantive reviews and our Performance Contract are provided on the following pages:

a. *Combat Support Agency Review Support Agency Assessment (Tab A)*

b. *Report of the Defense Science Board Task for on National Imagery and Mapping Agency (Tab B)*

c. *Senate Select Committee on Intelligence Technical Advisory Group (SCI TAG) Summary (Tab C)*

d. *National Imagery and Mapping Agency Performance Report FY 2001(U) (Tab D)*

Management Studies and Issues A

COMBAT SUPPORT AGENCY REVIEW ASSESSMENT TEAM ASSESSMENT

SEPTEMBER 1999

SCOPE: Title 10, United States Code, requires the Chairman of the Joint Chiefs of Staff to conduct a biennial assessment of combat support agencies. A Combat Support Agency Review Team assessment, on behalf of the Chairman of the Joint Chiefs of Staff, conducted a review of NIMA's readiness and responsiveness to support operating forces in the event of war or threat to national security. The assessment was conducted during the period November 1998-January 1999.

SUMMARY OF FINDINGS:

NIMA is providing effective support to the warfighters and can support two nearly simultaneous major theater wars while also providing support to top-level DoD decision makers.

There are areas where improvement is required:

(1) Development of affordable solutions to tasking, processing, exploitation, and dissemination (TPED) issues resulting from exponential increases in the volume of imagery and geospatial data that will be available in the near future when the Enhanced Imagery System (EIS), the Future Imagery Architecture (FIA), and commercial and foreign imagery and geospatial systems become operational.

(2) Resolution of, in coordination with the commands and Services, the resourcing conflict between NIMA's intent to become a provider of digital imagery, imagery intelligence, and geospatial information to its customers and the command's and Services' dependence on NIMA to continue to produce large volumes of standard hardcopy products.

The report contains a matrix which contains in excess of 20 findings and 60 recommendations.

Management Studies and Issues B

REPORT OF THE DEFENSE SCIENCE BOARD TASK FORCE ON NATIONAL IMAGERY AND MAPPING AGENCY

SCOPE: A task force of the Defense Science Board was chartered by the Under Secretary of Defense for Acquisition & Technology on 22 FEB 99 to consider the next generation system for generating and delivering imagery and geospatial information, to assess NIMA as the facilitator of the new system, and to recommend a strategy and specific actions for implementation. The Task Force was co-chaired by Dr. Anita Jones (University of Virginia) and Mr. Peter Marino (Firearms Training Systems, Inc.), and had a diverse mixture of industry and retired military representatives. The Task Force provided an outbrief in OCT 99 and delivered a written report in DEC 99. This written report was received in NIMA in mid-DEC 99 and was sent to CP for security review for public release and to PA for review of needed NIMA actions.

FINDINGS/CONCLUSIONS/RECOMMENDATIONS:

Findings/Conclusions:

- Information superiority in the post-Cold War era depends on superior exploitation of information, timely, high velocity delivery of only the needed information, fusion/integration of all relevant intelligence information into a geospatial framework, and "exquisite" collection (where the U.S. has a distinct edge over adversaries)

- NIMA is not considering architectural and operational constructs to meet the high velocity delivery challenge, and has inadequate dialog with those needing such delivery

- Stand-alone products need replacement with geospatially referenced imagery and mapping data fused into a common framework

- The U.S. Government should build on, not compete with, U.S. commercial capabilities

- Support structures (TPED, specifically) need to be non-sequential to meet time challenges and must accept production (or at least limited exploitation) at almost any location

- Investment must continue toward breakthrough technologies that can assure future information superiority

- Data and interface standards are crucial for multi-INT integration

- Current (standardized, preformatted information products) support must continue while the information-centric TPED architecture is created and developed.

Recommendations (focus of list is on those prompting NIMA action):

1. Strengthen NIMA's role as Functional Manager of U.S. imagery and geospatial information

   - D/NIMA conduct an annual budget review and build and execute a "Consolidated Imagery and Geospatial Program" (CI&GP) for FY 2001 across Defense and Intelligence
   - D/NIMA report to DepSecDef and DCI within one month on actions for NIMA to perform as functional manager for imagery and geospatial information.

2. The DepSec Def and DCI should charge the Director of NIMA to create the Tasking, Processing, Exploitation and Dissemination System

   - Integrate and geospatially register appropriate products from multiple INTs
   - Provide sufficient commercial bandwidth and local/remote data storage
   - Provide "best of breed" tools for user exploitation of information
   - Assure agile tasking of collection assets
   - Incorporate information received from tactical assets
   - Provide high-velocity product delivery
   - Use commercial capability wherever available.

3. Elevate modernization within the NIMA organization

   - Establish an additional Deputy Director with authority and responsibility for modernization
   - Build a strong system engineering capability in a new Directorate
   - Develop a cadre of skilled senior acquisition personnel
   - Partner with DARPA and other agencies to develop technology and exploit breakthroughs, particularly in change detection, new exploitation techniques for MSI/HSI/USI, and new techniques for co relation of other INTs
   - Use a commercial-like business model for TPED acquisition.

4. Nurture U.S commercial imagery and geospatial industry

   - Set an aggressive outsourcing goal for production
   - Restrict government collection to that which cannot be procured competitively from U.S. commercial sources
   - Use contracts to enforce standards and quality
   - Facilitate direct access by users
   - Facilitate user-funded acquisition options

5. Resource allocation: the SecDef and DCI must sufficiently fund all elements critical to imagery and geospatial information superiority

- Increase TPED funding over FYDP to $3 billion
- Increase funding for commercial collection and services.

6. Protect and extend U.S. geospatial information superiority (NIMA tasked as subject matter expert only on actions to others).

7. Evolve NIMA to a smaller, elite, mission-driven organization

   - Deploy more people to the field and at NRO
   - Integrate more Service personnel at NIMA
   - Augment operational support organizations
   - Report to DepSecDef on any administrative obstacles to the above.

Management Studies and Issues C

SENATE SELECT COMMITTEE ON INTELLIGENCE TECHNICAL ADVISORY GROUP (SCITAG) SUMMARY (C)

I. (U) Who -

Dr. Rankin Clinton	Col. James Manner
Adm. Bruce Demars	Adm. Mike McConnell
Mr. Bran Ferren	Dr. John McLucas
Dr. George Heilmeier	Mr. George Spix
Dr. Lederberg	Dr. Terry Straeter
Gen. James McCarthy	Mr. Mike Swenarn

II. (C) The Technology Advisory Group (TAG) was asked to review the "state-of-health" of Imagery Intelligence (IMINT) in the Intelligence Community. In particular, the TAG was asked to review:

1. FIA
2. Imagery requirements process
3. TPED

General Comments:

IC is collection centric. TAG concerned with disparity between collection and TPED. TPED often overlooked. We must focus on end- to-end info system.

TPED resources clearly insufficient.

All increased funding recommendations should not come at the expense of other NIMA programs.

FINDINGS, CONCLUSIONS & RECOMMENDATIONS – FIA

<Not included for classification purposes>

FINDINGS, CONCLUSIONS & RECOMMENDATIONS – Imagery Requirements Process

FINDING – The ICs requirements process for building new collectors needs serious, dedicated, and long term analysis.

FINDINGS, CONCLUSIONS & RECOMMENDATIONS – TPED

FINDING 1. – NIMA's TPED R&D grossly inadequate and unfocused. R&D is 3% should be approx. 15% and should be TPED problem focused. NTA should be funded through and report to CMS. This will ensure broader NFIP benefit

RECOMMENDATION 1. - NIMA's R&D budget needs to be quickly increased to 10%. This should not come at the expense of other NIMA Programs.

FINDING 2. – No exploitation software processing vision and corresponding architecture exists.

RECOMMENDATION 2. – NIMA should develop a vision and Architecture and update it bi-annually.

FINDING 3. – NIMA only exploits a fraction of currently acquired imagery. Imagery screening and cueing technology is imperative to addressing this problem. IEC computational throughout will not support screening.

NIMA should evaluate/assess the individual functions within SAIP to determine their level of maturity and required enhancements. NIMA should then design, develop, test and demonstrate an exploitation system based on this and related assessments.

RECOMMENDATION 3. – NIMA should develop a taxonomy of exploitation tools and develop and execute a plan to develop automation aids for IAs to exploit all forms of imagery and MTI. It is suggested that a review group be assembled in part from the TAG to review this plan.

FINDING 4. – There is little confidence in the requirements and tasking system. Today's tasking system is cobbled together JCMT and RMS. Critical progress is required to consolidate and provide near-real-time targeting support and real-time feedback to the user. Multi-INT, near real time tasking system is needed.

Current tasking collection management system for National Asset collection does not support near real time military user needs.

RECOMMENDATION 4. – NIMA, in conjunction with NRO and military services, should develop a plan for tasking/collection management system that responds rapidly to warfighter info and allows rapid cross sensor cueing, especially SAR and MTI.

FINDING 5. – Dissemination efforts are progressing well. The TAG would prefer earlier insertion of Video and MTI into libraries.

RECOMMENDATION 5. – A plan should be developed and executed by OSD and NIMA to solve the "last mile issue".

FINDING 6. – There are opportunities to augment and repair MC&G data from tactical, theatre, national and commercial sensors for use just prior to and during conflict

RECOMMENDATION 6. – NIMA should explore commercial and other military sources to help develop these terrain databases. Non-trusted co-producer approach should be explored.

FINDING 7. – NIMA's R&D Leadership and staff need enhancement.

RECOMMENDATION 7. – NIMA should be given the authority to hire 15 new senior staff using mechanisms like the IPA act utilized by agencies like DARPA. The enhanced R&D group should be organized like a "mini-DARPA."

FINDING 8. – Although NIMA is chartered to develop the architecture and standards for all DOD TED systems NIMA seems focused on the IC. A series of ACTD-like activities is recommended using operational prototypes in experiment and exercises in places like Ft. Hood and the National Training Center

RECOMMENDATION 8. – NIMA needs to spend significantly more resources on the military TPED problem. A series of ACTD-like efforts are needed.

OTHER RECOMMENDATIONS

Revolutionary Concepts budget needed.

More effort needed toward soft-copy exploitation.

NIMA should be more active assessing commercially available object oriented databases.

NATIONAL IMAGERY AND MAPPING AGENCY PERFORMANCE REPORT
FY 2001(U)
15 September 2000

PREAMBLE

The National Imagery and Mapping Agency has established a performance contract with the Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, ASD (C3I) for FY 2001. This performance contract will serve as a high level outline of programs and initiatives as well as provide evidence that NIMA is a worthwhile investment. The contract is subject to modification to accommodate direction from the Secretary or Deputy Secretary of Defense, the Director of Central Intelligence, or the Chairman, Joint Chiefs of Staff.

The contract describes NIMA's transition from a provider of predominantly hardcopy imagery, maps, and charts, to a **provider of information, analysis based on that information, and information technology capabilities**. Recognition of NIMA's expanded mission responsibilities as a capability provider is essential in understanding how NIMA will provide its customers with the information edge. Not only will customers be able to access information and analysis provided by NIMA, but they will also have the capability to manipulate it into forms for special use, with or without the assistance of NIMA personnel. This can only be accomplished through NIMA's deployment of the United States Imagery and Geospatial Information Service (USIGS)-a combination of systems, people, training, standards, and doctrine that will enable NIMA, the Intelligence community (IC), and the DoD to take full advantage of imagery, imagery intelligence, and geospatial information assets.

While USIGS is a primary focus of NIMA, the other three pillars of our transition include: migration from a provider of predominately hardcopy products to softcopy information; the transition of the workforce from predominately government personnel to a mixture of both public and private sector personnel; and change from a bricks and mortar infrastructure to a more flexible, high technology environment.

NIMA has made considerable progress in all four areas of our transition and will continually refer to our performance in past years to gauge our expected success in future years.

PERFORMANCE MEASURES

NIMA intends to continually improve and develop measures reflecting progress towards our vision and strategic goals. With that in mind NIMA has identified broad topical areas to measure and will select from these areas when we develop the FY01

Performance Report. As we learned in the FY00 Performance Contract, committing to a single measure for a topic rarely tells the whole story or the right story of NIMA's accomplishments and challenges.

REPORTING

NIMA's performance under the terms of the contract will be reviewed using a process established by the ASD (C3I). A final review will be conducted between November 2001 and January 2002.

C. External Process (SECRET/NOFORN)

. . Executive - Key Interagency Relationships ~~(S/NF)~~

Extended Defense Resources Board attend, but not to make decisions)
CJCS Monthly Update
Military Intelligence Board
Senior Intelligence Officers Monthly meeting with ASD/C3I
Quarterly Meeting between Director of NIMA and the ASD/C3I
National Foreign Intelligence Production Board - Monthly
Remote Sensing Committee – Monthly. NIMA Chairs
Intelligence Requirements Committee – NIMA Chairs on behalf of the Intelligence and Defense Communities (under DCI Authorities in peacetime and SecDef in time of war)
~~(S/NF)~~ Daily meeting on the imagery collection strategy (by national reconnaissance sensors) for the following day.
DCI's Monthly Meeting with National Agency Program Managers
Intelligence Community Deputies Committee Meeting
Quarterly Meeting between Director of NIMA and NRO
Quarterly Meeting between Director of NIMA and DIA
Quarterly Meeting between Director of NIMA and NSA in planning stages

. . (U) Congressional

a. (U) Key Committees

Senate Select Committee on Intelligence
Chairman – Senator Richard Shelby
Vice Chairman – To be appointed

House Permanent Select Committee on Intelligence
Chairman – Porter Goss
Ranking Minority Member –To be appointed

Senate Appropriations/Defense Subcommittee
Chairman – Senator Ted Stevens
Ranking Democratic Member – Senator Daniel Inouye

House Appropriations/Defense Subcommittee
Chairman – Rep. Jerry Lewis
Ranking Minority Member – John Murtha

Senate Armed Services Committee
Chairman – Senator John Warner
Ranking Democratic Member – Senator Carl Levin

House Armed Services Committee
Chairman – Rep. Floyd Spence (probably to be replaced)
Ranking Minority Member – Ike Skelton

b. (U) Critical Reports to Congress

Organizational Review of NIMA
Directed by DoD Appropriations Conference Report for FY 2000

NIMA Functional Management
Sec Def to consider options to strengthen NIMA's Authorities

NIMA input to the NFIP National Mission Review
Submitted annually to the Congress by the DCI

Commercial Imagery
Report on extent to which CINCs can use commercial imagery

Commercial Imagery Strategy
Joint NIMA/NRO Report submitted to Congress in April 1999

c. (U) Pending Legislative Issues

DISES ceiling increase – Title X
Increase to current statutory cap on number of DISES within DoD to accommodate 27 senior level positions transferring to NIMA from CIA in FY 2002 per SECDEF/DCI Memorandum.

Merit Systems Protection Board – Title X
Preservation of civil service rights for former Defense Mapping Agency employees who transition into NIMA at NIMA establishment (Oct 1996).

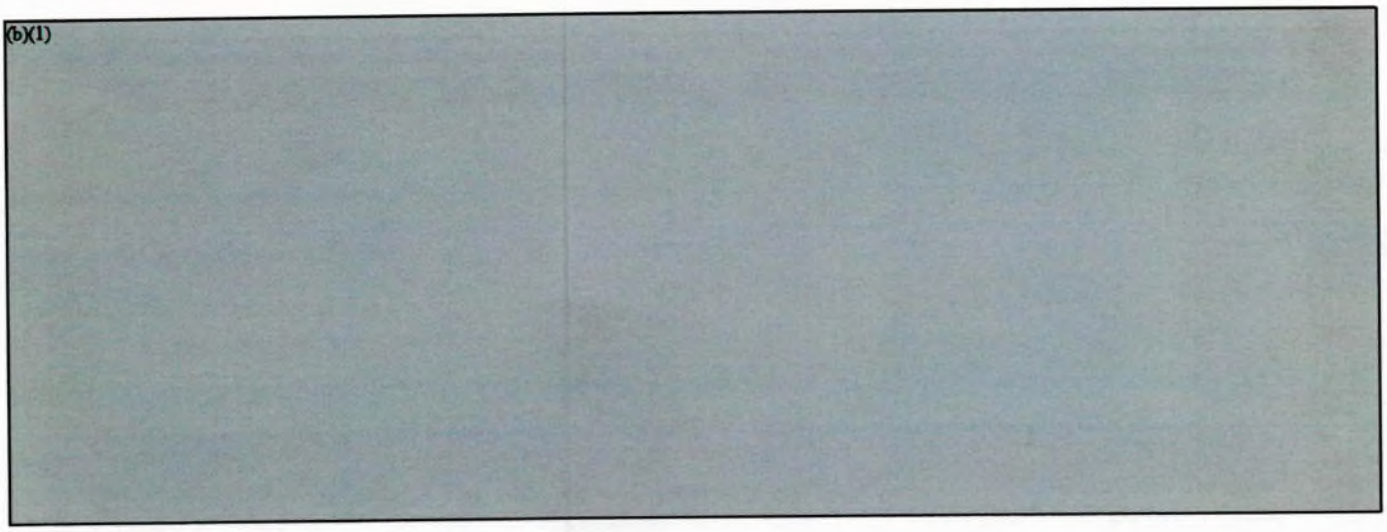
"Stokes" scholarship program – Title X
Financial assistance for college tuition as a recruitment tool.
Bolsters personnel authorities.

Educa ion Loa R :payment Program – Title X
Author ty t› repay outstanding student loans as a recruitn en tool.

NIMA Perso:a l Sc rvices – Title 50
Allows cor tracting for personal services/parallels CIA au hori ties

NIMA Volunta ry Separation Act – Title 50
Establi:h v oluntary separation programs.
Design:d t › meet unique needs of NIMA.

(b)(1)



a. Tasks national satellite systems.
b. Produces imagery intelligence and geospatial information.
c. Publishes and disseminates intelligence products.
d. Provides technical representatives assigned to NIMA's customers
e. Operates the National Imagery and Mapping College (NIMC)

4. (U) NIMA Systems

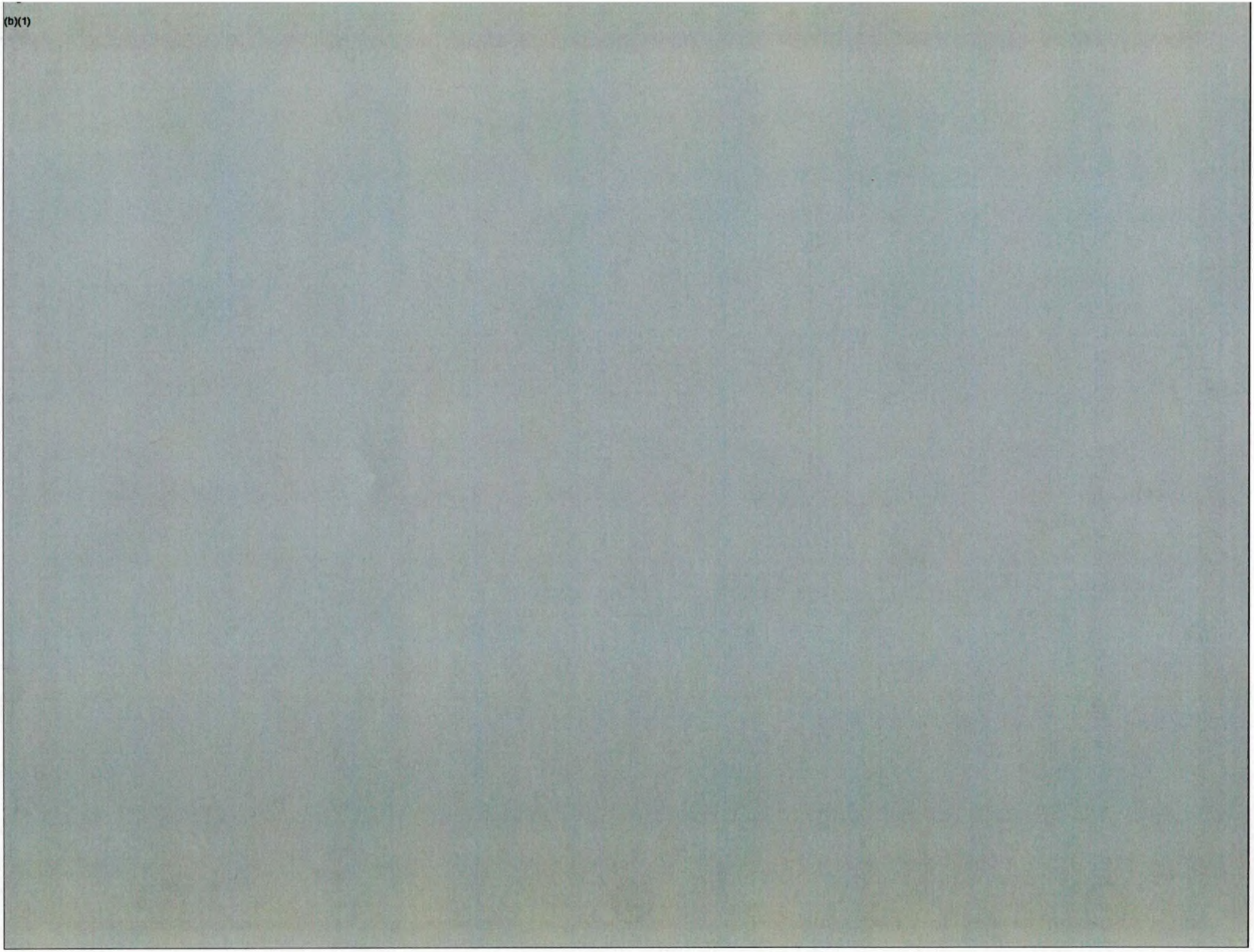
a. Implements and maintains the network of systems within the United States Imagery and Geospatial Information Service (USIGS)
b. Defines, develops and documents the USIGS technical architecture and standards.
c. Provides engineering and integration support and interoperability testing for the USIGS segments.
d. Maintains existing imagery and geospatial systems.
e. Investigates leading edge technology.

5. (U) NIMA Mission Support. Provides the core enabling functions for producing imagery, imagery intelligence, and geospatial information, such as:

a. Executive leadership
b. Support to NIMA business units tasked to develop and coordinate policies, programs and plans with members of the community.
c. Management for financial, functional, legal, procurement and human development activities, inspector general activities, and Joint Reserve Intelligence Program capabilities.
d. Maintains the basic NIMA infrastructure by creating and maintaining a professional and efficient working environment.

B. Budget Detail and Trends (See Figures 5 through 8).

(b)(1)



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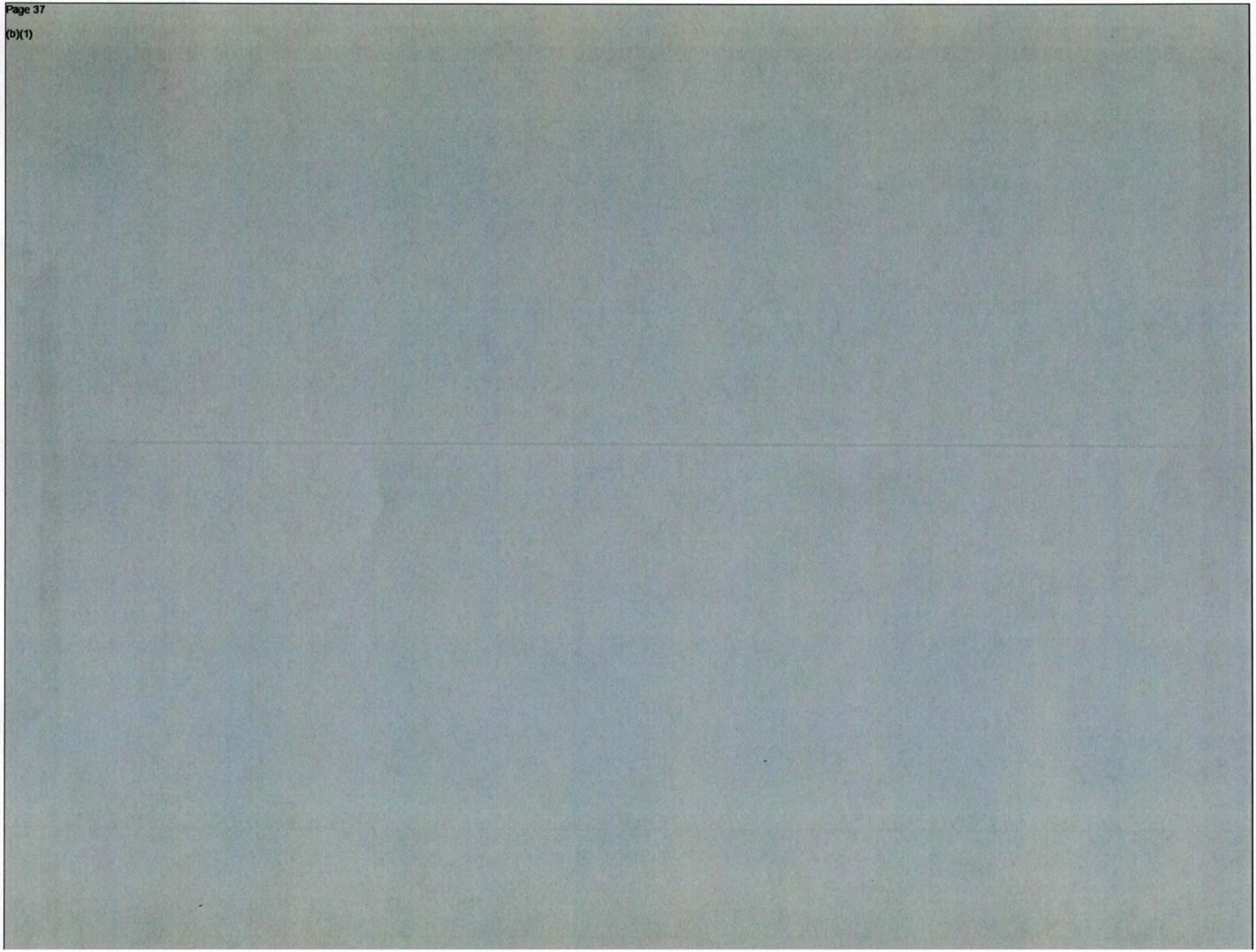

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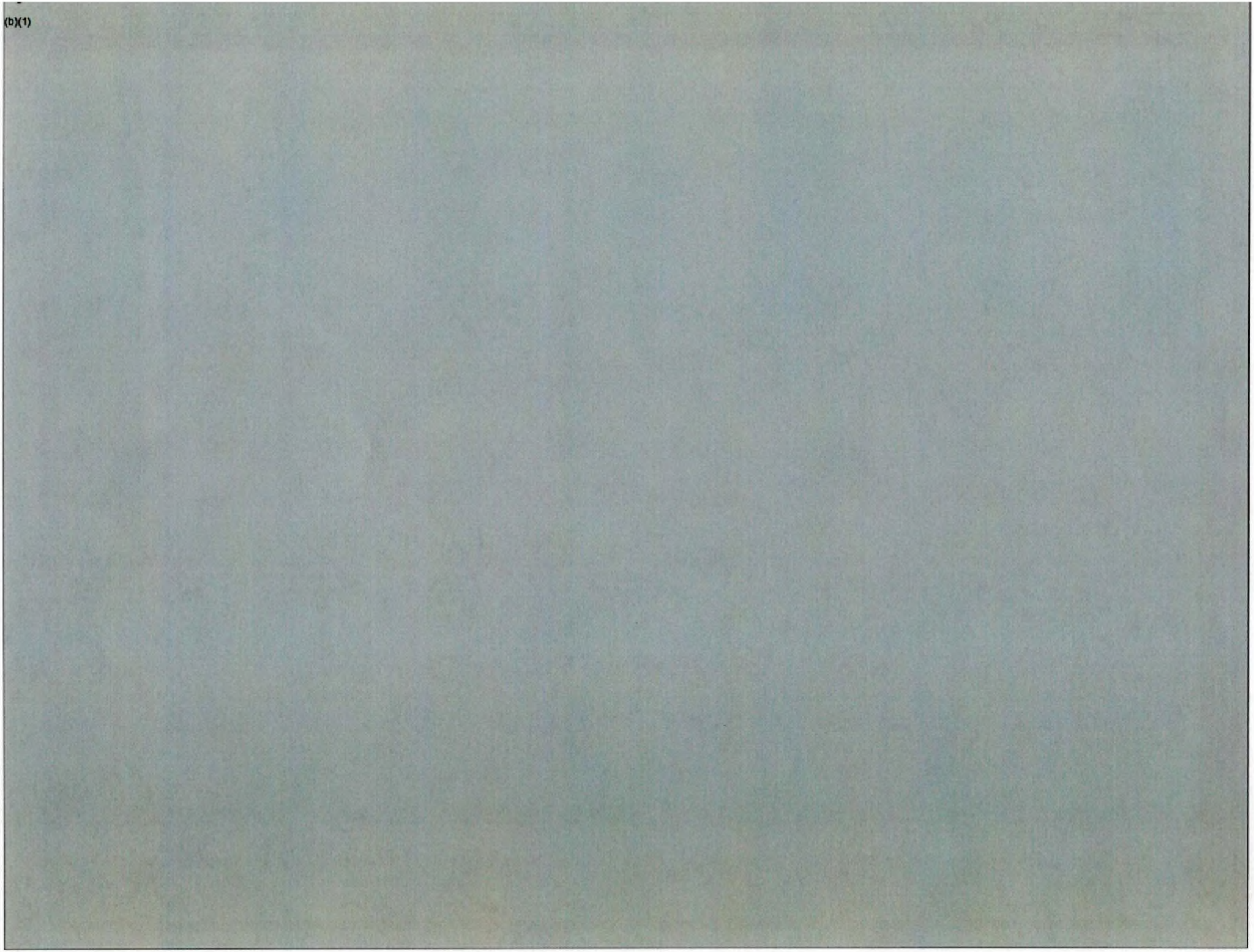


NIMA Manpower
FY97 - FY07

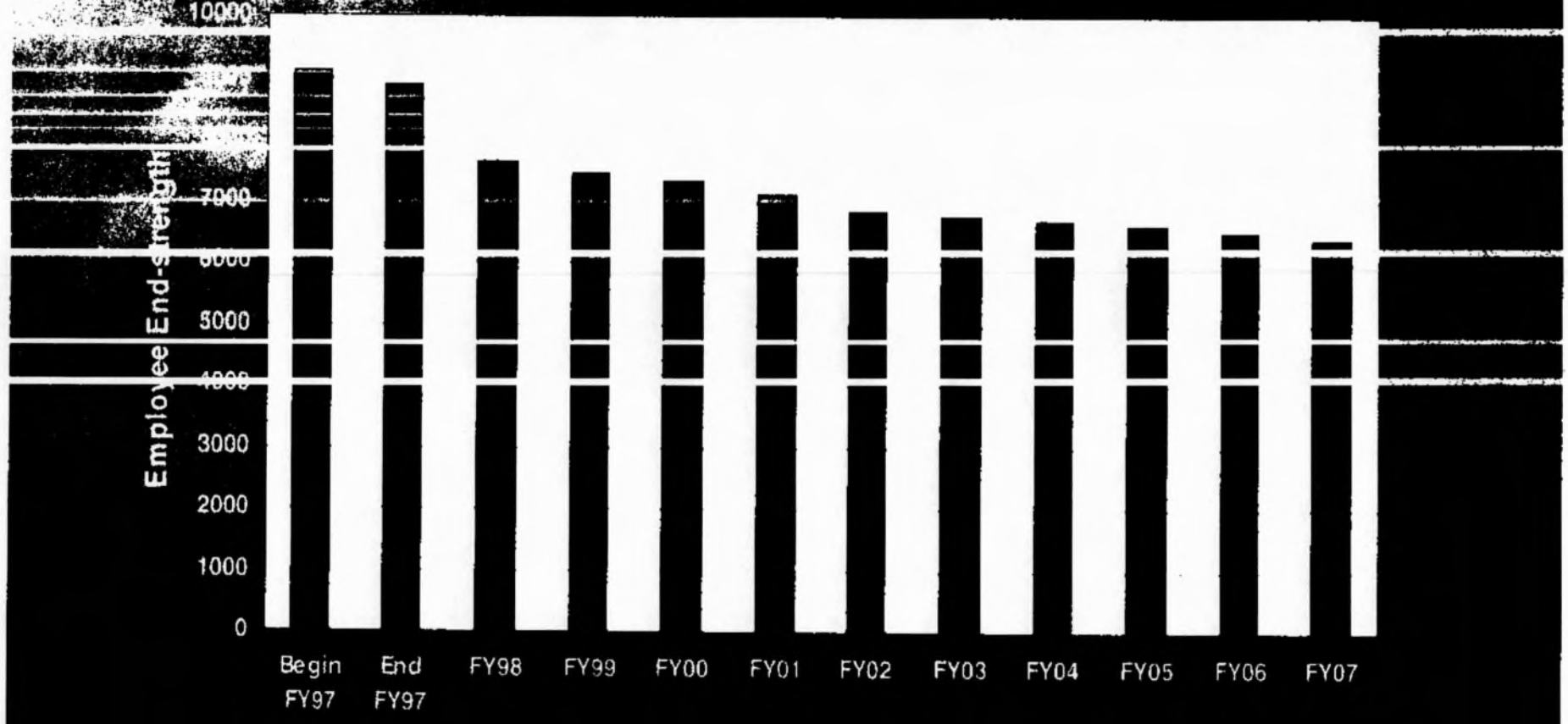


Figure 8

C. ~~(S)~~ Budget Issues

. (U) Geospatial Production - moving to an all-digital environment. NIMA is transitioning to an information service provider and broker. Congress has expressed concern about how and when NIMA will achieve this transformation. To address transition concerns, NIMA established a Geospatial Information Infrastructure Implementation Integrated Product Team (G3IPT) to focus attention on the need for increased geospatial readiness. The Director, NIMA will recommend a strategy for advancing geospatial information production in April 2002. The strategy's end state, if accompanied by a sufficient funding investment (b)(1) FYs 2002 – 2007), will posture NIMA to provide the imagery and geospatial information system foundation for the common relevant operational picture.

. . ~~(S)~~ USIGS Modernization. We are modernizing at a defining moment. Our vision for the future has collided with fiscal reality. The DCI's guidance: a constant level of funding requires difficult trade-offs that sometimes reduce readiness and increase risk in our programs. NIMA's intent is to position the USIGS community to meet the challenge of maintaining information superiority in the digital age.

a. ~~(S)~~ Ensure that all necessary interfaces for EIS and FIA are in place.
b. ~~(S)~~ Transition geospatial production to an on-line digital information service ready to provide up-to-date information on demand.

. . ~~(S)~~ USIGS Modernization versus Readiness.

(b)(1)

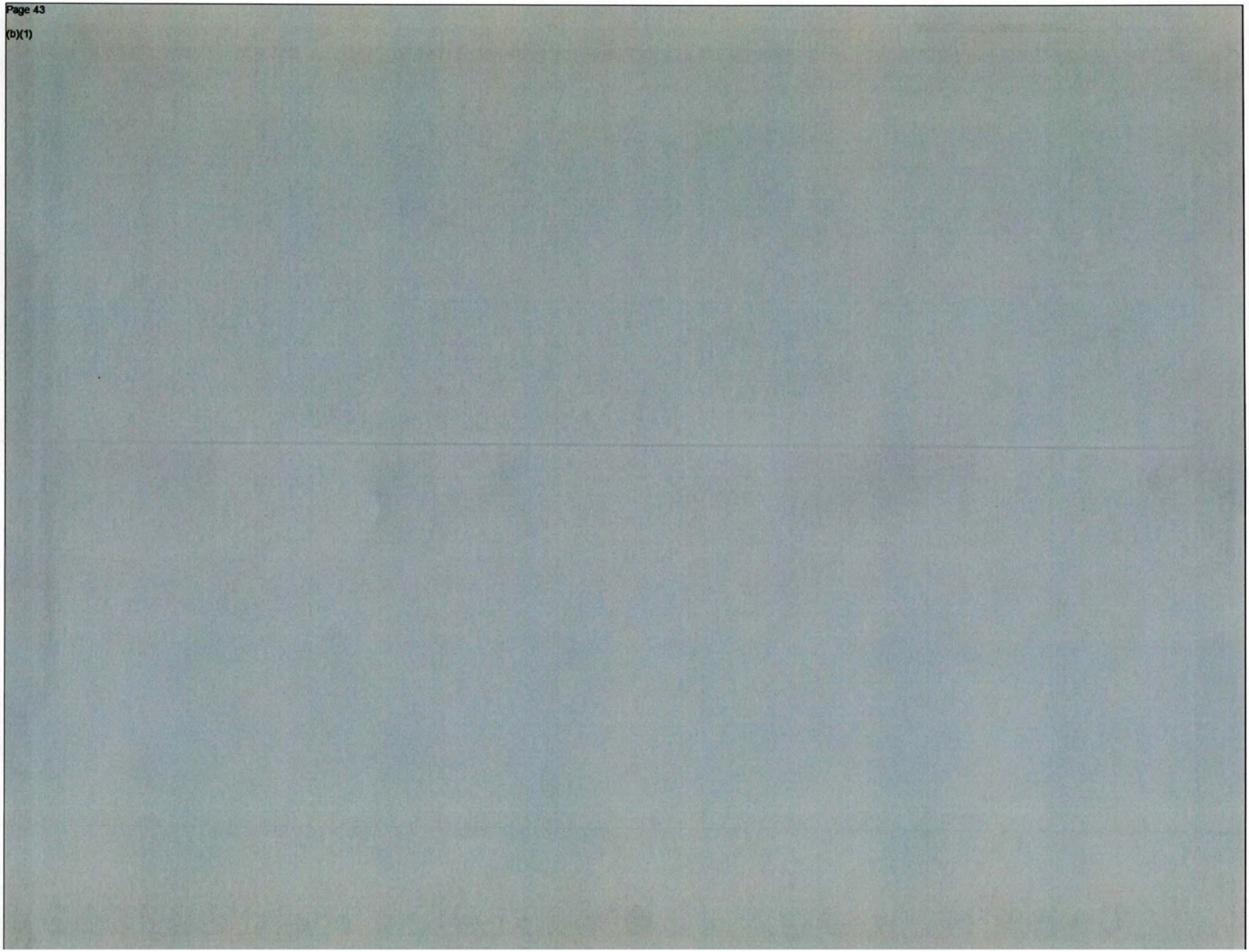
4. ~~(S)~~ Critical USIGS Modernization Areas:

a. ~~(S)~~ (b)(1)

(b)(1)

. (U) Relative spend ng on M od Plan Update categories are depicted in Figure 9.

(b)(1)



III. PERSONNEL

A. Summary of Statistics (U) Personnel. NIMA's highly skilled workforce of approximately 7,000 is populated by professionals in fields such as imagery analysis, geospatial analysis, cartography, geodesy and geophysics, aeronautical and marine analysis, systems engineering, information technology, and imagery and geospatial sciences. (See Figures 10 and 11 for 10 year manpower projections and functional manpower breakdown.)

NIMA Manpower
FY97 - FY07

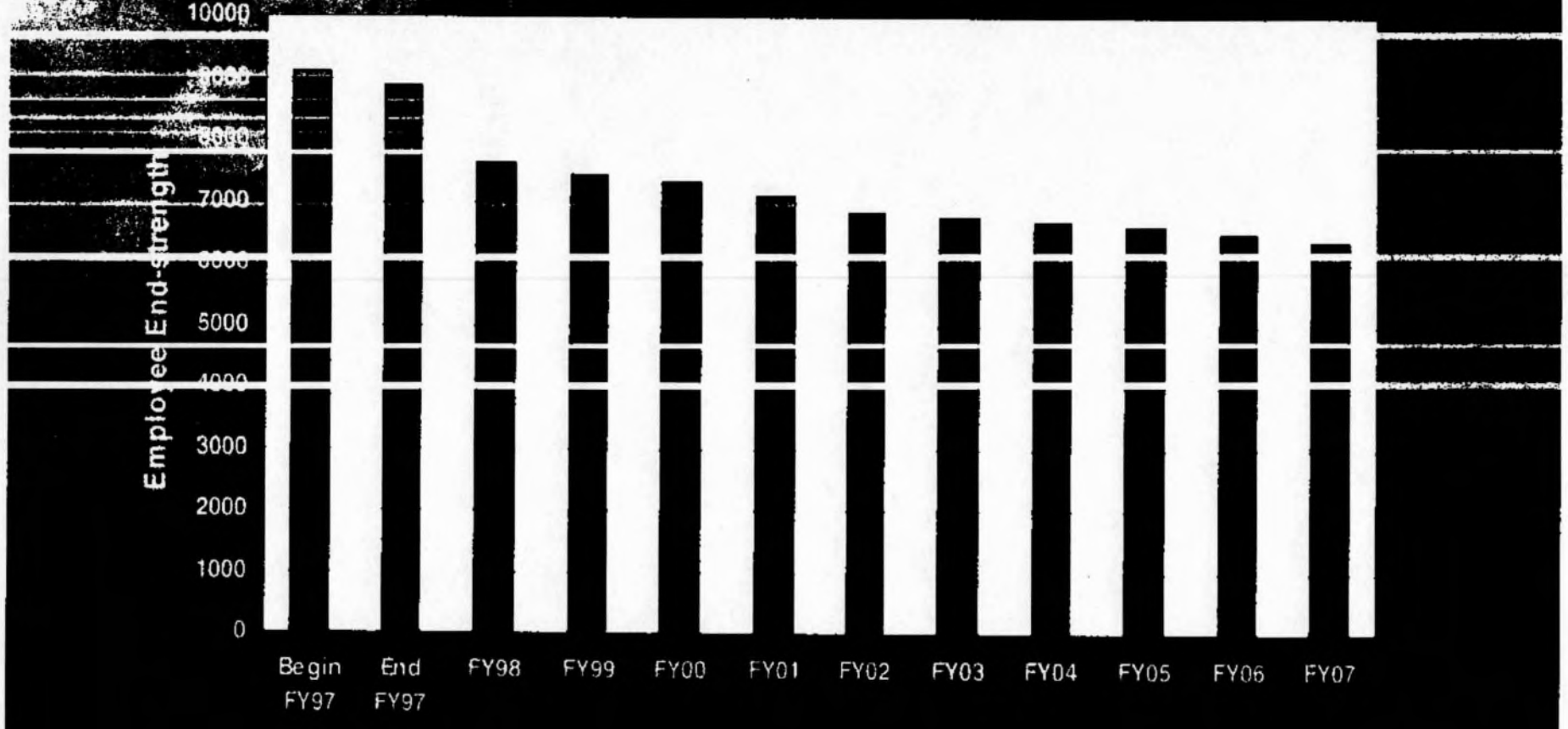
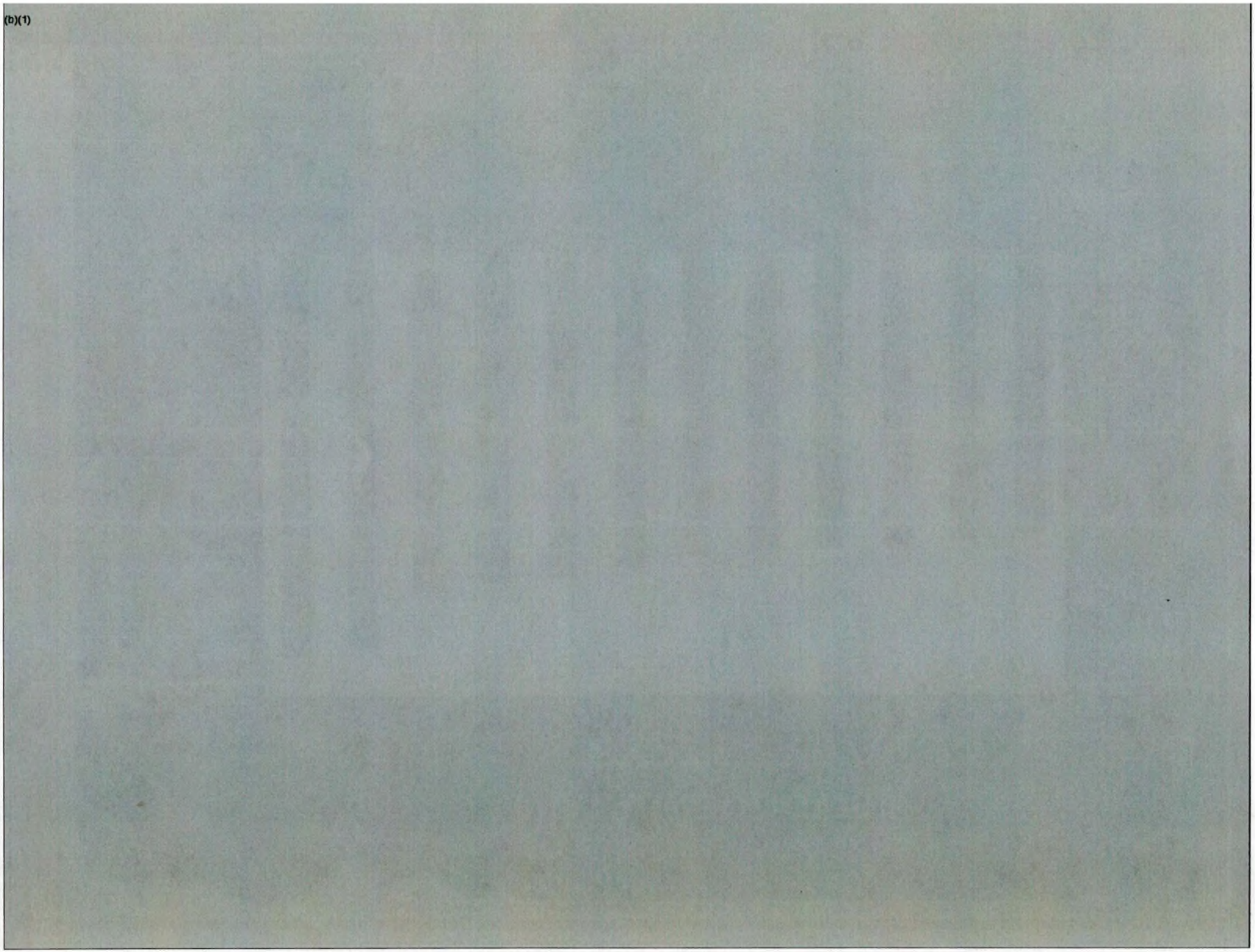


Figure 10


(b)(1)

B. ~~(S)~~ Personnel Management Issues

1. (U) NIMA has two major strategies to realize its strategic goal of shaping the workforce and infrastructure to ensure mission success in the 21st century. First, NIMA has created a comprehensive, integrated human resource management system, known as *WORKFORCE21*, by drawing from the most innovative examples in the public and private sectors. *WORKFORCE 21* differs significantly from traditional Civil Service systems in three ways.

a. (U) **Strategically Oriented**: *WORKFORCE21* institutionalizes a structured, corporate approach to workforce planning to ensure that human resource management processes support strategic goals.

b. (U) **Person-based**: Under its rank-in-person concept, an individual's rank in the organization is determined by his or her demonstrated competency in needed occupational skills, rather than by the attributes of a position.

c. (U) **Broad-banded**: Five broad salary bands replace the General Schedule pay structure, and 24 broadly defined occupations replace more than 600 position titles NIMA inherited at standup. This eliminated artificial barriers to the movement of personnel, increased opportunities for employees, and enhanced management flexibility to reallocate resources.

2. ~~(S)~~ Personnel Resources: NIMA authorized end-strength declines by 11 percent over the FY 2001-2007 time frame. From its October 1996 baseline, employment will decline by 31 percent by FY 2007. Within this downslope, NIMA has restructured its workforce to increase numbers of imagery analysts, create a new career field of geospatial analysts and outsource support functions and geospatial work, where it makes sense.

~~(S)~~ NIMA Personnel

	FY01	FY02	FY03	FY04	FY05	FY06	FY07
TOTAL	7098	6833	6742	6662	6589	6488	6389

FY02-03 BES/IBES AO 9/29/00

3. (U) WORKFORCE 21 is a skills-based system, in which skill requirements and performance drive strategic workforce planning, performance management, hiring and assignments, promotions, individual career development, and curriculum planning. NIMA's 24 occupations are structured around sets of unique skills. Each occupation is represented by an Occupation Council established to ensure the availability of skilled employees to accomplish NIMA's mission. The Councils support strategic workforce planning by publishing annual occupation forecasts and by driving change in the career field toward future requirements. The Councils publish occupation guides which identify required skills, career paths, performance elements and standards, training, and developmental assignments, thereby empowering employees to "take

charge" of their own careers.

4. (U) Through *WORKFORCE21*, NIMA is fostering a performance-based culture designed to attract and retain the most highly skilled, educated and motivated professionals. With the adoption of a pay band structure, NIMA abandoned longevity-based salary increases in favor of annual pay adjustments based on employees' performance and contribution to mission. Under this system--designed to be budget neutral--performance pay adjustments are determined annually by a panel of managers, based upon the employee's performance evaluation. Over time, these features of *WORKFORCE21* will achieve the Agency's strategic goal of "Shaping the NIMA workforce and infrastructure to achieve mission success in the 21st century."

5. (U) NIMA's second strategy is to invest in its personnel through a mission-related training program directly tied to the Agency's strategic goals, strategic workforce initiatives, core values and vision. Through the NIMA College, NIMA focused training efforts to directly support core missions and to prepare its workforce to succeed in the business and technology environments of the 21st century. Its programs cover basic through advanced imagery analysis, geospatial information and services, USIGS applications and services, and leadership skills to make the workforce more analytical, agile and able to lead change. Training investment increased from $6 million to $28 million a year since NIMA standup.

6. (U) Recruitment

a. (U) NIMA has reinvigorated its recruitment program to emphasize entry-level hires in those occupations deemed critical to mission success, including imagery analysis, geospatial analysis and information technology. Our targeted hiring goals are directly linked to our Strategic Workforce Plan.

b. (U) We have established a targeted hiring goal for FY2001 of 198 new hires per year, of which 70 are Imagery Analysts, and 31 are Geospatial Analysts.

c. (U) Our centralized Recruitment Center coordinates our campus visits and conducts interviews. We recently visited 84 schools, 47 of which had high percentages of minority enrollments. Of these 47 schools, 29 were Historically Black Colleges and Universities, eight were Hispanic Association of Colleges and Universities, six had a high percentage of Native Americans, and four had a high percentage of Asian/Pacific Islander students.

7. (U) Acquisition Expertise. DoD authorized NIMA to create and fill 10 senior acquisition and engineering positions which allow NIMA to take a big step forward, supporting a needed expansion of our acquisition expertise.

8. (U) NIMA/CIS Positions. NIMA is seeking, through legislation, to increase statutory cap on number of DISES to accommodate 27 senior-level positions transferring to NIMA from CIA per SECDEF/DCI MOU.

IV POLICY/ISSUES

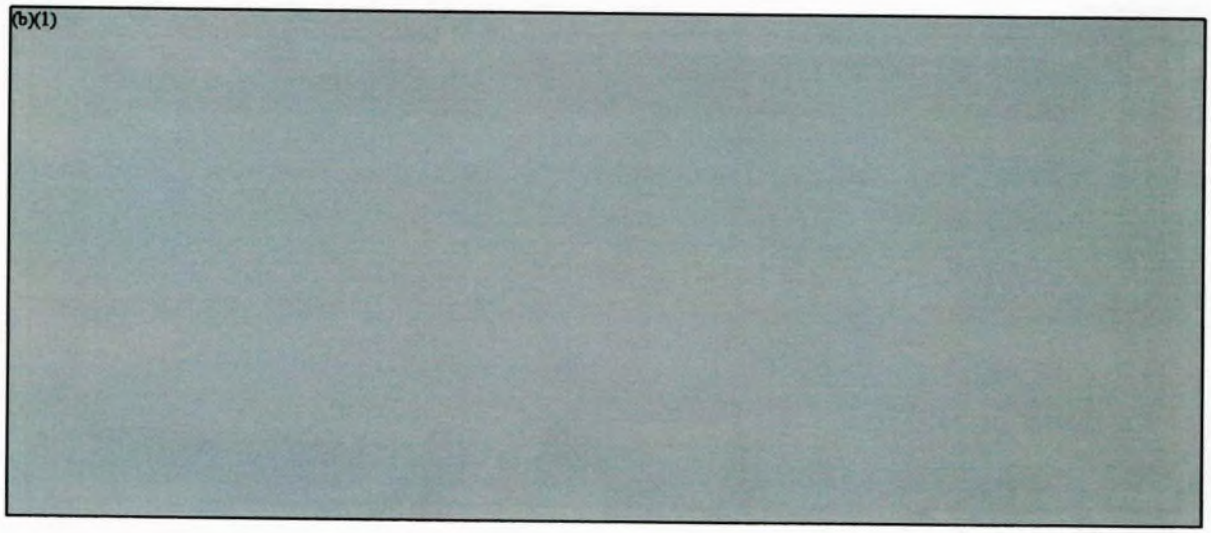
A. Overview of the Policy Development Process (U)

1. Internal: (U) NIMA has a robust internal policy development process that implements national, Secretary of Defense, Director of Central Intelligence, and Agency policy. This policy process covers the authorities and responsibilities of the Director of NIMA to carry out our mission in accordance with applicable laws, regulations and national level guidance. NIMA policy also addresses the effective management of personnel and financial resources, security, acquisition, information assurance, logistics, and international affairs. At stand-up, NIMA adopted the Department of Defense Policy Document Numbering Schema and quickly integrated and converted over 1400 legacy organization policy documents into less than 300 NIMA policy Directives, Instructions and Notices. The NIMA internal policy process includes an on-going review of new policy issuance from national, defense and intelligence authorities for applicability and implementation in NIMA. Our focus is on utilizing higher level policy as issued, with the minimum amount of NIMA specific implementation documentation required to properly assign internal responsibilities and procedures. NIMA policy personnel also participate in the DoD and DCI processes to help develop and promulgate new or revised policy affecting NIMA equities.

2. External: ~~(S/NF)~~ NIMA plays a major role in the development of National and Defense Policy for Imagery and Geospatial information on behalf of the Director of Central Intelligence and the Secretary of Defense. The Director of NIMA has the responsibility of developing, coordinating and promulgating policy through several committees that NIMA chairs. These committees cover the development of policy for imagery classification, tasking, derived products declassification, domestic imaging, remote sensing licensing, releasability, and foreign imagery relationships. In his role as functional manager, the Director of NIMA also sets policy for imagery and geospatial information standards, formats, technology investment, dissemination, and interoperability

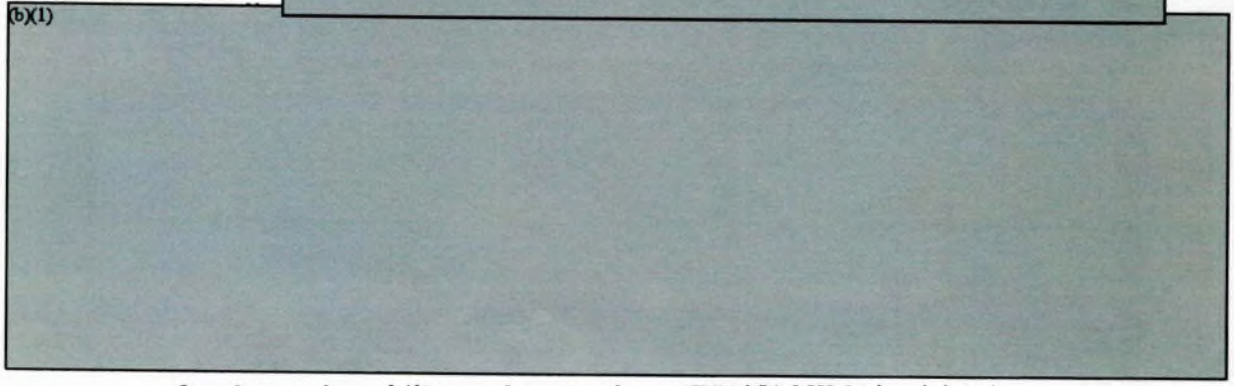
B. Major Policy Issues (U)

(b)(1)



2. **Commercial Remote Sensing Licensing policy**: (~~FOUO/PROPIN~~) As chair of the DCI's Remote Sensing Committee (RSCOM), Imagery and Geospatial Community functional manager, executive agent for international exchange programs, and major user of commercial imagery, NIMA has the lead in evaluating and determining community policy in the area of remote sensing licensing of commercial satellites and foreign remote sensing agreements. The RSCOM was recently tasked by the National Security Council to conduct an assessment of the positive and negative effects of commercial imagery on national security, force protection, foreign policy, and national collection systems. (b)(1)

(b)(1)



3. **Data releasability and protection**: (~~FOUO~~) NIMA's vision is "Guaranteeing the Information Edge" which means providing timely, relevant and accurate imagery, imagery intelligence and geospatial information in support of information dominance. The information edge, includes protecting our data from getting into the hands of our adversaries. Since NIMA data is highly valuable in a wide range of activities from mission planning and targeting, to peace keeping and disaster support, we are often under tremendous pressure to make data available to non-USG users. This includes the United Nations, non-allied foreign governments, humanitarian and relief organizations, multi-national coalitions, and the general public. Current law and policy

make it difficult to support such efforts without jeopardizing our remaining data sets and losing the information edge. NIMA is working this issue through the use of commercial sources and custom data sets, but these methods require additional scarce NIMA resources.

4. **Expanded Functional Management authority**: ~~(U//FOUO)~~ The establishment of NIMA as the functional manager for imagery and geospatial programs did not fully clarify NIMA's role in DoD investment activities relevant to systems and technologies producing or utilizing imagery and geospatial information. According to a Senate Select Committee on Intelligence Audit of NIMA in 1999, the Director of NIMA should have additional oversight authority in RDT&E and procurement initiatives within the NFIP, JMIP and TIARA programs to ensure end-to-end technical architecture standardization and operability. Significant investment decisions are pending in the near term:

(b)(1)