

National Intelligence Program

Book 2  
FY 2009



**FY 2009**

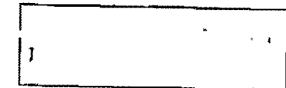
# **Congressional Budget Justification**

**Volume XIII**



National Geospatial-Intelligence Agency

February 2008



**(U) PROGRAM ASSESSMENT RATING TOOL (PART) SUMMARY**

**(U) Program/Activity Evaluated in 2004**

(U) NGP

(U) Commercial Remote Sensing

**(U) Activity Summary/Description**

(U//FOUO) The Commercial Remote Sensing (CRS) program is responsible for acquiring and managing both airborne and space-based commercial remote sensing data and is managed by the Acquisition Systems Office Commercial Solutions Division. The CRS program develops and manages strategies for the integration of CRS data into existing NGA programs and the National System for Geospatial-Intelligence (NSG) based on customer requirements, mission needs, external direction, business drivers and NGA senior-level guidance. CRS data provide a valuable source of geospatial intelligence because the images are unclassified and readily available in the commercial market. CRS data allow sharing across a wide domain of users in the IC, DoD, Civil and local agencies supporting national security, homeland security, environmental issues, humanitarian support, man-made and natural disaster preparedness, public diplomacy and information. The CRS program experienced a marked increase in customer demand for CRS data in FY 2007. The amount of CRS data disseminated to customers, and the share of imagery for Mapping, Charting, and Geodesy (MC&G) requirements tasked and collected by CRS increased significantly. With the successful launch of

DigitalGlobe's WorldView-1 in September 2007 and the expected launch of GeoEye's GeoEye-1 in spring 2008, the program expects to see even greater volumes of commercial imagery in the future. To assure CRS capabilities and data are available to meet long-term US Government needs, the CRS program conducted a Strategy Study and is participating in several Community imagery planning initiatives.

(b)(1)

**(U) Rating: Moderately Effective**

Section	Section Score
Program Purpose and Design	80%
Strategic Planning	100%
Program Management	100%
Program Results/Accountability	56%
Overall Weighted Score	74%

**(U//FOUO) Performance Measures**

Key Performance Measures	Year (FY)	Target	Actual
Percentage of proposed CRS capabilities that are in place to facilitate the integration into NSG. The goal is to reach 100% by 2010. (Output)	2004	Baseline	25%
	2005	35%	35%
	2006	50%	36%
	2007	65%	66%
	2008	80%	
	2009	90%	
	2010	100%	
	2011	100%	
	2012		
	Percentage of MC&G GEOINT requirements collected by primary commercial data providers (CDPs). (Output)	2005	Baseline
2006		20%	23%
2007		30%	46%
2008		40%	
2009		50%	
Percentage of CRS data sent electronically (compared to hard copy tapes) to NGA from the primary CDPs to increase timeliness of delivery. (Efficiency)	2004	Baseline	50%
	2005	90%	99%
	2006	100%	66%
	2007	100%	76%
	2008	100%	
	2009	100%	
Percentage of CRS data exported electronically (compared to hardcopy tapes) from NGA to its customers to increase timeliness of delivery. (Efficiency)	2004	Baseline	3%
	2005	15%	17.5%
	2006	25%	27%
	2007	40%	22%
	2008	55%	
	2009	70%	
Percentage reduction (from prior year actual) in operations costs for storage and dissemination (metric changed from prior year) (Efficiency).	2005	N/A	
	2006	Baseline	10%
	2007	40%	0%
	2008	20%	
	2009	15%	
Amount (in gigabytes) of CRS data being disseminated from NGA to its customers. (Output)	2005	Baseline	92.5 GB
	2006	100 GB	105,843 GB
	2007	100,000 GB	124,801 GB
	2008	125,000 GB	
	2009	150,000 GB	

Key Performance Measures	Year (FY)	Target	Actual
Number of proposed customer sites visited for outreach and training on CRS process. (Output)	2004	Baseline	8
	2005	17	20
	2006	30	40
	2007	35	55
	2008	40	
	2009	40	
Percentage of MC&G GEOINT requirements tasked to primary CDPs. (Output)	2005	Baseline	14%
	2006	20%	52%
	2007	45%	63%
	2008	55%	
	2009	70%	

This Table is UNCLASSIFIED//FOUO

**(U) Appropriation Type**

(U) Capital Assets and Service Acquisition

**(U) Findings**

(U//FOUO) **Finding 1:** The purpose of the CRS program is clear and the mission is well defined. The CRS program has established short- and long-term goals and measures of program performance. The measures to track success in meeting these goals are relatively new; thus, it is too soon to tell whether the program is a success according to those measures. NGA continues to assess these measures to ensure that they bring value and meaning to the goals. Some of these goals focus on assessing the success of integrating CRS into the NSG and on measuring whether NGA is, in fact, using CRS imagery to the maximum practical extent as directed by the US CRS Space Policy. NGA is focused on three primary goals:

- (U//FOUO) Establish the capability to electronically disseminate commercial imagery from the vendor to NGA and its customers;
- (U//FOUO) Increase the use of commercial imagery so that the majority of the geospatial requirements for MC&G are satisfied by commercial imagery; and

- (U//FOUO) Achieve initial integration of commercial imagery into NGA exploitation and production management systems.

(U//FOUO) **Finding 2:** CRS imagery is a valuable resource for crisis response and homeland security. Commercial imagery, unlike classified imagery, can easily be distributed to state and local agencies and first responders in the event of a domestic or overseas catastrophe. A variety of federal, state, and local agencies used commercial imagery from NGA in the response to Hurricane Katrina and more recently the wildfires in California. NGA has developed a process with the DHS and others in federal government to use commercial imagery in support of domestic crises, but some organizations may not be aware of the process, nor have the capability to view the imagery. NGA is planning additional Outreach to the DHS to assist potential users with accessing and utilizing commercial imagery.

(U//FOUO) **Finding 3:** The CRS market has changed dramatically in the past several years since the last comprehensive NGA review of the business. For example, the number of domestic commercial data providers has contracted from three to two with the sale of Space Imaging to OrbImage, forming GeoEye. In addition, the NGA contracts for commercial imagery end in FY 2009. NGA is in the process of reassessing the commercial market and considering the best way to continue to acquire commercial imagery.

(U//FOUO) **Finding 4:** NGA did not receive a clean financial audit and does not have financial systems that wholly meet federal standards. In addition, the IC needs to improve its budget presentation such that resource needs are well understood and more clearly linked to performance.

## (U) Follow-Up Actions

(U//FOUO) NGA has taken the following actions to improve the performance of the CRS program:

(U//FOUO) **Follow-Up Action 1:** Expanding the availability and utility of commercial remote sensing data by improving electronic dissemination of data and better integrating commercial remote sensing data into the NGA systems.

(U//FOUO) Year began: 2005. *Action taken, but not completed* – NGA is integrating CRS data into the NSG architecture by upgrading the NGA Information Libraries (NILs) to allow the flow of CRS data from the Unclassified National Information Library (UNIL) to the Secret/Collateral and SCI NILs for use at all classification levels. This NIL data flow requires bandwidth improvements in the communications between the libraries. NGA has completed the communication upgrades between the two NextView CDPs and the UNIL to better handle the large volume of data expected under the NextView contract. NGA system integrators are scheduling volumetric testing and are performing integration tests with NGA programs and segments to uncover and resolve any defects or problems before the NextView volumes arrive. This process will help ensure the smooth transition of CRS data from a “stove pipe” environment to an integrated architecture within the NSG. Still in process is identifying a better means for the dissemination of low-medium resolution satellite imagery and commercial airborne data. The CRS program office is working to determine the best means for ingest, storage and electronic discovery and dissemination of commercial airborne imagery and is collaborating with the NGA Airborne Executive Agent on an initiative to develop an Airborne Concept of Operations.

(U//FOUO) **Follow-Up Action 2:** Improving operational efficiencies to drive down costs. A planned 40 percent reduction in storage and dissemination operating costs is expected to occur in FY 2008 vice FY 2007, due to the need to sustain the Commercial Satellite Imagery Library (CSIL) and the SkyMedia satellite broadcasting system longer than originally planned.

(U//FOUO) Year began: 2005. *Action taken, but not completed* – The major reduction in NGA operating costs expected in FY 2008 is the result of transitioning from SkyMedia to the Global Broadcast System (GBS) for unclassified dissemination of CRS data. This transition, which began on 15 May 2007 will be completed by 30 January 2008. NGA's operation and sustainment (O&S) costs for GBS are significantly less than the O&S costs for SkyMedia; costs to NGA will be reduced further as customers begin assuming the O&S of NGA-deployed GBS in FY 2009 and beyond. NGA also expects to improve operational efficiencies in the areas of storage and dissemination by transitioning from physical media (CD-ROM/DVD) to electronic dissemination, thereby reducing the number of contractors required to make CD-ROM/DVDs and decreasing the number of storage racks. With the transition from the physical media-oriented CSIL to an electronic storage and dissemination environment, the demand for CD-ROM/DVDs will be reduced. The future fully operational UNIL has been designed to satisfy the customer requirements of today's physical media production.

(U//FOUO) **Follow-Up Action 3:** Expanding the current outreach program to include more civil agency visits, in addition to already planned DoD and IC visitations. The goal of the outreach visits is to provide customers with skills training to access, retrieve, and exploit CRS data in any situation, routine or crisis. It is anticipated that the outreach program will result in expanded use of CRS data and better coordination of the CRS efforts across the federal government.

(U//FOUO) Year began: 2005. *Action taken, completed* – NGA assigned a dedicated manager within the Acquisition Commercial Remote Sensing Division to ensure the scheduling, funding, personnel, and site coordination for proposed customer visits. Over the past year, NGA through the CRS Outreach program has continued to expand its support to the Federal and Civil community with visits to the USGS, the Forest Service, the Centers for Disease Control, Federal Emergency Management Agency and others. A significant portion of the time allocated in the outreach trips provides hands-on training by Commercial Imagery representatives. These visits have provided the Federal and Civil community with the understanding of what commercial imagery is available to them. The dedicated manager also proved invaluable in furthering relations with the Federal and Civil

community. As Chair of the NGA-led Shared Execution Team (SET), the dedicated manager was able to coordinate with other federal government agencies on the SET, bringing to the forefront a number of issues related to CRS, such as crisis operations, data sharing, NSG architecture, and IT requirements for the United States Federal and Civil communities. The SET meeting also serves as a forum for determining the issues and any recommended resolutions that should go before the Senior Management Oversight Council, an overarching forum comprised of membership from USGS, NGA, NOAA, DHS, and USDA. As a result, NGA customers are more knowledgeable about CRS access and retrieval and are, therefore, more likely to use CRS data. Additionally, interagency working groups are promoting awareness among various US intelligence, military, and civil customers.

(U//FOUO) **Follow-Up Action 4:** Evaluating the CRS market and considering the best way to continue to acquire commercial remote sensing data. NGA conducted a CRS Strategy Study in 2006, and participated in several future planning initiatives in 2007.

(U//FOUO) Year began: 2006. *Action taken, but not completed* – NGA's 2006 CRS Strategy Study provided a starting point for determining the way ahead for NGA's use of space-based CRS imagery, and formulating NGA's long term strategy for future investments in CRS. NGA also designated "developing and executing a comprehensive commercial imagery strategy" as one of its key focus areas. Other studies that examined the future role of commercial imagery include the NGA/NRO Response to the Congressional Directed Action on Next Generation Electro-Optical Imagery Collection and the NGA/NRO sponsored Independent Study of the Roles of Commercial Remote Sensing in the Future NSG (Marino Panel). NGA has also participated in ODNI's Intelligence Collection Architecture Study. Drawing on the results of these and other initiatives, NGA has begun looking at alternative business models, processes and commercially available tools to make CRS more user-friendly and accessible to all users. For example, as part of developing a strategy with the CDPs for the next-generation of commercial sensors, NGA is considering a Service Level Agreement approach that may provide more commercial imagery at modest additional cost, and an architecture that would rely more heavily on CDPs for storing, accessing, and disseminating imagery.

(U//FOUO) **Follow-up Action 5:** Providing and tracking more meaningful long-term and annual, output and outcome measures.

(U//FOUO) Year began: 2007. *Action taken, but not completed* – NGA continues to make progress in determining the best measures that will help address the performance-based budget and lend more insight into the progress of the CRS program is making with the current resource allocations. For example, the Performance assessment Working Group within the Source Throughput Management Office is looking at improvements in the measurement of throughput and bandwidth to ensure the expeditious delivery of CRS data to the customer. Moreover, a Strategic Implementation Plan Working Group is addressing an action to examine how best to measure usage of CRS data. NGA's CRS Program will be conducting a review of CRS-related performance objectives and measures in FY 2008. As part of this review, NGA will

consider adding a measure recommended by the ODNI Collection and Operations Budget Category Working Group regarding the volume of imagery delivered to NGA by the two CDPs.

(U//FOUO) **Follow-Up Action 6:** Working to improve financial systems and address material weaknesses, with a goal of achieving a clean opinion in FY 2012.

(U//FOUO) Year began: 2006. *Action taken, but not completed* – NGA implemented a Financial Improvement and Audit Readiness plan that is designed to ensure financial process improvements and the production of reliable and auditable financial statements. NGA also implemented the first phase of a three-phase plan for an NGA Integrated Financial Management system using Oracle software modules. NGA is continuing to improve financial reporting to achieve the goal of obtaining and maintaining an unqualified audit opinion by FY 2012.