DCN: 11660

Commissioner's Base Visit Book

National Geospatial Intelligence Agency Realignment Recommendations

Charles Battaglia
(Executive Director)

26 May 2005

DCN: 11660

NATIONAL GEOSPATIAL INTELLIGENCE AGENCY, MD
COMMISSION BASE VISIT
26 May 2005

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DCN: 11660

ITINERARY

TIME	EVENT	LOCATION	POC	ACTION
26-May 1300	Chairman arrives	NGA Bethesda, MD	Michael Delaney 703-403-3622	Meet
1315-1500	Commissioner Brief	NGA Bethesda, MD	Dave Burpee	Brief Chairman
1500-1530	Local Community Brief	NGA Bethesda, MD	Dave Burpee	
1530	Commissioner's Depart	Navy Region Headquarters, Bldg N-21	Kathleen Robertson 202-256-2661	

DCN: 11660

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

National Geospatial Intelligence Agency (NGA)

INSTALLATION MISSION

NGA is a Department of Defense combat support agency and a member of the National Intelligence Community whose mission is to provide timely, relevant and accurate geospatial intelligence in support of our national security. Geospatial intelligence is the exploitation and analysis of imagery and geospatial information to describe, assess and visually depict physical features and geographically referenced activities on the Earth. Headquartered in Bethesda, Md., NGA has major facilities in the Washington, D.C., Northern Virginia, and St. Louis, Mo., areas with NGA support teams worldwide.

DOD RECOMMENDATION

National Geospatial-Intelligence Agency Activities
Recommendation: Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office facility, Westfields, VA, by relocating all NGA functions to a new facility at the Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA.

Justification: This recommendation is a strategic consolidation of the personnel, equipment and functions of NGA's 22 legacy organizations into a new geospatial intelligence consolidated campus. It consolidates multiple NGA National Capital Region-based intelligence community activities now occupying small, government facilities and privately-owned leased space, to a secure Department of Defense-owned location, reducing excess capacity and increasing overall military value. It optimizes mission efficiencies, improves readiness, and enhances mission partner coordination, while addressing Antiterrorism/Force Protection deficiencies. This recommendation accommodates current and surge requirements and is consistent with the 20-year Force Structure Plan.

Payback: The total estimated one-time cost to the Department of Defense to implement the recommendation is $1,117.3M. The net of all costs and savings to the Department during the implementation period is a cost of $796.7M. Annual recurring savings to the Department after implementation are $127.7M with a payback expected in 8 years. The net present value of the costs and savings to the Department over 20 years is a savings of $535.1M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5,260 jobs (2,833 direct and 2,427 indirect

jobs) over the 2006-2011 period in the Bethesda-Frederick-Gaithersburg MD Metropolitan Division, which is approximately 0.7 percent of economic area employment.
The economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

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COST CONSIDERATIONS DEVELOPED BY DOD

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS) Not Available

	Military	Civilian	Students
Baseline			
Reductions			
Realignments			
Total			

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	Out		**In**		**Net Gain (Loss)**	
	Military	Civilian	Military	Civilian	Military	Civilian
This Recommendation	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)	(N/A)
Other Recommendation(s)						
Total						

ENVIRONMENTAL CONSIDERATIONS

- No specific environmental data at the gaining site is available, because the land is pending acquisition. However, no impacts are expected to air quality; cultural, archeological, or tribal resources; dredging; land use constraints, or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands based on the administrative nature of added mission and the requirement that the government purchase land free of environmental liabilities. This recommendation will require spending approximately $0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

REPRESENTATION:

MARYLAND

DCN: 11660

Governor: Robert Ehrlich (R)

Senators: Paul Sarbanes (D)
Barbara Mikulski (D)

Representative: Chris Van Hollen (D-8th)

VIRGINIA

Governor: Mark Warner (D)

Senators: John Warner (R)
George Allen (R)

Representative: Jim Moran (D-8th) Fort Belvoir/Newington
Thomas Davis (R-11th) Reston/ Fort Belvoir
Frank Wolf (R-10th) Westfields/Chantilly

District of Columbia

Mayor: Anthony Williams (D)

Representative: Eleanor Holmes Norton (D) South East Federal Center, Washington, DC

ECONOMIC IMPACT

This recommendation has a moderate impact on air quality at Fort Belvoir. This recommendation has the potential to impact historic properties at Fort Belvoir. A minimal impact on cultural/historic resources is expected at the Sumner and Dalecarlia sites. Surveys and consultation with the State Historic Preservation Office may be required. Additional operations at Fort Belvoir may further impact threatened and endangered species, leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately $1.7M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the base in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

? why has no economic impact

-124/RC

Michael Delaney, Joint Issues Team/26 May 2005

DCN: 11660

DOD RECOMMENDATION & JUSTIFICATION

National Geospatial-Intelligence Agency Activities
Recommendation: Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office facility, Westfields, VA, by relocating all NGA functions to a new facility at the Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA.

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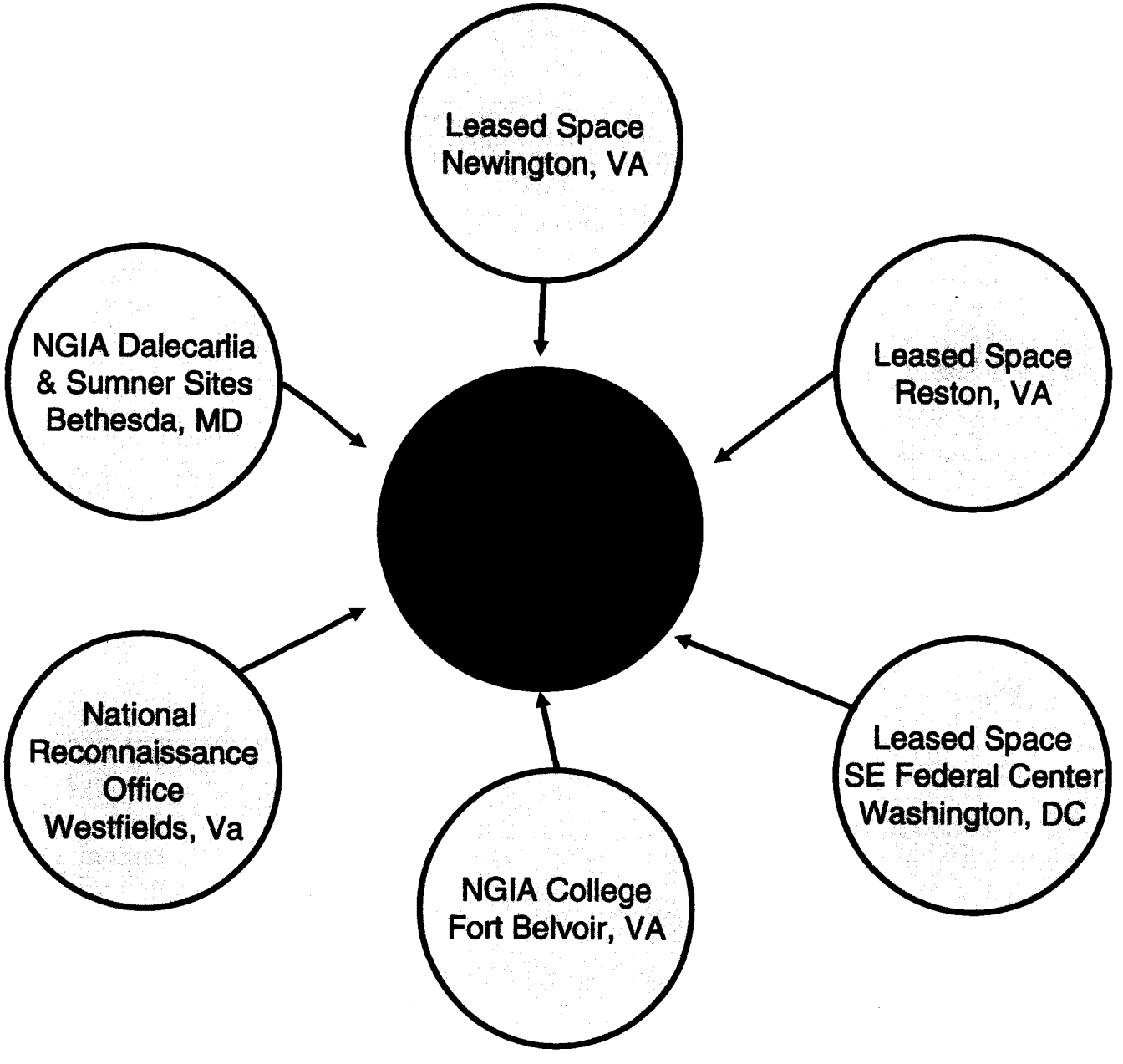
DCN: 11660

CLOSE – National Geospatial-Intelligence Agency Dalecarlia/Sumner Sites



DCN: 11660

Map
for *4600 Sangamore Rd Bethesda MD 20816*

4600 Sangamore Rd Bethesda, MD 20816

MARYLAND

1988	Army Reserve Center Gaithersburg	CLOSE
1988	Former NIKE site at Aberdeen Proving Ground	CLOSE
1988	Fort Detrick	REALIGN
1988	Fort Holabird	REALIGN
1988	Fort Meade	REALIGN
1988	NIKE Washington-Baltimore	CLOSE
1991	U.S. Army Biomedical Research Development Laboratory, Fort Detrick	DISESTAB
1991	David Taylor Research Center Detachment Annapolis	REALIGN
1991	Fuze Development and Production (armament and missile-related) Harry Diamond Laboratories, Adelphi	REALIGN
1991	Naval Ordnance Station Indian Head	REALIGN
1991	Naval Surface Warfare Center Detachment, White Oak	REALIGN
1993	Data Processing Center Naval Air Warfare Center, Aircraft Division, Patuxent River	CLOSE
1993	Naval Electronic Systems Engineering Center St. Inigoes	CLOSE
1993	Naval Surface Warfare Center, Dahlgren White Oak Detachment, White Oak	DISESTAB
1993	Navy Radio Transmission Facility Annapolis	DISESTAB
1993	Sea Automated Data Systems Activity Indian Head	DISESTAB
1995	Fort Ritchie	CLOSE
1995	Naval Surface Warfare Center, Dahlgren Division Detachment, White Oak	CLOSE
1995	Fort Meade	REALIGN
1995	Concepts Analysis Agency	CLOSE
1995	Fort Holabird	CLOSE
1995	Publications Distribution Center, Baltimore	CLOSE
1995	Naval Medical Research Institute Bethesda	CLOSE
1995	Naval Surface Warfare Center, Carderock Division Detachment, Annapolis	CLOSE
1995	Tri-Service Project Reliance, Army Bio-Medical Research Laboratory, Fort Detrick	REDIRECT
1995	Investigations Control and Autoination Directorate, Fort Holabird	RELOCATE

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Office of Corporate Relations
Public Affairs
4600 Sangamore Road
Bethesda, MD 20816-5003

MEDIA RELEASE: NGA-04-11
CONTACT: Dave Burpee (301) 227-7385
Jim Mohan (314) 263-4142

NGA Invites Public Comment on Proposal to Remove Aeronautical Information from Public Sale and Distribution

Bethesda, Md, Dec 3, 2004 -- The National Geospatial-Intelligence Agency (NGA) announced November 18, 2004, it is considering withdrawing its Flight Information Publications (FLIP), Digital Aeronautical Flight Information File (DAFIF), and Navigation Planning Charts from public sale and distribution. NGA has proposed to implement the changes on October 1, 2005. Today, NGA invites public comment on the proposed action through June 30, 2005.

Comments may be returned to: aero.ocr@nga.mil or mailed to:
National Geospatial-Intelligence Agency
Mail Stop D-111, Attn: Public Release of Aeronautical Products
4600 Sangamore Road
Bethesda, MD 20816-5003

If the proposed change in policy is adopted, FLIP, DAFIF, and navigation planning charts will be available only through the Department of Defense (DOD) distribution system. U.S. Federal and State government agencies and authorized government contractors will not be affected by this action.

The Agency is considering this action principally because increased numbers of foreign source providers are claiming intellectual property rights or are forewarning NGA that they intend to copyright their source. NGA relies on foreign data obtained through bi-lateral geospatial information sharing agreements and through direct purchase from private foreign companies. This foreign produced source is merged and integrated with NGA produced data to create and maintain the aeronautical data and products in question.

NGA and its predecessor organizations (NIMA and DMA) have published DOD's flight information products since the late 1940s to support the worldwide missions of DOD aircraft and have made some products available to the public since 1973. The publications are sold to the public through the auspices of the Federal Aviation Administration (FAA).

NGA is a national intelligence and combat support agency whose mission is to provide timely, relevant, and accurate geospatial intelligence in support of national security. Geospatial intelligence is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activity on the earth. Headquartered in Bethesda, MD., NGA has major facilities in Washington DC, Northern Virginia, and St. Louis, MO. Areas with NGA support teams worldwide.

DCN: 11660

NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY
4600 SANGAMORE ROAD
BETHESDA, MARYLAND 20816-5003

NEWS RELEASE

Public Affairs Office
Release Date: April 22, 2005 Contact: William Byrne, 301-227-0497; William.H.Byrne@nga.mil
Release Number: NGA-05-05 Stephen Honda, 301-227-2057; Stephen.Honda@nga.mil

NGA's Office of Strategic Transformation Closes

BETHESDA, MD—The National Geospatial-Intelligence Agency (NGA) today announced the disestablishment of the Office of Strategic Transformation (OST).

The OST, established two years ago as a transitional office, had the responsibility to "increase the Agency's traction" on transformation. Such organizations exist to establish a process and an organizational mindset within a finite time horizon, and then phase out as needed. The disestablishment does not signify a change in the Agency's direction, but rather the functions will be preserved and realigned into existing NGA organizations to implement the strategic vision.

NGA has now moved from the planning phase to the implementation phase of transformation. The OST workforce will move to other NGA offices where their knowledge and skills will be used to continue a successful and complete transformation of the agency.

NGA Director, Air Force Lt. Gen. James R. Clapper Jr. said, " I want to thank the men and women of OST for their exceptional and dedicated support to advance my vision and NGA's corporate transformation. I know they will continue their positive contributions."

NGA is a Department of Defense combat support agency and a member of the National Intelligence Community. The Agency's mission is to provide timely, relevant and accurate geospatial intelligence—shows what's where on the Earth—in support of our national security.

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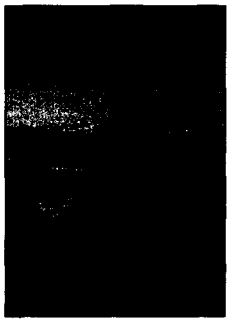
NGA History



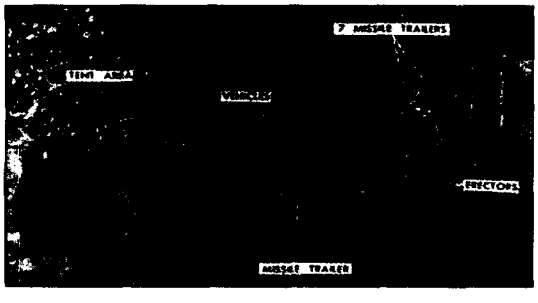
The US geospatial intelligence effort began in 1803 when President Thomas Jefferson sent the Army's Lewis and Clark expedition to explore and map the recently acquired Louisiana Territory. As the Army, assisted by its contract civilian scientists, supported the country's westward expansion, the Navy similarly began reaching out across the oceans. This maritime expansion, coupled with the Navy's desire not to have to rely on British or commercial charts, led to the establishment of the Navy Depot of Charts and Instruments in 1830.

US mapping and charting efforts remained relatively unchanged until World War I, when aerial photography became a major contributor to battlefield intelligence. Using stereo viewers, photo interpreters reviewed thousands of images. Many of these were of the same target at different angles and times, giving rise to what became modern imagery analysis and mapmaking. After the war, as airplane capacity and range improved, the need for charts grew. The Army Air Corps established its Map Unit, which was renamed the Aeronautical Chart Plant in 1943 and began work in St. Louis, MO.

With America's entry into World War II, map service requirements greatly expanded. Women entered the mapping workforce in substantial numbers to meet the growing need for skilled workers, and technological improvements in aircraft, cameras and film dramatically increased the military applications of aerial photography. It was during this era when the concept of combining maps with analyzed imagery truly matured.

After World War II, needs for economy, military efficiency, and information about the Soviet Union led to several reorganizations and research developments. The National Security Act of 1947 created the Department of Defense, established the US Air Force as a separate service, and to better centralize the nation's intelligence efforts, established the Central Intelligence Agency (CIA).

U-2 RECONNAISSANCE AIRCRAFT



1961 CORONA IMAGE OF CUBA

On 21 June 1956, President Eisenhower ordered the commencement of secret, high-flying U-2 aircraft reconnaissance flights over the Soviet Union to observe and detect Moscow's actions and potential capabilities. At the same time, the US embarked on a program to develop satellites capable of photographing the earth and returning the images into American hands. The result was the Corona satellite program, which delivered its first film of the USSR on August 19, 1960. To support analysis of the data from these systems, in January 1961 President Eisenhower authorized the creation of the National Photographic Interpretation Center (NPIC), combining CIA, Army, Navy, and Air Force assets to solve national intelligence problems.

It was the newly formed NPIC that first identified the USSR's basing of missiles in Cuba, thus establishing the proud tradition of imagery analysis. By exploiting images from the U-2, film from canisters ejected by orbiting satellites, and the SR-71, the NPIC analysts developed the information necessary to inform US policy makers and influence operations.

After Vietnam, the need for economy, maximum use of new technologies, and reduced human resources led to the armed services combining most of their mapping and charting capabilities into one organization, resulting in the formation of the Defense Mapping Agency in 1972. This new capability proved invaluable in support of military operations; during Operation Desert Storm, DMA produced over 66 million individual maps in support of military operations.

NGA History

By the mid-1990's, imagery was the basis for both imagery intelligence and map-based imagery products, the Intelligence Community considered centralizing management of both functions. In 1996, the US Congress, the CIA, and the Department of Defense agreed to combine the efforts of the country's mapping and imagery analysis efforts, creating the National Imagery and Mapping Agency (NIMA).

Formed from several defense and intelligence agencies, NIMA merges imagery, maps, charts, and environmental data to produce what has been coined ***"geospatial intelligence"***. Using state-of-the-art software and hardware, NIMA can create animated renditions of imagery and geospatial data, allowing users to visualize inaccessible terrain. This capability can aid in multiple applications, such as resolving international disputes; for example, between 1995 and 1998, NIMA products helped resolve longstanding border differences between Peru and Ecuador as well as between Israel and South Lebanon. NIMA products also supported the Dayton Peace Accord efforts in the Balkans. In February 2000, the Space Shuttle Endeavour's Shuttle Radar Topography Mission (SRTM) provided the most detailed measurements of the planet's elevation ever gathered--data that will prove invaluable in supporting NGA's geospatial intelligence efforts.

NIMA has contributed to homeland defense efforts, helped resolve international disputes, aided disaster relief efforts, helped the armed forces overseas, developed safer airways charts, and remapped the world. In the mid-1990's NIMA produced the Global Positioning System "Safety of Navigation" effort that vastly improved information on airports. NIMA supported peace maintenance operations in the Balkans by providing visual representations and analyses of terrain for international forces monitoring activities in the region. NIMA continues to support maritime operations by providing the "Notice to Mariners," a unique capability that provides those at sea the most accurate nautical charts available.

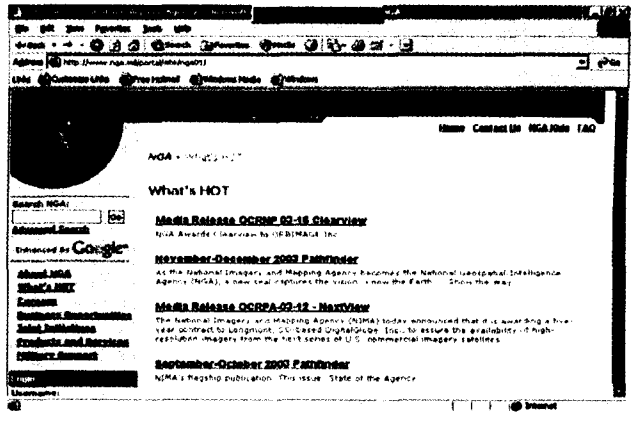
NIMA also plays a critical role in homeland security. After September 11th, NIMA partnered with the U. S. Geological Survey to survey the WTC site and determine the extent of the destruction. In 2002, NIMA partnered with Federal organizations to provide geospatial assistance to the 2002 Winter Olympics in Utah.

NGA's geospatial intelligence products serve a variety of military, civil, and international needs. NGA is proud of its mission to provide ***timely, relevant, and accurate*** geospatial intelligence in support of national security and will continue efforts to achieve our vision to ***Know the Earth, Show the Way.***

On Nov. 24, 2003 the President signed the 2004 Defense Authorization Bill, a provision of which authorized NIMA to change its name to the National Geospatial-Intelligence Agency (NGA). Our new name is the latest step in a transformation process underway since our inception on Oct. 1, 1996.

For more information:

NGA General Help Desk
Mail Stop L-52
3200 South Second Street
St. Louis, Mo. 63118-3399
Toll Free: 1-800-455-0899
Commercial:(314)260-5032
Fax:(314)260-5024
OR http://www.nga.mil



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NATIONAL GEOSPATIAL INTELLIGENCE AGENCY (NGIA) MARYLAND

National News Articles
Pentagon Proposes Relocation For Washington-Area Intel Operations
Base Realignment Could Mean Economic Opportunities For Maryland

Local News Articles
Spy Agency Passes On County
Commute Could Realign With Base Closings;
Shifting By Military Could Force Workers To Relocate
Lawmakers Encourage Support For Base Plan;
They Say State Leaders Need To Back Proposal
Feds as Neighbors?
If Not Your Backyard, How About Mine?

Opinions/ Editorials

National News Articles

Pentagon Proposes Relocation For Washington-Area Intel Operations
Inside the Pentagon
May 19, 2005

Defense Department officials are proposing to relocate and consolidate a number of intelligence-related operations in the Washington area, according to DOD's May 13 base closure and realignment report.

In one move, the Pentagon plans to relocate parts of the Defense Intelligence Agency's analysis workforce from Bolling Air Force Base, DC, to a new facility near Charlottesville, VA, while other DIA components would be moved from Arlington, VA, to Bolling AFB.

The shuffle is expected to save the Defense Department $10.1 million per year, with an expected "current net present savings value" of $52.8 million, calculated over a period of 20 years, the report states.

The total one-time cost to execute the move is estimated to be $96.7 million, according to the study.

By moving DIA intelligence analysis work to Charlottesville, DOD officials would co-locate DIA components with the National Ground Intelligence Center there. The NGIC is part of the Army's Intelligence and Security Command. It conducts intelligence operations on foreign ground forces for the Army, according to the center's Web site.

Putting parts of DIA and NGIC in one spot would improve "information flow and mission synergy" between the two organizations, says the report.

Moreover, the move follows Defense Secretary Donald Rumsfeld's guidelines to relocate critical defense assets to secure DOD-owned locations outside the national capital region, according to the report.

The move of DIA personnel from Arlington to Bolling AFB has a similar justification. The realignment "reduces vulnerable leased space while addressing antiterrorism/force protection deficiencies by relocating functions onto a secure [DOD-owned] location," states the report.

Combined, the Charlottesville and Bolling moves could mean a loss of 1,337 jobs in the Washington area over the 2006 to 2011 time period, according to the document.

In another move, DOD plans to shift components of the **National Geospatial**-Intelligence Agency in the Washington, Bethesda, MD, and Reston, VA, region to Fort Belvior, VA. The move would locate 22 NGA "legacy organizations into a new geospatial intelligence consolidated campus" there, says the report.

The BRAC report cites "mission efficiency," "improved readiness," "enhanced mission partner coordination" and improved antiterrorism and force protection as the reasons for the proposal.

The NGA move would cost $1.1 billion, according to DOD estimates. Yearly, DOD hopes to save $127.7 million through the consolidation, "with a payback expected in eight years." The net present value of costs and savings calculated over 20 years amounts to a savings of $535.1 million, according to the report.

The NGA move could result in a loss of 5,260 jobs in the areas around Bethesda, Frederick, MD, and Gaithersburg, MD, reads the report.

The BRAC recommendations were developed by a joint cross-service group for intelligence, chaired by the deputy under secretary of defense for counterintelligence and security. After its deliberations, that group presented a total of six proposals to an outfit called the so-called infrastructure steering group, chaired by the under secretary of defense for acquisition, technology and logistics.

Of those six, ISG ultimately approved the DIA and NGA recommendations. A third recommendation was referred to another group.

The Base Closure and Realignment Commission has begun deliberations on the Pentagon's report earlier this month. The commissioners have until September to determine which measures they want to keep or strike in their report to the president.

The president then has 45 days to approve or reject the commission's work. -- Sebastian Sprenger

Base Realignment Could Mean Economic Opportunities For Maryland
The Associated Press
Tom Stuckey
May 23, 2005

The addition of almost 6,500 jobs in Maryland from the proposed national realignment of military bases will mean more vehicles on highways and more students in schools, but it also could be a boon to workers who lost jobs when the high-tech bubble burst and many small companies shut down or pared employee rolls.

Steven Oxman, owner of a small Anne Arundel County high-tech company, OXKO Corp., attended a forum Monday on the potential impact in Maryland of the Pentagon's recommendations on closing and consolidating military installations across the country, hoping to hear good news about economic prospects for companies like his and for people who lost their jobs in high-tech startup companies.

There are people in Anne Arundel County who have the background to work in the type of jobs coming to Fort Meade and, in some cases, already have federal government security clearances. Oxman's company, which now does forensic computer data work for federal agencies, said OXKO had about 30 employees at one point, but dropped to just six employees after the dot com bubble burst.

"If you are going to try to fill these jobs, the first place to look is in your own back yard," Oxman said.

Two Democratic members of the House of Representatives - Benjamin Cardin and C.A. Dutch Ruppersberger - said while many of the new jobs will be filled by people transferring from other areas, many civilians whose jobs in other states are being eliminated will not want to move, opening up slots to be filled locally.

"Normally, these are high-paying jobs," Ruppersberger said.

Cardin warned about 50 people who attended the forum at an Anne Arundel County library that the Pentagon recommendation is only the first step in a base closing and realignment process that will not be concluded until late this year.

"It's not over. We need to continue to be organized," he said after discussing the months of work that went into protecting Maryland's military installations by the administration of Gov. Robert Ehrlich and Democratic and Republican members of Congress.

Maryland is a big winner in the realignment process, while many states will be losing military and civilian defense jobs. Cardin said state officials are prepared to defend the current recommendations against appeals from losing states, which will be urging the Pentagon and President Bush to reject the base closing commission's recommendations.

Maryland would have a net gain of nearly 6,500 jobs if the recommendations are carried out, including increases of 5,300 military, civilian and contractual jobs at Fort Meade in Arundel County and 2,100 at Harford County's Aberdeen Proving Ground. The National Naval Medical Center in Bethesda would gain close to 1,900 jobs.

But the state would lose a significant chunk of jobs if the **National Geospatial**-Intelligence Agency, headquartered in Bethesda, is moved to Fort Belvoir, Va. The agency that uses satellites to draw maps for the military would take about 2,800 jobs with it, and could affect another 2,400 jobs at area businesses that depend on the agency.

Cardin said state and federal officials from Maryland will be working to persuade the Pentagon

that those jobs should be relocated to the Fort Meade area, which is home to the National Security Agency and is a center for military intelligence.

Local News Articles

Spy Agency Passes On County
The Capital (Annapolis, MD)
David E. Leiva
May 17, 2005

Apparently, the buzz about the **National Geospatial** Intelligence Agency favoring the Odenton Town Center was just that - buzz.

After months of speculation of where the little-known spy agency - and its roughly 7,000 employees - would move, the announcement came last week, lost in the Defense Department's base consolidations recommendations.

Defense Secretary Donald Rumsfeld has recommended that the NGA relocate from Bethesda to Fort Belvoir, Va., a military campus.

"(The) Base Realignment and Closure recommendations make it clear that the Department of Defense considers Fort Belvoir as a vital piece of the national defense strategy," said Col. Thomas Williams, the post commander. "We've been given a task by DoD and the Army, and we have a process in place to execute that task."

Staubach Co., a real estate consultant, won the contract to search for locations and had until last week to return a study with possible options within 50 miles of the Pentagon. The study was initiated by the spy agency before Defense officials decided to include NGA in the current BRAC process, said Stephen Honda, an agency spokesman.

"NGA has been on the record for several years of wanting a location that we could consolidate all of our facilities in the East to one facility in the National Capital Region," Mr. Honda said.

While not official, the recommendations will now head to the BRAC commission before going to President Bush and Congress for approval.

County officials, who are already celebrating 5,300 more jobs headed to Fort George G. Meade, were hoping to hit the jackpot. Since the 2001 terrorist attacks, the Army post has emerged as an important part of homeland security.

The town center would have fit the proxim

ty to the Pentagon and been only minutes away from the ultra-secretive National Security Agency, which is located on the fort's premises, and is a cousin to NSA.

The satellite spy outfit, formerly known as the National Imagery and Mapping Agency, conducts imagery photos through satellites to gather whether there's been any disturbances on the ground. Yet, it remains relatively unknown outside intelligence circles.

Still, the NGA, which falls under the Defense Department, has been credited with finding

appropriate travel routes for heavy military equipment, as well as documentation of chemical weapons' movement in rogue nations.

Bill Badger, president of the county Economic Development Corp., could not be reached for comment. But earlier this month, Mr. Badger remained hopeful the county would add another significant federal agency.

"Our proximity to Washington, D.C., and being home to the National Security Agency puts us on the short list of possible locations," he said in an interview.

After 30 years of effort by the county to develop Odenton - one of three zones with special town center zoning - discussions have turned into announcements.

Last year, an Owings Mills developer said it would break ground this year on the Village at Odenton Station - the first transit-oriented development in the county. Klein Enterprises plans on a $40-million, 400,000-square-foot mix of offices, shops and condominiums next to the MARC station.

An aide to Rep. Chris Van Hollen, D-Montgomery, said the office only learned of the NGA's move a day or two before the annoucement.

Phil Alperson, Mr. Van Hollen's legislative director, said the move move from Bethesda to Fort Belvoir was "not a big surprise to us," because the sensitive work done at the facility demanded a more expansive and secure location.

But the property that would be left behind is "prime land that will be used."

Commute Could Realign With Base Closings;
Shifting By Military Could Force Workers To Relocate
The Baltimore Sun
Melissa Harris
May 22, 2005

Like many federal workers driving from the Baltimore suburbs into Washington every day, Marshall Hudson picks his poison - the Beltway, New York Avenue or Massachusetts Avenue - based on the 7:15 a.m. radio traffic report.

On a good day, he gets to the **National Geospatial**-Intelligence Agency in an hour - a dream commute compared with the one he would have if the Pentagon closes his office in Bethesda and moves it to Fort Belvoir, Va., as part of a nationwide shuffling and consolidating of military resources.

The shake-up could bring thousands of new jobs to Maryland and shift thousands of others out of state.

That has civilian Defense Department workers fretting. Some say they'll be forced to buy new cars, adjust their work schedules or even move across the state line to make their lives easier.

Others say they'll retire to avoid the hassle.

Change is a concept foreign to many federal workers in the Baltimore-Washington region. The concentration of defense contractors, military bases and government offices within an hour of the Pentagon has allowed many employees to climb the pay scale without the rootlessness that accompanies military life.

The base realignment proposal outlined this month could disrupt that for many workers - and not just in Maryland.

The plan, the first round of base closings in a decade, is projected to save $50 billion over 20 years. The Pentagon is recommending that 180 military installations nationwide be shut down, including 33 large bases. Hundreds of other installations would see staffing swell or shrink.

If Hudson's employer, which analyzes military satellite images, is relocated as recommended, he will have to leave his home in Bowie by 6 a.m. to avoid rush-hour congestion on the Woodrow Wilson Bridge crossing into Virginia.

New housing concerns

He worries that he wouldn't be able to afford a house near Fort Belvoir, 16 miles south of Washington, as nice or as large as the one that he lives in now with his wife and their 2-year- old son.

"For a lot of my co-workers who already live in Virginia, it's going to mean a shorter commute, and they're thrilled," said Hudson, 38, who writes the internal newsletter for the agency.

"For those like me, who live in Annapolis, Bowie or Rockville," he said, "they're going to have to consider changing their lifestyle or moving."

Many workers, both civilian and military, are reluctant to accept the possibility that their jobs would move. The Base Realignment and Closure Commission - or BRAC - is reviewing the Pentagon's proposal, which won't be final until the commission, President Bush and Congress sign off on it this fall.

Meredith Leyva, author of Married to the Military, said that that approach is unwise. As Defense Secretary Donald H. Rumsfeld pointed out at a hearing last week, 85 percent of BRAC proposals become reality.

Leyva, a Navy wife who has moved seven times in eight years, recommends that people contact a real estate agent now if they live in an area where many are expected to leave. Base closings create "gluts" of homes on the market, and prices plummet.

Pentagon officials estimate that Maryland will gain about 6,600 jobs under the realignment proposal. Virginia faces a mixed picture: a net loss of about 1,600 jobs, despite the consolidation of other jobs at places such as Fort Belvoir.

`Busting at the seams'

Stephanie D. Henderson isn't sure who's coming or going, but she knows that the proposal would further cramp her lifestyle. When she first moved to Woodbridge, Va., more than a decade ago, her trip to meetings of the Fort Belvoir Officers' Wives Club took only 15 minutes.

Every year, it seems to get worse, and she said she expects to schedule an hour's worth of travel time before each meeting once the newcomers arrive.

"We're basically busting at the seams here," said Henderson, whose husband works at the post for a defense contractor. "They're putting up the houses as fast as they can."

Lou Brune, 50, one of Hudson's co-workers, plans eventually to move from Gaithersburg to one of those new homes, but not until his two children, ages 9 and 11, graduate from high school.

"We just don't want to disrupt their education," he said.

Warren Field of the Army Test and Evaluation Center in Alexandria, Va., doesn't expect any disruptions. He said he would rather retire than move to Aberdeen Proving Ground in Harford County with his command, which tests soldiers' weapons and communications systems.

Three years ago, with his children grown, Field and his wife moved into a townhouse in Alexandria so that he could be a five-minute bus ride from his office and they could get rid of their second car.

He said he wouldn't give up that convenience or the skyrocketing value of his townhouse to move to Maryland.

Two years off

His colleagues who don't have the option of retiring, Field said, don't have enough information right now to make decisions.

The move, if it happens at all, is at least two years off, and Field said he isn't confident the destination will be Aberdeen.

"I'm not going to go wherever," he said.

Lawmakers Encourage Support For Base Plan;
They Say State Leaders Need To Back Proposal
The Baltimore Sun
Childs Walker
May 24, 2005

Maryland business and government leaders need to be vocal in support of Pentagon plans to realign the nation's military bases to help counter political opposition that will not end until the fall, two area congressmen told a gathering of business owners yesterday.

Reps. Benjamin L. Cardin and C.A. Dutch Ruppersberger said the plans - which include bringing about 5,300 new jobs to Fort Meade and 6,600 to the state overall - will face wide challenges from elected officials in states that are losing jobs. President Bush is scheduled to submit his final list of base closings and expansions to the Pentagon in November.

Elected leaders from Connecticut to Alabama have fiercely criticized the proposed closings of 180 small and large bases. But Maryland officials have pointed to the virtues of realignment,

saying the shift of jobs to Fort Meade recognizes the growing importance of intelligence and technology in modern warfare.

"We thought that any objective review would be good news for us," Cardin said at the meeting of Anne Arundel County business owners that was held in Odenton.

Ruppersberger said that when he took office, he saw widespread fear among colleagues about impending base closings. But he said he was never nervous.

The process "is really about being efficient," he said. "And our facilities are providing significant support for what we need in the war against terrorism."

Both congressmen acknowledged that many of their colleagues are unhappy and will be fighting to shift some of the jobs from Maryland to other states. Cardin, who recently announced a U.S. Senate bid for 2006, said Maryland will compete with states such as New Jersey and Kentucky that would lose large bases under the Pentagon's plans.

"What we need to do is be supportive of the process," Cardin said. "We think it makes sense to consolidate, and we think it makes sense to consolidate services at Fort Meade."

Cardin encouraged business and political leaders to support the plan at a realignment commission hearing in Baltimore on July 8.

Local and state officials have reacted happily to the realignment news. Anne Arundel County Executive Janet S. Owens has spent the last few years promoting the county as a growing center for the defense industry. The expansion at Meade is a validation of that effort, she said.

The round of base closures will be the first in a decade. The Pentagon is recommending shuttering about 180 military installations, including more than 30 major bases. Nearly 30,000 jobs would be eliminated in an effort to save $50 billion over 20 years.

But the Pentagon's plans contained plenty of good news for Maryland, which would receive the second-largest net job increase of any state.

The state's largest bases, Fort Meade and Aberdeen Proving Ground in Harford County, would take in thousands of civilian personnel. And bases that were seen as vulnerable, such as the Patuxent River Naval Air Station in St. Mary's County, survived with few proposed cuts.

The news was not all good for Maryland. Bethesda could lose about 3,000 jobs if the **National Geospatial**-Intelligence Agency consolidates several Maryland, Washington and Virginia offices into one future location at Fort Belvoir in Virginia. The Martin State Airport Air Guard Station, north of Baltimore, would lose 123 jobs, and its eight C-130J aircraft would be relocated to bases in California and Rhode Island.

Though some of the 5,300 jobs at Meade would be filled with transfers from other bases, the shifts would create high-paying positions that might be filled by area residents, the congressmen said.

"When you look at the history of these situations, a significant number of employees do not move," Cardin said. "So there are always opportunities in the facilities that get extra spots."

Cardin and Ruppersberger said the realignment would not only create on-base jobs but would bolster private-sector firms around Fort Meade and other bases.

"It brings us a lot of opportunities not just for the large companies but for smaller companies that are producing just remarkable technology," Cardin said.

Eight of the nation's 10 largest defense contractors have offices in Anne Arundel, and National Security Agency officials have spoken of developing a technology corridor between Washington and their headquarters at Fort Meade.

Both congressmen said they will work with local officials to create the school, road and housing capacity to accommodate a job increase. Anne Arundel officials say they are not worried about the influx because they have long expected Fort Meade to be a center for growth.

Ruppersberger echoed those thoughts, saying, "We still have a lot of open land on the corridor."

Some people at yesterday's meeting said area leaders need to find out exactly how many extra commuters will be going to the base.

"It would be useful to know how much we need to enhance the transportation options that are already here," said H. Walter Townshend III, president and chief executive officer of the Baltimore-Washington Corridor Chamber of Commerce.

Cardin and Ruppersberger said the realignment process is not far enough along for them to know specifics. They will seek more detailed breakdowns of likely commuting patterns for new employees, they said.

Feds as Neighbors?
Federal News Radio—1050 AM
Mike Causey Report
May 12, 2005

I realize you guys, being feds, retired feds, military folks and contractors, may not be the best people to ask this question, but cut me some slack, okay? You are the only audience I have. My kids stopped listening to me years ago! You stand between me and senility (please no cracks or editorial judgements.) This is a scientific endeavor.

Anyhow, the question is this:

How do you feel about having federal employees as neighbors? Would you want a U.S. government facility in your zip code?

Those are sort of different questions, but you get the idea. I hope. I ask because The Washington Post yesterday had two interesting and related-but-unrelated stories. One dealt with a community that is praying the Defense Department won't move out. The other is praying that it will.

Seems that folks in **Yuba City, California** (where they have just gotten the unemployment rate below 12 percent for the first time in years) are worried that the BRAC (base realignment and closing) list will include **Beale Air Force Base**. It's been there 63 years, has 6,000 military residents and accounts for more than 2,000 civilian jobs. If it's closed, the area would lose an

estimated $1.2 billion and at least five public schools would close. Big time, as you might expect, ripple effect.

Over on the Right Coast, the U.S.**National Geospatial-Intelligence Agency** is hot to trot. For you old-timers, the NGA was once known as the **Defense Mapping Agency**. Before that, the **Army Map Service**. Whatever it is called, many folks in the Sumner neighborhood of Bethesda, Md. want it, and its large workforce and payroll, to go somewhere else. Like *anywhere* else. Just not in their neighborhood.

Sumner and Yuba City are very different places. Sumner is one of those communities that the Post always described as having "well manicured lawns." Unemployment isn't an issue in Sumner. Not many (maybe a couple of dozen) residents actually work at the Defense facility. In fact, most of the actual workers live elsewhere because they, like the nannies and maids of Sumner, can barely afford to live in the same county where they earn their living.

Yuba City would probably give its left Yuba to have the Defense facility, which has about 14,000 workers, in their back yard. Officials are considering moving it for security reasons. Right now, brass say it is too close to the road (a threat from car bombers or guys with rocket launchers) and it is just across the Potomac from the CIA. Another potential target.

The Maryland Defense facility supports a nearby mega-mall whose merchants would be in trouble if they lost the trade of employees, but many residents would be happy to see it go. For many years the wife of a famous television newscaster who lived on a hill next to the facility was a regular caller to the complaints office. She worried about smoke from the place, strange noises, traffic. "She was on the horn (telephone) just about every day," an official once told me. "She always had a complaint about something, but her husband would call us later and say don't worry about it."

BRAC will probably be out tomorrow. Monday at the latest. Most of the communities that may find themselves on the list are already preparing to fight for their in-my-backyard federal facilities, and to keep their federal neighbors. But in more affluent areas, where lobbyists, lawyers, journalists and doctors outnumber brick-layers and plasterers, most of the folks can't wait for Uncle Sam to leave.

If Beale AFB winds up on the BRAC list and is eventually shutdown there may be a replacement waiting in the wings. What about moving the NGA to California? Better weather, for sure. Less traffic (in that part of the state) and lots of nonfederal neighbors who have **WELCOME** mats on their doorsteps. Out there the Defense employees might be able to afford to live within walking distance of their workplace.

If Not Your Backyard, How About Mine?

Federal News Radio—1050 AM
Mike Causey Report
May 13, 2005

Montgomery County is an important land-locked island (unless you count the part that borders the Potomac River) surrounded on the dry sides by the state of Maryland. Politically, socially,

economically and in many other ways Montgomery marches to the beat of a different drummer. Either that or all *other* Maryland counties are out of step.

Montgomery probably has more people engaged in valet parking than in crabbing or farming. It has more SUVs than tractors or pickups. More people are involved in ferrying children to and from school than in sowing wheat or smelting steel. We don't plant taters, we don't chop cotton. A lot of the people who work in the county (cops, teachers, feds) can't afford to live in the county. It is one of the richest in the nation.

The affluence of the county's workforce may explain why many county residents are eager to see the giant **National Geospatial-Intelligence Agency** (NGA) leave its long-time home in the Sumner section of Bethesda. All those cars create traffic problems. Plus it is, some say, a prime target for terrorists.

Plans to, maybe, move the operation and its 14,000 jobs were the subject of yesterday's column, "Feds as Neighbors." You can check it by clicking here.

News that the Defense facility is not loved or wanted by many of its neighbors contrasted with the fight that folks in other parts of the country are preparing to wage to save Defense installations in their neighborhood.

All of this prompted many readers, who always write the best columns, to respond. For example:

☐ "Maybe we should move everything that is not 'green' to some other country. Power plants to Mexico, all trash to a ship to the Sahara desert, coal generators to Haiti, military components to Colombia. The Senate to Kansas. The House of Representatives to New Mexico. The White House to Lake Okeechobee, Florida." **Scott Preacher**

☐ "I say let the NGA move across town. I know that Prince Georges County wouldn't mind another employer for its residents. I would bet that all other Maryland counties, with the exception of Montgomery and possibly Howard County, would be glad to have the NGIA move to their county." **Tina in Prince Georges county.**

☐ "I know you are aware of the worry going on **California** as we've had a large amount of bases closed (McClellan AFB, Mather AFB, and the Sacramento Army Depot.) If Beale AFB is on the BRAC (shutdown) list I know we would welcome the NGA. California residents would welcome any federal agency in our backyard." **Lee Feleciano**

☐ "I think it depends upon the nature of the federal facility and that your column illustrated well the difference... I live less than a mile from the **National Institutes of Health** (in Montgomery County). On 9-11-01 I took the Metro home from my office near the White House. I thought that getting there would provide some sense of safety and comfort, but as my bus wound through NIH we passed a site where workers wearing haz-mat suits were piling out of a van. On top of what **I** had already seen, it did not help my state of mind." **Jonathan**

☐ "If those high falutin hoity-toities in Maryland don't want the NGA cluttering up their neighborhood and economy, we in **Kansas** are not too stuck up to welcome them with open arms! If they need help moving we can send a couple of good old boys with pickups to help them. Tell them to call the Governor. She'd be thrilled to talk to them." **Ross Hirst**

EOINT

GEOSPATIAL
INTELLIGENCE

NATIONAL SYSTEM FOR GEOSPATIAL-INTELLIGENCE (NSG) STATEMENT OF STRATEGIC INTENT

THE FUNCTIONAL MANAGER'S PERSPECTIVE

APRIL 2004

DCN: 11660

The National System for Geospatial-Intelligence

NSG is the integration of technology, policies, capabilities, and doctrine necessary to conduct geospatial intelligence in a multi-intelligence environment.

THE NSG MISSION

The NSG provides timely, relevant, and accurate geospatial intelligence in support of national security.

THE NSG VISION

The NSG provides geospatial intelligence – imagery, imagery intelligence, and geospatial data and information – for planning, decision-making and action in support of national security.

The NSG is a unified community of geospatial intelligence producers and users, leveraging expert tradecraft, regional expertise, and strength in numbers, in the delivery of multi-source, multi-intelligence data and knowledge.

The NSG affords easy access to geospatial intelligence databases and analytic expertise for all stakeholders.

The NSG tailors customer-specific geospatial intelligence, analytic services, and solutions.

THE NSG CORE VALUES

In the NSG Community, we are committed to...

Customers...both as National Intelligence and Combat Support activities – from the highest level to the tactical, as well as international partners.

People...their personal integrity, professionalism, growth, leadership, and accountability.

Culture...partnership, diversity, collaboration, creativity, risk-taking, and mutual trust and respect.

...Excellence in all we do.

THE FUNCTIONAL MANAGER'S PERSPECTIVE

This National System for Geospatial-Intelligence (NSG) Statement of Strategic Intent represents my perspective as Functional Manager for the Geospatial-Intelligence Community. It fulfills my responsibility to provide direction to the community concerning geospatial intelligence activities. This document also communicates my strategic direction to our stakeholders, i.e., our customers—those whom we serve in crucial roles of providing geospatial intelligence; our workforce—government (civilian and military) and contractor; our mission and information partners—both domestic and foreign; our industry, academic, and non-profit collaborators; our oversight authorities both in the executive and the legislative branches; and, most importantly, the citizens of the United States—our ultimate stakeholders. Achievement of the goals outlined in this document will significantly transform the NSG to meet the challenges of the coming decades.

This NSG Statement of Strategic Intent is the capstone document and sets the basic direction for a series of ensuing documents that build to the tenets articulated here. These include the Geospatial-Intelligence Functional Manager's Guidance, Geospatial-Intelligence Basic Doctrine (currently being developed), and the National Geospatial-Intelligence Agency (NGA) Transformation Execution Plan (NTEP). In addition, it reflects the direction promulgated in DoD Strategic Planning policies and in the DCI's Intelligence Imperatives for our Nation's Security and performance and planning guidance. Taken together, these documents provide a consistent planning framework for the NSG Community.

Those whom we serve—the President, Congress, Executive Branch, policy community, military commanders, law enforcement officials, and civil leaders—require reliable information with a geospatial intelligence foundation as the enabling common denominator. This information must be accurate, timely, current, detailed, easily accessible, and, in relative terms, affordable.

The Defense Authorization Act for Fiscal Year 2004 formally changed the name of the National Imagery and Mapping Agency to the National Geospatial-Intelligence Agency. This is a major step in our transformation effort and emphasizes the geospatial intelligence mission in support of national security. It recognizes the intrinsic value of geospatial intelligence to operations and decision-making. Our efforts across the NSG since September 11, 2001, clearly show progress and success in meeting the formidable challenges. We can now "see" with ever-clearer precision the vectors we must pursue and now recognize that we must do so ever more aggressively.

For the NSG, this means capitalizing on all forms of what we have traditionally categorized as imagery, imagery intelligence, and geospatial data and information. It also means working toward the fundamental integration of national technical means (NTM), airborne and commercial imagery, and imagery–derived Measurement and Signatures Intelligence (MASINT) disciplines into the NSG baseline, as well as the transformation of our infrastructure, source management, and training.

Geospatial intelligence is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict geographically referenced physical features and activities on the Earth in support of national security needs.

Acting under the Functional Manager authorities assigned to me by DoD and the DCI, I will provide management and guidance to the NSG with the aim of improving performance, assuring interoperability, enhancing quality, and ensuring the reliability of NSG information, products, and services. The NGA will lead this effort through collaboration and strong management, with a policy of "open covenants, openly made." My NGA Key Component Functional Managers, who have subject matter expertise across the NSG activities, will exercise their responsibilities to support me in this management effort. I have identified a number of Functional Management areas that I want to focus on, and they are provided below.

- **Identify, advocate, and document NSG Community requirements.** Working with NSG partners and stakeholders, NGA will forecast changes to the operating environment, determine future needs and requirements, establish plans to align investments, work with partners to leverage all assets and resources, and present compelling evidence to oversight organizations to champion NSG requirements. The NGA NSG Operational Requirements Document (ORD) captures the multitude of requirements that drive the acquisition, development, and delivery of NSG capabilities as agreed to by the NSG Community and validated by the DCI's Mission Requirements Board and the Joint Chiefs of Staff Joint Requirements Oversight Council. NGA will develop follow-on requirements documentation to articulate evolving requirements for capabilities in the post-FY 2009 timeframe, and will postulate a set of Key Performance Parameters to reflect evolving NSG and military capabilities.

- **Establish, maintain, communicate, and enforce NSG doctrine, policies, and guidance.** NGA will develop the necessary doctrine, policies, and guidance to enhance interoperability within an all-digital environment and establish standards for exploitation and use of exploitation tools. Doctrine, policy, and guidance will ensure the use of compatible, open standards-based systems, tools, and business processes that enhance collaboration at multiple security levels. NGA will work through NSG and other Community fora, as appropriate, to assure understanding of and compliance with NSG doctrine, policies, and guidance.

- **Develop and deliver geospatial intelligence training.** NGA will develop and deliver training for the NSG workforce and our global customers in the Geospatial- Intelligence discipline. Curricula will emphasize essential skills, integrated training programs at all levels, and training on new and evolving capabilities. NGA will work through community fora to establish training standards and curricula.

• **Implement innovative operational concepts and continuous business process improvement within the NSG Community.** NGA relentlessly pursues improvement in NSG capabilities through the identification of best business practices and the creation of cutting-edge operational concepts. NGA will integrate these concepts and business practices, to include key multi-intelligence initiatives, with those of mission and information partners, the Intelligence Community, and military and civil customers.

• **Strengthen geospatial intelligence collaborative production efforts.** NGA will lead collaborative and unified Geospatial-Intelligence production operations, to ensure that the NSG is answering highest priority needs. New initiatives should ensure regionally and functionally integrated analysis and geospatial content, contributing to the common operational picture of the mission space.

• **Transform source operations and management.** NGA must transform source management to vigorously and systematically acquire access to all pertinent geospatial intelligence sources and source data, and infuse them into the analytical process to meet current and future intelligence needs within the NSG. NGA will lead the horizontal integration of all tasking and collection management services to help customers translate information needs into the optimal application of sources.

NSG COMMUNITY GOALS

I am articulating nine broad goals for the NSG Community to move us toward the NSG Vision. The NSG Community consists of the NGA, the other National and Defense Intelligence Community agencies, the Military Departments, the Combatant Commands, and parts of the Civil Community. Also contributing are our international partners. Achievement of these goals is described in greater detail in the following pages of this document. They encompass broad areas of interest and are:

Goal 1: Respond – now and always – to analysis and production demands in what we recognize is a perpetual state of crisis.

Goal 2: Champion and complete a complex set of major investments to move us to the next level of NSG capabilities.

Goal 3: Forge the future environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly, and providing geospatial intelligence data and analysis, services, integrated systems, and solutions.

Goal 4: Align human resource plans, policies, and services with the NSG Statement of Strategic Intent and Core Values, in recognition that all that we do is completely dependent on our most important resource, our people—government and contractor.

Goal 5: Continue transformation of NSG business practices to enhance the provision of geospatial intelligence.

Goal 6: Capitalize on all forms of traditional and non-traditional sources, to include NTM, airborne, civil, and commercial sources.

Goal 7: Champion multi-intelligence collaboration.

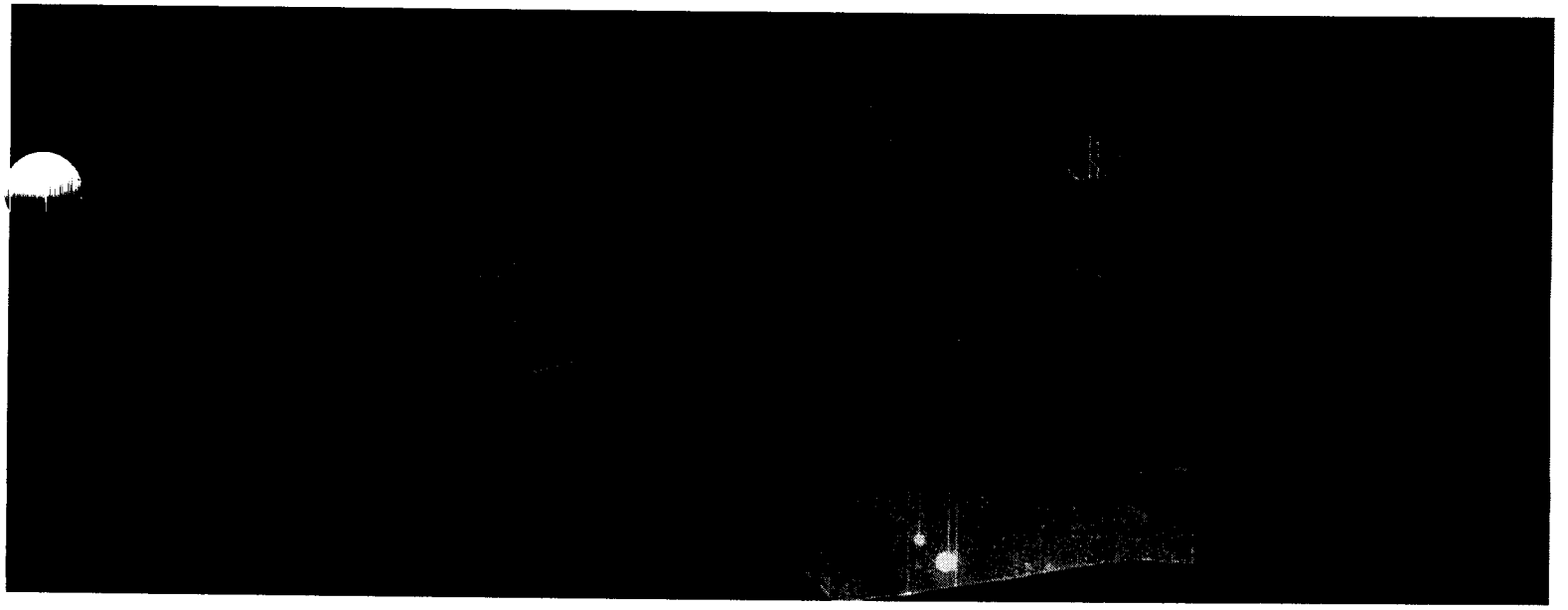
Goal 8: Rely on our partners—both domestic and foreign—to help execute our mission and achieve our vision.

Goal 9: Transform our infrastructure.

The NSG Community consists of the NGA, the other National and Defense Intelligence Community agencies, the Military Departments, the Combatant Commands, and parts of the Civil Community.

These Strategic Goals constitute the major tenets of our strategic vision and focus on the heart of our customers' needs—timely, relevant, accurate, predictive, and actionable geospatial intelligence. The Nation depends on us for it. Customers demand it of us. Our tradition of excellence assures it.

JAMES R. CLAPPER, JR
Lieutenant General, USAF (Ret.)
National System for Geospatial-Intelligence
Functional Manager



▶ GOAL 1: Respond – now and always – to analysis and production demands in what we recognize is a perpetual state of crisis.

The NSG's customers encompass a widening array of decision-makers and operational forces. Their interests include protecting national security, combating the threat of terrorism, implementing national policy, responding to natural disasters, and countering illegal drug trafficking. To be successful, they require geospatial intelligence – foundation, information, and services – tailored to meet highly specific needs, delivered faster, in an easily understood format.

The NSG will meet these needs by continually adapting ourselves, our analysis and production, our methodologies and tradecraft, and our technology to support information and decision dominance. The NSG's global foundation-level data, Earth-referenced and "time-stamped," are key to maintaining decision dominance. The data also support land-based, aeronautical, and hydrographic navigation. Equally essential is that our NSG intelligence results be easily accessible to our customers. The NSG's global information and analytic readiness provide the springboard for our capability to respond as a community to crises and emerging threats.

The NGA and its NSG partners will:

- **Customize geospatial intelligence for each customer.** The NSG customer base is broad and its information needs vary in scope, specificity and turnaround time. Providing an integrated global data and knowledge foundation for planning, decision, and action, geospatial intelligence permits the visualization of intelligence information in a geospatial and temporal context. This foundation can then be intensified to meet specific customer needs. Other intelligence information will be overlaid on this picture of the mission space. The resulting synergy allows for more robust analysis to meet our customers' needs for timely, relevant, accurate, predictive, and actionable intelligence information, as well as enhances our ability to tailor real-time solutions for time-dominant needs. Across the community, NSG analysts will use full-spectrum collection strategies, employing advanced sensors to respond to the increasingly subtle intelligence issues facing the nation. By combining an understanding of global issues with in-depth knowledge of customer missions, they will use innovative methods to correlate information to produce tailored geospatial intelligence that exceeds customer expectations.

- **Manage this data-rich environment.** The NSG will operate within a fully digital information network, populating databases and exploiting all available forms of Earth-derived, space-based, and airborne data, including advanced forms of spectral imagery. These databases will incorporate appropriate standards to ensure data interoperability. Moreover, NGA will certify the lineage, integrity, and quality of its information and facilitate direct customer access. The information will be easily shared through a common, digital, geospatially referenced framework and analyzed by highly trained, motivated professionals in a multi-source, multi-intelligence, net-centric environment. Through this common enterprise operating and management framework the NSG will provide customers the advantage of decision dominance across the full range of national security operations.

▶ GOAL 2: Champion and complete a complex set of major investments to move us to the next level of NSG capabilities.

To provide the knowledge foundation for planning, decision, and action, the NSG Functional Manager, together with our mission and information partners, will define, implement, and manage an overarching NSG architecture and will appropriately invest in its cutting-edge systems and analytical tools. As part of our transformation we must enhance and promote collaboration with our partners and customers via information sharing and interoperability in an all-digital environment. To do this, we will use the best acquisition, management, and systems engineering processes to align investments for maximum efficiency. We will leverage commercial technology to deliver solutions that enhance decision dominance.

The NGA and its NSG partners will:

- **Migrate to an all-digital environment.** The NSG will migrate to an all-digital environment to enable collaboration among geographically dispersed analysts and users from various intelligence disciplines. We will lead this transformation by developing, implementing, and enhancing systems, tools, archives, and business processes. This transformation will include seamless libraries, distributed archives, collaborative exploitation, automated generation of information, a robust communications infrastructure, integrated source operations and management for all forms of data, and community collection and information management in a multi-intelligence environment that supports the complete intelligence cycle. It will ensure a customer-empowered service model for data retrieval. Also critical to this goal are establishment of a worldwide, digital Geospatial-Intelligence Knowledge Base (GKB); a web portal to NSG data holdings for easy access to geospatial intelligence; and tools to enhance source management, exploitation, manipulation, storage and dissemination.

- **Ensure NSG information interoperability in a collaborative, multi-source environment.** Interoperability is central to collaboration and decision dominance. Defining, implementing, and managing the NSG architecture is the first step toward shaping a multi-intelligence architecture. Horizontal Integration will be enabled by the NSG and will focus our architecture, our processes, and our procedures to achieve a multi-source, multi-intelligence, collaborative environment. NSG will lead the Community in defining the interfaces and standards to speed discovery, retrieval, and exploitation of information. Standards, adopted in concert with the Department of Defense and the Intelligence Community, will leverage industry standards and be universally applicable. Community adherence to the NSG architecture and data standards will revolutionize collaborative business practices in a shared, multi-intelligence environment.

- **Improve acquisition, contract management, and systems engineering processes.** Transition to an all-digital, interoperable environment requires smart, disciplined acquisition processes that balance efficiency, effectiveness, innovation, and affordability. NGA, as the acquisition authority for the NSG, will advance existing capabilities and will address systems and capability shortfalls by hiring skilled personnel, seeking expertise from industry and academia, investing sufficient resources, institutionalizing best business practices, and committing to process improvement.

▶ GOAL 3:

Forge the future environment by constantly driving future technical trends and applying them to operational needs, inserting technology rapidly, and providing geospatial intelligence data and analysis, services, integrated systems, and solutions.

The NSG must anticipate the future, not react to it. To remain relevant to future customer needs, we must lay out a successful path that culminates in long-term solutions to worldwide issues while also providing strategic direction for an unknown, evolving future threat environment. The NSG must forecast changes to the operating environment, determine future requirements, and invest to guarantee alignment to transformation goals. To be the world's leader in geospatial intelligence, NGA will engage with its partners and customers to understand their future needs, work with cutting-edge commercial technology, and incorporate the best in business transformation.

The NGA and its NSG partners will:

- **Build and maintain the geospatial intelligence technology edge.** Leading the NSG's Research & Development (R&D) community, the NGA will grow its R&D investments. The focus of NGA's basic and applied research and advanced technology development will be on meeting the needs of geospatial intelligence producers and customers in a multi-intelligence environment. The NGA will partner with other NSG activities to jointly capitalize on breakthrough and enabling technologies. The NSG will employ Advanced Concept Technology Demonstrations (ACTDs) and Geospatial Intelligence Advancement Testbeds (GIATs) to rapidly prototype innovative technology solutions, always striving to insert "leap-ahead" technologies into the all-digital, interoperable NSG architecture. NSG technology insertion will be consistent with geospatial intelligence doctrine and include coordinated planning for facilities, personnel, training, and business process changes.

- **Champion transformation in the Intelligence Community.** The NSG must significantly transform to meet the challenges of the coming decades. The NGA will lead, with its NSG partners, comprehensive and far-reaching forecasts, models and simulations, and programmatic studies on an array of future sensors, platforms, and weapons systems. These efforts will influence the design of a future geospatial intelligence architecture that includes integrated, national and commercial space-based and airborne imagery architectures. The NGA will provide the planning and intellectual leadership needed to drive new methods and approaches, proofs of concept, multi-discipline operations concepts, architectures, and program acquisition.

▶ GOAL 4:

Align human resource plans, policies, and services with the NSG Statement of Strategic Intent and Core Values, in recognition that all that we do is completely dependent on our most important resource, our people—government and contractor.

The NSG workforce – government (civilian and military) and contractor – is the foundation of our success. The NGA, with its core human geospatial intelligence resources, will continue to evaluate program effectiveness, benchmark against best practices, and implement new services to align its human capital program with the NSG Statement of Strategic Intent and Core Values. The NSG will invest appropriately to ensure that employees remain the key to high performance and mission achievement.

The NGA and its NSG partners will:

- **Develop analytic depth and breadth.** The NSG requires greater analytic depth and breadth to address increasingly more complex mission demands. Tradecraft enhancements will incorporate increasingly sophisticated and varied new sources. They will encourage new signature development, allow more insightful expertise across the analytic corps, and generate greater collaboration and knowledge sharing with customers and colleagues. Collaboration and Unified Operations will be the hallmark of our operating model. This added strength within the geospatial intelligence analytical workforce will increase our ability to surge analytic expertise in time of crisis and reduce the time required to refocus resources on new and emerging threats.

- **Recruit, develop, train, and retain a diverse government workforce with the knowledge and skills to meet current and future mission requirements.** The NSG recruiting efforts, in particular the NGA recruiting program, will showcase geospatial intelligence occupations to attract highly qualified, diverse candidates for all positions. Compensation and retention strategies will recognize excellence and reinforce a high-performance culture. The NGA will invest in the workforce across the NSG by evolving doctrine and analytic tradecrafts, as well as providing open opportunities for training, education, and professional development, while fully participating in Intelligence Community planning processes.

- **Integrate contractors as part of the team.** Contractors provide additional depth, breadth, and flexibility to the NSG. They offer a pool of readily available expertise to satisfy both short- and long-term customer demands. The NSG will integrate contractors as fully as possible with our government team, and seek the best, most cost-effective contracting methods to fill scientific, technical, and administrative gaps.

- **Empower and motivate the workforce, ensuring accountability and fairness for all employees.** NSG activities, and in particular NGA, will enhance employees' leadership and business acumen. Through collaborative production and Unified Operations, the NSG will promote a culture of quality, expert skill development, professional integrity, risk-taking, continuous learning, candid communication, maximum workforce participation, and equal access to the systems and processes that contribute to employee competitiveness. The NSG will offer an exciting and challenging work environment in service to our Nation.

- **Develop future leaders.** The NSG will prepare a leadership team for the future of geospatial intelligence. The NGA's leadership development program will be the model for all levels of the NSG workforce to demonstrate excellence and commitment to the NSG vision.

▶ GOAL 5: Continue transformation of NSG business practices to enhance the provision of geospatial intelligence.

The NGA, acting as the lead for R&D and as acquisition authority for the NSG, will revolutionize corporate services, business practices, and technology to remain the world leader in geospatial intelligence. Also, with its in-depth knowledge of customer needs and its analytic core dispersed throughout the world, NGA will lead geospatial intelligence analytic tradecraft development and will participate in development of related Community processes.

The NGA and its NSG partners will:

- **Enhance enterprise services to anticipate changing mission needs.** The NGA will anticipate future enterprise needs in the changing national security environment. NGA will adopt innovative strategies and practices to optimize enterprise services. We will systematically measure progress toward our NSG Statement of Strategic Intent goals.

- **Adapt the best practices of electronic commerce and leverage technology so access to geospatial intelligence is seamless.** The NGA will move to a Corporate Customer Management concept that includes a complete understanding of our customers and their needs to drive our business processes and operating model.
We will use a web-based business model and web-enabled technology, to include web portal access, to provide our stakeholders (i.e., customers, workforce, partners, collaborators, and oversight authorities) direct access to our data, information, analysis, tools, training, and services. By moving to a customer-empowered service model and providing robust exploitation tools and seamless digital, distributed archives, the NSG will empower its stakeholders to electronically "self-serve," to custom-tailor products, and to "value-add" by overlaying intelligence information from multiple sources on our geospatial intelligence framework. The electronic interface will also serve as a conduit to gather information, conduct analysis, and proactively anticipate customers' needs.

▶ GOAL 6: Capitalize on all forms of traditional and non-traditional sources, to include NTM, airborne, civil, commercial sources.

Technology is dramatically increasing data sources available to the NSG. In addition to the traditional sources, new civil and commercial space-based and airborne systems are rapidly maturing, with next-generation systems under development. In addition, new sensor types are reaching across the electromagnetic spectrum to provide new, non-traditional data sources, such as imagery-derived MASINT. Collection volumes from new platforms and sensors will continue to grow exponentially. New sensor systems will move the NSG toward an ultimate capability of persistent surveillance of our adversaries, and as such, will require the NSG to plan for these new sources and integrate them into the enterprise. Because the anticipated volume of collection can easily outpace the expansion of the analytic workforce, the NSG plan must include implementation of the most advanced, analyst-aiding technologies. The NSG must leverage technology to deliver upstream processing and automate many time-consuming, repetitive functions, freeing our analysts to focus on complex intelligence issues, with the objective of providing geospatial intelligence to the customer quicker.

The NGA and its NSG partners will:

- **Transform source management.** Transformation of source management will vigorously and systematically acquire access to all pertinent geospatial intelligence sources and source data, staging them for the analytical process to meet current and future intelligence needs within the NSG. Major objectives include implementing an end-to-end source management process to understand the analytic data needs and match them to source capabilities regardless of form of data, sensor, platform, or vendor (government, commercial, etc.), and developing the doctrine and tradecraft to apply the electromagnetic spectrum against our adversaries. This transformation will support the new concepts of operations for the NSG, such as horizontal integration and persistent surveillance through integrated operations. Finally, this geospatial intelligence source operations architecture will be open and leverage standards to ensure that it is scaleable and data-, sensor-, platform-, constellation-, and vendor-independent.

- **Develop capabilities to acquire, store, integrate, manipulate, and use data.** NGA will lead the NSG efforts to harness the explosion of data and information by providing systems and tools that noticeably improve the sorting, change-detection, exploitation, and fusing of relevant elements to answer intelligence and operational questions. Increased storage within an integrated, geospatially referenced information archive, as well as upstream imagery processing to reduce data handling, will be required along with increased communications bandwidth to efficiently manage increased data types and volumes.

- **Train NSG analysts to use these new data sets.** Our knowledge-based workforce will be equipped with new skills and automated tools that will enable them to work collaboratively in groups that bring together expertise from multiple agencies, cooperating nations, and supporting contractors. We will modernize analyst training and curricula across the NSG community to ensure customers can effectively interoperate using these new data and tools.

▶ GOAL 7: Champion multi-intelligence collaboration.

Customers have high expectations from the Intelligence Community for timely, relevant, accurate, predictive and actionable intelligence. These expectations cannot be satisfied from stove piped solutions, but rather from best practices that emphasize knowledge-sharing, collaboration, openness, and horizontal integration. NGA will lead the integration of multiple intelligence disciplines into a coherent, multi-intelligence architecture. In addition to fused products, NGA will continue to provide basic imagery, imagery intelligence, and geospatial information for all customers.

The NGA and its NSG partners will:

- **Invest resources aggressively in research and development (R&D) and prototyping to develop multi-intelligence solutions.** The NGA, leading the NSG R&D and acquisition communities, will focus its R&D and prototyping efforts on high-payoff, unique technologies and processes to achieve the goals of a multi-intelligence environment. NGA will work with mission and information partners to champion multi-intelligence concepts of operations and processes, and will leverage all assets and resources toward achieving multi-intelligence capabilities.

- **Align the acquisition program.** The NGA, as the primary acquisition authority for the NSG, will align its acquisition and systems engineering programs with those of its mission partners to build an overarching architecture that supports information interoperability in a horizontally integrated, collaborative environment.

- **Evolve the analytic environment to enable multi-intelligence collaboration and new strategic alliances.** The NGA is committed to working with its NSG partners to modernize the geospatial intelligence tools, tradecraft, and analytic methodologies. This evolution is imperative, given the volume of data provided by new collection systems, increasing demand, and the shrinkage of customer timelines. New business practices will be analytically based and will take advantage of emerging technology, strategic partnerships, and horizontal integration activities. Strategic alliances with NSG Community partners will prototype new business processes.

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▶ GOAL 8: Rely on our partners—both domestic and foreign—to help execute our mission and achieve our vision.

The NSG will leverage programs among its partners, other government agencies, commercial industry, the not-for-profit sector, and academia to provide the world's best geospatial intelligence to our customers.

The NGA and its NSG partners will:

- **Expand partnerships with National Agencies, Combatant Commands, Military Departments, contractors, academia, not-for-profit organizations, and foreign nations.** The NSG will leverage partnerships to develop an integrated, interoperable, multi-intelligence architecture that accommodates new types of multi-media, multi-spectral, and multi-source information. It will search for the best data sources, tools, and analytical expertise to support our expanding customer base with a common set of products and shared information. The NSG will aggressively implement collaborative production as an effective way to populate the global geospatial intelligence databases.

- **Look first to the commercial sector for new sources, value-added data, information services, and infrastructure support.** Where it makes good business sense, the NGA will turn to commercial partners for data production and mission support services. The NSG will incorporate greater use of commercial imagery as a primary source for geospatial intelligence production.

▶ GOAL 9: Transform our infrastructure.

The NSG activities will seek to provide the workforce with safe and modern workspaces, secure connectivity, and responsive services. Information, systems, and networks will be secure, reliable, and capable of supporting worldwide users without disruption of service.

The NGA and its NSG partners will:

- **Ensure secure connectivity that fosters access to all relevant sources of information.** NSG will use risk management and effective information security tools to promote secure access to our information at all classification levels. NGA will lead the NSG in developing standards to enhance and ensure interoperability and ease of communication. We will take advantage of modern voice, video, and desktop information-sharing tools to greatly improve collaboration, productivity, and synergy in the new security environment.

- **Modernize and expand the NSG Enterprise Networks and Systems.** To ensure mission success, NGA will leverage community investments and modernize and expand networks and systems to create a digital infrastructure that speeds information throughout the NSG and to our customers. NGA will create robust networks, databases, and systems that use commercial components supplemented with unique capabilities where needed. New network and system monitoring tools will reduce maintenance and downtime.

- **Enhance continuity of operations.** A partnership among the NSG members to ensure continuity of operations and leveraging critical capabilities is key to uninterrupted service to our customers. The NGA and its NSG partners should invest in redundant capabilities in physical and digital infrastructure to operate, survive, and recover from any disruption of service. NSG activities should deploy people and design facilities, infrastructure, systems, and services to guarantee the availability of geospatial intelligence and ensure back-up capabilities within the NSG.

- **Modernize and consolidate facilities to ensure security and promote productivity.** A modern, technologically savvy workforce requires a secure, 21st century workplace. In particular, NGA is committed to consolidating operations, closing excess facilities, reducing operating costs, and ensuring facilities are attack-hardened to preclude a single point of failure.

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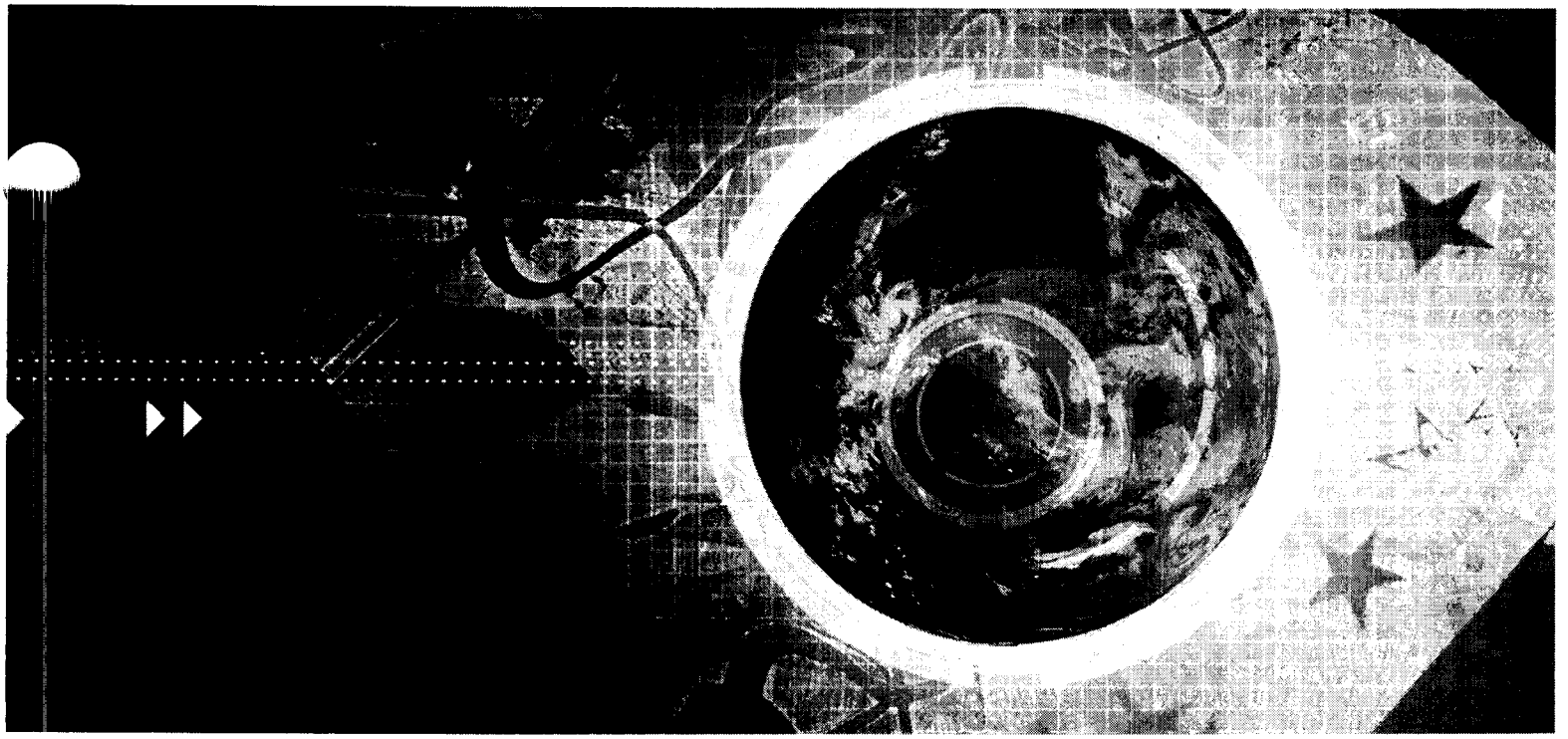
GEOSPATIAL INTELLIGENCE

DCN: 11660



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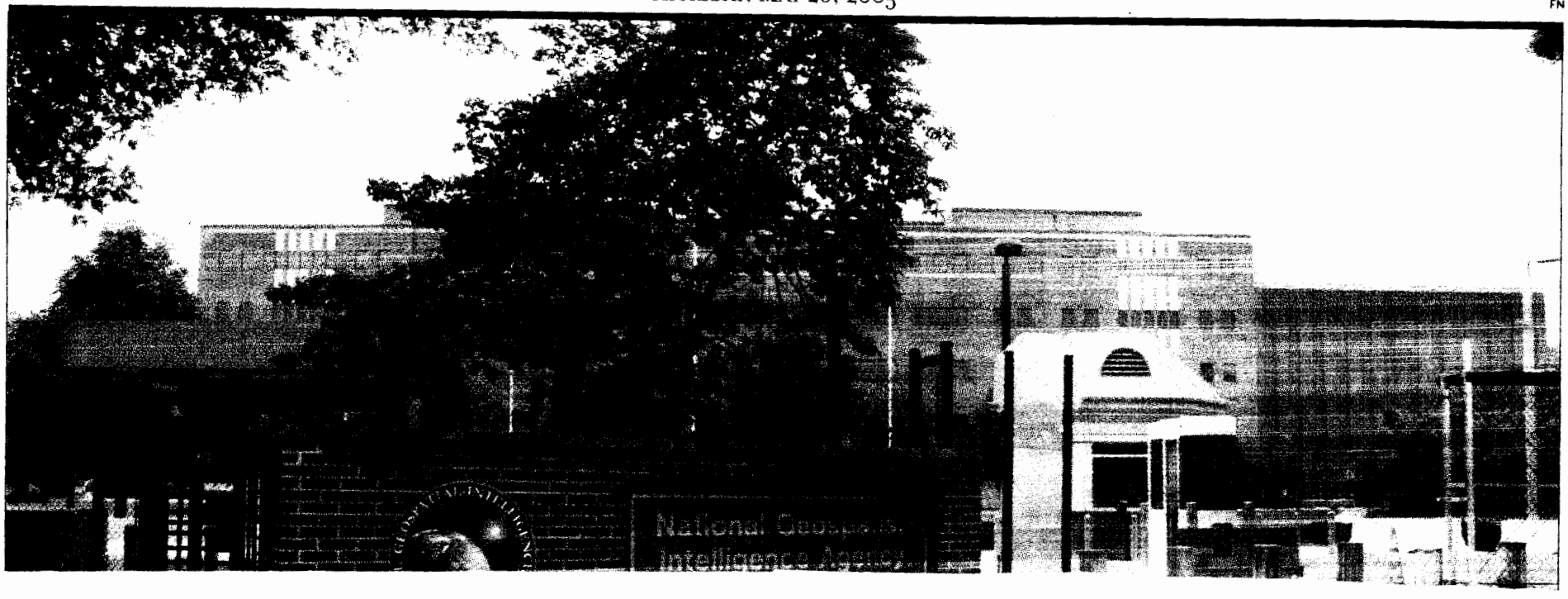

DCN: 11660

BY JAMES M. THRESHER — THE WASHINGTON POST

The National Geospatial-Intelligence Agency's headquarters, in a residential neighborhood in Bethesda, would be closed, officials said, if the NGA is moved to southeastern Fairfax County.

The Folks Who Might Be Moving In

If the Pentagon's reorganization plan is approved, just under half of about 18,000 workers set to arrive at Fort Belvoir will come from a little-known agency and its contractors. **Story by Peter Whoriskey | Page 12**

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Hundreds of people must make large payments because of low estimates.

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McLean groups raise objections to policies at the Alden Theatre.

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SHOP THE REGION'S MOST COMPLETE MARKETPLACE — INSIDE!

Keeping an Eye on the World

National Geospatial-Intelligence Agency, Proposed for Move to Fort Belvoir, Does Vital Work With Little Fanfare

By Peter Whoriskey
Washington Post Staff Writer

The proposed nationwide realignment of military personnel would add yet another significant U.S. intelligence agency to Fairfax County's roster, bringing the headquarters of the National Geospatial-Intelligence Agency and 8,000 employees and contractors to Fort Belvoir.

The Central Intelligence Agency, based in Langley, and the National Reconnaissance Office, headquartered in Chantilly, already call the county home.

"Fairfax County has always been the defense and security side of the river," said William D. Lecos, president of the county Chamber of Commerce, attributing its character to the Pentagon's placement in neighboring Arlington County during World War II. "This reinforces the notion that Fairfax County is a great location for these sort of in-

Under a proposal announced by the Pentagon earlier this month, the NGA would move its headquarters in Bethesda, left, and offices at the Washington Navy Yard, Reston, Chantilly and Newington to Fort Belvoir. Such a large presence in the county would put a spotlight on the agency.

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"When you see a Tomahawk missile fly through a window, we're the ones who've provided the coordinates."

— DAVID BURPEE, spokesman, National Geospatial-Intelligence Agency

employees showed that the center point of their addresses — a kind of average — is in Tysons Corner.

One of the key reasons for the moves, defense officials said, is security. Many elected leaders have said those concerns are misplaced — and would cause unnecessary dislocations in Arlington and elsewhere — but NGA officials said the safety fears are legitimate.

"Every one of our facilities is a force protection challenge because it's right next to a road or railroad," Burpee said. "A big truck or train of dynamite, and we've got problems. We don't control the roads. Anything could go on out there."

One aspect of intelligence reform efforts since the Sept. 11, 2001, attacks has been an effort to

ASSOCIATED PRESS

The USS Porter, below, launches a Tomahawk missile toward Iraq in 2003; providing coordinates for targets is an important NGA responsibility. At left, the agency's work was also used to help secure the funeral procession route for former president Ronald Reagan in California last year.

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telligence-defense-homeland security agencies and the contractors."

The defense industry is a pillar of Northern Virginia's economy, but Lecos and others said it was too early to predict what the impact of having the NGA headquarters in southeast Fairfax might be. Under the proposal, part of a broad reorganization of the nation's military installations announced by the Pentagon earlier this month, the NGA would move its headquarters in Bethesda and offices at the Washington Navy Yard and in Reston, Chantilly (Westfields) and Newington to Fort Belvoir. Such a huge presence in the county would put a spotlight on an agency that is little known.

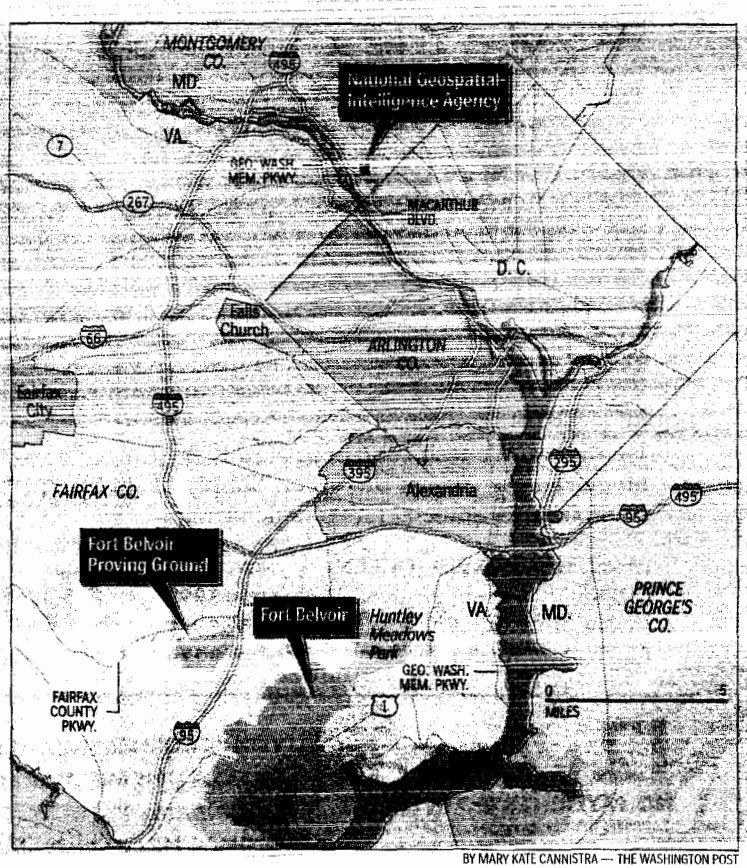
The NGA, which has a worldwide workforce of about 15,000, creates intelligence maps that have been central to the military's success, officials said.

"When you see a Tomahawk missile fly through a window, we're the ones who've provided the coordinates," said David Burpee, an NGA spokesman. "We provide the ability to put each bomb on target."

In other words, as some have said, the unofficial NGA motto is: "We map 'em, you zap 'em."

The agency's maps and intelligence — gathered by satellites and airplanes — have, however, been put to a broad array of purposes: They have helped Patriot missile units navigate around patches of soft or wet sand during the Iraq war; assisted firefighters in the Aspen, Colo., area with forest fires; settled a border dispute in the Andes; identified possible sniper locations during a parade before the 2003 Super Bowl in San Diego; and secured the route for the funeral procession for former president Ronald Reagan in California last year.

COURTESY OF THE NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY



BY MARY KATE CANNISTRA — THE WASHINGTON POST

The agency processes three terabytes of data daily. A terabyte is about a trillion bytes of computer data capacity.

"If it's a man-made or natural feature on the face of the earth that has national security implications, we watch it," Burpee said.

Combined with other shifts in military personnel, the workforce at Fort Belvoir is expected to rise from about 22,000 to about 40,000, and Fort Belvoir officials said they have about 90 days to complete site surveys and identify construction locations. The post already is the county's largest employer, with about 120 tenant commands that provide logistical and administrative support to the Army.

Local elected leaders, meanwhile, are scrambling to figure out how the area's already choked roads, as well as schools and housing, might accommodate the influx, which is expected to take place over six years if the proposal is approved by Congress and President Bush. On Monday, Board of Supervisors Chairman Gerald E. Connolly (D) called for an urgent meeting of the board's Fort Belvoir Committee and for the county to name a person to act as the point of contact between Fairfax and the Army.

Richard Arndt, a Fort Belvoir spokesman, said, "The bright spot that helps us along is that we have been working on an installation master plan. That master plan was almost finished [before the Pentagon announcement], and it called for growth."

NGA officials said they will need about 2.2 million square feet of office space, over about 150 acres, to accommodate their operations. It is unknown whether their site would be at Fort Belvoir itself or at the nearby former Engineer Proving Ground, where some officials believe some of the Fort Belvoir spillover will be located.

"It would be logical to go to the Engineer Proving Ground," said U.S. Rep. James P. Moran Jr. (D).

The NGA headquarters would relocate from a residential neighborhood in Bethesda, where the fenced brick facility on Sangamore Road, guarded by armed sentries, seems somewhat out of place. That facility would be closed, officials said.

It is not yet clear how many of the NGA employees from Bethesda, the Navy Yard, Chantilly and Newington would have to move closer to Fort Belvoir. NGA staff members in the region commute from as far away as Gettysburg, Pa., West Virginia and the Richmond area. A Zip code analysis of

get the various intelligence offices to work together better, and officials said that gathering the NGA facilities at Fort Belvoir would help achieve that.

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The history of the NGA in fact shows how far-flung, in a bureaucratic sense, U.S. intelligence work has been. The agency, which was created in 1996 but traces its government mapping history as far back as the Lewis and Clark expedition, was formed from all or part of eight Department of Defense and intelligence agencies, including the Defense Mapping Agency, the Central Imagery Office, the National Photographic Interpretation Center and the Defense Dissemination Program Office. Portions of the National Reconnaissance Office, the Defense Airborne Reconnaissance Office and the Central Intelligence Agency also became part of the NGA.

The move also would place the agency slightly closer to one of its key partners, the National Reconnaissance Office in Chantilly. The office manages the satellites that gather data for the military and buys information from commercial satellite companies.

Of the relationship between the two agencies, Burpee said, "Once that signal hits the ground, we take care of the data."

For more information about the NGA, visit www.nga.mil. Information about the Pentagon base realignment and closure plan is at www.defenselink.mil/brac. Fort Belvoir's Web address is www.belvoir.army.mil.

ABOVE BY SPACE IMAGING EUROPE, SINGAPORE; BELOW LEFT BY TAMAHORI SEIKIE — ASSOCIATED PRESS/KYODO NEWS

Satellite photos above show Banda Aceh, on the Indonesian island of Sumatra, before, left, and after the December tsunami. A move to Fort Belvoir would put the NGA closer to one of its key partners, the National Reconnaissance Office in Chantilly, which manages data-gathering satellites for the military and purchases information from commercial satellite companies. The NGA's intelligence maps have been central to the military's success, officials said. They helped Patriot missile units, the [illegible] and guide fighter pilots in the Persian Gulf War.