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Special Operations, Special Mission

McRaven: GEOINT is Critical to USSOCOM Success

Adm. William McRaven outlined a daunting mission for U.S. Special Operations Command (USSOCOM): to operate globally—understanding threats are not confined by borders—while building partnerships that allow nations to defend themselves.

“I guarantee you what happens in Latin America affects what happens in West Africa, which affects what happens in Southern Europe, which affects what happens in Southwest Asia,” McRaven told his GEOINT 2013* keynote audience Thursday morning. “It is all connected, and if you don’t look at it in a connected fashion, you’re going to miss something.”

At the same time, Special Operations Forces (SOF) has to retain its counterterrorism capabilities. Integral to USSOCOM’s success, in large part, is geospatial intelligence.

“It’s about bandwidth and how we move the products that the GEOINT Community provides us,” McRaven said. “Signals intelligence and GEOINT are really the coin of the realm for us to be able to do our mission.”

It’s a mission that continues to evolve as U.S. military presence in Iraq and Afghanistan draws down. SOF is now focused on a global consciousness. As of last week, USSOCOM personnel were operating in 84 countries, McRaven said.

▶ see *Special Operations* p. 12



USSOCOM Commander ADM William H. McRaven, U.S. Navy, spoke Thursday morning about the importance of building relationships with partner nations and establishing trust.

“I guarantee you what happens in Latin America affects what happens in West Africa, which affects what happens in Southern Europe, which affects what happens in Southwest Asia.”

— Adm. William McRaven

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TAMPA RIPE FOR GEOINT SMALL BUSINESS GROWTH

Home to USSOCOM and CENTCOM, Tampa Offers Many Opportunities for Entrepreneurs



Heather Kenyon, CEO, Tampa Bay Technology Forum, spoke on a panel Wednesday afternoon discussing small business opportunities in the Tampa Bay Area. Also pictured: (left) Gregory Celestan, chairman and CEO, Celestar Corp.; (center) Brig. Gen. (Ret.) Chip Diehl, vice president, Tampa Bay Defense Alliance.

- The diverse workforce;
- Florida’s high-tech corridor, which goes from St. Petersburg through Tampa and Orlando, to Jacksonville;
- The governor’s commitment to making Florida the most military-friendly state, with the Florida G.I. Bill and no personal income tax;
- The elimination of the manufacturing device tax beginning April 30;
- The city’s prime location for international business, as the closest port to the Panama Canal (which will be expanded in 2015);

Diehl said growth outside the gates of MacDill will be just as important as what’s going on inside.

“SOCOM supports small businesses, he said. “Last year, 25.6 percent [of their budget] went to small business. The ground down here is very ripe to grow in.”

Kenyon talked about encouraging local high school students to pursue STEM careers and trying to keep them working in Tampa once their education is complete. And Monnet discussed all the resources available to small business owners, such as those from the University of South Florida, where one can learn about how to become certified as a veteran-owned business.

“Tampa has been ranked among best places for veterans and for defense jobs, and the quality of life speaks for itself,” Morey said. “This is a big deal to have [the GEOINT Symposium] here; these are all companies we’d love to have here in Tampa.”

On Wednesday at the GEOINT 2013* Symposium, Dr. Suzanne Sincavage moderated a panel about GEOINT-related small business opportunities in the Tampa Bay area. Sincavage is founder, president, and CEO of IDIQ Inc., a woman-owned small business devoted to supporting government initiatives for combating terrorism.

The panel, held at the Government Pavilion in the exhibit hall, included Gregory Celestan, chairman and CEO of Celestar Corp., a veteran-owned small business based in Tampa; Brig. Gen. (Ret.) Chip Diehl, vice president of the Tampa Bay Defense Alliance; Heather Kenyon, CEO of the Tampa Bay Technology Forum; Lisa Monnet, CEO of Eye C Solutions and a board member of the Greater Tampa Bay

“Tampa has been ranked among best places for veterans and for defense jobs, and the quality of life speaks for itself.”

– Steve Morey

Chapter of Women in Defense; and Steve Morey, director of business recruitment for the Tampa Hillsborough Economic Development Corp.

Although there are two large combatant commands at Tampa’s MacDill Air Force Base—USSOCOM and CENTCOM—Celestan says you wouldn’t know Tampa is a military town just by walking around.

“But for an entrepreneur or somebody offering services to MacDill,” he said, there are significant opportunities.

Diehl said Tampa is appealing to small businesses for a number of reasons:

General Dynamics Booth #6015

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FROM THE FLOOR

EXHIBIT HALL HIGHLIGHTS



General Dynamics conducted ABI demonstrations at GEOINT 2013*.

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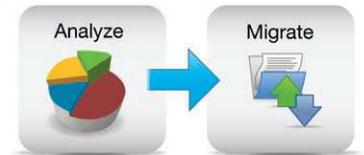
General Dynamics Highlights Cloud-Based Virtual Environment

General Dynamics (Booth 6015) is dedicated to placing the power of the GEOINT enterprise directly in users' hands. The General Dynamics booth featured a demonstration of the company's ISR and growing activity-based intelligence (ABI) capabilities.

General Dynamics also showcased its most recent innovation-focused capability, GDNexus. An online community dedicated to helping customers reduce acquisition risk and accelerate time-to-mission, GDNexus enables technology leaders to leverage existing products and capabilities to create new, innovative solutions.

As the volume of data from multi-INT sources continues to rapidly increase, ABI has become a priority for many Intelligence Community decision makers. General Dynamics understands the importance of providing analysts with tools to analyze patterns, and most importantly, a unified environment that allows for anytime, anywhere access to mission-critical information. With its cloud-based environment that runs off existing infrastructures and provides remote access to data and applications, General Dynamics will demonstrate how it is combining multi-INT sources, Big Data analytics, and remote exploitation to enable the intelligence and defense communities to discover the activity in activity-based intelligence.

General Dynamics also showed what it describes as a revolutionary improvement in the pace and scope of intelligence gathering, processing, and decision-making efforts across the globe. Every component, from data ingestion and forensic analysis, to globally accessible virtualized computer infrastructure services, enables application services to create production exploitation workflows and connect directly to relevant data sets. These flexible and agile capabilities enable an end-to-end intelligence process that brings warfighters, analysts, and decision makers from around the world directly to the data for on-demand processing, regardless of location.



A Trusted Tool

Iron Bow Technologies and SGI Showcase Partnership

With the copious amounts of data flowing into many organizations' databases, customers need a reliable source to appropriately store and organize it accordingly. At GEOINT 2013*, **Iron Bow Technologies** teamed up with its strategic partner **Silicon Graphics International Corporation (SGI)** to showcase SGI's Trusted Edge, a management tool used to assist companies in analyzing, migrating, and managing data.

Having been released in March 2012, Trusted Edge is a primary product used within the federal government, predominantly the DoD. Just as the name suggests, Trusted Edge is a dependable, cost-effective management software tool that seamlessly integrates with a customer's primary storage. The software provides a simple, three-step process of content analysis, data migration, and automatic storage management. Trusted Edge pairs with SGI virtualized storage fabric to abstract all storage and guarantee the integrity of customer data.

Just as the name suggests, **Trusted Edge** is a dependable, cost-effective management software tool that seamlessly integrates with a customer's primary storage.

FROM THE FLOOR

EXHIBIT HALL HIGHLIGHTS

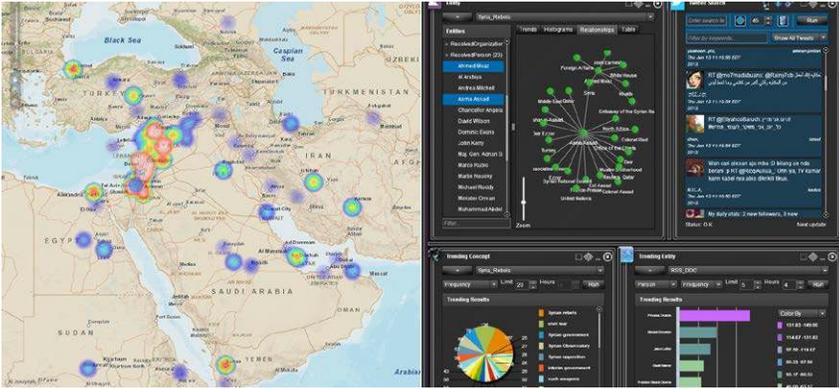


IMAGE COURTESY OF NORTHROP GRUMMAN

Northrop Grumman showed Paradigm, its Big Data exploitation and analysis suite, at GEOINT 2013*.

THE LATEST IN INTEGRATION AND ANTICIPATORY INTELLIGENCE

Northrop Grumman focuses on predictive analytics and IC ITE

Northrop Grumman technologies provide mission support to analysts, warfighters, and decision makers—from processing, exploitation, and dissemination tools that enable anticipatory intelligence to IC ITE migration and the latest in Big Data analytics.

“These technologies enable agencies to focus on their mission rather than searching for the data or finding the right tools,” said company spokesperson Liz Shrum. “The frameworks and solutions Northrop Grumman has developed help our customers deal with ever-changing missions and support affordability and data sharing initiatives such as IC ITE.”

This year, Northrop Grumman highlighted capabilities and technologies across three key areas in support of the IC, DoD, and other federal, state, and local entities: anticipatory intelligence, IC ITE enabling technologies, and Big Data analytics.

Determining trends and patterns in data is an obvious problem, so Northrop Grumman presented Paradigm, its Big Data exploitation and analysis suite. This suite can be used with unstructured text, audio, video, and many other data types. It can gather data from intelligence reports, open source news, and websites, then convert the data for analysis such as geo-tagging or link discovery.

This kind of rapid analysis and alert system exists to assist analysts in predicting and responding to future events, part of Northrop Grumman’s support for anticipatory analysis and activity-based intelligence.

Moving applications to the cloud is a daunting task facing NGA and the IC. Northrop Grumman’s metrics-based method for baselining, assessing, and transforming applications, helps customers realize portfolio efficiencies across the enterprise. The company’s framework uses leading-edge technology to perform instrumented analysis, and supports customers in understanding options for migrating their application portfolio to the cloud.

“Our solutions help customers move analytic tools to the cloud, and help analysts better understand the battle space and identify trends and patterns to recognize what’s next,” Shrum said.

MOBILE ISR SYSTEMS

Zodiac Aerospace Unveils Enhanced Direct Downlink Terminals

Access to current satellite data is most critical for those in the heart of the action. French company Zodiac Aerospace, which supplies antenna systems for Earth observation satellites to the U.S. Air Force and Navy, emphasized its mobile ISR systems at GEOINT 2013*.

Zodiac unveiled the enhanced design for mass production of its Direct Downlink Terminals, according to spokesperson Alexandre Thily.

The new Direct Downlink Terminal provides autonomous and independent satellite imagery access to a transportable and easily deployable receiving station. Coupling an easy-to-use mobile antenna system and compact electronic active components, the goal is to provide imagery “right where the action is, right at the time it is needed,” Thily said.



Zodiac Aerospace emphasized mobile ISR systems at GEOINT 2013*.

PHOTO COURTESY OF ZODIAC AEROSPACE

THE STATE OF SPACE

Maryland Congressman Advocates for the Space Industry



During his keynote address on Thursday morning, Rep. C.A. Dutch Ruppertsberger, Md-2, and ranking member, HPSCI, outlined his priorities for maintaining U.S. space dominance.

Rep. C.A. Dutch Ruppertsberger, Md-2, and ranking member, House Permanent Select Committee on Intelligence (HPSCI), took the stage Thursday morning at the GEOINT 2013* Symposium to share his perspective on the space industry.

“One reason the United States is the most powerful country in the world is because we invest heavily in space,” Ruppertsberger said. “However, we have a lot of work to do to maintain our dominance in space—we must develop a long-term plan in order to stay competitive.”

Ruppertsberger outlined four priorities for how he believes the U.S. should pursue space: innovation; promoting interest in space among the American people; science, technology, engineering, and mathematics (STEM); and developing a strong private sector.

Ruppertsberger said the U.S. needs to remain particularly competitive with Russia and China, positing that the nation applies its “American ingenuity” to stimulate research and development (R&D). To do so, he advocated a need to fund and push for new American-made rocket engines, which are currently being supplied by Russia.

“I’m not a rocket scientist, but I can see the problems associated with the dependency on a country like Russia, where Putin is calling the shots,” Ruppertsberger stated.

Ruppertsberger also said it’s important to gain Americans’ support and understanding of space programs. He expressed concern that many Americans do not share an interest for space, despite commercial imagery, GPS, and real-time data that benefit everyday life. He offered more STEM education initiatives as one possible solution.

“By creating STEM programs in our high schools and colleges, we can show students how fascinating a career in space could be,” Ruppertsberger said. “Right now, STEM education is not as strong as it could be.”

An estimated 8 million STEM jobs will be available in the next 10 years, he said, with not enough students to fill them all. He added that

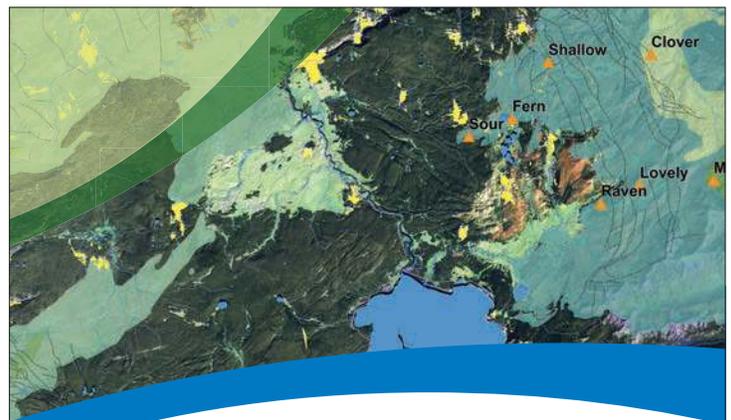
initiatives, such as the Northrop Grumman Cyber Center’s CyberPatriot program, help students learn about STEM opportunities while beginning their security clearance process.

Ruppertsberger’s final priority is to develop a thriving private sector. “We should focus the limited government R&D funding of space-based challenges and let the industry supply the pictures the government needs,” said Ruppertsberger, referring to restrictive commercial imagery resolution limits. “The government should never be competing with industry.”

The U.S. also needs to accelerate industry’s ability to compete internationally, which includes allowing the sale of higher-resolution imagery and American-made satellites.

Ruppertsberger closed by addressing how the Edward Snowden leaks have caused considerable scrutiny of the National Security Agency (NSA) in the past year. Stemming from this incident, the HPSCI introduced in March the Foreign Intelligence Surveillance Act (FISA) Transparency and Modernization Act, a proposal only allowing the government to obtain metadata necessary to protect U.S. citizens from terrorist activities.

Ruppertsberger said he was confident the men and women of the NSA are not breaking the law or listening to Americans’ conversations, but simply protecting them from terrorist attacks, which is the highest priority of the FISA program. ■



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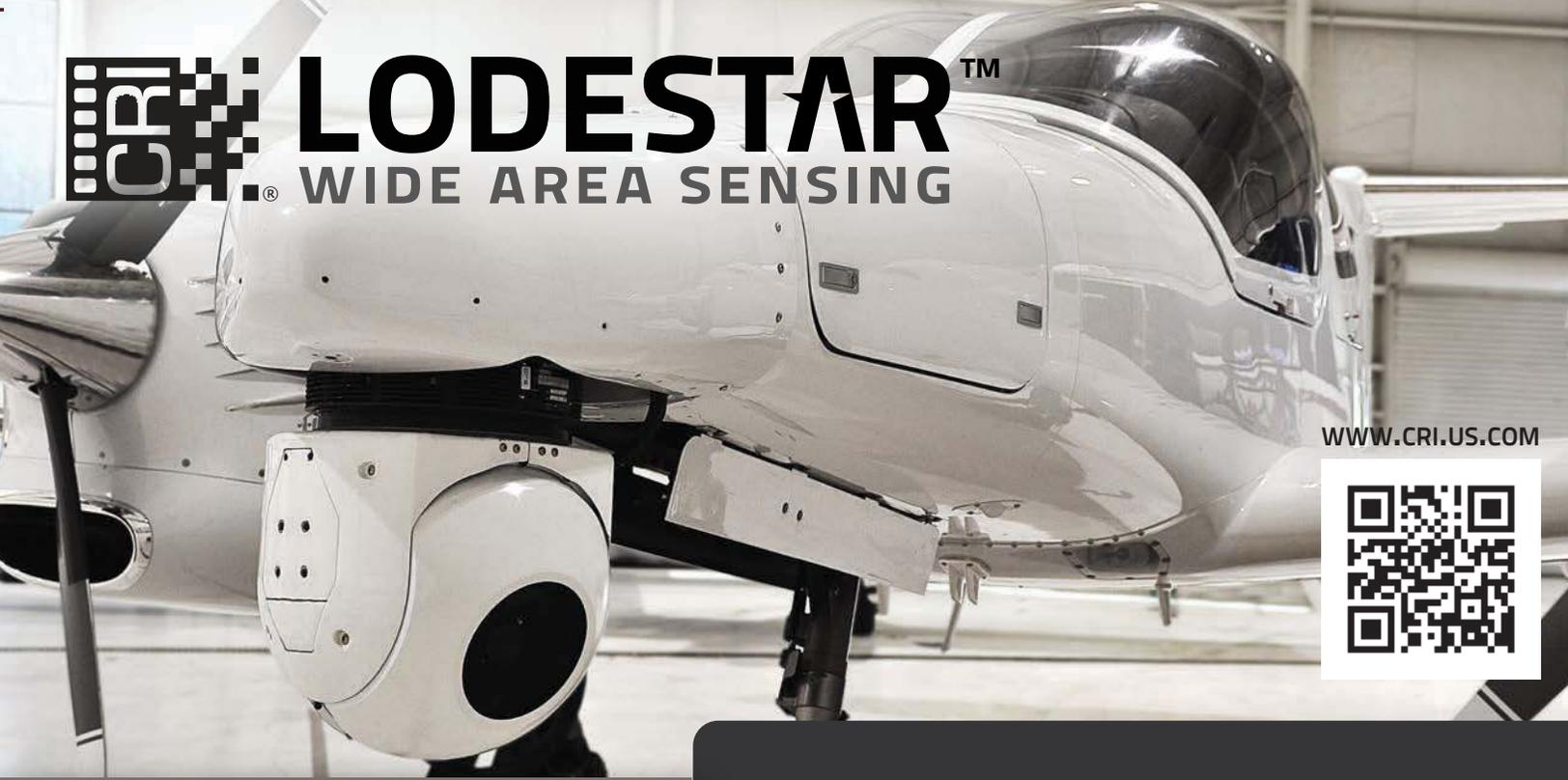


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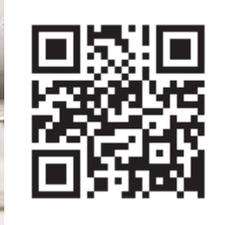


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JSOC COMMANDER OUTLINES INTEL DEMANDS

Intelligence Advances Critical to Thwarting the Thousands of Annual Global Terror Threats



During his keynote address on Thursday morning, JSOC Commander Army Lt. Gen. Joseph Votel, discussed recent technological advancements, citing SOF as the most demanding users of GEOINT.

Army Lt. Gen. Joseph L. Votel, commander of Joint Special Operations Command (JSOC), began his keynote at the GEOINT 2013* Symposium on Wednesday with an anecdote from 2001. He described relentlessly studying an image of an airfield in Southern Afghanistan where an operation was planned. In the image was an unidentified object, and he was trying to determine if it was a tank. The suspected tank turned out to be a bunch of oil barrels under a tarp.

“Looking back at that reminds me of just how much things have changed,” Votel said. “In those days, we relied on a single hard copy image to plan an assault. These days, intelligence and operations are so tightly woven together I’m not sure you could separate one from another.”

In his first GEOINT Symposium appearance, Votel talked about the significant technological advances that help inform planning, from high-definition, full-motion video to LiDAR.

Despite advances, Votel said Special Operations Forces are the single most demanding users of intelligence, and they continue to require more and more tools to execute their missions.

“We want to be everywhere, know everything, and we want to predict what happens next,” he said.

Another challenge is preparing to operate in different conditions than troops grew accustomed to in Iraq and Afghanistan. Votel said

nearly 2,000 terror incidents occurred globally in 2001, and more than 8,000 in 2012.

“But they’re so much a part of our reality that most of them don’t make the news,” he said.

Whether the enemy is on the battlefield or in the cyber domain, Votel said the goal is the same: finding those who may cause harm and leaving them nowhere to hide.

Yet, simply having access to as much information as possible is not enough.

“Making sense of data is a huge undertaking,” Votel said, stressing that technology will never replace on-the-ground decision-making or the analyst-operator relationship.

He said predictive policing—which has proven successful at reducing crime rates in some areas by increasing police presence at times when crimes tend to occur—could be a model for SOF.

Votel said he sees a strong appetite for new partners and new technology, such as sensors with extreme range and fidelity. Other JSOC needs include: the ability to be everywhere in the virtual domain, bring together data from all disciplines in real time, and the technology to see through clouds to keep track of activities on the ground.

“In those days, we relied on a single hard copy image to plan an assault. These days, intelligence and operations are so tightly woven together I’m not sure you could separate one from another.”

— Lt. Gen. Joseph L. Votel

He talked about communications support, and the ability for troops to join a video teleconference, talk to commanders, and push large amounts of material back to experts for analysis.

Special operations have relied heavily on the Intelligence Community, he said.

“And you’ve delivered,” Votel told the audience. “I have every confidence that as we continue to move forward, you will continue to do that.” ■

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THE CROWD

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ISR: 'A WONDERFUL MESS'

Lt. Gen. Palumbo Illuminates ISR Challenges, Opportunities

Lt. Gen. Raymond Palumbo needs help cleaning his garage.

“With the declining budgets, we need to take a hard look at what we’ve got in our garage today,” the deputy under secretary of defense (intelligence) for warfighter support said Thursday morning during his keynote address. “We probably need to rearrange our toolbox, and maybe we even need to buy a few more tools to make sure we’re doing our job appropriately.”

One corner of the garage, in particular—the corner occupied by intelligence, surveillance, and reconnaissance (ISR)—is full of clutter, in addition to treasure, according to Palumbo, who also serves as director of DoD’s ISR Task Force. Clearing out the clutter, he suggested, will make it easier to find the treasure.

“We have a ‘wonderful mess,’” Palumbo said. “I call it a mess because in some cases it was built pretty fast ... But truthfully no other country on this planet can do what we can do with ISR, from space down to the seabed.”

The tremendous capabilities stemming from even the most disordered systems is what makes the mess wonderful, according to Palumbo, who framed the nation’s ISR challenges in a familiar way: good versus fast versus cheap.

“You can only have two of those things,” he said. “If you want something good and fast, it’s probably not going to be cheap, and if you want something cheap and fast it’s probably not going to be good.”

To fully empower the warfighter, ISR of the future must somehow be all three at once.

“You can only have two of those things. If you want something good and fast, it’s probably not going to be cheap, and if you want something cheap and fast it’s probably not going to be good.”

—Lt. Gen. Raymond Palumbo



Army Lt. Gen. Raymond Palumbo, Director for Defense Intelligence (Warfighter Support) with OUSD(I), during his keynote address on Thursday morning presented five capability areas where DoD must focus future ISR resources.

“Our challenge under the current trends is to do much better with the [limited] resources we have,” he said.

The key is prioritizing: By successfully focusing resources in pursuit of the nation’s most important challenges, DoD can develop ISR capabilities that have great effect both quickly and affordably.

Palumbo identified five capability areas where DoD must focus future ISR resources: expanding global coverage; improving the ability to operate in denied areas; sustaining current counterterror and counterproliferation capabilities; improving cyber capabilities; and strengthening DoD’s internal security posture.

“As we look at this wonderful mess, you’ll see us continuing to invest on the margins in ... platforms and sensors. But we have an opportunity to make some really good strides in the transport and PED [processing, exploitation, and dissemination] parts of our business,” said Palumbo, who identified the following transport and PED priorities:

- Better understanding and organizing data;
- Protecting data;
- Connecting data; and
- Sharing data.

Palumbo finished with an anecdote illustrating the importance of adaptability: Last fall he met a wounded Marine who was blind in both eyes. Without his vision, the Marine had developed “super” hearing.

“It’s amazing how ... one sense will compensate for the other,” Palumbo said. “When things happen like Snowden and WikiLeaks, and it affects our ability to collect, we need to adjust. We need to adapt, just like the blind Marine.” ■

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SPECIAL OPERATIONS CONTINUED



“There’s no such thing as a local problem,” McRaven said. “The world is a very complex place. I’ll tell you, in my 37 years in this business I’m not sure that I’ve ever seen it this complex.”

USSOCOM copes with this complexity by preemptively establishing relationships with counterparts in other nations.

“A lot of times, in our world, what makes the news ... are the direct-action missions,” McRaven said. “We need to have the world’s best direct-action capability, but at the same time we need to be postured today, as we have been doing for decades, to be able to build partner capacity ... You can’t surge trust ... Trust takes a long time to establish.”

In that vein, McRaven outlined some SOF challenges. Among those is sharing information with the command’s partners. He offered an example from Kabul, Afghanistan, in 2009. At the time, U.S. forces were sharing fused intelligence with only five of its then 15 partners.

“I had a very aggressive colonel who was running the fusion cell at the time, and he came to me and said, ‘sir, the problem is ... we’ve lost that trust factor because we can’t share with them,’” McRaven said.

A solution was found, allowing USSOCOM to share necessary intelligence with up to 22 allies. With the help of the Office of the Director of National Intelligence and the National Geospatial-Intelligence Agency, the Warrior View program facilitated sharing of information.

“That was a sea change to how our allies viewed our efforts to support them,” McRaven said, adding that the change eventually extended to sharing information with the Iraqis and Afghans. “I will tell you, in my two-and-a-half years of working with my Iraqi and Afghani counterparts, running 10 missions a night, not once was one compromised, and their value to understanding the mission on the ground was huge.”

McRaven shared a similar message for the GEOINT industry.

“I think it’s about building systems that naturally collaborate with

each other,” he said of competing companies creating technology that does not coexist, which puts operators at a disadvantage.

“I am working on a number of projects now where I have asked my industry partners to be prepared to share their intellectual property with others in a way they haven’t done before,” McRaven said. “I think I can show them on the back end that, if you assume that risk, your return in the end will be better.”

While SOF grows in international influence, McRaven described himself as a “four-star action officer.” Special Forces personnel are technically under the control of co-combatant commanders (COCOMS), who work through theater special operations command (T-SOC), and USSOCOM is charged with facilitating their needs.

“I want to hear from the sergeant, I want to hear from the young first lieutenant,” McRaven said. “I need to know what that young NCO in the foxhole needs to do a job to support his chain of command.”

Increasingly, those needs involve information delivered to the lowest echelon. McRaven shared an anecdotal conversation he had with a young major about six months ago:

“I said, ‘what can I do for you?’” McRaven said.

“He kind of sheepishly said, ‘I’d kind of like to figure out how I can get overhead imagery to support the Colombian national police.’ I almost fell out of my chair.”

The young major told McRaven what he perceived was the way to obtain the overhead imagery. “Talk to the lieutenant colonel, who will talk to the colonel, who will talk to the general, who will talk to the admiral, who will then decide.”

“I need to know what that young NCO in the foxhole needs to do a job to support his chain of command.”

— Adm. William McRaven

“I said, ‘that is not the way we do business,’” McRaven responded. “You, major, have the ability to tap into my (NGA) rep ... and get the information you need. You have 67,000 people at your fingertips. All you have to do is ask.”

The story is an example of partnerships forged not only with other nations, but with other U.S. organizations as well.

“If we’re going to succeed at this business ... we’re going to have to assume a little risk,” McRaven said. “I have never had a problem with allowing my NCOs and officers at whatever level to make decisions that are within their purview to make. ... We can do that because, frankly, we have access to this phenomenal C4I capability.” ■



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SOVIET: THE FIFTH “S”

Robert Cardillo Speaks About Traditional and Nontraditional GEOINT

Robert Cardillo, deputy director of national intelligence for intelligence integration, gave the final keynote address of the GEOINT 2013* Symposium Thursday afternoon. Cardillo oversees information sharing and collaboration through the integration of collection and analysis across the Intelligence Community. He spoke about the importance of implementing both traditional and nontraditional GEOINT methods.

“Integration is not an object or endpoint—it’s a mental state, activity, and movement forward that needs to continue.”

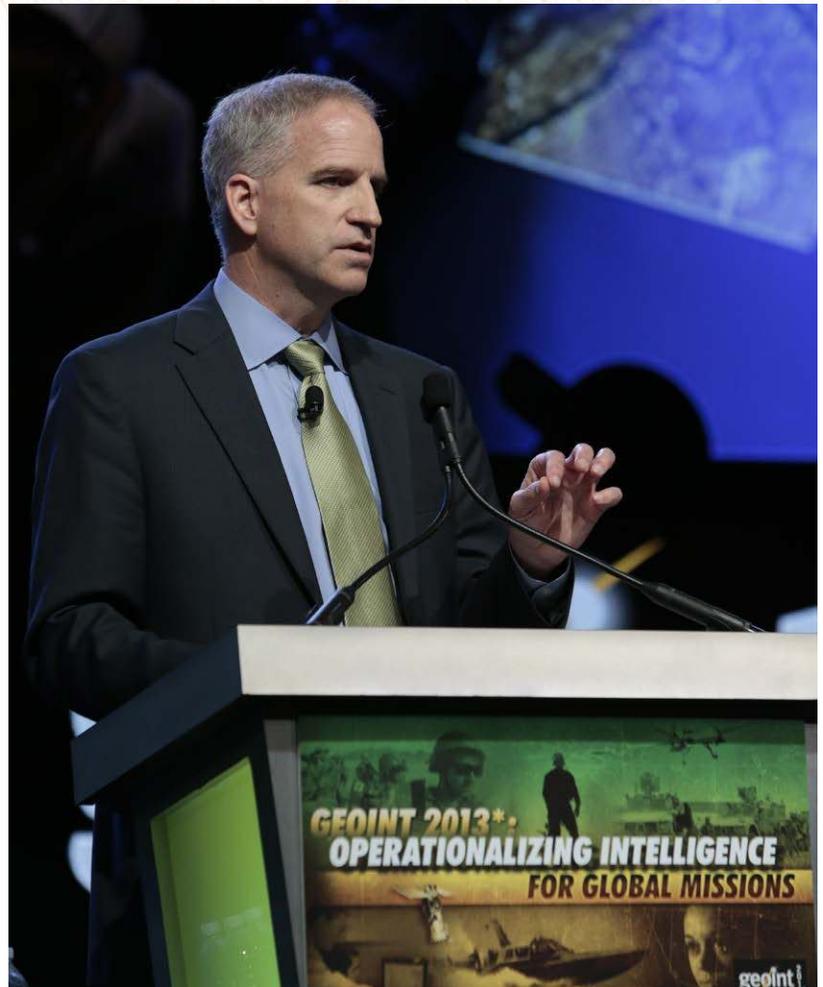
Cardillo reiterated NGA Director Letitia Long’s keynote comments, in which she expressed an urgent need for the Intelligence Community to become immersed in data and think differently about what data means to them.

“The world has evolved and the capabilities that existed when I came into the business in the early ’80s fundamentally didn’t revolutionize,” said Cardillo. “The world’s connected like never before, so that connectivity provides an advantage and provides access and understanding. But we have to choose to engage in that environment and have to choose to embrace and leverage it, or we risk getting passed by.”

Cardillo expanded upon the four “S’s” DNI James Clapper addressed in his keynote on Tuesday—Snowden, Sequestration, Syria, and Shutdown—by adding a fifth “S”: Soviet. Cardillo reflected on how the U.S. Intelligence Community has pivoted since previous conflicts with Russia, meaning until the situation in the Ukraine arose earlier this year, the IC did not know much about the country or the regions surrounding it. Since then, Cardillo said he and his staff have pulled out military symbology books, Russian deployment doctrine, and old imagery keys, to become reacquainted with the region.

“We must sustain the traditional business,” Cardillo said. “We need to evolve from those shiny metal objects to the synapses of leaders, and really think about strategy inside the decision space in order to add value.”

Cardillo also said he felt privileged to attend the GEOINT Symposium and see the GEOINT Community’s latest technology while also



Robert Cardillo, Deputy Director for Intelligence Integration, ODNI, offered the final keynote of the day, revealing “Soviet” as yet another challenging S-word.

having the opportunity to interact with Community members.

“I’m proud to be able to turn in your homework,” said Cardillo in reference to his daily briefings to President Obama. “When I worked at the Joint Chiefs of Staff, I always wondered if anyone was seeing or using my work, but now I can tell you we’re seeing your work, and it matters, and it’s making a difference every day.” ■

“We must sustain the traditional business. We need to evolve from those shiny metal objects to the synapses of leaders, and really think about strategy inside the decision space in order to add value.” —Robert Cardillo



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ARTHUR C. LUNDAHL - THOMAS C. FINNIE LIFETIME ACHIEVEMENT AWARD RECIPIENT REVEALED

USGIF Announces Renaming of Award



Roberta “Bobbi” Lenczowski is this year’s recipient of the Arthur C. Lundahl–Thomas C. Finnie Lifetime Achievement Award.

During Thursday’s general session, USGIF announced Roberta “Bobbi” Lenczowski as the recipient of the Foundation’s Arthur C. Lundahl–Thomas C. Finnie Lifetime Achievement Award. Lenczowski is the 10th and first female recipient of the award.

“Any lifetime achievement award evokes reflections, and there are many upfront and background facilitators to thank for their support,” said Lenczowski. “Such an important award could simply be a memorable way to conclude decades of endeavor. However, for me, this award is a reminder that we must continue to pay it forward as mentors and advocates, following the example of both Art Lundahl and Tom Finnie.”

Lenczowski is an independent geospatial information-intelligence consultant who spent 28 years in the public sector. She retired in 2005 from the National Geospatial-Intelligence Agency (NGA), where she finished her NGA career as executive director of NGA Campus West in St. Louis. During her tenure in Washington, D.C., Lenczowski served three years as NGA’s technical executive, and was also director of operations with the National Imagery and Mapping Agency (NIMA) for more than five years. She also served as president of the American Society for Photogrammetry and Remote Sensing.

The Lundahl-Finnie award recipient is nominated and voted on by the USGIF Board of Directors. Board members chose Lenczowski

for inspiring the Global Geospatial Integrated Data Environment concept, which ultimately led to the standup of the Global Geospatial Integrated Product Team and creation of NIMA Production Cells—the first use of commercial-off-the-shelf workstations for the GEOINT mission. This accomplishment led to the Integrated Exploitation Capability.

During the award presentation, USGIF Chairman of the Board Stu Shea also announced the award’s renaming to include recognition of Thomas C. Finnie. This distinguished award now recognizes contributions made by both Arthur C. Lundahl and Thomas C. Finnie, and celebrates their accomplishments—in imagery analysis and mapping, respectively—and their legacy within the GEOINT Community.

“Geospatial intelligence was borne, not out of whole cloth, but by combining extant disciplines of

imagery, imagery intelligence, and mapping, charting, and geodesy (MC&G) into a single, unified intelligence discipline,” Shea said. “Art Lundahl and Tom Finnie were both luminaries who ultimately set the standard against which all others were measured with their vision and execution of the imagery and MC&G disciplines that formed the foundation for GEOINT today.”

Thomas C. Finnie’s career with the U.S. government began in 1937, practicing engineering and surveying with the Department of Agriculture. In 1962, he assumed the position of technical director for the Aeronautical Chart and Information Center in Washington, D.C., and St. Louis, and was one of the initial eight Department of Defense planners who assisted in organizing the Defense Mapping Agency (DMA) in 1972. Later, Finnie became DMA’s director of management and technology.

Arthur C. Lundahl is known as the “father of modern imagery analysis and imagery intelligence” for his work as the founder and first director of the National Photographic Interpretation Center. Under Lundahl’s leadership, NPIC’s role to support the CIA’s deputy director of intelligence transformed the center into a national-level component of the Intelligence Community, and demonstrated image intelligence as a prime strategic and tactical resource worldwide. ■

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DIA CTO Gus Taveras led a panel presentation on "Innovating with the DIA" Wednesday afternoon.

THE GATEWAY TO SUCCESS

New DIA System Will Allow Industry to Prove Technology in DIA Environment

When Dan Doney attends events such as GEOINT 2013*, it's usually pretty eye opening, he said Wednesday. "I see hundreds of great technologies that we know are better than the things we have in our mission environment."

Doney, the chief innovation officer for the Defense Intelligence Agency (DIA), added that the problem is compounded by "knowing that under our old way of doing business, it would take us years to get them into our setting."

Doney and his colleagues addressed this challenge during a special DIA presentation in Wednesday's GEOINT 2013* general session. Doney, DIA Chief Technology Officer Gus Taveras, and DIA Lead Engineer Matt Carroll, said the agency is working to be more receptive to new, innovative ideas, as well as to leverage capabilities to migrate to the Intelligence Community cloud under the umbrella of the Intelligence Community Information Technology Enterprise (IC ITE).

To do so, Doney said, "we're going to bring our enterprise to the innovator—to open up in a way, by our count, that's never been done in the Intelligence Community."

He is describing the Open Innovation Gateway. The Gateway will allow industry innovators to prove a technology using a DIA mission set with as much fidelity as possible. The technology will then be evaluated by actual mission users.

This process eliminates what Doney calls the "valley of death."

"We're leaving a lot of great capabilities on the floor," he said. "We don't have time to continue to make the mistakes of the past."

A NETWORK OF PEOPLE

Special Operations Global Sharing Goes Beyond Information

The role of a Global Special Operations Forces Network seems clear: to link SOF units and individuals around the world so they can exchange information in an environment in which threats are no longer confined by borders.

Perception is something else. It's about more than information. "The purpose of the Global SOF Network is to connect people to people and people to information," said Lt. Col. Magnus Lindstrom, a Swedish special operator, in a panel discussion Thursday at GEOINT 2013* in Tampa.

"It's sharing interests and intent to help us understand each other."

While there are technical aspects to a Global SOF Network, most of the panelists are dealing with it personally. Lt. Col. Cornelius Herwegh of the Netherlands spoke of seeing the same special operators all over the world. Capt. Steve Wisotzki, a Navy SEAL, trained with Malaysian and Greek counterparts, then served with them in Malaysia and Greece. Lt. Col. Pablo Delgado of Spain spoke of a network fostering "a flow of ideas around the world."

Problems with a network aren't technical so much as "people," said Lt. Col. Wolfgang Beyer of Germany. "We have a fear of talking," he added. "When we have a major operation, like Afghanistan, we share everything. ... Other places, the same topic, with the same credentials, it's top secret. No foreign eyes."

Wisotzki acknowledged that issue and suggested the way toward greater understanding goes beyond a Global SOF Network. "You have to be able to see the world through others' eyes," he said. "We need more Americans to go overseas and live in others' environment."

If that sounds familiar, it's because the sentiment is also U.S. Special Operations Command's mission writ large.

An international panel, including representatives from Germany, Spain, Sweden, and the U.S., discussed operational planning for the Global Special Operations Forces Network on Thursday afternoon.



COMMENTS FROM THE EXHIBIT HALL



"There's a lot of very useful information. Now I'm a strategic planner, but I used to be an intel officer. Some of the booths bring back memories because geospatial intelligence was our bread and butter when I was deployed to Afghanistan and providing the visual picture for my unit."

—MAJ. THERESA CROSS, **CENTCOM**



"You get to see the best of what the industry has to offer, and you also see best practices that we can take back to better do our jobs."

—STAFF SGT. MICHAEL KWAIN, **GEOSPATIAL ANALYST, 11TH INTELLIGENCE SQUADRON, U.S. AIR FORCE**



"We've found [the Symposium is] a good place to develop partnerships, and for a small company, like we are, it's a great opportunity to inform people about what we can do to offer solutions. I've been coming here as long as Thermopylae has been in business, and it's been great for us."

—AJ CLARK, **PRESIDENT, THERMOPYLAE SCIENCES & TECHNOLOGY**



"I work on image processing and remote sensing. There are always new things in this area—new advances in algorithms and software—so I've enjoyed learning about those and look forward to eventually transferring [my knowledge] to my students."

—AMR ABD-ELRAHMAN, **Ph.D., ASSOCIATE PROFESSOR, UNIVERSITY OF FLORIDA**



"I like coming [to the Symposium] because it gives me some perspective on new ways that our data can be used. For example, I just talked to a man who could use it to monitor whaling in Japan."

—PEGGY BROWNING, **SENIOR DIRECTOR, MARITIME PRODUCTS, EXACTEARTH**



"A lot of the conferences I've been to are very technical, very specific in my area of research, which is remote sensing. Here, you see it all come together."

—AMANDA ZIEMANN, **4TH YEAR Ph.D. STUDENT, IMAGING SCIENCE IN REMOTE SENSING, ROCHESTER INSTITUTE OF TECHNOLOGY**



"We ... decided that we needed to make the time and investment because of the opportunities [the Symposium] affords us. At our first GEOINT, we showed an agency head what we could do, and he apparently was impressed because eight months later some money opened up and now they're our biggest customer."

—BRIAN POE, **DIRECTOR OF GOVERNMENT OPERATIONS, HUMANGEO**



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