

# NGA



STRATEGY  
**2025**

## MISSION

We provide GEOINT for our nation's security.

## VISION

NGA will propel the continued dominance of GEOINT to protect American interests.



## COMMITMENT

MISSION  
DRIVEN



HUMAN  
CENTERED



DATA  
ENABLED



ENTERPRISE  
STRONG



RELENTLESSLY  
INNOVATIVE

# INTRODUCTION

NGA provides GEOINT to secure our nation. This 2025 strategy is our pathway to operational agility, elevated insight and mission resilience. We serve policymakers, warfighters and emergency responders. The world demands — and our nation deserves — the assured GEOINT service that only NGA can deliver.

We find ourselves in a complex world of accelerating change — increasing commercial innovation, growing adversarial capability, and expanding threats and opportunities. This 2025 strategy demands that we detect sooner, learn faster, and adapt quicker than our adversaries do. It is about who can recognize threats and opportunities sooner — and act first.

Cutting-edge GEOINT is more widely available. This 2025 strategy demands a GEOINT advantage through a world-class workforce that leverages expanded partnerships, continual innovation and human-machine teaming. To anticipate tomorrow's threats and opportunities, we will channel our global diversity to deliver relevant GEOINT insights using technically-savvy experts and a data-driven enterprise.

Adversaries increasingly challenge us in all domains — land, air, sea, space and cyber. NGA must provide geospatial awareness, understanding and insights across and between all of them. Expanding into new markets and enabling greater openness introduces risks to the integrity of our profession. Thus, we must integrate smarter and work harder to continually earn the trust of those we serve.

NGA will continue to evolve. The sustained effort from every member of our global GEOINT enterprise will empower our customers to act effectively before events dictate — and enable them to achieve the best possible outcome to secure our nation and the values it represents.



Robert Cardillo  
Director, National Geospatial-Intelligence Agency

**“To prevail, we must integrate all elements of America’s national power — political, economic and military.”**

**“The United States will fuse our analysis of information derived from the diplomatic, information, military, and economic domains to compete more effectively on the geopolitical stage ...”**

*National Security Strategy, 2017*

**“Maintain and increase intelligence advantage in a competitive environment”**

*National Intelligence Strategy (Draft), 2018*

**“Expanding the competitive space through a more lethal, rapidly innovating Joint Force and Defense enterprise combined with a robust, more capable alliance and partnership network will generate the military advantage needed ...”**

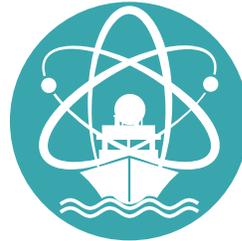
*National Defense Strategy, 2018*



## **GOAL 1**

### Inspire and Grow Our World-Class Workforce

NGA will invest in our ability to recruit, engage, develop, train, and retain a workforce that advances our tradecraft and innovates new solutions to meet emerging mission needs. Our world-class workforce must master technology to combine the science of intelligence with relentless curiosity; leverage diversity to continuously raise our GEOINT expertise; and learn to use machines as digital assistants to provoke deeper expert analysis. NGA will evolve its workforce culture to emphasize transparency, respect, excellence, and teamwork—creating a workplace to which people aspire and compete to belong. NGA will insert accountability into performance metrics for the agency and individuals. We will accept and expeditiously act upon feedback from our workforce, customers, and overseers. We will adapt and grow to exceed the expectations of our customers.



## **GOAL 2**

### Fuel and Drive the Entire Global GEOINT Enterprise

NGA will expand alliances and partnerships with both traditional and nontraditional partners across the spectrum of GEOINT missions to keep pace with intelligence and foundation GEOINT needs in an increasingly complex and contentious world. We will operationalize partnerships to enable interoperability through governance, standards, and enterprise services; expand team diversity to more effectively share missions with our partners; and build resilience to leverage the collective operational strength of the entire global GEOINT enterprise to our advantage. NGA will open training, education and certification initiatives to all of our partners for unified GEOINT mission execution. NGA will transform its acquisition tradecraft and contracting services to fuel the global GEOINT enterprise, and enable efficient partner and supplier engagement. Interoperability across the global GEOINT enterprise will allow NGA to concentrate resources, tradecraft development, and operations to extend the NGA differentiated services.



### **GOAL 3**

#### **Secure and Deliver the Nation's Most Trusted GEOINT**

NGA will support U.S. national security by delivering the persistent, accurate, secure, and timely GEOINT data, products, and services our customers rely upon to perform their critical missions. Our objective remains the same — deliver trusted GEOINT for decision advantage to those we serve — and we must do so at a more rapid pace given the improving decision cycles of our adversaries. As we accelerate timelines and expand our enterprise, we must not inadvertently dilute the power of the GEOINT we provide. We will decrease decision timelines by expediting reporting to enable more timely military, political, and humanitarian action; broker geospatial solutions leveraging global suppliers to deliver the best possible GEOINT to any mission at any time for any location; and maintain the confidence and trust of our customers by consistently ensuring both the security and quality of all GEOINT.



### **GOAL 4**

#### **Bring the Future into Focus to Anticipate Opportunity and Foresee Threats**

Intelligence has always been about providing timely insight into potential opportunities and threats to our national security. NGA will reduce surprise by improving our ability to understand the world and anticipate future events; increase decision advantage by orienting our decision-makers to enable them to act swiftly; and adapt faster to recognize opportunities for innovation ahead of adversaries. NGA will evolve GEOINT from providing authoritative observations of recent activities to delivering models and modeling capabilities that satisfy customer needs, such as strategic warning, mission forecasting, and humanitarian preparations. NGA will automate routine GEOINT tasks and corporate business processes and invest in technology-transfer opportunities from commercial or nontraditional sources as appropriate. NGA will establish a strategic research-and-development program that harnesses data-centric technologies, such as advanced analytics, deep learning and machine intelligence, and autonomous capabilities that elevate and extend human capabilities. We will increase our investments in modeling activities to build a prototype geospatial modeling framework for testing, training, and validating global-scale geophysical and geospatial analytic models.

## MOVING FORWARD...

To sustain our advantage, GEOINT must support autonomous military operations, human-machine teaming, humanitarian crises, complex sense-making, and strategic policy actions. We must embrace anticipatory intelligence as an operational and business paradigm. In a world of competition with our peer adversaries, we will not have the luxury of time to observe and orient manually—we will need to deliver GEOINT for immediate insight, understanding, decision, and action. We can provide this level of service only if we have prepared our data to drive decisions and our visualization to illuminate the option space. Anticipatory intelligence drives our planning and contingency options based on adversary behavior—and best positions us to improve national security.

Achieving the goals and outcomes provided in this strategy will not be easy—and we need a wide diversity of opinion and perspectives to begin to understand the opportunities and risks. Our national security and prosperity demand that geospatial capabilities, advanced technology, expert tradecraft, innovative partnerships, and a dynamic workforce all work in unison to deliver decisive advantage.

This strategy drives NGA planning, programming, and implementation efforts. The NGA Strategic Implementation Plan will provide additional details for specific activities and program alignment to achieve our strategic goals and outcomes.

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### VISION

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### GOALS

Inspire and Grow our World-Class Workforce.

Fuel and Drive the Entire Global GEOINT Enterprise.

Secure and Deliver the Nation's Most Trusted GEOINT.

Bring the Future into Focus to Anticipate Opportunity and Foresee Threats.

### COMMITMENT

Mission Driven ● Human Centered ● Data Enabled ● Enterprise Strong ● Relentlessly Innovative



**NGA Strategy 2025**  
National Geospatial-Intelligence Agency



KNOW THE EARTH ... SHOW THE WAY ... UNDERSTAND THE WORLD



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