

1 CHAPTER 1

2  
3 Introduction

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6 “Good intelligence will not necessarily lead to wise policy choices. But without sound  
7 intelligence, national policy decisions and actions cannot effectively respond to actual  
8 conditions...” Ruckerfeller Commission, Report to the President, 1975  
9

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12  
13 Impact of the National Security Strategy (NSS)

14  
15 National security has taken on a much broader definition in the post-Cold War era.  
16 Intelligence will address a much wider range of threats and dangers. We will continue to monitor  
17 military and technical threats, to guide long-term force development and weapons acquisition, and  
18 to directly support military operations. Intelligence will also be critical for directing new efforts  
19 against regional conflicts, proliferation of weapon of mass destruction, counterintelligence,  
20 terrorism and narcotics trafficking. In order to adequately forecast dangers to democracy and to  
21 U.S. economic well-being, the intelligence community must track political, economic, social and  
22 military developments in those parts of the world where U.S. interests are most heavily engaged  
23 and where overt collection of information from open sources is inadequate. Finally, to enhance  
24 the study and support of worldwide environmental, humanitarian and disaster relief activities,  
25 technical intelligence assets (principally imagery) must be directed to a greater degree collection  
26 of data on these subjects.  
27

28  
29 U.S. intelligence capabilities critically impacts on our nation’s powers and remain an  
30 integral part of the national security strategy. Only a strong intelligence effort can provide  
31 adequate warning of threats to U.S. national security and identify opportunities for advancing our  
32 interests. Policy analysts, decision makers and military commanders at all levels will continue to  
33 rely on our intelligence community to collect information unavailable from other sources and to  
34 provide strategic, operational and tactical analysis to help surmount potential challenges to our  
35 military, political and economic interests.  
36

37 Within the National Structure, the collection and analysis of intelligence related to  
38 economic development plays an increasingly important role in helping policy makers understand  
39 economic trends. That collection and analysis can help level the economic playing field by  
40 identifying threats to U.S. companies from foreign intelligence services and unfair trading  
41 practices.  
42

43 Decision makers need accurate and timely information about potential threats. In the past,  
44 these threats were mainly perceived in terms of potential hostile military action against the  
45 territory or people of the United States and its allies. Today, there is a broader appreciation of  
46 foreign economic, political, demographic, and environmental threats to U.S. national security; and  
47 a correspondingly greater emphasis on these factors in the intelligence community. National  
48 leaders demand greater insight into the perspectives and capabilities of other countries. Military  
49 leaders need solid information to cope with an ever greater involvement in peacekeeping and  
50 operations other than war. The traditional objectives of strategic, operational, and tactical  
51 intelligence have become even more vital for effective national policy and military command and  
52 control. The organizations and processes producing that intelligence are extremely complex, but  
53 must be understood by military planners  
54

1 The NSS requires that we take steps to reinforce current intelligence capabilities and overt  
2 foreign service reporting, within the limits of our resources, and similar steps to enhance  
3 coordination of clandestine and overt collection. Key goals include to:

4  
5 o Provide timely warning of strategic, threats, whether from the remaining arsenal of  
6 weapons in the former Soviet Union or from other nations with weapons of mass destruction;

7  
8 o Ensure timely intelligence support to military operations;

9  
10 o Provide early warning of potential crises and facilitate preventive diplomacy;

11  
12 o Develop new strategies for collection, production and dissemination (including  
13 closer relationship between intelligence producers and consumer) to make intelligence products  
14 more responsive to current consumer needs;

15  
16 o Improve worldwide technical capabilities to detect, identify and determine the  
17 efforts of foreign nations to develop weapons of mass destruction;

18  
19 o Enhance counterintelligence capabilities;

20  
21 o Provide focused support for law enforcement agencies in areas like counternarcotics,  
22 counterterrorism and illegal technology trade;

23  
24 o Streamline intelligence operations and organizations to gain efficiency and  
25 integration;

26  
27 o Revise long-standing security restrictions where possible to make intelligence data  
28 more useful to intelligence consumers;

29  
30 o Develop security countermeasures based on sound threat analysis and risk  
31 management practices.

## 32 33 34 35 36 37 38 Impact of the National Military Strategy

39  
40 QUESTION: (HOW DOES NMS IMPACT DOD INTELLIGENCE?) ANY THOUGHTS.

41  
42 This National Military Strategy (NMS) builds on its predecessors and continues the  
43 evolution from strategies developed during the Cold War. Despite the breakup of the Soviet  
44 Union and the subsequent drawdown of US forces, we have a strategy of continued global  
45 engagement. Flexibly and selectively applied, US military power will remain a fundamental factor  
46 in assuring national security.

47  
48 In keeping with the broad outlines of military strategy developed over nearly half a  
49 century, we see the United States with worldwide responsibilities that require flexible military  
50 capabilities. As before, we will stand together with our allies and friends to assure stability in a  
51 troubled world. Deterrence and conflict prevention are central elements of our strategy. A  
52 balanced force structure, including air, land, naval, and space elements, a strategic nuclear force,  
53 and correctly size overseas presence are essential to maintaining the required deterrent and  
54 warfighting capabilities.

1  
2 The days of the familiar bipolar competition with the former Soviet Union are now in the  
3 past. Security issues are more complex and increasingly regional in nature. Our actions must be  
4 appropriate to meet specific needs across a broad range of potential challenges. This requires a  
5 high tempo of military activity, including military operations, with a significant risk of hostile  
6 action. The forces to meet our security needs will be largely based in the United States. Even  
7 though smaller than before, they will need to remain highly capable. Quality people, readiness,  
8 enhancements, selected modernization, and balance will provide the critical edge.  
9

10 This military strategy is one of flexible and selective engagement, designed to protect US  
11 interests throughout the world and to help meet the security needs of our partners in key regions.  
12 This strategy requires a ready American military force capable of responding quickly and  
13 decisively to protect our Nation's security.  
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## 23 **The United States National Intelligence Community**

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### 29 **NOTE: INCLUDE DIAGRAM OF THE IC (FIGURE 1-1)**

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34 Several major intelligence agencies and organizations support the warfighter. Although  
35 much could be written about each one of them, the objective of this chapter is to provide an  
36 overview of their responsibilities and structures to give a basic understanding of intelligence  
37 information flow.  
38

39 The **Director of Central Intelligence (DCI)** was identified by the National Security Act  
40 of 1947 as the leader responsible for the overall management of the U.S. Government's  
41 intelligence efforts. By law, the DCI is appointed by the President with the guidance and consent  
42 of the Senate. Besides serving as the head of the U.S. intelligence community, the DCI serves as  
43 head of the Central Intelligence Agency and acts as the principal advisor to the President for  
44 intelligence matters related to national security.  
45

46 As principal intelligence advisor to the President, the DCI is part of the National Security  
47 Council (NSC). Under the direction of the NSC, he provides national-level intelligence to the  
48 President, to the heads of departments and agencies of the Executive Branch, to the Chairman of  
49 the Joint Chiefs of Staff, to senior military commanders, and to the Senate and House of  
50 Representatives and their respective committees. He is charged with providing timely, objective,  
51 national intelligence that is independent of political considerations and is based on all sources  
52 available to the intelligence community.  
53

1 Several intelligence community staff elements help the DCI meet his many roles and  
2 responsibilities. Two of the most prominent elements are the Community Management  
3 Staff(CMS)and the National Intelligence Council (NIC).  
4

5 The DCI exercises his community responsibilities through the CMS staff, which is not part  
6 of the CIA. Formerly called the Intelligence Community (or IC) Staff, the DCI's staff was  
7 reorganized and reduced in size in 1992. The staff falls under the Intelligence Community  
8 Executive Committee (IC/EXCOM)and is headed by the Executive Director for Intelligence  
9 Community Affairs who reports directly to the DCI. The staff develops, coordinates, and  
10 implements DCI policy in the areas of resource management, planning, and requirements and  
11 evaluation.  
12

13 The CMS is comprised of the following functional offices:  
14

15 o Program Evaluation and Budget Office is responsible for the National Foreign  
16 Intelligence Board and budget development, evaluation, justification, and monitoring.  
17

18 o Compartmented Access Program Coordination Office shepherds the more  
19 sensitive intelligence community endeavors.  
20

21 o Intelligence Systems Secretariat is administratively attached to the CMS to plan  
22 and coordinate intelligence community automation efforts.  
23

24 o Requirements, Plans, and Policy Office translates the needs of the customers of  
25 the community's products and services into national intelligence requirements; integrates the  
26 efforts of the collection disciplines to satisfy these requirements; and evaluates the community's  
27 performance. This office serves as the central authority for implementing and managing the  
28 intelligence process.  
29  
30

31 In addition to the CMS, which focuses heavily on intelligence collection, the DCI is also  
32 supported by the **National Intelligence Council**, which is concerned with production of finished  
33 intelligence. The NIC is composed of senior analysts (called National Intelligence Officers [NIO])  
34 from within the community and substantive experts from the private sector who are selected by  
35 the DCI. Each NIO concentrates on a specific geographic area, such as the Middle East, or a  
36 functional areas, such as strategic forces.  
37

38 NIOs evaluate intelligence products, make recommendations, and assist the DCI as  
39 required. They produce National Intelligence Estimates, which represent the collective judgment  
40 of the intelligence community on foreign and defense matters and include alternate views held by  
41 community members. NIOs also issue NIC Memoranda and other products on specific topics on  
42 national policy interest.  
43

#### 44 **DOD Intelligence Organizations** 45

46  
47 The following pages focus on DOD intelligence organizations that do not belong to  
48 individual military services.  
49

#### 50 **Defense Intelligence Agency** 51

52  
53 Designed to integrate the military intelligence efforts of all DOD elements, the DIA was  
54 created in 1961. Although administratively under the Assistant Secretary of Defense for

1 Command, Control, Communications, and Intelligence (ASD C3I), the Director of DIA, reports  
2 directly to the Secretary of Defense through the CJCS in fulfilling his national-level and unified  
3 command intelligence responsibilities.

4  
5 **Insert Line and Block Chart**

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7  
8 DIA's functional responsibilities include:

- 9  
10 o Providing finished military intelligence to national consumers.
- 11  
12 o Coordinating intelligence collection requirements for DOD
- 13  
14 o Managing Measurement and Signature Intelligence (MASINT)for the intelligence  
15 community.
- 16  
17 o Overseeing the General Defense Intelligence Program budgeting system.
- 18  
19 o Operating the Joint Military Intelligence College and the Joint Military Intelligence  
20 Training Center.
- 21  
22 o Managing the Defense HUMINT Service (DHS), to include clandestine and overt  
23 intelligence operations, as well as the Defense Attache System and its Attache Training School.  
24 (The DHS is DIA's only solely owned and operated collection service.)
- 25  
26 o Managing the Armed Forces Medical Intelligence Center and the Missile and Space  
27 Intelligence Center.
- 28  
29 o Overseeing the military service S&T intelligence centers:
  - 30  
31 - National Ground Intelligence Center
  - 32  
33 - National Maritime Intelligence Center
  - 34  
35 - National Air Intelligence Center

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39 **National Security Agency**

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44 The **National Security Agency/Central Security Service (NSA/CSS)** As a member of the  
45 intelligence community, NSA conducts its intelligence mission in accordance with guidance from  
46 the DCI. NSA is a Combat Support Agency of DOD under the authority, direction, and control  
47 of the Secretary of Defense, and is responsible for centralized coordination, direction, and  
48 performance of highly specialized intelligence functions in support of U.S. Government activities.  
49 NSA carries out the responsibilities of the Secretary of Defense to serve as Executive Agency for  
50 U.S.Government signals intelligence (SIGINT), information systems security  
51 (INFOSEC),communications security(COMSEC), computer security (COMPUSEC), and  
52 operations security (OPSEC) training activities. The Central Security Service provides the  
53 Military Services a unified Cryptologic organization within the Department of Defense designed

1 to assure proper control of the planning, programming, budgeting, and expenditure of resources  
2 for Cryptologic activities.  
3  
4

5 While a detailed discussion of NSA's vast organization and manifold functions is beyond  
6 the scope of this FM. This discussion will focus on NSA's two national missions: information  
7 systems security (INFOSEC) and foreign SIGINT, two parts of a primary goal of information  
8 dominance for the U.S. Government. NSA provides the leadership, products, and services  
9 necessary to protect national security systems, classified or not, against exploitation, interception,  
10 unauthorized access, and other technical intelligence threats. These INFOSEC activities can be  
11 considered defensive in nature. On the offensive side, NSA provides unified organization and  
12 control of U.S. collection and processing of foreign signals to produce SIGINT. NSA produces  
13 SIGINT based on the objectives and priorities established by the DCI and the advice of the  
14 National Foreign Intelligence Board. SIGINT activities are conducted in accordance with the  
15 laws and directives governing intelligence operations.  
16

17 While not a military organization, NSA is a DOD combat support agency whose primary  
18 mission is to support the military. NSA's approach to INFOSEC is as all-encompassing as its  
19 approach to the SIGINT portion of its mission. Its INFOSEC offices devote tremendous energy  
20 to ensuring that U.S. data and information systems are not vulnerable to hostile or accidental  
21 intrusion or misuse. This effort involves virtually every aspect of systems security, from user  
22 education to technical device development. Included in this area or responsibility is the science of  
23 cryptology, or the encoding of own force information. NSA controls the development and  
24 production of the encryption devices used by the U.S. Government and produces all the encoding  
25 material (keymat) used to key those devices. In addition, NSA provides a number of products  
26 and services to assist customers with INFOSEC. The Asset Management Office can provide  
27 crypto equipment to both DOD (especially military services) and civil agencies and can even  
28 support foreign customers under special circumstances. It manages the COMSEC Utility  
29 Program and other programs through which equipment can be loaned, given, procured, or  
30 developed to customers in need.  
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### 37 **National Imagery and Mapping Agency**

#### 38 39 40 **INSERT LINE AND BLOCK CHART** 41 42

43 **The National Imagery and Mapping Agency (NIMA) today joins the ranks of the**  
44 **Department of Defense as the newest combat support agency. Established by the National**  
45 **Imagery and Mapping Agency Act of 1996, NIMA has a global mission and unique**  
46 **responsibilities to manage and provide imagery and geospatial information to national**  
47 **policy makers and military forces. In recognition of its unique responsibilities and global**  
48 **mission, NIMA is also established as part of the U.S. Intelligence Community.**  
49

50 **NIMA brings together in a single organization the imagery tasking, exploitation,**  
51 **production and dissemination responsibilities, and the mapping, charting and geodetic**  
52 **functions, of separate organizations of the Defense and Intelligence communities. By**  
53 **providing comprehensive management of U.S. imaging and geospatial capabilities, NIMA**  
54 **will improve support to national and military customers alike.**

1  
2 **NIMA's mission is to provide timely, relevant, and accurate imagery intelligence,**  
3 **and geospatial information in support of national security objectives. The agency's vision is**  
4 **to guarantee the information edge -- ready access to the world's imagery, imagery**  
5 **intelligence, and geospatial information.**  
6

7 **NIMA incorporates the Defense Mapping Agency , the Central Imagery Office, and**  
8 **the Defense Dissemination Program Office in their entirety; and the mission and functions**  
9 **of the CIA's National Photographic Interpretation**  
10 **Center. Also included in NIMA are the imagery exploitation, dissemination, and processing**  
11 **elements of the Defense Intelligence Agency, National Reconnaissance Office, and Defense**  
12 **Airborne Reconnaissance Office.**  
13

14  
15 **First among NIMA's core values is commitment to the customer. NIMA consolidates**  
16 **activities and functions that will permit NIMA employees to work with some of the latest**  
17 **technological developments in computers, communications, digital imagery and geospatial**  
18 **information. A major early**  
19 **thrust of the agency will be to promote the use of commercial solutions within NIMA while**  
20 **maintaining continued high levels of support to our military forces and national policy**  
21 **makers.**  
22

## 23 24 **National Reconnaissance Office**

### 25 26 27 28 **INSERT LINE AND BLOCK CHART**

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31 NRO is the DOD agency responsible for spaceborne reconnaissance. The NRO  
32 researches, develops, acquires, and operates spaceborne data collection systems, and ensures that  
33 the nation has the technology and capabilities to acquire superior intelligence worldwide.  
34 Information gathered by NRO systems is used to monitor arms control agreements, provide I&W  
35 of possible hostilities, and plan and conduct military operations. NRO receives its budget  
36 through the National Reconnaissance Program (NRP) portion of the NFIP.  
37

38 The Secretary of Defense and the Director of Central Intelligence share responsibility for  
39 the NRO. The Director, NRO, the Assistant Secretary of the Air Force(Space), exercises daily  
40 management. The DCI (through his staff) establishes collection priorities and requirements for  
41 satellite data collection. The NRO is staffed by personnel from the military services, the CIA, and  
42 DOD (civilian).  
43

44 The Deputy Director for Military Support(DDMS) focuses NRO activities toward support  
45 of the military users. The DDMS is a military flag or general officer dual-hatted as a member of  
46 the Operations Directorate of the Joint Chiefs of Staff, J3. With this unique operational  
47 perspective, the DDMS coordinates the activities of the three NRO offices primarily responsible  
48 for addressing military intelligence requirements: the Defense Support Project Office (DSPO);  
49 the Operational Support Office (OSO); and the Office of Plans and Analysis (P&A). The DSPO  
50 oversees military application of NRO systems in cooperation with uniformed service Tactical  
51 Exploitation of National Capabilities(TENCAP) organizations. The OSO was created in 1992 to  
52 facilitate providing NRO support to meet the near-term needs of operational users. P&A works  
53 the long-term and future requirements for military systems in the planning and acquisition phases.

1 Of the three offices, the OSO is specifically chartered to act as advocate and facilitator for the  
2 operational forces, and garners support from across the NRO.  
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## 10 **Non-DOD Intelligence Agencies and Organizations**

### 11 12 13 **Central Intelligence Agency**

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20 The **Central Intelligence Agency** responsibilities, under  
21 the direction of the National Security Council, include the collection of foreign intelligence and  
22 the development, conduct, or provision of support for technical and other programs which collect  
23 national foreign intelligence. The CIA is responsible for the conduct of counterintelligence  
24 activities abroad and for the coordination of counterintelligence activities conducted abroad by  
25 other members of the intelligence community. In addition, the CIA is responsible for coordinating  
26 collection of intelligence information outside the United States. The CIA conducts special  
27 activities in support of national foreign policy objectives abroad which are planned and executed  
28 so that the role of the U.S. Government is not apparent or acknowledged publicly, and functions  
29 in support of such activities but which are not intended to influence U.S. political process, public  
30 opinion, policies, or media and do not include diplomatic activities or the collection and  
31 production of intelligence or related support functions. These special activities are approved by  
32 the President. The CIA produces and disseminates foreign intelligence relating to the national  
33 security, including foreign political, economic, scientific, technical, military, geographic, and  
34 sociological intelligence required to meet the needs of the President, the NSC, and other elements  
35 of the U.S. Government. Also, the CIA produces and disseminates counterintelligence studies  
36 and reports on the foreign aspects of narcotics production and trafficking.  
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### 40 **Department of Energy**

#### 41 42 43 44 **INSERT LINE AND BLOCK CHARTS**

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46 The Office of Energy Intelligence in the **Department of Energy** (DOE) supports US  
47 Government policymakers, as well as the US Intelligence Community, with timely, accurate, and  
48 relevant intelligence analyses and national intelligence production on nuclear proliferation, foreign  
49 nuclear weapons and materials, science and technology, international fossil and nuclear energy  
50 safety and waste developments, and economic environmental assessments relevant to energy  
51 issues.  
52

53 Other DOE intelligence elements include the Office of Counterintelligence and the Threat  
54 Assessment Division. The Office of Counterintelligence provides counterintelligence in-house

1 analytical studies and threat products to support DOE and Intelligence Community needs;  
2 administrative and investigative capabilities to assist FBI and CIA operational and criminal  
3 investigative requests; and conducts threat awareness briefings for the Intelligence Community  
4 and DOE's nuclear and energy facilities and personnel. The Threat Assessment Division provides  
5 assessments of nuclear threats, black-market sales of nuclear material, and threats to DOE nuclear  
6 and energy facilities and personnel.

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10 **Federal Bureau of Investigation**

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18 The Federal Bureau of Investigation is the lead agency for counterintelligence,  
19 counterespionage, and counterterrorism. The bureau's major contribution to the intelligence  
20 community is the conduct of its foreign counterintelligence mission. To fulfill this mission, it  
21 collects, analyzes, and exploits information to identify and neutralizes those activities of foreign  
22 powers and their agents that might adversely affect the national security of the U.S.

23  
24 FBI agents stationed abroad support the foreign counterintelligence mission. Outside the  
25 U.S., the CIA also conducts foreign counterintelligence in support of its operations (as opposed  
26 to the FBI's national security agenda). The FBI, unlike the CIA, has the authority to investigate  
27 U.S. citizens in the conduct of its foreign counterintelligence mission. The two agencies  
28 coordinate their actions, as required.

29  
30 At the FBI intelligence pinnacle is the Assistant Director for National Security, who  
31 represents FBI interests on the National Foreign Intelligence Board. The National Security  
32 Division, under this Assistant Director, is the principal player in the collection and analysis of  
33 intelligence data by the FBI. Although the division is actively involved in community-wide  
34 intelligence assessments and activities, its primary focus is conducted international terrorism and  
35 foreign counterintelligence investigations.

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40 **U.S. Department of State**

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47 Within the intelligence community, the State Department delivers intelligence to the  
48 Secretary of State and other key government decision makers. It also oversees intelligence  
49 activities across the entire community to ensure that they are consistent with and supportive of  
50 the country's foreign policy objectives.

51  
52 The Department of State does not engage in intelligence collection, per se; it relies on the  
53 collection activities of other agencies. Nevertheless, data gathered through the normal conduct of  
54 business by Foreign Service officers, diplomats, field agency personnel, and other employment or

1 associates provides significant information for the intelligence process. The department in general  
2 (as opposed to its intelligence arm) also maintains a strong relationship with qualified individuals  
3 and institutions in academia and other centers of expertise or excellence in international affairs and  
4 related topics. It conducts constant dialogues with foreign agencies, institutions, and  
5 personalities through official and informal means. These relationships often provide the critical  
6 or only information the intelligence community has on a particular topic.  
7

8 Although there are several intelligence offices within the Department of State, the current  
9 intelligence arm, the Bureau of Intelligence and Research (INR). INR plays a unique role in the  
10 intelligence community as both an integral part of the Department of State and a member of the  
11 National Foreign Intelligence Board. INR's primary mission is to harness intelligence to serve  
12 U.S. diplomacy. Its key role is to ensure that intelligence activities that are  
13 consistent with U.S. foreign policy serve the needs of senior foreign policy decision makers.  
14

15 INR intelligence supports U.S. diplomatic actions that seek to persuade and influence  
16 policy decisions in other countries. Reflecting the agenda of the Secretary of State, INR  
17 analytical coverage is global and ranges from traditional military threats to new issues such as  
18 proliferation, terrorism, international organized crime, regional conflicts, and intensified economic  
19 competitiveness. Its analyses are viewed as objective and well informed, without policy bias or  
20 deference to other department bureaus or government agencies. Assessments are tailored to fit  
21 the precise needs of key foreign policy decision makers.  
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## 27 **Department of the Treasury**

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34 The Department of Treasury is an active member of the federal intelligence community.  
35 Both the departmental offices and the operating bureaus have relationships with the intelligence  
36 community. Primarily users of intelligence, in limited cases they also provide open source  
37 intelligence information. Treasury's involvement in intelligence and supporting communications  
38 systems is outlined in EO 12333 and various laws governing its operations.  
39

40 The Treasury organizations most involved in the intelligence are the Secret Service,  
41 Customs Service, Bureau of Alcohol, Tobacco, and Firearms, and the internal Revenue Service.  
42 These agencies primarily deal with intelligence as it relates to law enforcement activities.  
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## 47 **Military Services**

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## 51 **Army Intelligence**

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1 The United States Army has undertaken an important transformation, shifting away from  
2 the Cold War and moving beyond the Industrial Age into the Information Age. As part of this  
3 transformation, intelligence is being fully integrated into the force at every level. The conduct of  
4 successful operations requires that intelligence flow shamelessly from national systems to tactical  
5 operations; that it support warfighting commanders at each echelon; and that it be communicated  
6 within seconds.

7  
8 Army intelligence is prepared to meet the full range of Foreign Ground Force Intelligence  
9 requirements generated by commanders at every level across the spectrum of operations. Based  
10 on doctrinal concepts, the Army's assets provide commanders with the capability to communicate  
11 with and  
12 receive intelligence from many intelligence agencies. Concurrently, the Army provides numerous  
13 unique intelligence assets and analytic organizations critical to mission success.

14  
15 Army intelligence force structure is designed to provide timely, relevant, accurate and  
16 synchronized intelligence and electronic warfare support to  
17 tactical, operational and strategic level commanders across the range of Joint military operations.  
18 To support military force power projection during contingency operations, Army's Intelligence  
19 and Security Command (INSCOM) provides personnel and tactically tailorable deployment  
20 packages  
21 in support of warfighters worldwide.

22  
23 In addition, the Army has a robust intelligence structure that supports tactical level  
24 warfighters. At Corps level, intelligence support to warfighters is provided by the commander's  
25 senior intelligence officer, the G2, and an organic Military Intelligence (MI) Brigade. The MI  
26 Brigade  
27 provides support across the full range of intelligence and  
28 counterintelligence disciplines and functions.

29  
30 The Division intelligence structure provides collection assets and analytic organizations  
31 that meet Division and Brigade commanders' intelligence needs. The MI Battalion at Division  
32 provides the commander an organic collection and analytic capability.

33  
34 The intelligence structure at the maneuver Battalion and Brigade is simple, small, and  
35 standardized. Both elements have small intelligence staffs designed to support commanders with  
36 the expedited distribution of combat intelligence. The Brigade is also augmented with a direct  
37 support MI Company.

38  
39 From INSCOM to the intelligence staffs that support maneuver battalions, Army  
40 intelligence structure is designed, and its personnel are equipped, trained, and prepared to provide  
41 military commanders with unique capabilities and a balanced flexible force that can be tailored to  
42 meet any contingency.

### 43 44 45 **Air Force Intelligence**

46  
47 The mission of Air Force Intelligence is to ensure that the US Air Force and other  
48 customers receive the best intelligence, enabling them to establish information  
49 dominance in peace, crisis, and war. In conjunction with the other Military Services and national  
50 intelligence agencies, Air Force Intelligence provides accurate, timely intelligence information on  
51 air and space forces to consumers at all levels of command. This mission is being carried out in an  
52 increasingly dynamic environment, characterized by a global economy, rapid proliferation of  
53 information technologies, blurring of traditional geopolitical boundaries, and decreasing  
54 resources--all of

1 which challenge the Air Force to keep pace.  
2

3 The heart of Air Force Intelligence is support for operational forces. Air intelligence  
4 resources are embedded in each Unified Command's air component, including wing and squadron  
5 levels. Air Force intelligence specialists work side by side with planners and operators at every  
6 level of  
7 command, preparing for operations from disaster and humanitarian relief, peace keeping,  
8 counterterrorism and counternarcotics, to full-scale conflict. An array of high-technology sensor  
9 systems, worldwide Air Intelligence Agency ground sites, and airborne reconnaissance systems  
10 like  
11 the U-2 and RC-135, provide information vital to achieve national objectives. Air Force  
12 professionals use suites of interoperable analysis tools and dissemination systems to tailor this  
13 information to unique Air Force needs. Commanders use it to determine objectives, select  
14 options, and plan, conduct and evaluate combat operations. Combat crews use it to avoid threats  
15 and to maximize their effectiveness and meet objectives.  
16

17 Air Force intelligence professionals are taking a leading role in defining the future of  
18 warfare. Faced with a multidimensional battlespace, including ground, air, space, and the virtual  
19 battlefield of cyberspace, they are seeking innovative ways to establish dominance in air, space,  
20 and in the flow of information while protecting our own information and forces from attack.  
21

22 The Air Intelligence Agency (AIA) is the executive agent for implementing Air Force  
23 intelligence policy. AIA operates the National Air Intelligence Center (NAIC), which exploits all  
24 source information to produce intelligence on aerospace systems and potential adversaries'  
25 capabilities  
26 and intentions. Its products directly support warfighters, policymakers, and the weapons  
27 acquisition community. The 497th Intelligence Group conducts a host of specialized intelligence  
28 support functions for worldwide Air Force units. The Air Force Information Warfare Center  
29 (AFIWC)  
30 spearheads development of information warfare concepts, tools, and a wide array of support  
31 services. The Operations Support Central, part of AFIWC, is a round-the-clock source of  
32 information and assistance to forces deployed around the globe.  
33  
34  
35

## 36 **Naval Intelligence**

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38

39 Naval Intelligence is part of the "corporate enterprise" of military intelligence agencies  
40 working within the Intelligence Community. Naval intelligence products and services support the  
41 operating forces, the Department of the Navy, and the maritime intelligence requirements of  
42 national level agencies. The Office of Naval Intelligence (ONI), located primarily in the National  
43 Maritime Intelligence Center in Suitland, Maryland, is the national production center for global  
44 maritime intelligence.  
45

46 ONI is the center of expertise for every major maritime issue--from the analysis of the  
47 design and construction of foreign surface ships to the collection and analysis of acoustic  
48 information on foreign sensor systems, ocean surveillance systems, submarine platforms and  
49 undersea weapons systems. Its analysis of naval air warfare ranges from appraisals of opposition  
50 combat tactics to analysis of rival missile signatures, making it the authoritative resource for  
51 maritime air issues.  
52

53 ONI is the principal source for maritime intelligence on global merchant affairs and a  
54 national leader in other non-traditional maritime issues such as counternarcotics, fishing issues,

1 ocean dumping of radioactive waste, technology transfer, and counterproliferation. ONI also  
2 provides specific products in support of national level acquisition programs, including  
3 characteristics and performance data on foreign threat platforms and weapons systems. Its foreign  
4 material exploitation programs provide  
5 assessments to Navy organizations, laboratories and system commands engaged in developing  
6 new weapons systems and countermeasures.

7  
8 Finally, ONI's technical expertise in analyzing naval weapons and systems, combined with  
9 the operational expertise of its intelligence and warfare specialists, allows for more effective  
10 analysis of the complex questions of contemporary naval capabilities and for a more accurate  
11 projection of those capabilities into the future.

### 12 13 **Marine Corps Intelligence**

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15 Marine Corps Intelligence is a vital part of the military intelligence "corporate enterprise,"  
16 and functions in a collegial, effective manner with other service agencies and with the joint  
17 intelligence centers of the JCS and Unified Commands. Marine Corps Intelligence provides  
18 services and specialized products to support the Commandant of the Marine Corps as a member  
19 of the Joint Chiefs of Staff, as well as to the Marine Corps Headquarters Staff. Marine  
20 Intelligence supports acquisition policy and budget planning and programming, and provides pre-  
21 deployment training and force contingency planning for requirements that are not satisfied by  
22 theater, other service, or national capabilities.

23  
24 The Marine Corps Intelligence Activity (MCIA) accomplishes its mission from two  
25 locations: as a full partner with Naval Intelligence and Coast Guard Intelligence in the National  
26 Maritime Intelligence Center, and at Marine  
27 Corps Base Quantico, Virginia. These locations facilitate maximum effective use of infrastructure  
28 and resources, while ensuring that MCIA remains attentive to its primary customers in the  
29 operations, development, and force modernization communities within the Marine Corps.

30  
31 MCIA produces a full range of products to satisfy customer needs in peace, pre-crisis, or  
32 contingency situations, and to support service obligations for doctrine development, force  
33 structure, training and education, and  
34 force modernization. MCIA accomplishes this mission through the integration, development, and  
35 application of general military intelligence, technical information, all source production, and open-  
36 source materials.

### 37 38 39 40 **National Intelligence Support Team (NIST)**

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43 A National Intelligence Support Team (NIST) is a tailored organization consisting of  
44 representatives from the National Intelligence Community. It is an adhoc team created for  
45 specific contingencies. Normally, a NIST will automatically be attached at the Joint Task Force  
46 (JTF) level. When requested and approved, a NIST can be attached to elements subordinate to a  
47 JTF. NIST provides national level all-source intelligence to deployed commanders during crisis  
48 or contingency operations. Additionally NIST provides national connectivity and substantive  
49 input into intelligence products of the supported organization. A NIST serves as a vital link  
50 between the national intelligence community and the deployed commander. A NIST will provide:

- 51 o coordination with national intelligence agencies;
- 52 o indications and warning; time sensitive reporting;
- 53 o situation summaries;
- 54 o intelligence estimates;

- 1           o special assessments;
- 2           o targeting support;
- 3           o access to national data bases;
- 4           o facilitate national collection management;
- 5           o request for information (RFI)management.

6  
7           Doctrinally, the program selects qualified volunteers who are then trained and ready for  
8 deployment as a crisis emerges. The NIST Support Division, J20-1, Joint Staff, manages the  
9 program which involves personnel selection, training, deployment preparation, deployment,  
10 support while deployed, and redeployment. Eligible civilian and military personnel from all  
11 national agencies are encouraged to volunteer to be a NIST member. If selected and deployed  
12 they become part of a Joint Inter-Agency team working under a Joint Task J2. Each team will  
13 consist of at least:

- 14           o 3 X OMA
- 15           o 1 X NSA
- 16           o 1 X DIA
- 17           o Chief designated by J-2 (Joint Staff)
- 18           o Additional personnel are added depending on the request and the mission.

19  
20  
21           Part of a NIST mission and role is to educate. Train and educate the intelligence officer  
22 and their commander on NIST capabilities and limitations. The J2/G2 and Commander must  
23 understand the NIST concept and likewise, the NIST must understand the Army/Military  
24 structure and doctrine.