

Unit 2. Intelligence Organization and Mission

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A *LL of the business of war, and indeed all of the business of life, is to endeavour to find out what you don't know by what you do; that's what I called "guessing what was on the other side of the hill."*

Arthur Wellesley, Duke of Wellington

Throughout history, the leaders of nations and armies have sought to be forewarned of dangers and forearmed with information that reduces uncertainty and provides a critical edge for decisions. The effort to meet these fundamental needs of decision-makers is what lies behind the practice of intelligence. That practice consists of collecting and interpreting information, overcoming in the process any barriers erected to keep secret the activities, capabilities, and plans of foreign powers and organizations.

Today, intelligence is a vital element in every substantial international activity of the US government. Every day, the agencies and offices that make up the US Intelligence Community provide an important information advantage to those who manage the nation's strategic interests--political, economic, and military. Intelligence organizations support a broad range of consumers, from the national level of the President, the Cabinet, and the Congress, to the tactical level of military forces deployed in the field.

For intelligence personnel, this means maintaining an ability to warn policymakers and military leaders of impending crises, especially those that threaten the immediate interests of the nation or the well being of US citizens. It also means giving government and military officials advance knowledge of long-term dangers, such as the threats posed by countries that covet weapons of mass destruction. It means helping to safeguard public security by countering threats from terrorists and drug traffickers. It means supporting economic security by uncovering foreign efforts of bribery and other schemes to tilt the playing field of international trade. And it means multiplying the effectiveness of US military forces deployed for operations.

The importance of timely intelligence was illustrated by the tragic events of September 11, 2001, when hijackers seized control of four US commercial passenger jets and flew them into the twin towers in New York City, and the Pentagon in Washington, D.C. The fourth aircraft never reached its intended target, but crashed into a field in Pennsylvania after the passengers and crew attempted to retake the aircraft from the terrorists. As a member of the intelligence community, you must take your responsibilities seriously - to ultimately safeguard the lives of your fellow Americans, both in and out of uniform.

2-1. Intelligence Community

At first glance, the size and complexity of the US intelligence community may appear incredibly confusing, but it is essential that you, as a key member of this community, have a clear understanding of the various agencies and the functions that they perform. We begin our discussion with the community's historical background, and from there we will break out the key organizations at the national, non-Department of Defense (DOD), and DOD levels.

006. Historical background

The framework for the present national intelligence structure had its beginning in the National Security Act of 1947. The act, as amended, established the positions of the Director of Central Intelligence (DCI) and the Director of the Central Intelligence Agency (CIA). It also provided for the same senior officer to serve in both positions. Today's intelligence structure was built upon the National Security Act of 1947 and an Executive Order published in 1981.

Executive Order 12333 (EO 12333)

In December 1981, President Reagan enacted Executive Order 12333, *US Intelligence Activities*, which provides the overall framework of the US Intelligence Community. The order states that:

“Timely and accurate information about the activities, capabilities, plans, and intentions of foreign powers, organizations, and persons, and their agents, is essential to the national security of the United States. All reasonable and lawful means must be used to ensure that the United States receives the best intelligence available.”

Among its many purposes, this order outlined the goals of the US intelligence effort and the structure of the US Intelligence Community.

Intelligence Community (IC)

The activities of the US intelligence services are similar to those of other nations. However, the extent of our activities and the methods we employ with respect to technical collection far surpass those of every other nation, with the possible exception of Russia. As an intelligence journeyman, it is important that you are aware of this wide range of activities and the large number of other producers of intelligence within the US IC. This includes where you fit into the scheme of the intelligence mission, regardless of where you are assigned.

Goals

The US IC has one primary objective: to provide the President, the National Security Council (NSC), the Secretaries of State and Defense, and other Executive Branch officials with the information necessary upon which to base decisions concerning the conduct and development of foreign, defense, and economic policies; and the protection of US national interests from foreign security threats. All departments and agencies cooperate fully to accomplish this objective. In addition, the following goals are emphasized in EO 12333:

1. Maximum emphasis should be given to fostering analytical competition among appropriate elements of the intelligence community.
2. All means, consistent with applicable US law and Executive Order 12333, and with full consideration of the rights of US persons, shall be used to develop intelligence information for the President and the National Security Council. A balanced approach between technical collection efforts and other means should be maintained and encouraged.
3. Special emphasis should be given to detecting and countering espionage and other threats and activities directed by foreign intelligence services against the US Government or US corporations, establishments, or persons.
4. To the greatest extent possible consistent with applicable US law and Executive Order 12333 and with full consideration of the rights of US persons, all agencies and departments should

seek to ensure full and free exchange of information in order to derive maximum benefit from the US intelligence effort.

Summary

As you can see, EO 12333 spells out the importance of our intelligence activities as it relates to the safety and security of our country. In addition, it emphasizes the considerations that must be taken in the protection of our rights as citizens of the United States. Everyone in the US Intelligence Community is bound by this order, regardless of where assigned.

007. National intelligence organizations

National intelligence organizations operate extensive collection, processing, and dissemination systems. They have broad, often unique, analytical capabilities, and employ specialized resources and dedicated personnel to gain information about potential adversaries, events, and other worldwide intelligence requirements. We will begin our discussion of these major intelligence organizations with the President of the United States.

President

As illustrated in figure 2-1, the President is at the top of the US intelligence pyramid and is responsible for directing all national intelligence activities through the NSC in order to ensure the safety and security of our country. To fulfill this immense responsibility, the President must rely heavily on the information provided to him by his advisors. To assist the President with these intelligence responsibilities, the President's Foreign Intelligence Advisory Board was established.

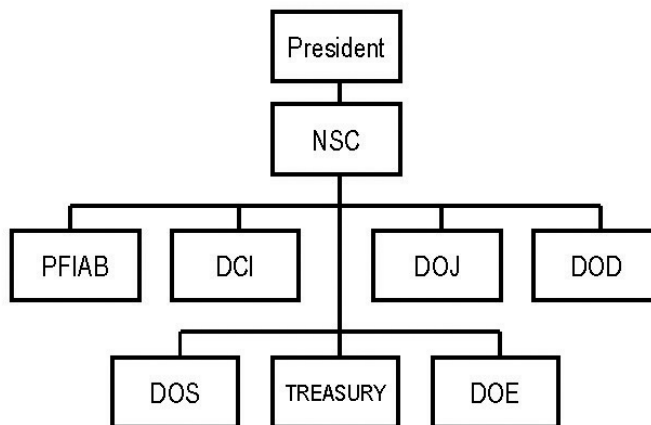


Figure 2-1. National intelligence organizations.

President's Foreign Intelligence Advisory Board (PFIAB)

The President's Foreign Intelligence Advisory Board provides advice to the President concerning the quality and adequacy of intelligence collection, analysis and estimates, counterintelligence, and other intelligence activities. The PFIAB, through its Intelligence Oversight Board (IOB), also advises the President on the legality of foreign intelligence activities. (We will discuss the IOB in the next unit, as its function specifically addresses the oversight of US intelligence activities.)

The PFIAB currently has 16 members selected from among distinguished citizens outside the government who are qualified on the basis of achievement, experience, independence, and integrity. Unique within the government, the PFIAB traditionally has been tasked with providing the President with an independent source of advice on the effectiveness with which the intelligence community is

meeting the nation's intelligence needs and the vigor and insight with which the community plans for the future.

The Board was first established by Executive Order 10656 in February 1956 by President Eisenhower and was called the "President's Board of Consultants on Foreign Intelligence Activities". Since that time, its responsibilities have remained relatively constant, with the latest changes reflected in Executive Order 12863, on 13 September 1993. It gained its current name under President Kennedy and for over four decades, the PFIAB has acted as a nonpartisan body offering the President objective, expert advice on the conduct of US foreign intelligence. This role reflects the vital assistance that intelligence provides the President in meeting his executive responsibilities. The President must have ample, accurate and timely intelligence; and most recent Presidents have sought the assistance of a separate, unbiased group – the PFIAB – to advise them on intelligence matters.

Through meetings with intelligence principals, substantive briefings, and visits to intelligence installations, the PFIAB seeks to identify deficiencies in the collection, analysis, and reporting of intelligence; to eliminate unnecessary duplication and functional overlap; and to ensure that major programs are responsive to clearly perceived needs and that the technology employed represents the product of the best minds and technical capabilities available in the nation.

Independent of the intelligence community and free from any day-to-day management or operational responsibilities, the PFIAB is able to render advice that reflects an objective view of the kinds of intelligence that will best serve the country and the organizational structure most likely to achieve this goal. The effect of the Board's recommendations over the years has been to influence the composition and structure of the intelligence community, the development of major intelligence systems, and the degree of collection and analytic emphasis that is given to substantive areas.

In carrying out their mandate, the members of the PFIAB enjoy the confidence of the President and have access to all of the information related to foreign intelligence that they need to fulfill their vital advisory role.

National Security Council (NSC)

The National Security Council was established by the National Security Act of 1947, and amended by the National Security Act Amendments of 1949. Later in 1949, as part of a reorganization plan, the Council was placed in the Executive Office of the President.

The President chairs the National Security Council, and its regular attendees (both statutory and non-statutory) are the Vice President, the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, and the Assistant to the President for National Security Affairs. The Chairman of the Joint Chiefs of Staff is the statutory military advisor to the Council, and the Director of Central Intelligence is the intelligence advisor. The Chief of Staff to the President, Counsel to the President, and the Assistant to the President for Economic Policy are authorized to attend any NSC meeting. The Attorney General and the Director of the Office of Management and Budget are invited to attend meetings pertaining to their responsibilities. The heads of other executive departments and agencies, as well as other senior officials, are invited to attend meetings of the NSC when appropriate.

The National Security Council is the President's principal forum for considering national security and foreign policy matters with senior national security advisors and cabinet officials. Since its inception under President Truman, the function of the Council has been to advise and assist the President on national security and foreign policies. The Council also serves as the President's principal arm for coordinating these policies among various government agencies. The NSC is the highest Executive Branch entity providing for the review of, guidance for, and direction to all national intelligence, counterintelligence activities, special activities, and proposals for other sensitive intelligence operations.

Director of Central Intelligence (DCI)

The Director of Central Intelligence is simultaneously the Director of the CIA and the leader of the Intelligence Community, of which the CIA is but one component. Members of the Intelligence Community advise the Director of Central Intelligence (DCI) through their representation on a number of specialized committees that deal with intelligence matters of common concern. Chief among these groups supporting the DCI are the National Foreign Intelligence Board, the Intelligence Community Principals' Committee, the National Intelligence Council, and the Community Management Staff (fig. 2-2).

National Foreign Intelligence Board (NFIB)

The NFIB is responsible for approving all National Intelligence Estimates, for coordinating interagency intelligence exchanges and the numerous bilateral relationships with foreign nations that share intelligence with the United States, and for developing policy for the protection of intelligence sources and methods.

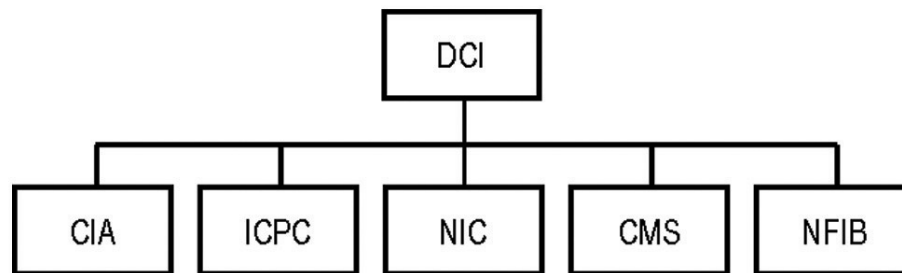


Figure 2-2. DCI intelligence structure.

Community Management Staff (CMS)

The Community Management Staff was established by the DCI in 1992, replacing the Intelligence Community Staff. It is an independent element and its Executive Director reports directly to the DCI. The mission of the CMS is to assist the DCI in fulfilling IC coordination and management responsibilities. It is charged with developing, coordinating, and executing the DCI's Community responsibilities for resource management; program assessment and evaluation policy foundation; and collection requirements management. It also performs other functions and duties as determined by the DCI, federal statutes, or executive action.

National Intelligence Council (NIC)

The National Intelligence Council, managed by a Chairman and a Vice-Chairman, is comprised of National Intelligence Officers -- senior experts drawn from all elements of the Intelligence Community and from outside the Government. These experts concentrate on the substantive problems of particular geographic regions of the world and of particular functional areas such as economics and weapons proliferation. They serve the DCI in his role as leader of the Intelligence Community by providing a center for mid-term and long-term strategic thinking and production. Through routine close contact with policymakers, collection, research, and community analysis, the NIC provides the DCI with the information necessary to assist policymakers as they pursue shifting interests and foreign policy priorities. The NIC also draws on nongovernmental experts in academia and the private sector to bring in fresh perspectives and analytic methods to enhance the intelligence process. Finally, the NIC assists the Intelligence Community by evaluating the adequacy of intelligence support and works with the Community's functional managers to refine strategies to meet the most crucial needs of senior consumers.

Intelligence Community Principal's Committee (ICPC)

The Intelligence Community Principals Committee was established in July 1997 as the senior Intelligence Community forum for consideration of Intelligence Community policy, planning, and process issues requiring determination by or under the authority of the DCI. The ICPC advises and assists the DCI in the development and implementation of Intelligence Community policies, plans, and processes.

Central Intelligence Agency (CIA)

The Central Intelligence Agency, established by the National Security Act of 1947, is an independent agency responsible to the President through the DCI, and accountable to the American people through the intelligence oversight committees of the US Congress.

The CIA's mission is to support the President, the National Security Council, and all officials who make and execute US national security policy by:

- Providing accurate, comprehensive, and timely foreign intelligence on national security topics.
- Conducting counterintelligence activities, special activities, and other functions related to foreign intelligence and national security, as directed by the President.

To accomplish this mission, the Central Intelligence Agency works closely with the other organizations in the Intelligence Community to ensure that the intelligence consumer -- whether Washington policymaker or battlefield commander -- receives the best intelligence possible. As a separate agency, the CIA serves as an independent source of analysis on topics of concern to these consumers.

The CIA collects foreign intelligence information through a variety of clandestine and overt means. The Agency also engages in research, development, and deployment of high-leverage technology for intelligence purposes and, in support of the DCI's role as the President's principal intelligence advisor, performs and reports all-source analysis on the full range of topics that affect national security. The Central Intelligence Agency is organized along functional lines to carry out these activities and to provide the flexible, responsive support necessary for its worldwide mission.

Throughout its history, but especially as new global realities have reordered the national security agenda, the CIA has emphasized adaptability to meet the needs of intelligence consumers. To assure that all of the Agency's capabilities are brought to bear on those needs, the CIA has tailored its support for key policymakers and has established an on-site presence in the major military commands. Moreover, to meet multidimensional global challenges, a succession of DCIs has created special multidisciplinary centers to address high priority, long-standing issues. These include centers or special staffs for the following:

1. Nonproliferation.
2. Counterterrorism.
3. Counterintelligence.
4. International organized crime and narcotics trafficking.
5. Environment.
6. Arms control intelligence.

Using the demonstrated synergy and impact of these multidisciplinary centers as a model, the CIA is moving to further sharpen its effectiveness and efficiency by forging stronger partnerships between the several intelligence collection disciplines and all-source analysis.

In addition to these activities, the CIA contributes to the effectiveness of the overall Intelligence Community by managing services of common concern in imagery analysis and open source collection, and by participating in strategic partnerships with other intelligence agencies in the areas

of research and development and technical collection. Finally, the CIA takes an active part in the Intelligence Community's analytical efforts and coordinates its analytical production schedule with appropriate agencies to ensure efficient coverage of key topics.

As illustrated in figure 2-3, there are three major directorates within the CIA: Directorate of Intelligence (DI), Directorate of Operations, and the Directorate of Science and Technology (DS&T). Until June of 2001, a fourth directorate, the Directorate of Administration (DA), existed within the CIA. Reorganization efforts resulted in the elimination of the DA, and its functions were centralized in five separate entities -- information technology, finance, security, global support and human resources.

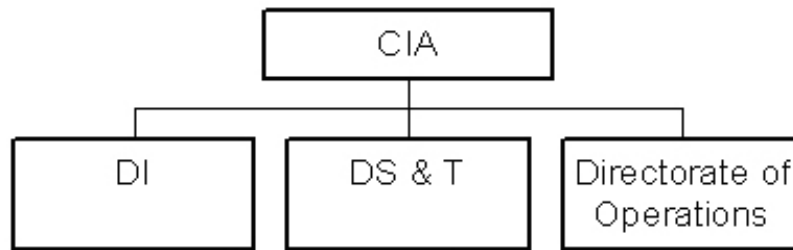


Figure 2-3. CIA intelligence directorates.

Directorate of Intelligence

As the analytical arm of the CIA, the Directorate of Intelligence is charged with providing timely, accurate, and objective intelligence analysis on the full range of national security threats and foreign policy issues facing the United States. Its focus is to provide integrated, multidisciplinary analysis on key foreign countries, regional conflicts, and issues that transcend national boundaries such as terrorism, weapons proliferation, and narcotics trafficking.

The DI has unique analytic capabilities that exist nowhere else inside or out of government. The DI brings together a diverse, highly trained work force with state-of-the-art technology to analyze intelligence information drawn from clandestine and open sources.

The Directorate of Intelligence supports a wide range of intelligence consumers responsible for US foreign policy and national security, including the President, Vice President, Cabinet, National Security Council, a host of subcabinet officials, and a number of Congressional committees and specialized government agencies such as the Federal Bureau of Investigation, US Customs Service, and the Drug Enforcement Administration.

The Directorate also produces a large volume of individual intelligence products, including briefings, quick-reaction papers, and in-depth analyses. Most of these respond to specific requests by intelligence consumers. The DI also provides support to diplomatic negotiations and military operations.

Since 1981, the Directorate's analysis of regional and country-specific topics has been performed in five regional offices. Each of these offices generates multi-disciplinary studies encompassing military, economic, political, and other factors and produces the full range of finished intelligence. These offices - structured largely to mirror the way their policy maker consumers are organized in the State Department, Defense Department, NSC Staff, and other departments - are:

1. Office of African and Latin American Analysis.
2. Office of East Asian Analysis.
3. Office of European Analysis.

4. Office of Near Eastern and South Asian Analysis.
5. Office of Slavic and Eurasian Analysis.

Directorate of Operations

The Directorate of Operations (DO), headed by the Deputy Director of Operations (DDO), has primary responsibility for the clandestine collection of foreign intelligence, including human intelligence (HUMINT). Domestically, the DDO is responsible for the overt collection of foreign intelligence volunteered by individuals and organizations in the United States, and in some cases, data on foreign activities collected by other US Government agencies. Since 1992, an Associate Deputy Director of Operations for Military Affairs (ADDO/MA), who facilitates Agency cooperation with the military, has assisted the DDO. The DO is divided administratively into area divisions, as are the State Department and CIA's Directorate of Intelligence, with the addition of a domestic collection division, two topical centers, one tasking center, and one defector resettlement center.

Directorate of Science and Technology (DS&T)

The DS&T accesses, collects, and exploits information to facilitate the execution of the CIA's mission by applying innovative, scientific, engineering, and technical solutions to the most critical intelligence problems. DS&T is a diverse, broad based, and highly skilled organization incorporating over 50 different disciplines ranging from computer programmers and engineers to scientists and linguists.

The Directorate of Science and Technology designs, develops, evaluates, and deploys highly specialized equipment aimed at providing the US with a significant intelligence advantage. The DS&T provides support to CIA and the Intelligence Community in the collection, processing, and exploitation of intelligence from all sources - imagery, HUMINT, open source, signals intelligence (SIGINT), and other forms of intelligence data collected by clandestine technical means. The support includes research, development, acquisition, and operations of the technical capabilities and systems. For open source and imagery exploitation, the DS&T serves as a service of common concern for the IC through, respectively, its Foreign Broadcast Information Service (FBIS) and National Photographic Interpretation Center. For HUMINT, the DS&T components provide a wide range of technical support, including agent communication.

The DS&T supports the entire intelligence life cycle through the following programs:

1. *Open-media acquisition and dissemination* – Collecting, processing, translating and disseminating requirements-driven information and materials of intelligence value from foreign open sources.
2. *Technical collection* – Developing and deploying collection systems against the most difficult and challenging intelligence targets, attacking them through the responsive integration of analysis, technology, and tradecraft.
3. *Satellite technologies* – Supporting the National Reconnaissance Office in designing, building, and operating satellite reconnaissance systems to support global information superiority for the United States.
4. *Technical support* – Applying state-of-the-art technologies to the collection of intelligence in a clandestine manner, enabling CIA operatives to perform their mission while limiting risks.
5. *Research and development* – Researching, developing, and applying advanced technologies that provide the nation a significant intelligence advantage.

Summary

This concludes our coverage of the national intelligence structure, and, as we discussed earlier, it is important that you are aware of these organizations and the activities they perform within the US Intelligence Community.

008. Departmental intelligence elements (non-Department of Defense)

This section examines the departmental intelligence organizations that are not part of the DoD, but play just as vital a role in the Intelligence Community. We will begin with the US Department of State, also referred to as the State Department.

Department of State (DOS)

The Executive Branch and the Congress have constitutional responsibilities for US foreign policy. Within the Executive Branch, the Department of State is the lead US foreign affairs agency, and the Secretary of State is the President's principal foreign policy adviser. The State Department advances US objectives and interests in shaping a freer, more secure, and more prosperous world through its primary role in developing and implementing the President's foreign policy. The State Department also supports the foreign affairs activities of other US Government entities including the Department of Commerce and the Agency for International Development. It also provides an array of important services to US citizens and to foreigners seeking to visit or immigrate to the US. The bureau within the State Department that performs intelligence functions is the Bureau of Intelligence and Research.

Bureau of Intelligence and Research (INR)

The Bureau of Intelligence and Research draws on all-source intelligence, provides value-added independent analysis of events to State Department policymakers, and ensures that intelligence activities support foreign policy and national security purposes. Information is collected overtly, normally by military attaches, and includes foreign political, sociological, economic, scientific and technical, and political and military biographic information through normal diplomatic channels and open sources. INR also serves as the focal point in the State Department for ensuring policy review of sensitive counterintelligence and law enforcement activities. INR's primary mission is to harness intelligence to serve US diplomacy efforts, and analyzes geographical and international boundary issues.

Department of Treasury

There are several bureaus and departments within the Department of Treasury (also commonly referred to as the Treasury Department), but the function of one specific department is directly related to intelligence -- The Office of Intelligence Support.

Office of Intelligence Support (OIS)

The Office of Intelligence Support was established in 1977, succeeding the Office of National Security (ONS), which was set up in 1961 to connect the Treasury Department with the work of the National Security Council. ONS's representation of the department with the Intelligence community began under a presidential memorandum in 1971. In 1972, in response to the Murphy Commission Report to the Congress, the importance was stressed of strong links between the Intelligence Community and officials responsible for international economic policy, and the Treasury Department subsequently became a member of the National Foreign Intelligence Board.

The OIS is responsible for providing timely, relevant intelligence to the Secretary and other Treasury Department officials. To carry out its mission, the OIS has three main functions:

1. Alerts the Secretary and other officials to fast-breaking events, foreign and domestic.
2. Provides intelligence reports and products to Treasury officials.
3. Oversees the intelligence relationships of Treasury's offices and bureaus.

In addition, the OIS participates in the preparation of national intelligence estimates and other community-wide intelligence products, developing and coordinating Treasury Department contributions. OIS officers also sit as treasury members and advisors on designated national intelligence committees and subcommittees.

Department of Energy (DOE)

The mission of the Department of Energy is to contribute to the welfare of the nation by providing the scientific foundation, technology, policy, and institutional leadership necessary to achieve efficiency in energy use, diversity in energy sources, a more productive and competitive economy, improved environmental quality, and a secure national defense.

The Department's foreign intelligence program is a component of the intelligence community. Its missions are as follows:

1. To provide the Department and other US Government policymakers and decision-makers with timely, accurate, high-impact foreign intelligence analyses.
2. To detect and defeat foreign intelligence services bent on acquiring sensitive information on the Department's programs, facilities, technology, and personnel.
3. To provide technical and analytical support to the Director of Central Intelligence.
4. To make the Department's technical and analytical expertise available to other members of the intelligence community.

While The Department of Energy produces and disseminates some foreign intelligence and provides technical and analytical research capabilities to other intelligence operations, it is primarily a consumer of intelligence.

Department of Justice (DOJ)

The Department of Justice enforces various federal laws by bringing cases to court. Although the department is important in itself, the chief driving force behind the agency is the Attorney General.

The Attorney General is the chief law enforcement officer in the Federal Government. The Attorney General represents the United States in legal matters, and gives advice and opinions to the President and heads of the executive departments. The Federal Bureau of Investigation, the Drug Enforcement Administration and the National Drug Intelligence Center all come under control of the Department of Justice (fig. 2-4).

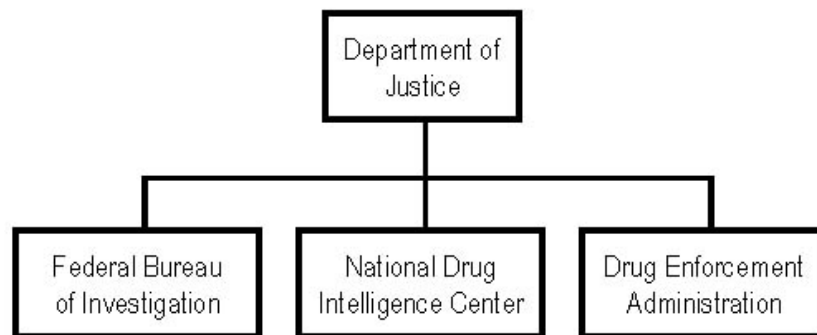


Figure 2-4. Department of Justice intelligence structure.

Federal Bureau of Investigation (FBI)

The FBI has primary responsibility for counterintelligence and counterterrorism within the United States as well as espionage investigations and the arrest of international terrorists charged with violating US laws overseas. As a byproduct of its normal counterintelligence and counterterrorism investigations, the FBI generates intelligence and foreign counterintelligence information, which is disseminated, as appropriate, to other elements of the Intelligence Community. Figure 2-5 illustrates the primary intelligence components of the FBI.

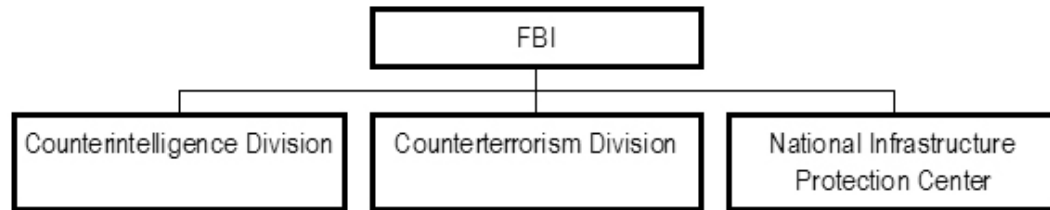


Figure 2-5. FBI intelligence components.

Counterintelligence Division

The counterintelligence division coordinates investigative matters concerning the detection and counteraction of foreign counterintelligence activities that adversely affect US national interests or security. Activities include investigations into espionage, overseas homicide, protection of foreign officials and guests, domestic security, and nuclear extortion. This division is also responsible for the FBI's Security Countermeasures Program that includes background investigations and physical security issues. The FBI conducts foreign counterintelligence investigations under the authority of Executive Order 12333 and acts of Congress.

Counterterrorism Division

The counterterrorism division consolidates all FBI counterterrorism initiatives, and its mission is to identify and neutralize the threat in the US posed by terrorists and their supporters, whether nations, groups, or individuals. Terrorism is categorized as either domestic or international, depending on the origin, base, and objectives of the terrorist organization or individual. Criminal acts investigated under the Counterterrorism Program include violation of the Protection of Foreign Officials statute, neutrality matters, nuclear extortion, sabotage, and sedition.

National Infrastructure Protection Center (NIPC)

The National Infrastructure Protection Center, located in the FBI's headquarters building in Washington, DC, brings together representatives from the FBI, other US government agencies, state and local governments, and the private sector in a partnership to protect US critical infrastructures. Established in February 1998, the NIPC's mission is to serve as the US government's focal point for threat assessment, warning, investigation, and response for threats or attacks against our critical infrastructures. These infrastructures include telecommunications, energy, banking and finance, water systems, government operations, and emergency services.

On 22 May 1998, two new directives were issued that were designed to strengthen US defenses against terrorism and other unconventional threats: Presidential Decision Directives (PDD) 62 and 63. PDD-62 highlights the growing range of unconventional threats that we face, including "cyber terrorism" and chemical, radiological, and biological weapons, and creates a new and more systematic approach to defending against them. PDD-63 focuses specifically on protecting the nation's critical infrastructures from both physical and "cyber" attack. These attacks may come from foreign governments, foreign and domestic terrorist organizations, and foreign and domestic criminal organizations.

The NIPC is a part of the broader framework of government efforts established by PDD-63. Under the PDD, the NIPC serves as the national focal point for threat assessment, warning, investigation, and response to attacks on the critical infrastructures. A significant part of its mission involves establishing mechanisms to increase the sharing of vulnerability and threat information between the government and private industry.

National Domestic Preparedness Office (NDPO)

The NDPO coordinates all federal efforts to assist state and local first responders with planning, training, and equipment needs necessary to respond to a conventional or non-conventional weapons of mass destruction (WMD) incident. Underpinning the services provided to the federal, state and local responder community is an improved intelligence and information sharing apparatus to distribute lessons learned, asset/capabilities information, and general readiness knowledge.

Drug Enforcement Administration (DEA)

The Drug Enforcement Administration is the lead federal agency for the enforcement of narcotics and controlled substance laws and regulations. The agency's priority mission is the long-term immobilization of major drug trafficking organizations through the removal of their leaders, termination of their trafficking networks and seizure of their assets.

DEA's intelligence program is comprised of four components: financial, operational, strategic, and the El Paso Intelligence Center (EPIC). The intelligence program also provides leadership in the National Drug Intelligence Center (NDIC). The financial intelligence program focuses on fiscal aspects of the drug trade by identifying the development of financial conspiracy. DEA's operational intelligence program gathers, organizes, and analyzes information to support active drug investigations. The strategic intelligence program produces comprehensive assessments and reports of drug trafficking patterns, availability levels, and consumption rates and averages.

Since its establishment in 1973, DEA, in coordination with other federal, state, local and foreign law enforcement organizations, has been responsible for the collection, analysis and dissemination of drug-related intelligence. The role of intelligence in drug law enforcement programs, operations, investigations, prosecutions, and strategic planning is critical. The DEA intelligence program effects seizures and arrests, strengthens investigations and prosecutions of major drug organizations, and provides to the policy maker drug trend information upon which programmatic decisions can be based. Intelligence units are located in all domestic field divisions and in the major drug cultivation, production, and transit countries around the world. In 1992, DEA elevated the intelligence function to divisional level in its headquarters to emphasize the importance of intelligence in the anti-drug effort and to strengthen DEA's ability to coordinate drug intelligence worldwide. The division ensures more active DEA leadership in interagency drug intelligence programs, facilitates intelligence sharing, and provides direction to DEA's worldwide intelligence efforts. It is directly responsible for the formulation and management of DEA's worldwide intelligence programs.

The DEA intelligence program is supported by several organizational elements (fig. 2-6):

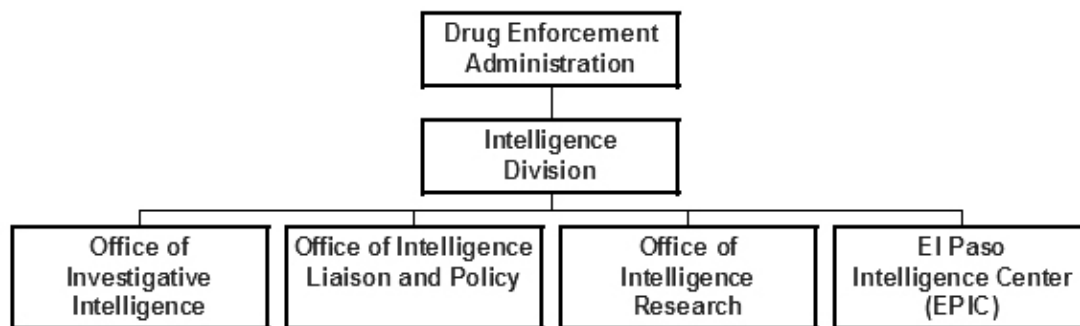


Figure 2-6. DEA intelligence structure.

Office of Investigative Intelligence

Within the Intelligence Division in DEA Headquarters, the Office of Investigative Intelligence provides intelligence analytical support to major DEA investigations that are focused on the most significant drug organizations operating domestically and around the world.

Office of Intelligence Liaison and Policy

The Office of Intelligence Liaison and Policy is responsible for providing strategic intelligence on drug cultivation, production, emerging trends, and price/purity; managing DEA's statistical program; and coordinating and addressing interagency drug intelligence issues, as well as enhancing intelligence management, policy, and liaison functions.

Office of Intelligence Research

The Office of Intelligence Research provides support to both headquarters and field priority enforcement efforts by managing and analyzing data to assist in identifying the infrastructure and operations of drug trafficking organizations.

El Paso Intelligence Center (EPIC)

EPIC is a cooperative established to collect, process, and disseminate intelligence information concerning illicit drug and currency movement, alien smuggling, weapons trafficking, and related activity. Staffed by personnel from more than a dozen federal agencies, its primary functions are to as follows:

- Disrupt the flow of illicit drugs at the highest trafficking level through the exchange of time-sensitive, tactical intelligence dealing principally with drug movement.
- Support, through the intelligence process, other programs of interest to EPIC's participating agencies, such as alien smuggling and weapons trafficking.

EPIC is mandated to support local law enforcement entities with drug intelligence, all 50 states, Puerto Rico, US Virgin Islands, American Samoa, Guam, District of Columbia, US Forest Service, National Marine Fisheries, Bureau of Prisons, Amtrak, and DOD through USSOUTHCOM, Joint Interagency Task Force- East/West, and Joint Task Force 6.

The EPIC member agencies include DEA, Immigration and Naturalization Service (INS), US Customs, Coast Guard, Bureau of Alcohol, Tobacco and Firearms (ATF), Federal Aviation Administration (FAA), US Marshals Service (USMS), FBI, Internal Revenue Service (IRS), Secret Service, Department of State, Department of the Interior, Central Intelligence Agency, Defense Intelligence Agency, and the DoD. Member agencies have direct access to all EPIC information, with appropriate safeguards to provide for the protection and/or secure communication of highly sensitive or classified information. State and local law enforcement entities have access to EPIC data through a designated group within the respective organization or through a member agency.

The El Paso Intelligence Center is a multiagency, round-the-clock electronic monitoring post on the US-Mexican border that keeps tabs on drug-trafficking organizations and serves a national network of law enforcement agencies. Its primary focus is on drug trafficking activities along the Southwest border, but EPIC investigators and analysts from the fifteen or so participating agencies also collect and analyze tactical drug intelligence from other areas--including foreign countries--whose drug activities impact on the United States. EPIC personnel also prepare periodic threat assessments of drug-trafficking organizations worldwide. During the normal course of their everyday work, EPIC agencies share their automated drug databases with one another--a move which results in better-coordinated investigative efforts.

EPIC provides intensive, highly focused intelligence support to High Intensity Drug Trafficking Area (HIDTA) law enforcement agencies, coordinates with field offices to facilitate intelligence exchange, and provides major support for developing threat assessments. The EPIC Operational Intelligence Unit prepares organization profiles of major drug-trafficking organizations and trafficking along the Southwest Border. It conducts research, analyzes, and fuses local, state, and federal intelligence.

National Drug Intelligence Center (NDIC)

The National Drug Intelligence Center, established in 1993, is a component of the US Department of Justice and a member of the Intelligence Community. The General Counterdrug Intelligence Plan, signed by the President in February 2000, designated the NDIC as the nation's principal center for strategic domestic counterdrug intelligence.

The NDIC has the following missions:

- To support national policymakers and law enforcement with strategic domestic drug intelligence.
- To support intelligence community counterdrug efforts.
- To produce national, regional, and state drug threat assessments.

Threat assessments, NDIC's primary intelligence products, provide policymakers and counterdrug executives timely, predictive reports on the threat of drugs, drug-related violence, and drug-related financial crime in the United States.

NDIC intelligence analysts maintain extensive contacts with federal, state, and local law enforcement and Intelligence Community personnel in all 50 states, the District of Columbia, Puerto Rico and the Virgin Islands, and the Pacific territories of Guam, American Samoa, and Northern Mariana Islands.

The NDIC works closely with the Drug Enforcement Administration, the Federal Bureau of Investigation, the US Customs Service, the US Coast Guard, the Defense Intelligence Agency, the Federal Bureau of Prisons, the US Marshals Service, and the Bureau of Alcohol, Tobacco and Firearms. In addition, the NDIC collaborates with the nation's other principal drug intelligence centers: the Drug Enforcement Administration El Paso Intelligence Center, the Department of the Treasury Financial Crimes Enforcement Network (FinCEN), and the Director of Central Intelligence Crime and Narcotics Center (CNC).

Department of Homeland Security (DHS)

As a result of the terrorist attacks on 11 September 2001, the Department of Homeland Security (DHS) was established. Effective 25 November 2002, the US Congress provided the DHS with a clear statutory mandate to reduce the vulnerability of the United States to terrorism and to detect, to prevent and to respond to terrorist attacks. Of the five DHS Directorates, only one is considered a member of the Intelligence Community:

Information Analysis and Infrastructure Protection (IAIP) Directorate

IAIP's mission is to disseminate information analyzed by the Department of State and local government agencies and authorities and private sector entities, bringing to the post 9/11 federal government a capability for the security and protection of the nation's domestic assets that previously did not exist.

The essential function of the IAIP is to map the vulnerabilities of the nation's critical infrastructure against a comprehensive analysis of intelligence and public source information. This function is unique to the federal government and fundamental to the nation's ability to better protect itself from terrorist attack.

Within the IAIP, the Office of Information Analysis (IA) performs the intelligence activities carried out within DHS. IA responsibilities are as follows:

- Monitor, assess, and coordinate indications and warnings in support of the Secretary of the Department of Homeland Security, who by Executive Order is responsible for implementing the Homeland Security Advisory System (HSAS).
 - Access all information, assessments, analysis, and unevaluated intelligence relating to terrorist threats to the homeland.

- Maintain real time intelligence connectivity to support situational awareness during implementation of protective measures and incident management.
- Assess the scope of terrorist threats to the homeland in order to understand such threats in light of actual and potential vulnerabilities of the homeland.
 - Integrate threat information and analyses with vulnerability assessments from the DHS Office of Infrastructure Protection (IP) in order to identify priorities for protective and support measures by DHS, other agencies of the Federal Government, State and local government agencies and authorities, the private sector and other entities.
 - Respond to requirements from the Assistant Secretary for Infrastructure Protection for information analysis and intelligence requirements.
- Gather and integrate terrorist-related information from DHS component agencies, State and local government agencies and authorities, and private sector terrorist-related reporting/information; process requests for information (RFI) from these component agencies, State and local government agencies and authorities and private sector entities.
 - Disseminate threat information, intelligence and responses to RFI's to DHS component agencies, State and local government agencies and authorities and private sector entities.

On 1 May 2003, another national-level DHS entity was established, with responsibilities complimentary to and supportive of the IAIP:

Terrorist Threat Integration Center (TTIC)

The Director of Central Intelligence, the Director of the FBI, working with the Attorney General, and the Secretaries of Homeland Security, Defense, and State make up the core of the TTIC. The roles and functions of IAIP and the Terrorist Threat Integration Center are complementary and collaborative and enhance the national effort to detect, disrupt, and prevent terrorism. The TTIC makes full use of all terrorist threat-related information and expertise available to the US Government and provides comprehensive all-source threat analysis to the President, to the DHS, and to other federal agencies. The IAIP provides intelligence analysts to the TTIC, who participate with analysts from other Federal agencies in analyzing this all-source terrorist information. IAIP also provides the TTIC with threat information gathered and integrated from DHS component agencies, State and local government agencies and authorities and private sector entities.

IAIP integrates all-source threat information and analysis received from the TTIC and other agencies of the Intelligence Community with its own vulnerability assessments to provide tailored threat assessments, including priorities for protective and support measures to other agencies of the federal government, state and local government agencies and authorities, and private sector entities. Finally, IAIP administers the Homeland Security Advisory System to include exercising primary responsibility for public advisories. Together, the DHS's IAIP and the TTIC fulfill all of the requirements called for in the Homeland Security Act of 2002.

Department of Transportation

Following the tragic loss of Pan Am flight 103 in 1998 to a terrorist explosive device over Lockerbie, Scotland, the Aviation Security Improvement Act of 1990 was signed into law on November 16, 1990. Section 101 of the Act established the Office of Intelligence and Security (OIS), within the Office of the Secretary of Transportation, to be responsible for developing policy and conducting strategic planning related to long-term transportation security needs. The OIS Director is the Secretary's chief liaison to the intelligence and law enforcement communities and oversees the assessment of intelligence and threats to all modes of transportation. The OIS is composed of several entities dealing with the security of our nation's transportation network, but those that we will cover are the Intelligence Division and the US Coast Guard.

Intelligence Division

This division has the following intelligence-related missions:

1. To highlight intelligence issues (including foreign and domestic terrorism and counterterrorism) requiring the attention of the Secretary and senior policymakers.
2. To provide intelligence support and oversight to the Department's operating administrations.
3. To maintain continuous liaison with law enforcement and intelligence agencies to ensure a focus on transportation-related issues during normal operations and major events.
4. To provide warning information on threats to transportation systems and the traveling public.

Coast Guard

The US Coast Guard is a military, multi-mission, maritime service. Operating within the Department of Transportation during peacetime, the Coast Guard falls under the direction of the Secretary of the Navy upon declaration of war or when the President directs. The Coast Guard is a unique federal agency. In addition to its non-redundant yet compelling national defense role as one of the five US Armed Services, the Coast Guard is charged with a broad scope of regulatory, law-enforcement, humanitarian, and emergency-response duties. The Coast Guard operates in a complex and dangerous maritime environment characterized by rapidly changing security threats at home and abroad.

The service is responsible for the safety and security of America's inland waterways, ports, and harbors; more than 95,000 miles of US coastlines; US territorial seas; 3.4 million square miles of ocean defining our Exclusive Economic Zones; and international waters or other maritime regions of importance to the United States.

Summary

This wraps-up our coverage of the departmental intelligence organizations that are not part of the DoD, yet, as you can see, their role in the Intelligence Community is no less important than other agencies. We will now examine the military element of the US Intelligence Community – the Department of Defense.

009. Department of Defense intelligence organizations

The DoD is the largest consumer of intelligence information within the community, and it has several organizations that are tasked to collect, produce and disseminate military and military-related foreign intelligence and counterintelligence. Before we discuss these intelligence organizations, we will cover the guidelines, or tenets that form the framework for DoD intelligence activities.

Tenets of intelligence

According to Joint Publication 2-02, *National Intelligence Support to Joint Operations*, the tenets of intelligence are based on five fundamental standards against which performance of intelligence personnel and organizations must be judged as follows:

- Timeliness.
- Accuracy.
- Usability.
- Completeness.
- Relevance.

Timeliness

Intelligence must be available when the commander requires it. Late intelligence is as useless as no intelligence. Timely intelligence enables the commander to anticipate events in the operational area, and allows the commander to time operations for maximum effectiveness and to avoid being surprised.

Accuracy

To be accurate, intelligence must be objective. It must be free from any political or other constraint and must not be distorted by pressure to conform to the positions held by higher levels of command. Intelligence products must not be shaped to conform to any perceptions of the commander's preferences. While intelligence is a factor in determining policy, policy must not determine intelligence.

Usability

Intelligence must be tailored to the specific needs of the commander and provided in forms suitable for immediate comprehension, as the commander must be able to quickly apply intelligence to the task at hand. Providing useful intelligence requires the producers to understand the circumstances under which their products are used.

Completeness

Complete intelligence answers the commander's questions about the adversary to the fullest degree possible, and also tells the commander what remains unknown. To be complete, intelligence must identify all the adversary's capabilities. It must inform the commander of the possible courses of action that are available, and, when justified by the available evidence, intelligence must forecast future adversary actions and intentions.

Relevance

Intelligence must be relevant to the planning and execution of the operation at hand. It must aid the commander in the accomplishment of the command's mission. Intelligence must contribute to the commander's understanding of the adversary. It must help the commander decide how to accomplish the assigned mission without being unduly hindered by the adversary.

The importance of these tenets cannot be overemphasized, as a failure to achieve any one of these fundamental attributes may contribute to a failure of operations. Let's now discuss the intelligence role of the Secretary of Defense, and the various agencies subordinate to this office.

Secretary of Defense (SecDef)

The Secretary of Defense is the principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DoD, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense. As one of the statutory members of the NSC, the SecDef participates in the development of national-level policy for overall intelligence and advises the President on foreign military intelligence matters.

The Office of the Secretary of Defense (OSD) is the principal staff element of the SecDef in the exercise of policy development, planning, resource management, fiscal, and program evaluation responsibilities. OSD includes the immediate offices of the Secretary and Deputy Secretary of Defense, to include a number of undersecretaries and assistant secretaries and such other staff offices as the secretary establishes to assist in carrying out assigned responsibilities.

The SecDef controls and directs a number of DoD organizations, and we will start by looking at the defense agencies that are subordinate to the OSD (fig. 2-7).

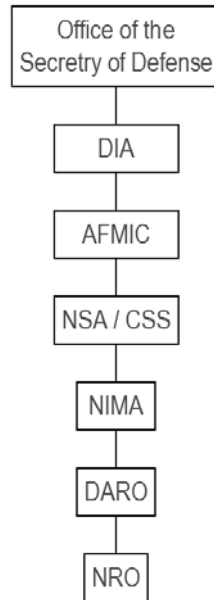


Figure 2-7. Defense agencies subordinate to the OSD.

Defense Intelligence Agency (DIA)

Established in 1961 and located at Bolling AFB in Washington, DC, the Defense Intelligence Agency is a combat support agency of the Department of Defense and collects, produces, or, through tasking and coordination, provides military and military-related intelligence for the Secretary of Defense, the DoD Components, and, as appropriate, non-Defense agencies. Under the auspices of the Military Intelligence Board, DIA unites the Defense Intelligence Community on major issues dealing with support to deployed forces, assessments, policy, and resources. It collects and provides military intelligence for national foreign intelligence and counterintelligence products and coordinates all DoD intelligence collection requirements. DIA also manages the Defense Attaché system, provides foreign intelligence and counterintelligence staff support to the Chairman of the Joint Chiefs of Staff, and manages the General Defense Intelligence Program. In addition, to assist weapon systems planners and the Defense acquisition community, DIA plays a key role in providing intelligence on foreign weapon systems.

DIA's primary functional national responsibility is to coordinate (not control) the intelligence done by military components; this includes all DoD intelligence collection requirements that require the use of national level collection assets.

Armed Forces Medical Intelligence Center (AFMIC)

The primary source of medical intelligence is the Defense Intelligence Agency's Armed Forces Medical Intelligence Center, located at Fort Detrick, Maryland. Below are some of the more important medical intelligence products:

- *Infectious disease risk assessments* – Provides information on diseases of operational military significance worldwide.
- *Environmental health risk assessments* – Provides information on environmental health risks of operational military significance worldwide.
- *Medical, Environmental, Disease Intelligence and Countermeasures (MEDIC)* – Provides worldwide disease and environmental health risks hyperlinked to the Joint Service-approved countermeasures recommendations. MEDIC furnishes military and civilian health care delivery capabilities, with operational and disease vector ecology information.

- *Medical Capabilities Study (MEDCAP)* – Provides a comprehensive evaluation of a country's civilian and military health care systems. It evaluates these systems from two different aspects: the ability of a country to support its armed forces in peace and war, and the suitability of facilities in the country to support US operations.
- *Disease Occurrence WorldWide (DOWW)* – Provides a monthly compilation of reports on disease outbreaks, serving as "late-breaking updates" to the infectious disease risk assessments. It is published as an unclassified message with, if necessary, a classified supplement.

National Security Agency/Central Security Service (NSA/CSS)

Located at Ft. Mead, MD, the NSA/CSS is also a combat support agency of the DoD under the authority, direction, and control of the SecDef. The Assistant Secretary of Defense, Command, Control, Communications, and Intelligence (ASD C3I) exercises overall supervision of NSA/CSS.

The NSA has two strategic missions:

1. To exploit foreign signals for national foreign intelligence and counterintelligence purposes (SIGINT).
2. To provide solutions, products and services, and conduct defensive information operations (IO), to achieve information assurance for information infrastructures critical to US national security interests--a capability referred to as Information Assurance (IA).

The NSA implements the SecDef's Presidential-assigned responsibility as the Executive Agent of the United States Government for SIGINT and communications security, and conducts related activities as assigned by the SecDef. The Director of the NSA also serves as the Chief of the CSS, which provides the military services a unified cryptologic organization within the DoD designated to assure proper control of the planning, programming, budgeting, and expenditure of resources for cryptologic activities.

National Geospatial Intelligence Agency (NGA)

The National Geospatial Intelligence Agency (formerly NIMA) is a combat support agency of the DoD under the authority, direction, and control of the SecDef, and the ASD C3I exercises overall supervision of NGA. The mission of NGA is to provide timely, relevant, and accurate imagery, imagery intelligence (IMINT), and geospatial information in support of the national security objectives of the United States. NGA carries out this responsibility by advising the Secretary and Deputy Secretary of Defense, the ASD C3I, the Chairman of the Joint Chiefs of Staff, the Unified Combatant Commanders, and, for national intelligence purposes, the Director of Central Intelligence and other Federal Government officials on imagery, IMINT, and geospatial requirements of the departments and agencies of the federal government, to the extent provided by law.

Defense Airborne Reconnaissance Office (DARO)

The function of the Defense Airborne Reconnaissance Office is to unify existing airborne reconnaissance architectures and enhance the management and acquisition of manned and unmanned airborne assets. DARO is tasked to assess the airborne reconnaissance needs of the US and to develop and implement the strategy to meet those needs in a timely and cost effective manner.

Overall reconnaissance is the shared responsibility of many organizations. While DARO serves as the office of primary responsibility (OPR) for airborne reconnaissance, the development and execution of an action plan for meeting reconnaissance requirements is done in collaboration with OPRs for weapons, IMINT, SIGINT, measurement and signature intelligence (MASINT), and HUMINT.

National Reconnaissance Office (NRO)

The National Reconnaissance Office provides our nation its eyes and ears in space. Established in 1960, the NRO develops the nation's satellite reconnaissance systems, and ensures that the technology and space borne assets needed to acquire timely intelligence worldwide are always available to national policymakers and military warfighters. Intelligence is the exclusive business of the NRO, and, as such, it is considered a member of the intelligence community.

The NRO's mission is to enable US global information superiority, during peace and war, and is responsible for the unique and innovative technology, large-scale systems, engineering, development and acquisition, and operation of space reconnaissance systems and related intelligence activities needed to support global information superiority. The National Reconnaissance Office is a separate operating agency of the Department of Defense, managed jointly by the Secretary of Defense and the Director of Central Intelligence, and is staffed by DoD and CIA personnel.

Military Services

Each branch of the armed forces collects and produces intelligence in support of their respective missions, as well as the missions of sister services when operating in a joint environment. We will begin our discussion with the intelligence structure of the US Army.

United States Army (USA)

Army intelligence designed its force structure to provide timely, relevant, accurate, and synchronized intelligence and electronic warfare support to tactical, operational and strategic-level commanders. These efforts are conducted through such entities as the Headquarters Department of Army Office of the Deputy Chief of Staff for Intelligence - G-2, and the US Army Intelligence and Security Command.

Office of the Deputy Chief of Staff, Intelligence - G-2

As the Army's Chief Intelligence Officer, the responsibilities of the G-2 include policy formulation, planning, programming, budgeting, management, staff supervision, evaluation, and oversight for intelligence activities for the Department of the Army. The G-2 has Army Staff responsibility for overall coordination of the five major intelligence disciplines: IMINT, SIGINT, HUMINT, MASINT, and counterintelligence and security countermeasures.

US Army Intelligence and Security Command (INSCOM)

The US Army Intelligence and Security Command located at Fort Belvoir, Virginia conducts dominant intelligence, security and information operations for commanders and national decision-makers, and provides war fighters with the seamless intelligence needed to understand and dominate the battlefield. At corps level, the Senior Intelligence Officer (SIO), the G-2, and an organic corps Military Intelligence (MI) Brigade provide intelligence support. The MI Brigade provides support to the corps across the full range of intelligence and counterintelligence disciplines and functions.

Army Military Intelligence accomplishes its mission in close coordination with the other services (Air Force, Navy, and Marines) and with national intelligence agencies to ensure that ground component commanders and soldiers know what enemy forces they will face before, during, and after deployments.

United States Navy (USN)

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

Office of Naval Intelligence (ONI)

The majority of Naval intelligence personnel, civilian and military, are assigned to the Office of Naval Intelligence. ONI is the center of expertise for every major maritime issue--from the analysis of the design and construction of foreign surface ships to the collection and analysis of acoustic information on foreign sensor systems, ocean surveillance systems, submarine platforms and undersea weapons systems. Its analysis of naval air warfare ranges from appraisals of opposition combat tactics to analysis of rival missile signatures, making it the authoritative resource for maritime air issues.

The ONI is the principal source for maritime intelligence on global merchant affairs and a national leader in other non-traditional maritime issues such as counternarcotics, fishing issues, ocean dumping of radioactive waste, technology transfer, and counterproliferation. ONI also provides specific products in support of national level acquisition programs, including characteristics and performance data on foreign threat platforms and weapons systems. Its foreign material exploitation programs provide assessments to Navy organizations, laboratories and system commands engaged in developing new weapons systems and countermeasures.

The intelligence and cryptologic communities provide a wide range of intelligence support to tactical forces and commands and staffs ashore. Shore-based intelligence and cryptologic operations involve the collection, processing, analysis and reporting of information from many sources from communications intelligence to HUMINT. Afloat intelligence provides immediate, on-scene warfighting support to tactical commanders in the form of immediate combat information, Indications and Warning (I&W) of impending enemy activity and assessments of ongoing hostile force intentions and capabilities. Such afloat support is produced through the combined use of tactical sensors within the force, those of the other military services and national technical collection systems. Navy emphasis is on joint intelligence efforts to provide timely, accurate and complete information to tactical commanders.

United States Marine Corps (USMC)

The Intelligence mission of the Marine Corps is to provide commanders at every level with seamless, tailored, timely, and mission-essential intelligence and to ensure this intelligence is integrated into the operational planning process. Because Marine forces are employed primarily at the operational and tactical levels of war, Marine Corps intelligence activities are oriented toward that level of support. Accordingly, two-thirds of all intelligence Marines serve in the operating forces, with the majority assigned to the staffs and units of tactical commands.

The Marine Corps' Director of Intelligence (DIRINT) is the Commandant's principal intelligence staff officer and the functional manager for intelligence, counterintelligence, and cryptologic matters. Through his staff within the Intelligence Department, Headquarters Marine Corps, the DIRINT allocates resources and manpower to develop and maintain specific expertise in the areas of human and technical reconnaissance and surveillance, general military/naval intelligence duties, HUMINT, counterintelligence, IMINT, SIGINT, and Tactical Exploitation of National Capabilities.

Marine Corps Intelligence Activity (MCIA)

The Marine Corps Intelligence Activity is the USMC service production center and is collocated with the Navy's National Maritime Intelligence Center at Suitland, Maryland, and at facilities at Quantico, Virginia. The MCIA provides Headquarters Marine Corps with threat assessments, estimates, and intelligence for planning and decision-making. The MCIA also provides combat developers with threat data and other intelligence support for doctrine and force structure development, systems and equipment acquisition, war-gaming, and training and education. MCIA also supports fleet Marine force requirements for predeployment planning, training, and exercises.

MCIA is fully integrated into the Department of Defense Intelligence Production Program. Through this program, MCIA can be tasked to provide expeditionary warfare intelligence to support any national, theater, or operational command in the US Armed Forces.

United States Air Force intelligence

Within the Air Force, intelligence activities fall under a construct that we call intelligence, surveillance, and reconnaissance (ISR). ISR provides the framework within which meaningful intelligence should be developed and used to support military objectives.

intelligence, surveillance, and reconnaissance are integrated capabilities to collect, process, exploit, and disseminate accurate and timely information that provides the battlespace awareness necessary to successfully plan and conduct operations.

Air Force ISR contributes to national intelligence capabilities by operating a worldwide array of ground-based, airborne, shipborne and space-based high-technology sensor systems. These collection activities provide information vital to achieving national objectives. Air Force professionals use analysis tools and dissemination systems to tailor this information for all levels of support. Theater commanders use it to determine objectives; select options; and plan, conduct, and evaluate combat operations. Combat crews use it to avoid threats, maximize their effectiveness, and meet objectives.

Before we cover the specific Air Force intelligence organizations with which you must be familiar, we must first discuss the intelligence missions of the unified and Air Force major commands.

Unified Commands

Unified commands were first described in the National Security Act of 1947, and this included specified commands. A unified command is a military command that has a broad, continuing mission under a single commander, and is composed of forces from two or more military departments. The number of unified combatant commands is not fixed by law or regulation and may vary from time to time. A specified command is a military command that has a broad, continuing mission and which is normally composed of forces from one military department. There are currently no specified commands but the option to create such a command still exists. The term combatant command means a unified or specified command. The commander of a combatant command is designated simply as “commander”, and the chain of command runs from the President to the Secretary of Defense to the Unified Commanders. Prior to 24 October 2002, the title “Commander in Chief”, or CINC was used as the title of commanders of these organizations. On that date however, the Secretary of Defense mandated that only the President of the United States held the title of CINC, per the US Constitution, Article II, Section 2. Orders and other communications from the President or Secretary are transmitted through the Chairman of the Joint Chiefs of Staff.

The Unified Command Plan (UCP) is the document that sets forth basic guidance to all combatant commanders. The UCP establishes combatant command missions, responsibilities, and force structure; delineates geographic areas of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. The Unified Command structure generated by the UCP is flexible, and changes as required to accommodate evolving US national security needs. The UCP is reviewed at least every two years, and recommended changes are provided to the President, through the Secretary of Defense.

Five combatant commanders have geographic area responsibilities. As illustrated in figure 2-8, these combatant commanders are each assigned an Area of Responsibility (AOR) by the Unified Command Plan. Each commander is responsible for all operations within their designated areas: US Northern Command (USNORTHCOM), US Central Command (USCENTCOM), US European Command (USEUCOM), US Pacific Command (USPACOM), and US Southern Command (USSOUTHCOM).

There are four combatant commanders assigned worldwide functional responsibilities that are not bounded by geography: US Joint Forces Command (USJFCOM), US Special Operations Command

(USSOCOM), US Strategic Command (USSTRATCOM), and US Transportation Command (USTRANSCOM).



Figure 2-8. Combatant Command geographic AOR.

US Northern Command (USNORTHCOM)

The DoD established the US Northern Command in October of 2002 to consolidate under a single Unified Command existing missions that were previously executed by other military organizations.

Headquartered at Peterson Air Force Base in Colorado Springs, Colorado, the command's mission is homeland defense and civil support, specifically:

1. To conduct operations to deter, prevent, and defeat threats and aggression aimed at the United States, its territories, and interests within the assigned area of responsibility; and
2. To provide military assistance to civil authorities including consequence management operations, as directed by the President or Secretary of Defense.

US Northern Command plans, organizes, and executes homeland defense and civil support missions, but has few permanently assigned forces. The command will be assigned forces whenever necessary to execute missions as ordered by the President.

Several pre-existing joint task forces have been assigned to USNORTHCOM. These subordinate commands provide the ability to execute important missions on a daily basis.

Joint Force Headquarters - Homeland Security (JFHQ-HLS)

Headquartered in Norfolk, Virginia, JFHQ-HLS is the homeland security component of USNORTHCOM that coordinates the land and maritime defense of the continental United States. It also coordinates military assistance to civil authorities. JFHQ-HLS plans and integrates the full spectrum of homeland defense and civil support to lead federal agencies, such as the Federal Emergency Management Agency (FEMA). Prevention, crisis response and consequence management are capabilities included within that spectrum of support.

Joint Task Force - Civil Support (JTF-CS)

Headquartered at Fort Monroe in Hampton, Virginia, JTF-CS is under the operational control of Joint Force Headquarters Homeland Security, which is a subordinate command of USNORTHCOM. The mission of JTF-CS is to provide command and control for DoD forces deployed in support of the Lead Federal Agency (LFA) managing the consequences of a chemical, biological, radiological, nuclear or high-yield explosive (CBRNE) incident in the United States, its territories and possessions in order to save lives, prevent injury and provide temporary critical life support.

Joint Task Force - 6 (JTF-6)

Headquartered at Biggs Army Airfield, Fort Bliss, Texas, JTF-6 provides DoD counterdrug support to federal, regional, state and local law enforcement agencies throughout the continental United States. JTF-6 coordinates with the National Guard (NG) of the four Border States to ensure unity of effort. JTF-6 is a command and control (C2) headquarters only and has no operational units.

US Central Command (USCENTCOM)

US Central Command (USCENTCOM) located at MacDill Air Force Base in Tampa, Florida, is the headquarters for US military presence in 25 countries of the Middle East, Central and Southwest Asia, and Northeast Africa, including the Arabian Gulf, the Arabian Sea and the Red Sea. President Ronald Reagan established the command in January 1983 as the evolutionary successor to the Rapid Deployment Joint Task Force.

If needed, the command draws on personnel and equipment from the operating forces of each of the four services. USCENTCOM's component commands include: US Army Forces Central Command (ARCENT), Third Army, located at Fort McPherson, Georgia; US Air Forces Central Command (CENTAF), 9th Air Force, Shaw Air Force Base, South Carolina; US Marine Forces Central Command (MARCENT), Marine Forces, Pacific (MARFORPAC), Camp H. M. Smith, Hawaii; US Naval Forces Central Command (NAVCENT), US Fifth Fleet, Bahrain; and the US Special Operations Component, US Central Command (SOCCENT) located at MacDill Air Force Base, Tampa, FL.

USCENTCOM's AOR includes 25 countries of diverse political, economic, cultural and geographic make-up (fig. 2-9). Central Asia, Southwest Asia and the Horn of Africa form a unique and complex region. Three of the world's major religions have roots there: Christianity, Judaism and Islam. The AOR is larger than the continental United States, and it stretches more than 3,600 miles East to West and 4,600 miles North to South. The topography includes mountain ranges with elevations over 24,000 feet, desert areas below sea level, and temperatures ranging from below freezing to over 130 degrees Fahrenheit. The 25 countries within the AOR are: Afghanistan, Bahrain, Djibouti, Egypt, Eritrea, Ethiopia, Iran, Iraq, Jordan, Kazakhstan, Kenya, Kuwait, Kyrgyzstan, Oman, Pakistan, Qatar, Saudi Arabia, Seychelles, Somalia, Sudan, Tajikistan, Turkmenistan, United Arab Emirates, Uzbekistan, and Yemen.



Figure 2-9. USCENTCOM AOR.

The region contains more than 65 percent of the world's oil reserves, and its security is vital to the global economy. The AOR also includes major maritime trade routes that link the Middle East, Europe, South and East Asia, and the Western Hemisphere. Ships navigating these waters and the maritime choke points of the Strait of Hormuz, the Suez Canal, and the Bab el Mandeb, carry the petroleum products that fuel the economies of our European and Asian allies.

The Joint Intelligence Center, US Central Command (CENTJIC) provides direct intelligence support for all forces assigned to the Commander, US Central Command. Serving as the Joint Intelligence Center to USCENTCOM, CENTJIC provides 24-hour, all-source global intelligence to CENTCOM commander, staff, component commanders and operators. The CENTJIC operates a fusion center that conducts current situation analysis, collection management and long-range assessments and threat estimates. CENTJIC is responsible for a variety of intelligence products and processes. Some are immediate while others require many months or even years to produce. Fusion of all-source intelligence and defining analytical approaches allow CENTJIC to provide seamless, timely intelligence to USCENTCOM decision-makers. CENTJIC intelligence personnel disseminate their products — briefings, annotated situation maps, installation descriptions, pictures, and threat

projections — to command customers at all levels from the headquarters to deployed units and ships at sea.

US European Command (USEUCOM)

The AOR of USEUCOM covers more than 13 million square miles and includes 91 countries and territories. This territory extends from the North Cape of Norway, through the waters of the Baltic and Mediterranean seas, most of Europe, parts of the Middle East, to the Cape of Good Hope in South Africa

On 1 October 2002, the new UCP added almost 7.5 million square miles of landmass, plus a majority of the Atlantic Ocean, to USEUCOM's AOR. Under the new UCP, USEUCOM gained responsibility for Iceland, Greenland, the Azores, more than half of the Atlantic Ocean (from USJFCOM), the Caspian Sea and the previously unassigned area of Russia.

There are five major commands that are subordinate to USEUCOM: US Air Forces in Europe (USAFE), US Army, Europe (USAREUR), US Navy, Europe (NAVEUR), US Marine Forces, Europe (MARFOREUR), and US Special Operations Command, Europe (SOCEUR).

HQ USEUCOM is responsible for theater-wide coordination of intelligence activities. Once collected and analyzed, information is passed to decision-makers. The command maintains an accurate picture of the area of responsibility and provides responsive support to the Joint Chiefs of Staff, the military services and Allied Command Europe (ACE).

The responsibility for providing intelligence support to USEUCOM falls to the USEUCOM J2 (ECJ2) through a number of divisions, but we will focus on the Joint Analysis Center (JAC).

The JAC, located at Molesworth, United Kingdom is a Direct Reporting Unit (DRU) subordinate to USEUCOM, and is the principal element for ensuring effective intelligence support for combatant commanders and theater forces. JAC Molesworth processes, analyzes and consolidates data to produce fused intelligence information focused on USEUCOM's AOR. They support mission planning and operations by US, Allied, and NATO commanders during peace, crisis and war. Military commanders and decision-makers at all levels rely on data produced at the JAC. Personnel from all four US military services are assigned to the Joint Analysis Center and contribute to the intelligence mission.

The JAC also maintains “flyaway” intelligence cells consisting of dedicated teams ready to deploy, in whole or in part, to support intelligence efforts at contingency sites in several broad theater geographical areas. Each team is designed to take advantage of the particular analysis and production expertise available at the JAC.

US Pacific Command (USPACOM)

USPACOM, located at Camp H.M. Smith, Hawaii, was established on 1 January 1947, and is the oldest of the nine Unified Commands. USPACOM's AOR covers more than 50 percent of the earth's surface (approximately 105 million square miles) and spans 43 countries, 20 territories and possessions, and 10 US territories. This AOR traverses 16 time zones, and extends from the west coast of the United States mainland to the east coast of Africa (excluding the waters north of 5 degrees South and West of 68 degrees East); from the Arctic to Antarctic; including the states of Alaska and Hawaii.

The service components that directly support USPACOM are: US Army, Pacific Command (USARPAC), Marine Forces, Pacific (MARFORPAC) and Fleet Marine Force, Pacific (FMFPAC), US Pacific Fleet (PACFLT), and lastly, Pacific Air Forces (PACAF).

Within USPACOM, there are five subordinate Unified Commands: US Forces, Japan (USFJ), US Forces, Korea (USFK), Eighth US Army, Special Operations Component, US Pacific Command (SOCPAC), and Alaskan Command (ALCOM). Two standing joint task forces are assigned to

USPACOM: Joint Interagency Task Force West and Joint Task Force-Full Accounting, and USPACOM's primary intelligence organization, the Joint Intelligence Center Pacific.

Joint Interagency Task Force West (JIATF West)

JIATF West is the executive agent for the US Pacific commander for DOD support to national counterdrug initiatives in the USPACOM AOR, and primarily provides intelligence information regarding the transportation of illegal drugs originating in Asia. JIATF West also supports intelligence-cued counterdrug detection and monitoring operations targeting cocaine traffickers in the eastern Pacific, and provides law enforcement agency support.

Joint Task Force-Full Accounting (JTF-FA)

JTF-FA's mission is to conduct field operations to achieve the fullest possible accounting for Americans still unaccounted for in Southeast Asia as a result of the Vietnam War. Its first priority is to support Defense Intelligence Agency investigations of live-sighting reports and to conduct investigations into discrepancy cases of individuals last known alive. The task force also conducts recurring joint field activities in Vietnam, Laos, Cambodia, and China, in which investigation and remains recovery teams collect information and evidence pertaining to missing individuals.

Joint Intelligence Center, Pacific (JICPAC)

Based at Pearl Harbor, Hawaii, JICPAC analyzes, produces and disseminates accurate and timely all-source fused intelligence for Pacific Command, its component and subordinate commands and their operating forces. JICPAC's core functions include providing Indications and Warning (I&W), targeting and combat intelligence, current/operational intelligence, and political-military and regional intelligence analysis.

JICPAC operates a fusion center that conducts current situation analysis, collection management and long-range assessments and threat estimates. JICPAC is responsible for a variety of intelligence products and processes. Some are immediate while others require many months or even years to produce. Fusion of all-source intelligence and defining analytical approaches allow JICPAC to provide seamless, timely intelligence to USPACOM decision-makers. JICPAC personnel disseminate their products -- briefings, annotated situation maps, installation descriptions, pictures, and threat projections -- to command customers at all levels from the headquarters to deployed units and ships at sea.

US Southern Command (USSOUTHCOM)

USSOUTHCOM's AOR includes the landmass of Latin America south of Mexico; the waters adjacent to Central and South America; the Caribbean Sea, its 12 island nations and European territories; the Gulf of Mexico; and a portion of the Atlantic Ocean. It encompasses 32 countries (19 in Central and South America and 12 in the Caribbean) and covers about 15.6 million square miles. The region represents about one-sixth of the landmass of the world assigned to regional unified commands.

USSOUTHCOM's components are as follows:

1. US Army, Southern Command (USARSO).
2. US Air Force, Southern Command/12th Air Force (USSOUTHAF).
3. Commander, US Naval Forces, Southern Command (COMNAVSO).
4. Marine Forces South/II Marine Expeditionary Force (MARFORSOUTH).
5. Special Operations Component, US Southern Command (SOCSOUTH).

USSOUTHCOM carries out a myriad of missions, objectives, and activities through its joint-service headquarters staff in Miami, Florida; its Army, Air Force, Navy, and Marine component commands;

three joint task forces; one joint interagency task force and a number of Military Groups/Liaison Offices throughout the region.

Joint Task Force-Bravo (JTF Bravo) -- Soto Cano Air Base, Honduras

JTF-Bravo provides command, communications, intelligence, and logistics support for US exercises and deployments to training activities in Honduras, primarily via the operation of a C-5 capable airbase. JTF-Bravo plays a key role assisting Central American armed forces to restructure to meet changing security requirements. It also organizes and supports multinational humanitarian, counterdrug, and disaster relief operations. Soto Cano served as the US military transportation hub for all of Central America in the wake of Hurricane Mitch.

Joint Southern Surveillance Reconnaissance Operations Center (JSSROC) -- NAS, Key West, Florida

JSSROC is a joint unit with representation from each military service as well as contracted civilian maintenance and engineering support. JSSROC has three primary missions: counterdrug operations, sensitive and tactical reconnaissance, and contingency operations.

US Joint Forces Command (USJFCOM)

The United States Joint Forces Command, redesignated on 1 October 1999 from the United States Atlantic Command, is headquartered at Norfolk, Virginia. USJFCOM's primary responsibility is to provide personnel to theater commanders in support of missions worldwide, ensuring that elements of our Army, Navy, Air Force, and Marine Corps can fight together as specialized, task-organized teams. The service components that directly support USJFCOM are as follows:

1. US Army Forces Command.
2. Marine Forces, Atlantic (MARFORLANT).
3. US Atlantic Fleet.
4. Air Combat Command (ACC).

Within USJFCOM, the Intelligence Directorate (J2) provides military intelligence to warfighters and force planners in the US Joint Forces Command to support force provision, joint training, experimentation, and integration initiatives. The J2 ensures that the intelligence work force is capable of addressing the diverse requirements of missions that could occur anywhere on the globe at anytime.

In addition, USJFCOM has several joint force activity centers with which you should be familiar:

Joint Warfighting Center (JWFC) -- Suffolk, Virginia

The JWFC conducts and supports development of capabilities that train the individual services to fight as a team, or a "joint force". The Joint Warfighting Center also supports the Department of Defense in the joint doctrine development process and provides oversight for many of the department's joint training organizations or joint schools.

Joint Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Battle Center (JBC) -- Suffolk, Virginia

The Joint C4ISR Battle Center leads near-term transformation of joint force C4ISR capabilities through assessing new technology. The JBC then provides objective recommendations for rapid insertion of solutions to support identified combatant commands' needs for a joint task force (JTF).

Joint Forces Intelligence Command (JFIC) -- Norfolk, Virginia

The JFIC provides tailored intelligence support to current and future JFCOM missions, advancing interoperability, concept development, joint experimentation and joint training.

Joint Warfare Analysis Center (JWAC) -- Dahlgren, Virginia

The Joint Warfare Analysis Center is a subordinate unified command of US Joint Forces Command, and is responsible for providing planners will full-spectrum analytical products while giving synergistic, effects-based, precision targeting options for select infrastructure networks to support planning and execution of military options. JWAC develops and adapts modeling and simulation technologies for analysis, computation and the presentation of options to combatant commands, the Joint Staff and other customers, to include assessing strategic and operational planning. The command also participates in the development of new methodologies and technologies in support of joint experimentation, war gaming, precision management and other activities.

Joint Communications Support Element (JCSE) -- MacDill AFB, Florida

The JCSE provides joint task force and joint special operations task force command, control, communications and computer systems (C4) support for war-fighting commands and the Joint Staff. They also provide simultaneous communications support for two Joint Task Force headquarters and two Joint Special Operations Task Force (JSOTF) headquarters.

Joint Personnel Recovery Agency (JPRA) -- Fort Belvoir, Virginia

The Joint Personnel Recovery Agency is a subordinate activity of US Joint Forces Command. As the DoD executive agent for personnel recovery, JPRA is USJFCOM's executive agent action office and the DoD Office of Primary Responsibility for coordinating personnel recovery (PR) issues among military departments, combatant commands, the Joint Chiefs of Staff, the Joint Staff, Office of the Secretary of Defense and defense agencies, DoD field activities, and other governmental agencies.

The JPRA is responsible for shaping the planning, preparation, and execution of personnel recovery for the Department of Defense. The organization enables commanders, individuals, recovery forces, and supporting organizations to effectively execute their personnel recovery responsibilities across the entire spectrum of conflict.

In conjunction with their charter, the JPRA has five core missions as follows:

1. Joint Combat Search And Rescue (JCSAR).
2. Non-conventional Assisted Recovery (NAR).
3. Code of Conduct (CoC) Training (includes Survival, Evasion, Resistance, & Escape [SERE]).
4. Operational POW/MIA Affairs (includes repatriation, debriefing, and DoD SERE Psychology program).
5. Personnel Recovery (PR) Research, Development, Test & Evaluation (RDT&E) Battle Lab.

Joint Combat Identification Evaluation Team (JCIET) -- Eglin AFB, Florida

The JCIET is a subordinate unified command of US Joint Forces Command, responsible for improving joint tactics, techniques and procedures, joint and service doctrine, and combined and joint interoperability across all combat identification (ID) mission areas. Combat ID is a life-or-death decision-making process that is fundamental to overall combat effectiveness and prevention of friendly fire in joint and combined combat environments.

The JCIET evaluates four mission areas: surface-to-surface, air-to-air, surface-to-air, and air-to-surface. JCIET also is the primary venue for experimentation in areas of system integration and interoperability related to joint and allied combat ID and battlefield information management.

In addition, JCIET debriefs provide combatants with accurate data on what actually happened during a major operation, often using sophisticated video conferencing systems. These debriefs provide combatants with important knowledge of other services' systems and capabilities and give combatants additional opportunities to learn integrated joint operations.

Special Operations Command – US Joint Forces Command -- Norfolk, Virginia

Special Operations Command, US Joint Forces Command has the mission to support the training of joint commanders and staffs in employment considerations of Special Operations Forces. By supporting the realistic joint training and integration of special operations forces, Special Operations Command accomplishes requirements specified in both the Joint Forces Command's unified command plan and the US Special Operations Command responsibilities.

US Special Operations Command (USSOCOM)

USSOCOM is organized into three component commands and one subordinate command: Air Force Special Operations Command (AFSOC); US Army, Special Operations Command (USASOC); Naval Special Warfare Command (NAVSPECWARCOM); and Joint Special Operations Command (JSOC). To fulfill its global mission, USSOCOM provides full spectrum Special Operations Forces (SOF) that are ready and capable of successfully conducting global operations throughout the tactical and strategic operational continuum in support of the President and Secretary of Defense, geographic commanders, US Ambassadors, and other government agencies. In support of our national military strategy, SOF forces currently organize and train in nine principal mission areas: counterproliferation, combating terrorism, foreign internal defense, special reconnaissance, direct action, psychological operations, civil affairs, unconventional warfare, and Information Operations.

USSOCOM's primary intelligence organization is the Special Operations Intelligence and Information Operations (SOIO) Center. The SOIO provides for integrated information management in intelligence, communications, information protection, network management, and audio/visual support. SOIO integrates command and control, communications, computer, intelligence, surveillance, and reconnaissance (C4ISR), and information operations (IO) to gain information superiority throughout the spectrum of engagement and conflict. The SOIO validates requirements and develops special operations C4ISR and IO training, doctrine, and procedures.

US Strategic Command (USSTRATCOM)

Headquartered at Offutt AFB, Nebraska, USSTRATCOM's primary mission is to deter military attack on the United States and its allies, and, should deterrence fail, employ forces to achieve national objectives.

The command has worldwide functional responsibilities not bound by any single area of operations, and its scope of responsibilities include the interrelated areas of space operations, information operations, computer network operations, and strategic defense and attack. Tying these areas together is a globally focused command and control, communications and intelligence, surveillance and reconnaissance network. USSTRATCOM exercises command authority over various task forces and service components in support of the command's mission, but in this unit, we will cover the Joint Information Operations Center.

Joint Information Operations Center (JIOC)

USSTRATCOM's Joint Information Operations Center is responsible for the integration of Information Operations (IO) into military plans and operations across the spectrum of conflict.

IO involves actions taken to affect adversary information and information systems while defending one's own information and information systems. They apply across all phases of an operation, the range of military operations, and at every level of war. These actions are a critical factor in the joint force commander's capability to achieve and sustain the level of information superiority required for decisive joint operations.

Located at Lackland AFB, Texas, the JIOC's mission is to assist in planning, coordinating and executing Information Operations. The center deploys Information Operations planning teams worldwide at a moment's notice to deliver tailored, highly skilled support and sophisticated models and simulations to joint commanders, joint task forces and the Joint Staff.

The JIOC provides direct C2W tactical and technical analytical support to operational commanders, and supports the integration of operations security, psychological operations, military deception, electronic warfare and destruction throughout the planning and execution phases of operations. Direct support is provided to unified commands, joint task forces, functional and service components, and subordinate combat commanders. Support is also provided to the Office of the Secretary of Defense, the Joint Staff, the services and other government agencies. The JIOC maintains specialized expertise in C2W systems engineering, operational applications, capabilities and vulnerabilities. The JIOC is comprised of a balanced mixture of personnel from all four military services, the civil service and three allied nations.

US Transportation Command (USTRANSCOM)

As the single manager of America's global defense transportation system, USTRANSCOM is tasked with the coordination of people and transportation assets to allow our country to project and sustain forces, whenever, wherever, and for as long as they are needed. Headquartered at Scott AFB, Illinois, USTRANSCOM responds to the needs of the Department of Defense's warfighting commanders. Composed of three component commands: The Air Force's Air Mobility Command (AMC), the Navy's Military Sealift Command (MSC) and the Army's Military Traffic Management Command (MTMC), USTRANSCOM coordinates missions worldwide using both military and commercial transportation resources.

The Intelligence directorate (TCJ2) is responsible for all peacetime and wartime intelligence activities for USTRANSCOM and subordinate Transportation component commands. TCJ2 develops intelligence policy, programs, doctrine, organizational concepts and implementation strategies, and directs the development and implementation of intelligence support to USTRANSCOM's global operations, plans, crisis action teams (CATs), exercises and deployments. In addition, TCJ2 directs operational intelligence activities, including threat and transportation intelligence analysis and dissemination, to meet the needs of USTRANSCOM and supported command mobility forces.

The Joint Intelligence Center for Transportation (JICTRANS) is the focal point for transportation intelligence through the production of operational intelligence analysis in support of USTRANSCOM's worldwide mission, including assessments of transportation capabilities, nodes, and networks supporting global mobility strategy and the transportation mission.

JICTRANS provides indications and warning, situational analysis, and transportation intelligence specifically tailored to support the deployment and sustainment of United States forces on a global scale. In coordination with the other unified command and service intelligence production centers, JICTRANS produces transportation intelligence to meet the needs of the Commander, USTRANSCOM, the component commanders and staff, and other transportation intelligence consumers, including the Office of the Secretary of Defense, Joint Chiefs of Staff, military services, and other unified commands. In coordination with the Defense Intelligence Agency, JICTRANS develops transportation intelligence strategies for the DoD, to include product and analytical standards, and procedures for collaborative, integrated production of transportation intelligence. As a unified command production center, JICTRANS produces transportation intelligence documents to meet responsibilities as both a primary and collaborative producer under the DoD Intelligence Production Program (DODIPP), which we will cover in more detail in an upcoming unit.

Summary

As we've seen, there are many DoD organizations that are tasked to collect, produce, and disseminate military and military-related foreign intelligence and counterintelligence, and their contribution to the overall intelligence effort of our country is significant. Though their individual missions and organizational structures vary, they are all guided by the same five fundamental standards, or tenets

against which their performance is judged. Let's now discuss the primary Air Force organizations, to include their intelligence mission and responsibilities.

010. Joint intelligence responsibilities

Today's military is frequently involved in joint operations, as we've seen in Operations DESERT SHIELD, DESERT STORM, ENDURING FREEDOM and IRAQI FREEDOM. Prior to these operations, deployments were a rarity. Now it's almost a certainty that you'll participate in some type of deployment during your career. In this lesson, we identify the intelligence responsibilities and support different organizations provide to joint operations.

Joint Chiefs of Staff (JCS)

The Joint Chiefs of Staff consist of the Chairman, the Vice Chairman, the Chief of Staff of the Army, the Chief of Naval Operations, the Chief of Staff of the Air Force, and the Commandant of the Marine Corps.

Chairman of the Joint Chiefs of Staff (CJCS)

The CJCS functions under the authority, direction, and control of the President, the Secretary of Defense and the National Security Council, and transmits communications to the commanders of the combatant commands from the President and Secretary of Defense but does not exercise military command over any combatant forces.

The CJCS ensures timely intelligence is provided to DoD entities, including the Joint Staff, the Services, combatant commands, other defense entities, and, as appropriate, agencies and departments outside the DoD. The CJCS also executes intelligence functions through the Joint Staff Directorate for Intelligence (J-2).

Joint Staff Directorate for Intelligence (J-2)

The Joint Staff J-2 is a unique organization, in that it is both a major component of the Defense Intelligence Agency, a combat support agency, as well as a fully integrated element of the Joint Staff. The Joint Staff J-2 is composed of six deputy directorates, three of which make up the core of the National Military Joint Intelligence Alert Center (NMJIC):

1. Crisis Management (J-2M – NMJIC core element).
2. Crisis Operations (J-2O – NMJIC core element).
3. Targeting Support (J-2T – NMJIC core element).
4. Joint Staff Support (J-2J).
5. Administration (J-2A).
6. Assessment, Doctrine, Requirements and Capabilities (J-2P).

The Joint Staff J-2 provides all-source intelligence to the Chairman of the Joint Chiefs of Staff, the Office of the Secretary of Defense, Joint Staff, and combatant commands which requires it to draw deeply on DIA's broad range of capabilities to accomplish its mission and functions. The J-2 appraises the Chairman of foreign situations and intelligence issues relevant to current operational interests and potential national security policies, objectives, and strategy. This includes providing indications and warning (I&W) and crisis intelligence support, supporting combatant command intelligence requirements, developing joint doctrine, developing joint intelligence architecture, and providing targeting support to military operations.

National Military Joint Intelligence Alert Center

The center, collocated with the National Military Command Center and the Defense Collection Coordination Center, monitors worldwide developments 24 hours daily for looming crises that may require US involvement. The center is comprised of an alert center, warning and crisis analysts, the Defense Intelligence Network, targeting specialists and intelligence operators who deploy to support

warfighters. The National Security Agency, CIA, State Department, National Imagery and Mapping Agency and the services also have representatives in the center.

Alert center analysts monitor threats to US interests and coordinate with other intelligence watch centers. They also help focus national intelligence collection systems. Special crisis intelligence cells are formed in the center to increase attention for areas of particular concern, such as Iraq and North Korea.

National Security Agency/Central Security Service (NSA/CSS)

The NSA/CSS includes the Service Cryptologic Elements (SCE) and the US SIGINT System (USSS). These agencies provide signals intelligence, information systems security, and communications security for the conduct of military operations in accordance with tasking, priorities, and standards of timeliness assigned by the Secretary of Defense.

Director, Central Intelligence Agency (DCI)

The DCI directs major technical intelligence collection systems that service both strategic and operational requirements.

National Geospatial Intelligence Agency (NGA)

NIMA is responsible for providing maps, charts, and geodetic support for operations. NGA can provide specialized and tailored mapping, charting, and geodesy (MC&G) products in time of crisis especially for geographic areas where standard product coverage is unavailable or inadequate.

Department of State

The Department of State and the American Foreign Service overtly collects information relevant to US foreign policy concerns. Senior Foreign Service Officers are assigned to each of the combatant commands where they serve as political advisors to the commander.

National Reconnaissance Office (NRO)

The NRO is a DoD agency that ensures the United States has the technology and spaceborne and airborne assets needed to acquire intelligence worldwide. This includes supporting such functions as monitoring of arms control agreements, indications and warning, and the planning and conducting of military operations.

Chiefs of the Military Services

These individuals provide intelligence support for departmental missions related to military systems, equipment, training, and national-level intelligence activities in support of DoD entities. This includes combatant commands, subordinate joint commands, and Service components of those commands.

Commanders of combatant commands and subordinate joint force commanders

The JFC is responsible for defining intelligence support needs, identifying intelligence resources, and establishing intelligence support procedures. The scope of needs, resources, and procedures depend on the mission, nature, and composition of the force. The commander of a combatant command establishes a Joint Intelligence Center (JIC) to ensure the intelligence needs of the command and subordinate joint commands are resolved. Service component and Service intelligence capabilities support the JFC.

Service component commanders

Service component commanders provide intelligence support to meet the operational requirements of the component and the identified requirements of other components and the joint command. They also have several other responsibilities; to develop component intelligence plans based on the plan of the joint force, plan reconnaissance operations for the component operations (consistent with joint

force plans), ensure feedback is provided to the JFC on service-related issues affecting the joint command, and plan and develop implementing instructions for wartime intelligence support, including augmentation of joint forces.

Summary

This concludes our coverage of joint intelligence responsibilities several of the major organizations that directly support the joint intelligence effort. Though there are many more, these constitute as is readily discernible, there are a lot of organizations and activities that are involved in the intelligence business.

011. Intelligence in multinational operations

Our national interests require the US to act in concert with other nations. In many situations, our armed forces join with foreign military forces to defeat common adversaries. Multinational operations take place within the structure of an alliance or coalition, and some, such as the North Atlantic Treaty Organization (NATO) and the United Nations (UN) Command in the Republic of Korea, are highly structured and enduring. Others, such as the coalition formed during the first Gulf War, are less formal and endure for only a few months.

A coalition is an ad hoc arrangement between two or more nations for common action. An alliance is the result of formal agreements (i.e., treaties) between two or more nations for broad, long-term objectives that further the common interests of the members. Coalitions are formed by different nations with different objectives than long standing alliances, usually for a single occasion or for longer cooperation in a narrow sector of common interest.

In multinational operations, the multinational force commander (MNFC) exercises command authority over a military force composed of elements from two or more nations. The US President retains command authority over US forces, but may place appropriate forces under the operational control of a foreign commander to achieve specific military objectives. However, any large-scale participation of US forces in a major operation will likely be conducted under US command and operational control through competent regional security organizations such as NATO.

Therefore, in most multinational operations, the joint force commander (JFC) will be required to share intelligence with foreign military forces and to coordinate receiving intelligence from those forces. In some circumstances, the JFC will seek the authority to go outside the usual politico-military channels to provide information to nongovernmental and private voluntary organizations. As such, unique intelligence policy and dissemination criteria are tailored to each multinational operation.

In order to effectively support the intelligence effort in multinational operations, a multinational intelligence center is necessary for consolidating and prioritizing the requirements of participating nations. In addition, the center must coordinate between the collection capabilities of each nation.

Intelligence principles for multinational operations

Joint Publication 2-0, "Joint Doctrine for Intelligence Support to Operations," discusses intelligence support for multinational operations and describes the five primary intelligence principles that guide the Joint Force Commander and J-2 in organizing and sharing intelligence with multinational forces. Let's examine each one of these principles to get a better understanding of the vital part intelligence plays.

Maintain unity of effort

Intelligence personnel of each nation need to view the threat from multinational as well as national perspectives. A threat to one element of an alliance or coalition by the common adversary must be considered a threat to all alliance or coalition elements.

Make adjustments

There will be differences in intelligence doctrine and procedures among the coalition partners. A key to effective multinational intelligence is readiness, beginning with the highest levels of command, to make the adjustments required to resolve significant differences.

Major differences may include how intelligence is provided to the commander (jointly or individual services or agencies), procedures for sharing information among intelligence agencies, and the degree of security afforded by different communications systems and procedures. Administrative differences that need to be addressed may include classification levels, personnel security clearance standards, requirements for access to sensitive intelligence, and translation requirements.

Plan early and plan concurrently

Joint force commanders need to determine what intelligence may be shared with the forces of other nations early in the planning process. NATO and the United States-Republic of Korea Combined Forces Command have developed and exercised intelligence policies and procedures that provide examples of how multinational planning can be done in advance.

Share all necessary information

Coalition members should share all relevant and pertinent intelligence about the situation and adversary consistent with national disclosure policies and theater guidance. However, information about intelligence sources and methods should not be shared with coalition members until approved by the appropriate national-level agency.

Force protection is a mission inherent to any commander, and intelligence support to that mission is critical. Every effort must be made to share any data that could impact on the commander's force protection mission.

When information relating to a particular source cannot be shared, the intelligence derived from that source should still be provided to other coalition members. The J-2 must establish procedures for separating intelligence from sources and methods. Intelligence production agencies often print highly classified reports in such a manner that compartmented information is separated from intelligence that can be widely disseminated by what is commonly referred to as a "tear line" (for example, the J-2, G-2, and/or S-2 keeps information above the tear line and disseminates the intelligence below). Having intelligence production agencies use such tear lines greatly facilitates intelligence sharing.

The joint force J-2 must obtain the necessary foreign disclosure authorization from DIA as soon as possible. J-2 personnel must be knowledgeable of the specific foreign disclosure policy, procedures, and regulations for the operation.

Conduct complementary operations

Intelligence efforts of the nations must be complementary. Each nation will have intelligence system strengths and limitations and unique and valuable capabilities. Host-nation security services' capabilities, for example, will contribute significantly to force protection. Furthermore, planning with friendly nations to fill shortfalls, especially linguist requirements, may help overcome such limitations.

All intelligence resources and capabilities should be made available for application to the whole of the intelligence problem. Establishing a multinational collection management element is essential for planning and coordinating multinational collection operations.

Summary

As you can see, multinational operations are considerably more complicated than they at first appear. Each coalition or alliance partner must work together to ensure operational effectiveness, and

intelligence plays a vital role. Now let's look at how the United States Air Force performs its intelligence mission, its various responsibilities, and organizational structure.

012. Air Force intelligence mission, responsibilities, and organizations

Your unit has a specific mission, as all units do. But remember that the overall Air Force intelligence mission is to provide information and intelligence on foreign military and military-related capabilities, intentions, and activities to responsible individuals or agencies. These individuals or agencies, more commonly known these days as *customers, consumers, or users*, can range from the President of the United States down to your unit commander.

Because of our intelligence mission, we have acquired general responsibilities that we must fulfill. Let's take a look at these different responsibilities as follows:

1. First, we must ascertain customer requirements for intelligence. This gives the needed direction on what we must provide to our consumers.
2. Second, to satisfy customer requirements, we must acquire additional information that is not available to them now.
3. Other responsibilities include producing finished intelligence from acquired information, disseminating intelligence products to consumers, assisting customers in intelligence applications, sustaining and managing existing intelligence systems, and developing and acquiring future intelligence systems.

A point to keep in mind is that the end objective for all Air Force intelligence activities is to satisfy customer requirements.

We are able to narrow these general responsibilities into more specific categories of intelligence that we provide to our consumers. The most important intelligence provided to intelligence users concerns strategic and tactical indications and warning (I&W) of impending foreign aggression against United States and allied national security interests. This timely I&W allows our users increased time for decision-making, operational planning, and mission execution.

Air Force intelligence is also tasked to provide threat awareness orientation and motivation training for all USAF personnel. This training is normally accomplished by presenting threat briefings to assigned personnel. A few examples of the type of threats addressed at these briefings include chemical, biological, terrorist, communications, espionage, sabotage, and subversion threats in the local area and within your assigned area of responsibility (AOR).

Although the missions of Air Force intelligence may seem to be vaguely written, once the mission directives arrive at the MAJCOM or unit level, they are placed in a more specific format suitable to the needs of each command. It is almost a certainty that you will support each of these missions, to some degree, throughout your career in intelligence. Let's now look at some of the key intelligence organizations within the USAF. We will start at the top and work our way through each MAJCOM, discussing the specific intelligence functions each is assigned.

Headquarters, US Air Force (HQ USAF)

The Director, Intelligence, Surveillance, and Reconnaissance, Deputy Chief of Staff, Air and Space Operations (XOI) is the top intelligence advisor to the Air Force Chief of Staff and to the Secretary of the Air Force. The XOI coordinates the intelligence efforts (policies, procedures, etc.) of MAJCOM intelligence assets and is designated as the Air Force's senior intelligence officer (SIO).

Air Force Major Commands (MAJCOMs)

All Air Force MAJCOMs have structured their intelligence organizations to satisfy their respective command's intelligence needs. These include the following:

1. Collecting and producing intelligence products to perform assigned missions.

2. Disseminating these intelligence products to subordinate units to execute their assigned missions.
3. Training, organizing, and equipping personnel for assignment to unified commands.

We'll begin our discussion of the MAJCOMs with Air Combat Command.

Air Combat Command (ACC)

The US Air Force's Air Combat Command, headquartered at Langley AFB, Virginia, is the primary provider of combat air forces to America's Unified Combatant Commands. ACC operates fighter, bomber, reconnaissance, battle-management, rescue and theater airlift aircraft, as well as command, control, communications and intelligence systems.

The ACC Intelligence Squadron (ACC IS) manages ACC's overall intelligence combat readiness for over 200 subordinate units. It is responsible for unit advocacy, readiness and intelligence dissemination, and is also the focal point for targeting, geospatial issues and collection management. The ACC IS prepares threat assessments for the Commander, Air Component Command (COMACC) and subordinate units and provides threat, targeting and geospatial guidance to support force deployment planning and weapons acquisition.

ACC is composed of four numbered Air Forces (NAFs): 1st Air Force, located at Tyndall AFB, Florida, 8th Air Force, Barksdale AFB, Louisiana, 9th Air Force, headquartered at Shaw AFB, South Carolina, and the 12th Air Force, located at Davis-Monthan AFB, Arizona. With the exception of the 1st Air Force, an Air Intelligence Squadron (AIS) is collocated with and supports the intelligence mission of each of these NAFs as follows:

1. 1st Air Force – 1st AF Continental US (CONUS) North American Aerospace Defense Command (NORAD) Region (CONR).
2. 8th Air Force – 608th Air Intelligence Squadron.
3. 9th Air Force – 609th Air Intelligence Squadron.
4. 12th Air Force – 612th Air Intelligence Squadron.

During contingency operations, the three Air Intelligence Squadrons form the core of an air operations center (AOC), each configured to support the unique missions of their respective numbered Air Force. In general, an AOC provides operational level command and control (C2) of air and space forces as the focal point for planning, directing, and assessing air and space operations. In this unit, we will lightly touch on the AOC functions of these air intelligence squadrons. Detailed coverage of AOC operations will be presented in a later volume of this course.

1st Air Force – Continental United States North American Aerospace Defense Region

The 1st AF/CONR has the responsibility for ensuring the air sovereignty and air defense of the continental United States. As the CONUS geographical component of the binational North American Aerospace Defense Command, it provides airspace surveillance and control and directs all air sovereignty activities for the continental United States. Given its unique mission, the intelligence support structure differs slightly from that of the other numbered Air Force's air operations centers.

The CONR/CC is operationally responsible for centralized command of the CONUS region air defense activities and for force deployment, employment, and commitment in support of air defense operations during peacetime, transition, and wartime. The CONR Regional Air Operations Center (RAOC) houses the command and control equipment, communications systems, and personnel for the CONR. Decentralized control is executed by the sector air operations centers (SAOCs). The RAOC is manned 24 hours a day, 7 days a week, to provide direction, management, and supervision over subordinate forces and to provide appropriate up-channel information to the NORAD Air Defense Operations Center (ADOC) and NORAD Command Post (NCP). The 1st AF Intelligence Division

Director, in his role as the CONR/IN, and staff serve as the POC for all intelligence requirements. Daily, contingency, and wartime operations intelligence functions include the following:

1. Time-sensitive reporting of strategic indications of enemy bomber and naval deployments and movements that pose a potential threat to North America/CONUS.
2. Near-real time (NRT) tracking (via intelligence sources) and reporting of air-breathing threat systems that may fly within the CONR AOR.
3. In-depth analysis of strategic air-breathing threat in support of the commander, staff, and subordinate units.
4. Monitoring current intelligence situation for CONR staff briefings.
5. Updating enemy strategic posture and current intelligence situation for RAOC crew changeover briefings.

8th Air Force Intelligence Organizations

The 8th Air Force is the planning and execution agent for the USJFCOM AOR, and also provides nuclear-capable bombers to USSTRATCOM as Commander, Task Force-Bomber (CTF-B). It provides an Air Force forces (AFFOR) component headquarters to USJFCOM JTFs or other supported commanders and provides JFACC and C2 structures for joint force training. There are a number of 8th Air Force intelligence organizations with which you should be familiar, and we will start with the 608th Air Intelligence Squadron.

During contingency operations, the 608th AIS provides combat intelligence support for the planning and execution of air operations and works closely with the Director of Combat Operations and Combat Plans. Intelligence support functions span four divisions within the AOC: Combat Operations, Combat Plans, Strategy and Air Mobility.

Intelligence personnel supporting the Combat Plans Division analyze all-source intelligence, develop and display threat data and enemy courses of action (COAs) that affect the commitment of friendly air operations, and develop and present intelligence briefings to AOC personnel. They perform situation and threat reporting; maintain, assess, and disseminate OBs; monitor and submit collection requirements; and perform target development, weaponing, and BDA.

Support to the Combat Operations Division includes manning the intelligence watch and target operations functions. Intelligence personnel supporting the Combat Operations Division provide collateral and higher intelligence to consumers in the AOC. These personnel use the Theater Battle Management Core System – Integrated Imagery and Intelligence (TBMCS-I3) automatic associator (AA) functions to conduct trend analysis and monitor enemy electronic emissions. Target operations functions support the Combat Operations Division by monitoring ongoing missions and responding to the battlefield situation to assist in the execution of the air tasking order (ATO), such as requests for rerolling targets or nominating targets for immediate strike, and the air operations plan.

Within the Strategy Division, intelligence support aids in the development of the Joint Force Air Component Commander's (JFACC) air and space strategy, as well as long-range planning. Intelligence is also vital to the Air Mobility Division to ensure the effective employment of mobility missions.

Also subordinate to the 8th Air Force and ACC is the Air Intelligence Agency (AIA), which serves as the primary information operations (IO) force provider, normalizing and synchronizing IO capabilities into the warfighter's arsenal. Headquartered at Lackland Air Force Base, Texas, AIA was realigned under Air Combat Command and 8th Air Force on 1 February 2001, and with its bomber and IO capabilities, the 8th AF is the first operational force designed to achieve and maintain information superiority in the Air Force. The following intelligence organizations are subordinate to AIA as follows:

- National Air and Space Intelligence Center (NAIC).

- Air Force Information Warfare Center (AFWIC).
- 67th Information Operations Wing (IOW).
- 70th Intelligence Wing (IW).
- Joint Information Operations Center.

National Air and Space Intelligence Center – Headquartered at Wright-Patterson AFB, Ohio, NAIC is the primary DoD producer of foreign air and space intelligence. NAIC develops its products by analyzing all available data on foreign air and space forces and weapons systems to determine performance characteristics, capabilities, vulnerabilities, and intentions. Center assessments are also an important factor in shaping national security and defense policies.

Air Force Information Warfare Center – Headquartered at Lackland AFB, Texas, AFIWC is engaged in a myriad of activities supporting its role as the Air Force information warfare executive agent. Its mission is to develop, maintain and deploy information warfare and command and control warfare capabilities in support of operations, campaign planning, acquisition and testing. The center acts as the time sensitive, single focal point for intelligence data and C2W services. It provides technical expertise for computer and communications security and is the Air Force's focal point for tactical deception and operations security training.

67th Information Operations Wing – Headquartered at Lackland AFB, Texas, the 67th IOW manages the agency's global mission. The 67th IOW manages the planning of all-source intelligence, and assists Air Force components in the development of concepts, exercises and employment of AIA forces to support contingency, low-intensity conflict, counterdrug and special operations as the 8th Air Force's integrated wing. There are two significant intelligence units subordinate to the 67th IOW: the 480th Intelligence Group (IG), and the 544th Information Operations Group (IOG). The 480th IG, headquartered at Langley Air Force Base, Virginia, provides conventional mission planning support and target materials, multi-source intelligence analysis and operational intelligence required to train, prepare and support in-garrison and deployed combat air forces. The 544th IOG, headquartered at Peterson Air Force Base, Colorado, delivers global, space-related information to national agencies and warfighting commands.

70th Intelligence Wing – Headquartered at Fort Meade, Maryland, the 70th IW gains and exploits information as a major component of 8th Air Force's global information operations mission. It provides national decision-makers, tactical theater commanders, and warfighters of all services with tailored, timely and actionable information. The wing plans and directs the integration of its components into theater and local exercises, ensuring wartime capabilities are tested and validated, and it assists component commanders with refining their requirements for products and services.

Joint Information Operations Center – Also located at Lackland AFB, Texas, the JIOC's mission is to assist in planning, coordinating and executing information operations. The center deploys information operations planning teams worldwide to deliver tailored, highly skilled support and sophisticated models and simulations to joint commanders, joint task forces, and the Joint Staff. The JIOC provides direct C2W tactical and technical analytical support to operational commanders. In addition, the JIOC supports the integration of Operations Security, Psychological Operations, military deception, Electronic Warfare and destruction throughout the planning and execution phases of operations. Direct support is provided to unified commands, joint task forces, functional and service components, and subordinate combat commanders. Support is also provided to the Office of the Secretary of Defense, the Joint Staff, the services and other government agencies. The JIOC provides specialized expertise in C2W systems engineering, operational applications, capabilities and vulnerabilities, and is comprised of a balanced mixture of personnel from all four military services, the civil service and several allied nations.

9th Air Force – 609th Air Intelligence Squadron

During contingency operations, the 609th AIS is divided into divisions that support the AOC in the planning and execution of air operations within the United States Central Command Air Forces (USCENTAF) AOR through the following elements as follows:

- Combat Intelligence Applications Division (CIAD).
- Combat Operations Intelligence Division (COID).
- Collection Management Division (CMD).
- Combat Intelligence Exploitation Division (CIED).
- Combat Intelligence Systems Division (CISD).
- Joint Search and Rescue Center (JSRC).
- Joint Guidance, Apportionment and Targeting (JGAT) Cell.

The CIAD is organized into three functional analytical teams: CIAD-Analysis (CIAD-A), CIAD-Targets (CIAD-T), and CIAD-Plans (CIAD-P). The CIAD-A is composed of the air, air defense, ground, information warfare, theater missile defense, and briefing cells. They ensure that both collateral and higher classified information to include indications and warning, threat analysis, BDA, and order of battle database maintenance are prioritized and rapidly disseminated to the JFACC, the JFACC's staff, and subordinate CENTAF units. The CIAD-T identifies critical target system vulnerabilities, supports the Night GAT process of building the master air attack plan (MAAP), and collates/integrates component target nominations (in addition to developing JFACC target nominations) to meet JFACC guidance. The CIAD-T also maintains installation BDA history and identifies inconsistencies in damage expected. The CIAD-P monitors the time-phased force and deployment data (TPFDD) flow and intelligence asset beddown. The CIAD-P also manages deployment/redeployment issues and intelligence exchange agreements with coalition partners, performs foreign disclosure function for the JFACC, plans integration of new intelligence systems to theater intelligence architecture, and plans support to new weapon systems introduced to the theater.

The Combat Operations Intelligence Division is collocated with the Combat Operations Division (COD) on the AOC floor and works closely with Combat Operations to support execution of the ATO, monitor on-going missions, and respond to the fluid battlefield situation by providing near real time intelligence from all sources. The COID contains specialized intelligence teams for the real time analysis of enemy air, air defense, ground, and theater missile defense (TMD) forces, as well as target intelligence and collection management personnel.

The Collection Management Division is tasked to facilitate immediate collection requirements, to include the dynamic retasking of collection platforms or sensors. The CMD is responsible for validating and reviewing intelligence collection requests from United States Central Command Air Forces (USCENTAF) and its subordinate units requiring immediate attention to support combat operations, determining which discipline or product best meets information needs, tasking the appropriate agencies for collection, and managing these requirements until satisfied. This may entail collection management requirements in all disciplines (i.e., IMINT, HUMINT, MASINT and SIGINT), and coordination of these requirements with USCENCOM and other production and collection management offices as required.

The Combat Intelligence Exploitation Division operates assigned intelligence processing systems to support analysts in the development of tailored products and databases (i.e., order of battle and command and control warfare) and provides targeting and force management data.

The Combat Intelligence Systems Division deploys and maintains automated intelligence equipment and systems and the personnel necessary to support USCENTAF intelligence systems requirements. It

also provides a command focal point for theater intelligence systems architecture and assists in the management of the integration of new and existing voice, data, and imagery-capable systems.

The intelligence element assigned to the Joint Search and Rescue Cell provides support in the following areas:

- Creating and maintaining current OB boards depicting the entire threat situation.
- Assisting in creation of Designated Areas for Recovery (DARS).
- Assessing the threat level in the area of downed aircrew members.
- Aiding in the determination of the best asset to recover evaders.
- Passing all “shoot down” information to the Unit Support Division.
- Providing current intelligence briefings to the JSRC staff..

The JGAT cell provides analytical and targeting support for ATO development, combat assessment, and air operations plan development. The CENTAF Strategy Cell, composed of air strategists, intelligence support, and component representatives, provides tasks to the targeteers to aid in target selection. These targets must support the Joint Force Commander’s (JFC) campaign objectives and the JFACC’s air objectives. The ultimate goal is to select targets that support and achieve the desired effects from air operations. The resultant close working relationship between plans and intelligence is critical in target selection.

12th Air Force – 612th Air Intelligence Squadron

During contingency operations, the 612th AIS is formed into an AOC with specific divisions in support of air and space missions and information planning and execution within the US Southern Air Force’s AOR. Within this AOC, ISR is functionally aligned to combine sensor experts, platform experts, and intelligence experts fully integrated within the five divisions of the AOC as follows:

- Intelligence, Surveillance, and Reconnaissance (ISR) Division.
- Strategy Division.
- Combat Plans Division.
- Combat Operations Division.
- Air Mobility Division (AMD).

The ISR Division is focused on providing combat ISR support to air and space planning and execution activities. ISR is synchronized with air and space strategy, planning, and operations, and is achieved through both centralized control via the ISR Division and decentralized execution through embedded personnel within the other AOC divisions. Centralized, fused ISR allows a single ISR perspective for the AOC. Decentralized ISR provides each AOC division the flexibility to tailor the unified ISR perspective to processes and products of each division. These products and processes require continual update of the ISR picture that is accomplished through feedback from the ISR personnel in each division to the ISR Division.

The ISR personnel within the Strategy Division assist in the development of the overall JFACC strategy, air and space planning, and operational assessment. They synchronize and integrate related ISR efforts at the AOC and JFC levels and provide Strategy Division products to the ISR Division and other ISR personnel. The Strategy Division draws heavily on Intelligence Preparation of the Battlespace (IPB) and targeting products produced in the ISR Division. ISR Strategy personnel provide functional expertise in the following areas: analysis, targeting, and collection.

Within the Combat Plans Division, ISR personnel provide tailored threat analysis and targeting support for use in developing detailed plans for the application of air and space resources. They conduct ISR planning in support of JFC guidance, MAAP, and ATO development processes. They are also responsible for ensuring the proper management of ISR assets (platforms), and are synchronized within the MAAP and scheduled into the ATO. In concert with the ISR Division, they ensure appropriate ISR support is available for the full range of air and space operations. ISR Plans personnel provide functional expertise in the following areas: threat analysis, targeting and collection operations.

The ISR personnel in the Combat Operations Division provide current situational awareness, dynamic retargeting, and ISR battle management for execution of the ATO. ISR element team members are incorporated into Combat Operations, and are responsible for dynamically adjusting ISR collection plans and targeting in response to changing battlespace conditions and guidance. The Combat Operations Division relies heavily on information received from the ISR Division and is responsible for providing feedback for future planning. The ISR Operations personnel provide functional expertise in the following areas: situational awareness and threat analysis/reporting, time critical/sensitive targeting, and dynamic battle management.

ISR personnel in the AMD are responsible for evaluating ISR information for its effect on mobility planning, execution, and force protection. The AMD does not produce ISR information but uses ISR information and products developed by other AOC ISR Elements and apply it to the mobility mission. In addition, they monitor specific threats to air mobility operations in the AOR/Joint Operations Area (JOA), to include monitoring enemy airfield and base status in the AOR/JOA.

US Air Forces in Europe (USAFE)

US Air Forces in Europe, headquartered at Ramstein Air Base, Germany, is the air component of USEUCOM, and the US component of the North Atlantic Treaty Organization (NATO).

The command's mission has changed considerably in recent years. USAFE has transitioned from a fight-in-place fighter force postured for a large-scale conflict, to a mobile and deployable mixed force that can simultaneously operate in multiple locations. Since the end of the Cold War, USAFE's role in Europe also has expanded from tasks associated with warfighting to a mission that includes supporting humanitarian and peacekeeping operations, and other non-traditional tasks. Let's look at USAFE's intelligence structure, beginning at the headquarters level.

Headquarters USAFE Intelligence (HQ USAFE/IN)

HQ USAFE/IN directs and facilitates USAFE joint Information Operations and integrates USAFE intelligence, surveillance and reconnaissance assets, activities and programs into theater operations.

USAFE Theater Air and Space Operations Support Center (UTASC)

The UTASC has the responsibility for managing day-to-day operations within the USEUCOM AOR, and serves as the focal point for air and space operations in the European Command AOR and as the Commander, US Air Forces in Europe's (COMUSAFE's) single source for theater situational awareness and command and control of air and space forces. It forms the core of the AFFOR staff, supports air and space forces through beddown, sustainment, and robust communications architecture, and provides the core of the Combined/Joint Air Operations Center (C/JAOC).

The intelligence portion of the UTASC, or A2, manages current intelligence, provides Indications and Warning, conducts force protection threat analysis, provides command briefings, directs ISR operations, and coordinates and implements HQ USAFE/IN plans.

24th Intelligence Squadron (24 IS)

The 24th IS is the theater's focal point for multi-source intelligence to support the execution of operational requirements during peace, contingencies, and war. It will provide command and control of tactical/operational-level intelligence resources to support the theater air component commander as

well as a capability to rapidly access national, commercial, and selected theater multi-source reconnaissance and surveillance platforms, intelligence data bases and theater intelligence production center archives during in-garrison and deployed operations. Specifically, once at full operating capacity, the 24th IS will provide surveillance and identification of selected military concentrations and lines of communications (LOCs), order of battle (OB) analysis, threat assessment, dynamic targeting support, air operations center (AOC) mission planning and execution support, combat assessment (CA) correlation tailored multi-source and geospatial products in response to warfighters' production requests.

32nd Air Intelligence Squadron (32nd AIS)

The 32d Air Intelligence Squadron provides aerospace-focused intelligence to in-garrison and deployed forces supporting C/JFACC operations. The 32d AIS provides support to Joint Task Forces (JTFs), the JFACC, Air Force Forces (AFFOR), USEUCOM J-2/J-3, the USAFE commander, HQ USAFE Staff, NAFs, units, and the NATO Deployable Combined Air Operations Centre (DCAOC).

The 32d AIS' key mission areas for the USEUCOM AOR include AOC operations, Intelligence Preparation of the Battlespace (IPB), collection and tasking, imagery support, targeting, humanitarian relief and noncombatant evacuation operation (HUMRO/NEO) assessments, and specific planning efforts.

Pacific Air Forces (PACAF)

PACAF's primary mission is to provide ready air and space power to promote US interests in the Asia-Pacific region during peacetime, through crisis, and in war. PACAF's area of responsibility extends from the west coast of the United States to the east coast of Africa and from the Arctic to the Antarctic, and the four NAFs subordinate to PACAF are as follows:

1. 5th Air Force, Yokota Air Base, Japan.
2. 7th Air Force, Osan AB, South Korea.
3. 11th Air Force, Elmendorf AFB, Alaska.
4. 13th Air Force, Andersen AFB, Guam.

Directorate of Intelligence, Pacific Air Forces (PACAF)

The Directorate of Intelligence, PACAF, is located at Hickam Air Force Base, Hawaii, and is commanded by the Director of Intelligence, Headquarters Pacific Air Forces (HQ PACAF/IN). It is responsible for the command's intelligence operations, assessments, and recommendations to the United States Pacific Command. The staff operates around the clock to integrate air component theater intelligence, reconnaissance, and surveillance activities to provide tailored, real time aerospace information to JFACC, wing, expeditionary, information warfare and other operational decision-makers. It guides command intelligence policy, provides assessments on military capabilities, and is responsible for the planning, programming, budgeting, and execution of systems and equipment.

PACAF Air Intelligence Squadron (PACAF AIS)

The PACAF AIS forms the Commander, Pacific Air Forces (COMPACAF) and the Commander, United States Pacific Command air component commander's combat intelligence staff. It provides tailored threat assessments, targeting support, collection management, and combat assignments in support of operational planning and force deployments. The squadron supports four NAFs with combat-focused professionals and critical equipment required for air campaign planning and execution, and is responsible to the HQ PACAF/IN.

The squadron provides the air component commander an intelligence capability that focuses on intelligence support to produce the daily air tasking order. This capability includes targeting,

collection management, combat assessment and all-source exploitation/ analysis of the threat. It also provides campaign planners tailored military- capability studies and threat assessments focused on the employment of air power. The PACAF AIS maintains personnel, equipment, and supplies ready to deploy in support of an air component commander anywhere within the PACAF AOR in response to taskings by HQ PACAF.

607th Air Intelligence Group (607 AIG)

The Director of Intelligence, Seventh Air Force, is also the commander of the 607th Air Intelligence Group. As the senior US Air Force intelligence officer in South Korea, the 607th AIG commander also serves as the Assistant Chief of Staff, Intelligence (A2), Air Component Command, at Osan Air Base, South Korea.

607th Air Intelligence Squadron (607 AIS)

The 607th AIS provides a mission-tailored flow of intelligence information and materials to 7th Air Force aircrews, their commanders, and staff to improve readiness and accomplish assigned tasks. It ensures that trained personnel are available and equipped to conduct intelligence training and support for the preparation and execution of all 7th Air Force assigned missions. Personnel assigned to the 607th AIS are an integral part of the Korea Combined Operational Intelligence Center

Korea Combined Operational Intelligence Center (KCOIC), South Korea

The 7th Air Force's KCOIC at Osan Air Base is a multi-intelligence (multi-INT) reconnaissance ground system. Fusion centers at Osan (and Camp Humphreys at Pyongtaek City, South Korea) assist in the command and control warfare (C2W) collection effort. These centers coordinate their efforts to develop detailed SIGINT templating and automated aids to assist in focusing intelligence collection on critical command and control nodes. They possess the expertise necessary to guide collection system on enemy command and control nodes to include orchestrating databases, sharing information among nodes and other intelligence entities on- and off-peninsula.

The KCOIC is a combined USAF and Republic of Korea Air Force (ROKAF), multi-INT Common Imagery Ground/Surface System (CIG/SS) compliant facility that includes the PACAF Integrated National Exploitation System (PINES) and day/night, all-weather, near real time multi-INT, multi-sensor processing, exploitation, and dissemination of intelligence data derived from the U-2R reconnaissance aircraft.

Air Force Special Operations Command (AFSOC)

Air Force Special Operations Command, headquartered at Hurlburt Field, Florida, is a major command and the Air Force component of US Special Operations Command, a unified command. AFSOC is America's specialized air power, and provides Air Force special operations forces for worldwide deployment and assignment to regional unified commands to conduct unconventional warfare, direct action, special reconnaissance, counterterrorism, foreign internal defense, humanitarian assistance, psychological operations, personnel recovery and counternarcotics missions.

Timely, detailed, tailored, integrated, prioritized, rapidly updated and focused intelligence is vital to the Special Operations (SO) targeting and mission planning process. Existing national, theater, and command intelligence structures must be used to avoid confusion and duplication of efforts given limited production assets. As such, intelligence support is embedded within each SO unit, and, unlike traditional operational units, intelligence personnel assigned to SO units require extensive training, tailored to each unique SO mission.

Air Mobility Command (AMC)

AMC's mission is to provide airlift, air refueling, special air missions and aeromedical evacuation for US forces. Headquartered at Scott Air Force Base, Illinois, AMC also supplies forces to theater commands to support wartime tasking. As the Air Force component of the United States

Transportation Command, AMC is the single manager for air mobility. AMC's primary intelligence organization is its Air Intelligence Squadron (AIS).

The AMC AIS, also located at Scott AFB, provides intelligence support to deployed and in-garrison units, the AMC Commander, AMC staff, and the AMC Tanker Airlift Control Center (TACC). It performs long-range strategic planning, programming, and budgeting, and produces tailored intelligence products for AMC's global air mobility forces. The AIS also supports AMC staff activities for acquisition, tactics, the Air Mobility Warfare Center (AMWC), information operations and force protection.

Air Force Material Command (AFMC)

AFMC is the AF MAJCOM charged with the research, design, development, procurement, testing and support of AF weapons systems. Headquartered at Wright-Patterson Air Force Base in Dayton, Ohio, AFMC operates product acquisition centers, air logistics centers, test centers, lab facilities and a number of smaller direct reporting units throughout the United States. The Directorate of Intelligence, HQ AFMC/IN, functionally guides the AFMC intelligence entities within the command.

Intelligence support to AFMC's Integrated Weapon System Management (IWSM) process includes providing threat assessments and defining the intelligence infrastructure support required by new systems. This assists in future planning for intelligence products and services (e.g., imagery processing and targeting) required by a system to operate.

Air Force Space Command (AFSPC)

Headquartered at Peterson Air Force Base in Colorado, AFSPC is the major command providing space forces for the US Space Command and trained intercontinental ballistic missile (ICBM) forces for US Strategic Command. AFSPC also supports NORAD with ballistic missile warning information, operates the Space Warfare Center to develop space applications for direct warfighter support, and is responsible for the Department of Defense's ICBM follow-on operational test and evaluation program.

AFSPC's primary intelligence organization is the 614th Space Intelligence Squadron (SIS). Subordinate to 14th AF and located at Vandenberg AFB, California, the 614th SIS supports AFSPC's only Air Operations Center which enables the Commander, Space Air Forces (COMSPACEAF) the ability to command and control space forces by providing force status, intelligence data, and battle space awareness. They also provide the Air Force component of USSTRATCOM the capability to plan, synchronize, direct, integrate, and execute assigned space forces.

Air National Guard (ANG)

As part of the total Air Force, the Air National Guard provides operationally ready combat units and combat support units, and qualified personnel for active duty in the Air Force to fulfill Air Force war and contingency commitments. Air National Guard units are assigned to most Air Force major commands during peacetime to accomplish this mission. The major commands establish training standards, provide advisory assistance, and evaluate Air National Guard units for unit training, readiness and safety programs.

Units augment the Air Force by participating in operations and exercises worldwide by direction of the Air Staff, major or joint/unified commands. The Air National Guard also has the sole responsibility to fly the Antarctic mission, provide for the coastal defense of the United States, and is heavily involved with the Counterdrug Interdiction Program.

The Air National Guard is administered by the National Guard Bureau, a joint bureau of the Departments of the Army and Air Force, located in the Pentagon, Washington, D.C. The National Guard Bureau develops and administers programs for Army and Air National Guard units. It is also the primary communications channel between the states and Departments of the Army and Air Force.

The Air National Guard Space, Intelligence, & Information Warfare Division manages all aspects of space, intelligence, and information warfare missions assigned to the Air National Guard, including personnel management, long range planning, and acquisition of future space, intelligence and information warfare missions.

Air Force Reserve Command (AFRC)

Headquartered at Robins Air Force Base, Georgia, AFRC supports the Air Force mission to defend the United States through control and exploitation of air and space by supporting Global Engagement. The Air Force Reserve Command plays an integral role in the day-to-day Air Force mission and during war or contingency operations. In addition, AFRC units and personnel provide support and disaster relief in the US, and supports national counternarcotics efforts.

The HQ AFRC intelligence mission is to train and manage the equipping of unit level intelligence personnel that are fully capable of seamlessly integrating into gaining major commands upon activation and mobilization.

The Joint Reserve Intelligence Program (JRIP) facilitates engagement of the Reserve component's intelligence and linguistic capabilities, peacetime through wartime, in support of DoD operational intelligence missions. The JRIP provides wartime mobilization training concurrently with operational contributions to validated intelligence requirements. Through electronic connectivity and interoperable workstations, Reservists accomplish this from their training locations without having to travel to the supported organization. There are over two-dozen Joint Reserve Intelligence Centers (JRICs) located throughout the United States that support Unified Commands and DoD agencies, specifically focused on the dual missions of Reserve component intelligence readiness and contributory support to operational intelligence missions.

Summary

As you can see, the intelligence function is embedded throughout every Air Force major command, regardless of its mission or AOR. Though the structures may vary from command to command, the bottom line remains – intelligence is a critical component of our service's ability to defend our country.

Self-Test Questions

After you complete these questions, you may check your answers at the end of the unit.

006. Historical background

1. Where did the framework of the present national intelligence structure have its beginning?
2. What presidential order outlined the goals of the US intelligence effort and the structure of the US Intelligence Community?
3. What is the primary objective of the US Intelligence Community?

007. National intelligence organizations

1. What organization provides advice to the President concerning the quality and adequacy of intelligence collection, of analysis and estimates, of counterintelligence, and of other intelligence activities?
2. Who is the statutory military advisor to the National Security Council?
3. Who is considered the leader of the Intelligence Community, and is also the Director of the Central Intelligence Agency?
4. What organization has the mission of assisting the DCI in the coordination and management responsibilities of the Intelligence Community?
5. Who provides the DCI with the information necessary to assist policymakers in the pursuit of shifting interests and foreign policy priorities?
6. What directorate is considered the analytical arm of the CIA?
7. What CIA directorate is responsible for overt collection of foreign intelligence volunteered by individuals and organizations, as well as data on foreign activities collected by other US Government agencies?
8. Through what programs does the CIA's Directorate of Science and Technology support the entire intelligence life cycle?

008. Departmental intelligence elements (non-Department of Defense)

1. Who within the Executive Branch is considered the President's principal foreign policy advisor?
2. What bureau within the State Department is charged with performing intelligence functions?
3. What are the three main functions of the Department of Treasury's Office of Intelligence Support?

4. Is the Department of Energy primarily a producer or consumer of intelligence?
5. Who is the chief law enforcement officer in the Federal Government?
6. What is the primary responsibility of the FBI?
7. What intelligence component of the FBI has as its mission to serve as the US government's focal point for threat assessment, warning, investigation, and response for threats or attacks against critical US infrastructures?
8. What Presidential Decision Directive highlights the growing range of unconventional threats the US faces, and creates a new, more systematic approach to defending against these types of threats?
9. What intelligence component of the FBI coordinates all federal efforts to assist state and local first responders with planning, training, and equipment needs necessary to respond to conventional or non-conventional weapons of mass destruction (WMD) incidents?
10. What is the priority mission of the Drug Enforcement Agency?
11. What are the four components of DEA's intelligence program?
12. What DEA organizational element is a cooperative established to collect, process, and disseminate intelligence information concerning illicit drug and currency movement, alien smuggling, weapons trafficking, and related activity?
13. What is the primary intelligence product of the National Drug Intelligence Center (NDIC)?
14. What DHS Directorate monitors, assesses, and coordinates indications and warnings in support of the Secretary of the Department of Homeland Security, and is also considered a member of the US Intelligence Community?

15. Who makes up the core of the Terrorist Threat Integration Center (TTIC)?
16. What are the two entities within the Department of Transportation's Office of Intelligence and Security (OIS) that deal with the security of our nation's transportation network?

009. Department of Defense intelligence organizations

1. What are the five tenets of intelligence?
2. What DoD combat support agency unites the Defense Intelligence Community on major issues dealing with support to deployed forces, assessments, policy, and resources?
3. What organization is DIA's primary source for medical intelligence?
4. What are the two strategic missions of the National Security Agency?
5. What is the mission of the National Geospatial Intelligence Agency (NGA)?
6. What DoD organization unifies existing airborne reconnaissance architectures and enhances the management and acquisition of manned and unmanned airborne assets?
7. What DoD organization develops the nation's satellite reconnaissance systems, and ensures that the technology and space borne assets needed to acquire timely intelligence worldwide are always available to national policymakers and military warfighters?
8. Who is the chief intelligence officer in the US Army?
9. Who provides intelligence support at the corps level in the US Army?
10. What organization is the national production center for global maritime intelligence?

11. In the US Navy, what does afloat intelligence provide?
12. Who is the Commandant's (US Marine Corps) principal intelligence staff officer and the functional manager for intelligence, counterintelligence, and cryptologic matters?
13. What USMC organization provides Headquarters Marine Corps with threat assessments, estimates, and intelligence for planning and decision-making?
14. For what purpose(s) do combat crews use ISR?
15. Who is authorized to hold the title of "Commander in Chief"?
16. What document establishes combatant command missions, responsibilities, and force structure?
17. List the combatant commands that are assigned geographic area responsibilities.
18. What combatant command plans, organizes, and executes homeland defense and civil support missions?
19. What joint task force provides command and control for DoD forces deployed in support of the Lead Federal Agency (LFA) managing the consequences of a chemical, biological, radiological, nuclear, or high-yield explosive (CBRNE) incident in the US, its territories and possessions?
20. List the component commands of USCENTCOM.
21. What entity provides 24-hour, all-source global intelligence to the CENTCOM commander, staff, and component commanders and operators?
22. What entity is subordinate to USEUCOM, and is the principal element for ensuring effective intelligence support for combatant commanders and theater forces?

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23. What is USPACOM's primary intelligence organization that analyzes, produces and disseminates all-source fused intelligence within the command, its component and subordinate commands and their operating forces?

 24. What USJFCOM center conducts and supports development of capabilities that train the individual services to fight as a team?

 25. What USJFCOM center provides planners with full-spectrum analytical products while giving synergistic, effects-based, precision targeting options for select infrastructure networks to support planning and execution of military options?

 26. List the core missions of the Joint Personnel Recovery Agency (JPRA).

 27. What is USSOCOM's primary intelligence organization?

 28. What USSTRATCOM center provides direct command and control warfare (C2W) tactical and technical analytical support to operational commanders, and supports the integration of OPSEC, psychological operations, military deception, electronic warfare and destruction throughout the planning and execution phases of operations?

 29. What unified command serves as the single manager of America's global defense transportation system?

 30. What types of intelligence support does USTRANSCOM's Joint Intelligence Center – Transportation (JICTRANS) provide?

010. Joint intelligence responsibilities

1. Does the Chairman of the Joint Chiefs of Staff (JCS) exercise military command over combatant forces?

2. Which Joint Staff J-2 deputy directorates make up the core of the National Military Joint Intelligence Alert Center (NMJIC)?

3. What intelligence support do the Chiefs of the military services provide?
4. How does the JFC determine the scope of intelligence support needs, resources and procedures?

011. Department of Defense intelligence organizations

1. What is the difference between a coalition and an alliance in multinational operations?
2. List the primary intelligence principles that guide the Joint Force Commander and J-2 in organizing and sharing intelligence with multinational forces.
3. Intelligence production agencies often print highly classified reports in such a manner that compartmented information is separated from intelligence that can be widely disseminated to participants in multinational operations. What is this method of dissemination commonly called?

012. Air Force intelligence mission, responsibilities, and organizations

1. What is the end objective for all Air Force intelligence activities?
2. Who is the top intelligence advisor to the Air Force Chief of Staff and to the Secretary of the Air Force?
3. What Air Force MAJCOM is the primary provider of combat air forces to America's unified combatant commands?
4. What unit manages Air Combat Command's overall intelligence combat readiness?
5. What ACC numbered Air Force has the responsibility for ensuring the air sovereignty and air defense of the continental United States?
6. What ACC numbered Air Force is the planning and execution agent for the USJFCOM AOR?

7. What ACC organization serves as the primary information operations (IO) force provider, normalizing and synchronizing IO capabilities into the warfighter's arsenal?
8. What is the National Air and Space Intelligence Center's (NAIC) primary responsibility?
9. List the two (2) significant intelligence units subordinate to the 67th Information Operations Wing.
10. What 9th Air Force unit is tasked to support the Air Operations Center (AOC) in the planning and execution of air operations within USCENTAF?
11. List the divisions that are formed when the 612th Air Intelligence Squadron (AIS) stands up an AOC.
12. What Air Force MAJCOM is the air component of USEUCOM, and the US component of the North Atlantic Treaty Organization (NATO)?
13. What are the key mission areas of the 32nd Air Intelligence Squadron (32nd AIS)?
14. What 7th Air Force unit functions provides day/night, all-weather, near real time multi-intelligence, multi-sensor processing, exploitation, and dissemination of intelligence data derived from U-2R reconnaissance aircraft?
15. What intelligence support is provided to Air Force Material Command's (AFMC) Integrated Weapon System Management (IWSM) process?
16. What is Air Force Space Command's (AFSPC) primary intelligence organization?
17. What Air Force Reserve Command (AFRC) program provides wartime mobilization training concurrently with operational contributions to validated intelligence requirements?

Answers to Self-Test Questions

006

1. National Security Act of 1947.
2. Executive Order 12333.
3. To provide the President, the NSC, the Secretaries of State and Defense, and other Executive Branch officials with the information necessary upon which to base decisions concerning the conduct and development of foreign, defense, and economic policies; and the protection of US national interests from foreign security threats.

007

1. PFIAB.
2. Chairman, Joint Chiefs of Staff.
3. DCI.
4. CMS.
5. NIC.
6. Directorate of Intelligence.
7. Directorate of Operations.
8.
 - (1) Open-media acquisition and dissemination.
 - (2) Technical collection.
 - (3) Satellite technologies.
 - (4) Technical support.
 - (5) Research and development.

008

1. Secretary of State.
2. Bureau of Intelligence and Research.
3.
 - (1) Alerts the Secretary and other officials to fast-breaking events, foreign and domestic.
 - (2) Provides intelligence reports and products to Treasury officials.
 - (3) Oversees the intelligence relationships of Treasury's offices and bureaus.
4. Consumer of intelligence.
5. Attorney General.
6. Counterintelligence and counterterrorism within the US as well as espionage investigations and the arrest of international terrorists charged with violating US laws overseas.
7. NIPC.
8. PDD-62.
9. NDPO.
10. The long-term immobilization of major drug trafficking organizations through the removal of their leaders, termination of their trafficking networks and seizure of their assets.
11.
 - (1) Financial.
 - (2) Operational.
 - (3) Strategic.
 - (4) El Paso Intelligence Center (EPIC).
12. EPIC.

13. Threat assessments.
14. Information Analysis and Infrastructure Protection (IAIP) Directorate.
15. The Director of Central Intelligence, the Director of the FBI, and the Secretaries of Homeland Security, Defense, and State.
16. (1) Intelligence division.
(2) Coast Guard.

009

1. (1) Timeliness.
(2) Accuracy.
(3) Usability.
(4) Completeness.
(5) Relevance.
2. DIA.
3. AFMIC.
4. (1) To exploit foreign signals for national foreign intelligence and counterintelligence purposes (SIGINT).
(2) To provide solutions, products and services, and conduct defensive Information Operations (IO) to achieve information assurance for information infrastructures critical to US national security interests.
5. To provide timely, relevant, and accurate imagery, IMINT, and geospatial information in support of the national security objectives of the US.
6. DARO.
7. NRO.
8. Office of the Deputy Chief of Staff, Intelligence - G-2.
9. (1) SIO.
(2) G-2.
(3) Organic corps MI Brigade.
10. Office of Naval Intelligence (ONI).
11. Provides immediate, on-scene warfighting support to tactical commanders in the form of immediate combat information, I&W of impending enemy activity, and assessments of ongoing hostile force intentions and capabilities.
12. Director of Intelligence (DIRINT).
13. Marine Corps Intelligence Activity (MCIA).
14. (1) To avoid threats.
(2) To maximize their effectiveness.
(3) To meet objectives.
15. President of the United States.
16. Unified Command Plan (UCP).
17. (1) USNORTHCOM.
(2) USCENTCOM.
(3) USEUCOM.
(4) USPACOM.
(5) USSOUTHCOM.
18. USNORTHCOM.
19. JTF – Civil Support (JTF-CS).
20. (1) ARCENT.

- (2) CENTAF.
- (3) MARCENT.
- (4) NAVCENT.
- (5) SOCCENT.
21. Joint Intelligence Center CENTCOM (CENTJIC).
22. Joint Analysis Center (JAC).
23. Joint Intelligence Center Pacific (JICPAC).
24. Joint Warfighting Center (JWFC)
25. Joint Warfare Analysis Center (JWAC)
26. (1) Joint Combat Search and Rescue (JCSAR)
- (2) Non-conventional Assisted Recovery (NAR).
- (3) Code of Conduct (CoC) training (to include Survival, Evasion, Resistance, and Escape [SERE]).
- (4) Operational POW/MIA affairs (includes repatriation, debriefing, and DoD SERE Psychology program).
- (5) Personnel Recovery (PR) Research, Development, Testing, and Evaluation (RDT&E--PR Battle Lab).
27. Special Operations Intelligence and Information Operations (SOIO) Center.
28. Joint Information Operations Center (JIOC).
29. US Transportation Command (USTRANSCOM).
30. Provides indications and warning, situational analysis, and transportation intelligence specifically tailored to support the deployment and sustainment of US forces on a global scale.

010

1. No.
2. (1) Crisis Management (J-2M).
- (2) Crisis Operations (J-2O).
- (3) Targeting Support (J-2T).
3. They provide intelligence support for departmental missions related to military systems, equipment, training, and national-level intelligence activities.
4. The scope depends on the mission, nature, and composition of the force.

011

1. A coalition is an ad hoc arrangement between two or more nations for common action , whereas an alliance is the result of formal agreements/treaties for broad, long-term objectives.
2. (1) Maintain unity of effort.
- (2) Make adjustments.
- (3) Plan early and plan concurrently.
- (4) Share all necessary information.
- (5) Conduct complementary operations.
3. "Tear line".

012

1. To satisfy customer requirements.
2. Director, Intelligence, Surveillance, and Reconnaissance, Deputy Chief of Staff, Air and Space Operations (XOI).
3. Air Combat Command (ACC)
4. ACC Intelligence Squadron. (ACC IS).
5. 1st Air Force – Continental United States North American Aerospace Defense Region.
6. 8th Air Force.
7. Air Intelligence Agency (AIA).

8. DoD producer of foreign air and space intelligence.
9.
 - (1) 480th Intelligence Group.
 - (2) 544th Information Operations Group.
10. 609th Air Intelligence Squadron (609th AIS).
11.
 - (1) Intelligence, Surveillance, and Reconnaissance (ISR) Division.
 - (2) Strategy Division.
 - (3) Combat Plans Division.
 - (4) Combat Operations Division.
 - (5) Air Mobility Division (AMD).
12. US Air Forces in Europe (USAFE).
13.
 - (1) AOC operations.
 - (2) Intelligence Preparation of the Battlespace (IPB).
 - (3) Collection and tasking.
 - (4) Imagery support.
 - (5) Targeting.
 - (6) Humanitarian relief and noncombatant evacuation operation (HUMRO/NEO) assessments.
14. Korea Combined Operational Intelligence Center (KCOIC).
15. Providing threat assessments and defining the intelligence infrastructure support required by new systems.
16. 614th Space Intelligence Squadron (614th SIS).
17. Joint Reserve Intelligence Program (JRIP).

THE necessity of procuring good intelligence is apparent and need not be further urged.

General George Washington,
26 July 1776

2-2. Intelligence Disciplines

Intelligence disciplines are well-defined areas of intelligence collection, processing, exploitation, and reporting, using a specific category of technical or human resources. Intelligence sources are the means or systems that can be used to observe and record information relating to the condition, situation, or activities of a targeted location, organization, or individual. Intelligence sources can be people, documents, equipment, or technical sensors. This chapter provides you with a better understanding of the types of intelligence, how we classify it, and the sources from which intelligence is derived.

013. Types, components, and sources of intelligence

Types of intelligence

Intelligence information can be described in many ways depending on where the information comes from, what it is used for, or what the information deals with. The following descriptions illustrate the different types of intelligence information:

1. *Basic intelligence* – Information on broad subject areas of interest, helpful in national planning, policymaking, and military operations (e.g., trade agreements, general military strengths, demographics, resources, etc.).
2. *Strategic intelligence* – An enemy’s long range plans, developments, and combat potential (e.g., converting a diesel submarine to atomic power).
3. *Tactical intelligence* – An enemy’s combat plans, strength, and tactics, as applied to combat operations.
4. *Critical intelligence* – Information of such urgent importance to the security of the United States it must be sent at the highest priority to the President and other national decision making officials before passing it through regular evaluation channels.
5. *National intelligence* – Information used to formulate national policy and national security.
6. *Foreign intelligence* – The best possible knowledge of a known degree of truthfulness of one or more aspects of a foreign nation and their areas of operation. The foreign nation is unaware we have this knowledge.
7. *Counterintelligence* – The best possible knowledge to a known degree of truthfulness of the opposition’s intelligence activities that are directed toward the United States. This includes all activities devoted to destroying the effectiveness of foreign intelligence operations directed against our own nation to include terrorism, sabotage, etc.

Components of intelligence

We’ve gone over the various types of intelligence information and how we apply them. In this section we’ll cover the different components of intelligence information and briefly describe what each is. This section also gives you a good idea of who in the United States Intelligence Community collects, uses, or is interested in the various components of intelligence. Compare the components here with those organizations, agencies, and individuals from the previous chapter to paint a picture in your mind of how the Intelligence Community works. For example, you can link the NAIC with both scientific and technical components of intelligence and the Department of the Treasury with the

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Student Notes