DNI
Guidance for 2004

The following is my guidance and priorities for Naval Intelligence for the coming year. It follows the course set by the Chief of Naval Operations in his "Guidance for 2004" and responds to specific priorities established for Defense Intelligence as articulated by the Secretary of Defense and the Director of Central Intelligence.

The CNO's Top Five priorities continue to focus our collective efforts on the best action and objectives for the Navy as a whole. This year, the CNO placed particular emphasis on opportunities to accelerate the advantages that our joint, netted, and sea-based force provides. For Naval Intelligence, the CNO has focused on improving global maritime awareness and merchant ship tracking, revitalizing Navy HUMINT, delivering advanced Intelligence, Surveillance, and Reconnaissance (ISR) capabilities within FORCEnet, and pursuing initiatives to improve our total force of civilian, active, and reserve intelligence personnel. We must develop and improve performance metrics to better define our requirements and resource needs across all of the priority areas. Our business focus must be on getting the right level of readiness at the right cost so we can afford the right force for our future Navy.

Optimizing intelligence capabilities remains one of the top ten priorities of the Secretary of Defense as outlined in the Strategic Planning Guidance (SPG) for FY 2006-2011 and one of the four pillars of transformation, as stated in the Transformation Planning Guidance (TPG). The SPG builds on themes outlined in the TPG, which calls for intelligence capabilities that allow us to warn of an emerging crisis, provide persistent surveillance of the most critical targets, and horizontal integration across relevant networks and databases.

The DCI's Imperatives continue to set the broader course for national intelligence activities. The DCI's top priority includes providing precision intelligence on terrorist activities to forward-deployed forces. Similarly, the DCI's Imperatives emphasize the capability to warn of impending global threats, expand our knowledge in areas like weapons of mass destruction (WMD), protect our intelligence sources and methods, and leverage emerging technologies to transform intelligence collection, production, and dissemination.

Collection, analysis, and dissemination of timely and accurate maritime intelligence is essential to the success of our Navy and the contributions we make to our national security and defense strategies. We must remain focused on intelligence as a core capability of U.S. Naval operations, continue to invest in the professional development of our people, and increase expertise in ISR systems, all while safeguarding Naval assets. To this end, we must steer the course set by the CNO and ensure that our activities put people first, strengthen current and future readiness, improve quality of service, and align us both internally and externally to maximize the value of Naval Intelligence to our nation's defense.

Naval Intelligence Priorities

My priorities are focused squarely on the unique contributions Naval Intelligence makes to achieve successful joint and combined operations. I expect them to guide your resource allocation and investment decisions and to strengthen an already highly capable Naval Intelligence force and contribute to ongoing Defense and intelligence transformation.

I. Readiness: Provide Intelligence Support to Operations

Because U.S. Naval forces can be called upon at any time to support and defend our national interests, we must maintain a high level of intelligence readiness to support naval, joint, and combined operations. We must stress the importance of timely analysis and dissemination of actionable threat warnings to Naval forces, on denying terrorists' use of the sea, and focusing on potential adversaries with capabilities to disrupt or counter U.S. naval force employment. To accomplish this goal we must continue to develop, strengthen, and invest in foreign intelligence relationships and ensure the greatest possible level of information sharing with these foreign partners.

- **Win the Global War on Terrorism (GWOT)**
  - Provide timely and accurate intelligence to Naval forces engaged in naval, joint, and combined operations including the Global War on Terrorism, SOF/Navy HUMINT operations, global Maritime Interdiction Operations (MIO), force protection, and homeland defense.
  - Provide an in-depth understanding of foreign naval capabilities and adversaries (state and non-state) with potential to impede U.S. Naval force employment.
  - Provide global awareness of civil maritime activities including the intelligence support required for global MIO and the Proliferation Security Initiative (PSI).
  - Support global review of Navy Anti-Terrorism/Force Protection efforts and requirements.
- **Improve Readiness to Respond with Decisive Power**
  - Develop options to improve the quality and timeliness of targeting cycle components including manpower-intensive functions such as imagery exploitation afloat.
  - Enhance the Fleet Intelligence Support Team (FIST) to improve and achieve near-real time multi-INT support to Naval ISR and Time Critical Strike missions.
  - Define more precisely the Naval Intelligence role in maritime domain awareness in support of homeland defense, along with the U.S. Coast Guard, as well as identify and invest in technologies required for global surface vessel tracking and identification.

- Provide scientific and technical analytic expertise to support Defense acquisition, modeling & simulation, research & development (R&D), and testing & evaluation (T&E).

- Increase high priority foreign materiel acquisition and exploitation and associated analysis.

II. Manpower: Strengthen Naval Intelligence Profession

Focusing on manpower and quality of service is essential to building a workforce prepared for 21st Century challenges. We must develop an increased understanding of current and future foreign naval capabilities, and emerging WMD, asymmetric, and unconventional threats that U.S. and allied naval forces could face in combat. We must also provide tailored intelligence assessments to guide Navy leadership responsible for making the planning and acquisition decisions that will shape our Navy of the future. Our manpower efforts need to be focused on improved linguist and regional expertise, HUMINT role, targeting expertise, and multi-INT fusion and analysis.

- **Fight for Talent and Improve the Growth and Development of Our Personnel**

  - Develop analysts with an in-depth understanding of current and future foreign naval capabilities to support the Defense acquisition system and development of Navy operational concepts. Ensure a foundation in basic analysis and all-source OPINTEL knowledge and that applied skills are thoroughly fostered.

  - Review Attaché manning and the Foreign Area Officer (FAO) Program to optimize and develop more in-depth regional and cultural expertise resident within Navy.

  - Support Defense HUMINT efforts to increase linguist capabilities, particularly in low-density languages. Ensure programs are in parallel with Secretary of the Navy efforts in support of the Defense Foreign Language Transformation Team.

  - Enhance Navy Specific HUMINT capabilities by fusing all multi-INT capabilities into a single integrated analytic environment.

  - Revitalize Navy Specific HUMINT role in accordance with "HUMINT Reform Initiative" effort chaired by the Deputy Under Secretary of Defense for Intelligence, Intelligence Warfighting Support (DUSD(I)/IWS).

  - Focus Intelligence Officer subspecialties on Regional (210X) National Security Studies, Strategic Intelligence (2400), Operations Research Analysis (3210), and Special Operations / Low Intensity Conflict (2500) programs. Continue to support select subspecialties mapped to community requirements (e.g., Financial Management and Network/Systems Integration).

- Support implementation of the National Security Personnel System (NSPS) in the Department of the Navy.

- Promote a community perspective and bolster Intelligence Community and inter-Governmental coordination through investment in educational and professional opportunities, such as the Intelligence Community Assignment Program (ICAP), Intelligence Community Officers Course (ICOC), and Federal Executive Institute Programs (FEIP).

- Improve personnel retention. Recommend developing initiatives to accelerate civilian recruiting and reviewing personnel recognition and compensation programs.

- **Deliver the Right Skills to the Right Place at the Right Time**

  - Develop a Naval Intelligence Community Roadmap for 2004 to define Naval Intelligence skill requirements to meet emergent missions, tailor skill training, and match Reserve Component with Active Component training and capability.

  - Develop the Intelligence Officer Professional Qualification Program (PQP) incorporating findings from the recent officer job task analysis with OIF lessons learned.

  - Strengthen existing Naval Intelligence Additional Qualification Designation's (AQD) for CVW Targeting Officer (3A1) and Joint Targeting School (3A2) by migrating the Reserve Targeting Support Officer (RTSO) program to the community qualification.

  - Expand existing AQD's to track three additional emerging skill areas: Navy collection management, HUMINT, and intelligence support to Special Warfare.

  - Optimize the full spectrum of Interrogation of Prisoners of War (IPW)/detainee activity through integration of officer/enlisted personnel from both the Naval Reserve Intelligence Program (NRIP) and active duty members.

  - Align Warrant and Limited Duty Officers to specific skill areas requiring higher level of expertise and technical oversight. Recruit sailors with expertise in imagery and strike into these programs.

  - Refocus Active and Reserve Intelligence Specialists on core skill areas and the evolution of the rating as an Advanced Technical Field (ATF). Code all enlisted billets with one of three relevant Naval Enlisted Classification Codes (NEC) to reflect current and future skill needs: 3910 (Imagery), 3923 (Strike), and 3924 (OPINTEL).

  - Ensure Naval Intelligence personnel possess the information technology expertise to maximize the potential of the Global Information Grid and manage the flow of intelligence and information over the network.

- Improve SCI security awareness and related training programs to minimize security incidents and to improve compliance with SCI security.

III. FORCEnet: Increase ISR Systems Expertise

The realization of the concepts and capabilities envisioned in "Sea Power 21" is dependent upon a world-class level of expertise in networking of systems, and sensors and on possessing a cadre of ISR professionals. We will develop and apply this expertise in operational and planning environments to ensure the most effective employment of existing ISR systems capabilities in support of operations today, and optimize investments in ISR systems capabilities of tomorrow. It is our responsibility to develop an evolving and sustainable architecture encompassing sensors, systems, networks, organizations, people and skills. We must also clearly articulate future Navy ISR requirements and the supporting FORCEnet components on which network-centric warfare is centered.

- **Develop and Apply the Naval ISR Architecture**

  - Validate assignment of roles and responsibilities for ISR architecture development within Navy.

  - Design, assess, implement, and manage a Naval ISR architecture that is compliant with the *DoD Architecture Framework*, FORCEnet and other standards.

  - Apply the objective architecture as a foundation for Naval Services' ISR capabilities integration, S&T, PPBE, NCDP, and acquisition management processes as well as naval joint and combined warfighting concepts.

  - Structure linkages between current capabilities and future ISR capability objectives and identify ISR capability gaps, shortfalls, redundancies and options for redressing each to be converged, migrated, or terminated.

  - Determine optimal balance between human, machine and network components of the architecture for specific missions, operational environments, CONOPS and tactics.

  - Determine optimal balance between ISR capabilities located physically forward or afloat and those virtually present/accessible through network reach-back/forward service.

  - Determine optimal balance between ISR capabilities that must be organic to afloat or airborne nodes and off-board, autonomous, and unattended capability.

  - Determine optimal balance between organic Navy collector/sensor, network, processing, and analytical capabilities and those leveraged from national, theater, other Service, inter-agency, and alliance/coalition domains.

- **Develop the Sensors**

  - Determine the best mix of ISR sensors Naval forces need to fulfill warfighting requirements, and then correlate this sensor mix with appropriate air, surface, and subsurface manned and unmanned platforms.

  - Develop a plan for increased use of off-board, autonomous, unmanned and unattended sensors for tactical ISR, leveraging extant UAV/UUV/USV/UGS systems in other DoD components.

  - Develop the ISR sensor package and force structure recommendations as part of the Integrated Strategic Capabilities Plan (ISCP) used for Navy program and budget deliberations. Include key DOTMLP-F ramifications and considerations.

  - Work closely with CFFC/NWDC joint experimentation and NWC joint war gaming to develop new concepts of operations to most effectively employ ISR assets and leverage technology forecasts to ensure sensor capabilities are effective against emerging weapon systems technologies as well as legacy targets.

  - Address the information and intelligence requirements for warfighting systems early in the Joint Capabilities Integration and Development System (JCIDS) process to ensure that the technical capabilities of ISR sensors meet the technical requirements of naval platforms and systems.

  - Directly support and implement EP-3 Recapitalization toward Aerial Common Sensor (ACS).

  - Continue to develop (S&T/R&D) ISR capabilities for Multi-Mission Aircraft (MMA).

  - Continue to develop advanced ISR capabilities for Navy Special Projects.

  - Closely track resource issues and ensure that associated collection capabilities currently on Navy AEGIS platforms are considered for future Navy platforms (e.g., DD(X), CG(X)) and acquisition of COBRA JUDY replacement ships.

  - Continue ISR S&T/R&D efforts with the Office of Naval Research (ONR), Navy TENCAP, NSA's Tactical SIGINT Technology (TST) and other organizations to leverage leading edge ISR related technologies.

- **Develop the Networks**

  - Posture to capitalize on emerging DoD communications and networking standards and capabilities (e.g., TCA, GIG-BE, JTRS, Ipv6; NCES, etc.) to enable:
    - Two-way exchange of large bandwidth data (e.g., imagery products, motion video) with forward-deployed forces;

        - On-demand reach-back/forward and virtual collaboration;
        - Network distributed ISR data processing and exploitation;
        - Leveraging of national, theater, and other Service ISR resources and assets.

    - Promote interoperable and Multi-Level Security environments to enable automatic and transparent cross-domain access and exchange of information across the Intelligence Community (IC), DoD, Allied and Coalition communities of interest.

    - Place particular emphasis on advancement of horizontal integration concepts to improve information access and all-source analysis; improve horizontal integration between maritime intelligence and joint intelligence to support warfighting operations and Homeland Security.

- **Develop the Systems**

    - Support Joint Command and Control (JC2) capability and the evolution of current/enhanced capabilities into a net-centric/enterprise services construct. Until the Global Information Grid (GIG) is capable of providing enterprise services and ubiquitous data access to the intelligence professional, system capabilities must be improved. Improvements to the following portfolio of systems must continue:
        - GCCS-Integrated Imagery and Intelligence (GCCS-I3)
        - Joint Deployable Intelligence Support System (JDISS)
        - Collection Management Mission Applications (CMMA) and transition to follow on IC capability.
        - Joint Targeting Toolbox (JTT)
        - Combined Enterprise Regional Information Exchange System (CENTRIXS)
        - Other programs that support bandwidth expansion, joint communications, and services that maximize information/intelligence commonality, and interoperability and integration.

    - Improve knowledge discovery and data mining tools to exploit disparate, large, unstructured multi-format, multi-language data stores.

    - Promote digital storage, retrieval, collaborative analysis and production, and dissemination.

    - Emphasize database development using common data standards and data content tagging methods such as auto-tagging technology to enable immediate content identification, tagging, and posting of data directly from collection platforms and from legacy data stores and analysts.

    - Support Intelligence Community (IC) technology approaches to native language translation particularly of low-density languages.

    - Continue to partner with and support the Intelligence Community Chief Information Officer (CIO) Strategic Direction for IC Information Systems.

IV. Security: Protect Our Intelligence Capabilities

We must fully support efforts to safeguard the Navy's people, information, infrastructure, and investments from attacks by hostile forces at home and abroad. Our success in providing timely and accurate intelligence support to the joint naval forces can only occur if our intelligence capabilities are available without interruption and the integrity of the interlocking system of information and people is assured. Within Naval Intelligence, we must continually develop and enhance our procedures and techniques to ensure our collection, processing, exploitation, and dissemination systems are adequately protected. Current emphasis must be on information assurance thresholds for ISR and continuity of ISR operations.

- **Protect our Information Technology Systems**

  - Support the Intelligence Community CIO Information Assurance strategic direction to develop technologies and procedures that eliminate system failures, compromise or adversary countermeasures.

  - Improve protection of SCI system and networks. Implement vulnerability and risk analysis processes throughout Naval intelligence to determine network security strengths and weaknesses.

  - Establish an appropriate and effective Navy Site Based Accreditation program to minimize the impacts of SCI Certification and Accreditation requirements for systems.

  - Improve the SCI security education and awareness programs focused on SIO and Information systems Security Manager (ISSM) SCI security requirements for systems processing SCI.

- **Protect Sources and Methods**

  - Produce a comprehensive plan to develop and implement risk-based countermeasures that will identify and defeat the threat posed from cleared insiders intent on causing harm to, or compromising national security information.

  - Aggressively promote and enforce security practices that will prevent inadvertent or deliberate compromise of classified information.

  - Develop and implement a Naval Intelligence plan that will allocate our personnel security resources, such as the counterintelligence scope polygraph, towards those individuals with access to our most sensitive information.

  - Create and/or update intelligence and intelligence related security classification guides to comply with EO 12958 and EO 13292, with critical consideration given to foreign disclosure provisions.

- Support efforts to streamline SSBI updates to eliminate excessive delays in availability of trustworthy personnel.

- **Continuity of Operations/Critical Infrastructure Protection**

  - Work towards full Continuity of Operations (COOP) readiness to have the ability to rapidly and successfully perform their mission essential functions in the event of a natural or manmade disaster.

  - Identify and execute measures to protect our facilities and activities through Critical Infrastructure Protection (CIP) planning.

- **SCI Security Program Management**

  - Undertake a review of Naval Intelligence security program regulatory documents and respective resource allocations to ensure alignment with DCI and USD(I) guidance with follow-on oversight to ensure effective management and full compliance.

  - Develop an investment strategy to ensure a skilled security professional workforce is identified to replace Cryptologic Technician Administrative as the primary source for Naval intelligence Assistant Special Security Officers.

Way Ahead

Naval Intelligence has become a core operational and warfighting capability of U.S. naval operations, integral to the success of our naval forces. While the Naval Intelligence community makes up only a small percentage of the total Naval Force, increasing demands and the technical challenges of information and intelligence management have magnified our role and increased the criticality of the contributions we make to naval and joint warfare. From supporting Operation Iraqi Freedom (OIF) and the multi-theater efforts of the Global War on Terrorism (GWOT) to continued Homeland Security efforts, Naval Intelligence professionals have proven themselves to be the most versatile, capable, and dedicated intelligence analysts and technicians this nation's armed forces has to offer.

We cannot adequately satisfy the wide range of requirements levied upon us equipped with only our current organic capabilities. Therefore, to strengthen Naval Intelligence's role as an innovative, efficient, and effective provider and consumer of our Nation's intelligence resources, we must leverage the complementary capabilities of the other members of the Intelligence Community, and seek to broaden cooperation with other U.S. agencies. In addition, we must continue to look beyond our nation's borders to utilize the unique capabilities of our ever-expanding list of foreign partners.

Press on with confidence toward the challenges ahead. I look forward to periodic updates of our progress in each of the above priority areas.