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STATEMENT OF
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BEFORE THE
STRATEGIC FORCES SUB-COMMITTEE
SENATE ARMED SERVICES COMMITTEE
UNITED STATES SENATE
ON
INTELLIGENCE LESSONS LEARNED AND ISR ROADMAP
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I. (U) INTRODUCTION

(U) Mr. Chairman and Members of the Committee, thank you for inviting me to testify. I welcome the opportunity to once again appear before you to discuss the state of Naval Intelligence. I want to express my sincere gratitude for your support of the United States Navy. At no time has that support been more vital than it is today, as we continue to fight a Global War on Terrorism (GWOT), projecting decisive joint power across the globe. Naval Intelligence is engaged worldwide, meeting the current intelligence demands of our Joint forces while transforming to meet future Joint intelligence, surveillance and reconnaissance (ISR) requirements. The Naval Intelligence program is consistent with Dr. Cambone's Defense Intelligence Goals and we continue to work closely with the Under Secretary of Defense for Intelligence and the other Services to shape an effective and efficient Defense intelligence program. Reflecting the priorities set forth in my annual guidance as Director of Naval Intelligence, I will focus today's remarks on three topics:

- Naval Intelligence support to global operations;
- Lessons learned and transformational initiatives;
- Navy ISR Roadmap and program highlights.

II. (U) NAVAL INTELLIGENCE SUPPORT TO GLOBAL OPERATIONS

(FOUO) I am proud to inform you of the outstanding work being performed by the Navy's intelligence team around the world. As you know, a trademark of the Navy is being forward deployed and fully engaged in providing for the nation's security. Today, there are two Carrier Strike Groups (CSGs) and four Expeditionary Strike Groups (ESGs) deployed globally. Each deployed force possesses fully manned afloat intelligence centers and ships signals exploitation spaces, which provide imagery and targeting analysis, cryptanalysis, and ISR battle management support to U.S. and coalition naval forces. In addition to our Strike and Expeditionary Groups, SSNs are forward deployed, providing both strike and ISR capability and Navy EP-3 and P-3 AIP aircraft are providing multi-sensor intelligence collection in support of joint and coalition forces. Forty percent of our manpower is invested in joint intelligence, providing maritime intelligence expertise to each of our combatant commanders.

(FOUO) Here at home, the Office of Naval Intelligence (ONI) is heavily engaged on a daily basis providing critical maritime intelligence to support the multi-agency Homeland Security effort, focusing its maritime shipping, cargo and proliferation expertise on denying terrorists the use of the seas. In the past year, ONI has partnered with the U.S. Coast Guard's Intelligence Coordination Center and established a 24-hour a day, seven day a week, National Maritime Watch in direct support of Northern Command's mission to ensure the maritime homeland defense of the U.S. Each day, we report on vessels of interest en route U.S. ports, identifying those that pose a potential national security threat. At the same time, ONI continues to be instrumental in taking the fight to the enemy by providing critical intelligence support to global Maritime Interdiction Operations (MIO).

III. (U) LESSONS LEARNED AND TRANSFORMATIONAL INITIATIVES

(FOUO) Our experiences during recent combat operations have highlighted the need for enhanced Naval Intelligence expertise in several areas, particularly collection management, Human Intelligence (HUMINT), and support to Special Warfare. In addition to revitalizing Navy HUMINT, the Chief of Naval Operations, in his Guidance for 2004, directed us to focus on improving our global maritime awareness and merchant ship tracking capabilities, and delivering advanced intelligence, surveillance, and reconnaissance (ISR) capabilities within FORCEnet. He also directed us to support these efforts through improvements to the development and integration of our total force of civilian, active, and reserve intelligence personnel. In response, we have commenced a number of transformational initiatives, while modifying our Fleet exercises to better stress and test our skills in joint operations.

A. HUMINT TRANSFORMATION

(FOUO) There is a continuing need, consistent with the President's budget, to grow and sustain the Navy HUMINT capability. ONI has strengthened and will continue to expand its HUMINT capability with emphasis in Interrogation of Prisoners of War (IPW) and Civil Maritime Collection Operations.

(FOUO) Demonstrating the total force concept, 69 Naval Reservists have been mobilized since 9/11 to support these HUMINT efforts. ONI overt HUMINT collectors have accompanied the U.S. Coast Guard on more than 3250 boardings of foreign vessels since 9/11. We are transitioning this capability from a force consisting primarily of mobilized reservists to a more permanent full-time capability.

B. MARITIME INTELLIGENCE TRANSFORMATION

(FOUO) The Office of Naval Intelligence (ONI) continues its Maritime Intelligence transformation — both in its support to the Global War on Terrorism and in its emerging role of providing direct support to theater Naval forces. ONI continues its efforts to improve the detection, identification, and tracking of merchant shipping activity worldwide. To support national and theater maritime intelligence requirements, ONI has strengthened its strategic relationships with numerous regional partners. These maritime information exchanges provide valuable regional maritime information, much of which is not available from other sources. ONI's Automated Merchant Reporting System is a critical component of this effort.

C. FLEET INTELLIGENCE TRANSFORMATION

(FOUO) ONI is also transforming its support to the Fleet. As we learned during Operation Iraqi Freedom (OIF), combat operations often placed a high demand for imagery exploitation capabilities in support of targeting and battle damage assessment (BDA). Recognizing the need to improve imagery analysis support to forward-deployed forces, the Navy and ONI established the Fleet Imagery Support Team (FIST). FIST will provide direct support to deploying

battlegroups by increasing our imagery analysis capabilities afloat, our reachback capabilities for analysis of tactical imagery ashore, and the ability of forward-deployed forces to leverage ONI's analytical and technical expertise. FIST will improve the near real-time imagery support required to support Time Critical Strike missions. Specifically, FIST will improve the Carrier and Expeditionary Strike Group's ability to task, process, exploit, and disseminate theater and tactical ISR sensor data such as that obtained from Broad Area Maritime Surveillance (BAMS) UAVs and other developmental and existing systems.

(FOUO) Another priority mission for ONI is analysis of the worldwide submarine threat. ONI has focused its efforts in two areas: assessing submarine capabilities, and projecting future force levels to support DoD and OPNAV acquisition community requirements. ONI also devoted considerable analytic effort to develop projections of worldwide naval systems and weapons capabilities over the next 20 years. These detailed projections are used to support wargaming scenarios, which in turn, support the acquisition decision-making process.

D. (U) TOTAL FORCE TRANSFORMATION

(U) As I mention earlier in my testimony, recent combat operations have highlighted the need for enhanced Naval Intelligence expertise in collection management, Human Intelligence (HUMINT), and support to Special Warfare. In response, we have aligned our training and manpower management processes to better support the development, tracking and application of these capabilities.

(U) A key milestone of this effort is the development of the Intelligence Officer Professional Qualification Program (PQP), which responds to Operation Iraqi Freedom lessons learned and a recently completed intelligence officer job task analysis. We are expanding our Additional Qualification Designator (AQD) program to track the core skill areas mentioned above in addition to our existing Navy Targeting Officer and Joint Targeting Officer AQDs. Similarly, we are refocusing Active and Reserve Intelligence Specialists (IS) toward the core skill areas of imagery analysis, strike warfare, and operational intelligence, and coding all enlisted billets to accurately reflect current and future skill requirements. This is part of our broader effort to evolve the IS rating into an Advanced Technical Field.

(U) The Navy continues to face major challenges in accessing and retaining Sailors with the right skills to meet emerging requirements – both ashore and afloat. Ensuring the Fleet is manned with the right people with the right skills is as important as equipping them with the latest technology and tools. Naval Intelligence is leading the way in the CNO's broader efforts to revolutionize training in the Navy and achieve full integration of our Active and Reserve Components.

(U) Last summer, we established the Center for Naval Intelligence in Virginia Beach, Virginia as one of several learning centers supporting the CNOs' Revolution in Training initiative. This center is responsible for all Navy intelligence training, education, and professional development, including oversight of the Navy and Marine Corps Intelligence Training Center (NMITC) in Virginia Beach and the Fleet Intelligence Training Center (FITCPAC) in San Diego. We are embracing new technologies and applying human performance development concepts from the

science of learning. We are revising every aspect of our current training processes and incorporating computer-based training and realistic team trainers that form the centerpiece of training at the Center for Naval Intelligence as well as the Center for Cryptology at Corry Station in Pensacola.

(U) This year, with the support of the Naval Reserve Intelligence Program leadership, we developed a Naval Intelligence Community Roadmap to guide our officer and enlisted professional development and advance the full integration of our Active and Reserve components. Based on requirements validated by Fleet Forces Command, this roadmap helps us define skill requirements to meet emergent missions, tailor skill training to specific job tasks, and make sure Reserve component capabilities augment or complement Active component capabilities.

(U) The most important personnel action concerns our initial accession contracts for active duty Sailors. Beginning this fiscal year, we shifted to a six-year obligation, Advanced Technical Field enlistment contract. These Sailors will report aboard ship fully trained and qualified to support Fleet combat operations from day one. For example, starting with the October 2003 class, Sailors awarded the strike warfare qualification code arrived in the Fleet certified to develop aimpoints for precision-guided munitions.

IV. (U) ISR ROADMAP AND PROGRAM HIGHLIGHTS

A. (U) NAVY ISR TRANSFORMATION

(U) FORCEnet is the centerpiece of the Navy's transformation to a network centric environment. The vision of FORCEnet is a single, enterprise-wide, open architecture. It will reach across all programs to create a continuous information environment across the Navy and will serve as the key enabler for Sea Power 21 capabilities. Naval Intelligence intends to remain at the forefront of this initiative and ensure our intelligence programs are fully integrated.

(U) At the heart of Navy's plan to integrate a net-centric ISR capability into FORCEnet is the Distributed Common Ground and System (DCGS). The DCGS family of systems will not only support integration of tactical, theater and national ISR capabilities into Naval warfare operations, but it will also ensure that a distributed network of Navy ISR sensors can contribute directly to a Joint common operational picture via the Global Information Grid (GIG). The Navy recently created a single program office for the Joint Services Imagery Processing System (JSIPS) and the Tactical Exploitation System (TES) to facilitate incorporating these programs into our DCGS effort. Although primarily focused on supporting strike warfare and time critical targeting, the objective is for the Navy's DCGS to support all naval warfare domains. This initial consolidation is the first step toward developing a Navy DCGS capability that is compatible with the DCGS Integrated Backbone (DIB) and the Joint DCGS architecture.

(U) I am a co-lead in the FORCEnet project, primarily to ensure that the Navy's ISR capabilities and investments remain a core component of Navy Network Centric Operations (NCO).

Furthermore, the Navy staff has recently established an ISR branch within the warfare requirements directorate, headed by a naval intelligence flag officer. This move is an acknowledgement that ISR has become a critical warfighting component.

B. (U) AIRBORNE ISR PROGRAMS

(FOUO) Last year at this time the Navy had not yet decided on the way ahead to replace the aging EP-3 ARIES II system. I am pleased to report this year that a Navy variant of the Army's Aerial Common Sensor (ACS) will meet the Navy's requirements for a manned multi-INT airborne ISR capability. Navy ACS will exceed current EP-3 capabilities, while promising improved airframe reliability and reduced operating costs. Navy ACS will be tailored to support the Navy's warfighting and ISR CONOPS.

(FOUO) Persistent surveillance over open-ocean and littoral areas remains critical to establishing and maintaining comprehensive battlespace awareness in a dynamic maritime environment. This is especially true when potential adversaries are equipped with long-range anti-ship cruise missiles. The high altitude endurance (HAE) Broad Area Maritime Surveillance (BAMS) UAV is designed to provide the necessary persistent ISR capability required by Carrier Strike Groups, Expeditionary Strike Groups, and the Joint Forces Maritime Component Commander (JFMCC) to support Joint Operations. Navy will acquire two modified Global Hawk UAVs as part of a Maritime Demonstration to rapidly inject a persistent UAV into the Fleet. These systems will be used to develop the concept of operations (CONOPS) and procedures required for introduction of BAMS UAV. BAMS UAV will complement other Navy maritime surveillance systems such as the P-3 and Multi-Mission Maritime Aircraft (MMA).

(FOUO) For tactical reconnaissance, the Shared Reconnaissance Pod (SHARP) represents a significant increase over the legacy TARPS system, adding a robust night capability, high bandwidth data-link, increased standoff, and an all-digital imagery system. SHARP is scheduled for formal operational evaluation (OPEVAL) in late FY-04, but experienced a very successful early operational capability (EOC) deployment aboard USS NIMITZ during Operation Iraqi Freedom.

(FOUO) ACS, the BAMS UAV, and other Navy ISR systems, will be designed to "plug in" to Navy DCGS/FORCENet, allowing rapid distribution of ISR data to Navy and Joint users, and key Navy and Joint analysis nodes for further processing. Naval forces will also be able to access ISR data, from Joint assets such as GLOBAL HAWK and Army ACS, via the DCGS architecture.

C. (U) SURFACE AND SUBSURFACE ISR SYSTEMS

(FOUO) The Maritime Cryptologic Strategy for the 21st Century (MCS-21) is our vision for integrating existing cryptologic capabilities with advanced technologies to create a single, scaleable, interoperable SIGINT system. Spiral E of SSEE, the first step toward achieving the MCS-21 vision, will provide improved front-end sensor capabilities by incorporating easily

reconfigurable software receivers. Also included are radio direction finding and Information Warfare capabilities and an embedded scenario-based training package. The result is significantly enhanced threat detection and identification for warship commanders.

(FOUO) As the threat environment evolves, submarines remain a potential high-interest threat. Accordingly, Navy continues to invest in ISR capabilities that will monitor emerging undersea threats and provide cueing to tactical ASW assets.

(FOUO) For our submarines, the latest Submarine Electronic Support Measures (SSEM) equipment will provide an advanced capability for both open-ocean and littoral environments. The system includes a sensor suite, processing and analytical tools to provide self-protection, situational awareness and, when augmented by special additional gear, an undersea ISR capability.

(FOUO) Taken together, these airborne, surface and subsurface systems provide the flexible, scaleable, comprehensive ISR capability required to meet current and emerging threats and support Naval, Joint and Coalition forces at the tip of the spear.

V. (U) CHALLENGES

(U) My greatest challenges fall into two basic categories:

- (1) Determining the optimum skill mix and distribution of personnel between the analytical capabilities needed afloat with those that can be accomplished via reach-back;
- (2) Identifying the emerging sensing and processing capabilities that affect this mix.

(U) Ultimately the success of our ISR vision, and its contribution to Naval warfare, depends on the individual Sailor and whether we've given him the skills and tools to do his job well. Innovations in digital classrooms and team trainers are clearly a positive step but the trend toward more technologically advanced ships manned by smaller crews complicates the task ahead. To achieve our goals we will have to do more things, and do them better, with fewer people or make huge strides in our remoting capabilities to facilitate improved ashore/afloat collaboration. Equally challenging is our ongoing effort to determine the best mix of ISR sensors Naval forces will need to fulfill warfighting requirements, and then correlate this sensor mix with appropriate air, surface, and subsurface manned and unmanned platforms. Realistically, we will have to pursue our vision on both fronts.

VI. (U) CONCLUSION

(U) In conclusion, I want to thank this Committee and the Congress for the consistent support you have provided Naval Intelligence. I've talked today about our current support to Global Operations of all types, our response to lessons learned from recent combat operations, and our efforts to build the right naval ISR system of systems at the right cost, while developing our human capital to effectively utilize those capabilities in support of Naval and Joint forces going

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into harm's way. Our priorities are reflected in our FY05 budget submission and form the foundation of our ISR Roadmap and transformational strategy. I hope I have conveyed the breadth and depth of naval intelligence's contribution to ongoing operations. Our transformation efforts will shape a future Navy intelligence capability that is an even more powerful enabler to Joint and Naval forces, providing the nation with unmatched maritime intelligence capabilities.