

OPTIMIZED CAPACITY AT KEY ECHELONS

- Apply unit solutions to address recurring RFF “Death Spiral”
- Reduce risk to lower echelons, where “Risk to Force” is greatest
- Adjust the Army MI theater enablers to reflect ACP DP 123/129
- Increase structural agility, capacity, and resilience
- Integrate Multi-Functional Teams (MfT)
- Build Company Intelligence Support Team (CoIST) capacity
- Document and Media Exploitation (DOMEX)
- Increase Unmanned Aerial System (UAS) capacity
- Multi-functional Teams (MfT)
- Counterintelligence
- Interrogation
- Technical Surveillance
- End-to-end Command and Control (C2) for all operational intelligence elements in the Corps/ Division Battlespace
- Leverage Joint and Combat Support Agency (CSA) enablers - National Security Agency (NSA), Defence Intelligence Agency (DIA), National Geospatial Intelligence Agency (NGA), National Reconnaissance Office (NRO)
- Build regional expertise for analytical and CI/ MUNINT/Force Protection Regional Support
- Instantiate Human Terrain Teams (HTTs)
- Redefine ECB language alignments

ARFORGEN SUSTAINMENT

- Support Army Force Package
- Create sufficient Enhanced-BfSB/MIB (Mf) capacity to support Div/Corps ARFORGEN requirements
- Adapt legacy forward-based structure to expeditionary Army Requirements
- Compo 1-3

FULL SPECTRUM

- Create versatile MI multi-functional forces with utility across the spectrum of conflict
- Ensure agility to address hierarchical, hybrid, and networked threats
- Provide MI capacity to support Security Force Assistance (SFA) operations
- Support emerging Army MI Cyber Missions
- Enhance Army CI/security posture

The Strategy to Rebalance the Army MI Force provides a range of investment options to realign and reinvest existing MI capability to optimize intelligence core capabilities in support of BCT and Division/Corps Full Spectrum operations on a sustained Army Force Generation (ARFORGEN) cycle.



ISR communications and architecture remains a key enabler for timely dissemination to the warfighter, whether it is Full Motion Video (FMV) or analytical databases via the Distributed Common Ground System-Army (DCGS-A).

- Meets force sizing and core capabilities identified by TRADOC and OSD
- Improves tactical capabilities and capacity without personnel growth
- Increases analytic and exploitation capacity and enhances the readiness of units in the ARFORGEN Train-Ready phase using the Core Analytical and Process, Exploitation, Dissemination (PED) Enterprise
- Balances Army MY Force manning (Component 1-3) to perform mission sets in ARFORGEN rotational force packages
- Provides the flexibility to support a fourth Corps Headquarters
- Builds significant NNO capability to support Cyber Command
- Transitions existing ASCC MI Brigades to Theater Intelligence Groups (TIG), and creates a TIG to support U.S. Army Africa

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**MILITARY INTELLIGENCE
ALWAYS OUT FRONT**

UNITED STATES ARMY DEPUTY CHIEF OF STAFF, G-2



Fully Leveraging the Military Intelligence Force

A STRATEGY TO
REBALANCE THE ARMY
MILITARY INTELLIGENCE FORCE



MI FORCE CHARACTERISTICS

The Army MI force must attain the following characteristics to support the “Army of the 21st Century” in an “Era of Persistent Conflict”:

- **Full Spectrum** - Intelligence capabilities must support offense, defense, and stability or civil support operations enabling the Army to respond quickly and effectively to both hierarchical and networked threats as the situation and mission require. (FM 3-0, Army Operations).
- **ARFORGEN Sustainable** - Army MI force capabilities at BCT and Division/Corps levels must be assured, predictable, accessible, modular, and rotational to meet steady state and surge conditions.
- **Joint and Combat Support Agency (CSA) Enabled** - The Army must effectively integrate and leverage (not replicate) joint and CSA intelligence augmentation capabilities.
- **Key Intelligence Functions Sustained at All Levels** - Core intelligence functions available and sustained at all echelons.
- **Multi-functional (Mf)** - Versatile, agile, trained and equipped multi-disciplined teams to perform cross-cuing collection, site exploitation, forensics (media, document, other), and analysis of captured enemy materials.
- **Modular and Scalable** - Standardized core intelligence capabilities and structures for flexible employment when and where commanders require them.
- **Sustainable** - Ready, trained, organized and equipped intelligence units to support enduring operations.
- **Balanced Compo 1-3 Mix** - Balanced and accessible MI capabilities across all components.

REBALANCING THE ARMY MI FORCE

Optimize Intelligence Capabilities: Where Risk to Force is Greatest

PURPOSE - Provide a holistic, comprehensive Army MI Force Strategy that optimizes intelligence support to Army full-spectrum operations.



PROBLEM STATEMENT - Current Army MI Force structure is not optimized to provide core capabilities in support of BCT and Division/Corps Army Force Generation (ARFORGEN) cycle.

Required intelligence core capabilities are not adequately reflected in the Army’s MI organizational structures. This is evident in current operations where over 42% of the Army MI Forces deployed are fulfilling ad-hoc Joint Manning Document and Request for Forces requirements, frequently employing non-program of record materiel for capabilities not found in today’s formations.

This under-investment in required core capabilities and capacity at the BCT and Division/Corps further aggravates the shortfalls of deploying tactical units and undermines their readiness to meet ARFORGEN requirements. The current intelligence core capability gaps, the abundance of ad-hoc requirements, and extensive innovation to obtain non-program of record materiel solutions demonstrates that the MI Force is not optimized.

Commanders require the ability to seamlessly pursue networked threat forces that have transitioned reform along networked structures. Embedded requisite ISR sensors and analytic capabilities enable relentless pursuit using the counter-network Find, Fix, Finish, Exploit, Analyze, Disseminate (F3EAD) methodology. The TRADOC recommendations and ISR Cross-Cutting Studies’ extensive empirical analysis of both Special Operations and Conventional force missions in Iraq and Afghanistan consistently identify the following set of ISR core capabilities:

CORE INTELLIGENCE CAPABILITIES

- Full Motion Video (FMV)
- SIGINT (Geolocation and Internals)
- HUMINT (Interrogation and Source Operations)
- Document and Media Exploitation (DOMEX)
- ISR Architecture
- ISR Communications
- ISR Dissemination
- Exploitation and Analysis



“Rebalance DoD programs in order to institutionalize and enhance the nation’s capabilities to fight existing wars as well as the most likely future conflicts...”

*Hon Robert Gates, SecDef
7 April 2009*



“Our test must not be ‘Have we changed?’ It must be ‘Have we changed enough?’ Everything is on the table except our core values.”

*GEN George Casey, CSA
October 2009*



“The answer is: We must provide a holistic, comprehensive Army MI Force Strategy that optimizes intelligence support to the Army full-spectrum operations.”

*LTG Richard Zahner
Army G-2*