**Army Intelligence in Support of a Regionally Aligned Army: No Cold Starts and No MI Soldier at Rest**

In the coming decade, despite our best efforts, there remains a high likelihood that our nation will again find itself engaged in armed conflict.  In an era of uncertainty the demand for scalable, mission-tailored, and regionally responsive forces will remain.

Responding to these realities and the imperatives of the National Security Strategy, the Army is regionally aligning its Corps and Divisions to provide tailored forces to respond to Combatant Commanders' requirements for operational missions, exercises and security cooperation activities around the globe, while also ensuring the Army can fight and win our Nation's wars.

While we remain committed to supporting our Soldiers and Commanders in this year of transition in Afghanistan, we are also aggressively and innovatively preparing our Army Intelligence Corps to support a globally engaged, regionally aligned Army.  We are investing in technologies, force structure, and training programs to ensure we have the capabilities and depth required to support Army warfighters at every echelon -- wherever our forces are employed.  Throughout the coming year we will focus on a number of critical Army Intelligence 2020 initiatives to provide the best possible intelligence force and to enable decisive action – now and in the future.

The most significant aspects of our modernization efforts include:

- **DCGS-A Global Fielding**.  Having gained a full deployment decision, the Army's Distributed Common Ground System is moving ahead, stabilizing its software baseline and introducing a number of soldier-inspired ease-of-use features.  As these initiatives come on line, Regionally Aligned Forces (RAF), Army Special Operations Groups and Army Theater Intelligence units around the world will enjoy improved interoperability, simplifying their transition into unique regional architectures, and setting conditions for streamlined integration.  At the same time, DCGS-A will continue its collaborative efforts with an expansive Community of Interest on the migration to the Intelligence Community's Information Technology Enterprise, executing a disciplined roll-out throughout the fiscal year and exposing select users to these capabilities as this critical national effort matures.

- **Transforming the Army's Aerial ISR Fleet**.  Having determined the composition of our Army's ISR fleet, the US Army Intelligence and Security Command (INSCOM) will also move forward to create the Army's first-ever Aerial Intelligence Brigade. The Brigade will feature a modest but modernized fleet of multi-intelligence platforms and sensors to support Army and Global ISR requirements, with consolidated Processing, Exploitation and Dissemination that will support COCOM and RAF forces around the globe in an efficient manner.   Planned as part of this transformation, Joint Detachments will increase the synergy between Army, Air Force and SOF exploitation cells as we work together to streamline Joint ISR planning and execution in support of joint and Army warfighters.

- **Driving the Build Out of the Army's Cyber Force**.  With the build out of INSCOM's 780<sup>th</sup> Military Intelligence Brigade well underway, the effort this year expands to include the stand up the 782d MI Battalion and US Army NETCOM's 7th Cyber Mission Unit.   The Army's Intelligence, Signal, and Mission Command Centers of Excellence will continue to work together to accelerate the expansion of these critical capabilities, specialists and organizations, even as our forces continue to execute daily operations in support of US Army Cyber Command.

- **Other Key Modernization Initiatives to Improve Intelligence Integration.**  In addition, the Army Intelligence Corps will introduce a number of force structure enhancements aimed at improving each theater's aligned intelligence organizations, while improving the flexibility and agility of the rotational forces which flow in to work with them.  In the coming year, we will improve the Theaters' Military Intelligence capabilities and begin to reorganize the Military Intelligence Brigades at the Corps.  In addition, INSCOM, the US Army Reserve Command and the Army National Guard G2 are teaming to develop the optimal solutions for a Multi-Component Counter Intelligence and Human Intelligence Command and are working on how best to introduce critical Insider Threat and Security Resiliency capabilities at each echelon.   While required force structure reductions will likely temper the scale and pace of our efforts, the Army Intelligence Corps will continue to focus on building fully integrated organizations that maximize multi-intelligence synergies which will, when complete, greatly enhance the support we provide to joint and Army formations around the world.

**Army Foundry 2.0 Program:  The Key to Intelligence Readiness for A Regionally Aligned Army:**  Beyond these initiatives, there are a number of training programs that are enabling RAF.  Of these, none is more important than the Army's Foundry 2.0 Program, with its two key objectives of "No Cold Starts" and "No MI Soldier at Rest."

Initiated to address a number of severe intelligence shortfalls in the early years of conflict in Afghanistan and Iraq, the Army G2 and INSCOM created the Foundry Program to ensure deploying Army Intelligence units and Soldiers did not arrive into combat without specific target and technical immersion on the missions they would execute.  Under the program's banner of "No Cold Starts," Foundry has trained over 100,000 Soldiers and has been widely credited with increasing the technical and target competence of our Intelligence Corps at every level, particularly in our tactical formations.  Now accepted as a fundamental enabler to Army readiness, the Army's Foundry Program continues to mature and, with Foundry 2.0, it will expand to better serve the global requirements of a regionally aligned Army.

In the past three years, as demands for highly trained, regionally focused intelligence specialists have increased, Foundry has expanded from a program focused primarily on pre-deployment certification for forces deploying into the Central Command AOR to one that today focuses on the daily sustainment and expansion of intelligence skills and expertise on a global scale. Intelligence Readiness Operational Capability - or IROC -

builds on the idea of "No Cold Starts" with the added challenge of "No MI Soldier at Rest". Formally introduced as part of Foundry in 2010, IROC challenges Army leaders to keep their intelligence Soldiers at every level immersed and engaged daily on live environment intelligence missions in order to preserve their highly perishable technical skills.  Such immersion in live environment intelligence is not new for thousands of our MI Soldiers working in theater, regional, or Special Operations organizations.  IROC simply expands that approach to sustaining expertise and experience into our tactical formations.  Keeping "No MI Soldier at Rest" at every echelon will ensure that our Theater, Corps, and Division commanders are supported by MI Warriors who maintain their tactical readiness and intelligence professional expertise alike.  As our MI Soldiers master their warrior tasks, they will also use IROC opportunities to focus their technical, language and regional expertise.

Fortunately, we have Commanders and G2s at every level who understand IROC and are actively embracing it.  In particular with the advent of RAF, we have seen commanders at all levels sponsoring pilots, integrating IROC into their training guidance, and encouraging their Soldiers to be daily involved in the most relevant intelligence work.  A few best-practice examples help illustrate the IROC concept and how it contributes to readiness while supporting RAF:

- **25th Infantry Division Live Environment**:  With the assistance of the J2, United States Force Korea, 25ID deployed tactical analysts to the theater's Combined Intelligence Operations Center, exposing their Soldiers to the nation's most gifted north Korean experts and to the theater's combined intelligence procedures.  This experience followed the Soldiers back to home station, where they have maintained the collaborative interaction with the intelligence enterprise that will now support them in the event of crisis or contingency.

- **Army Service Component G2 Live Environment**: With the assistance of a forward leaning ASCC G2 and the cooperation of a Defense Attaché, a live environment training (LET) opportunity was created to allow a tactical HUMINT Soldier to conduct strategic briefings in a multi-agency operating environment.   The program's first participant conducted 30 debriefings in 45 days, gaining rare experience for a tactical soldier outside of declared war zones.

- **2 Armored Cavalry Regiment IROC**:  Deploying under a force cap to OEF and restricted in the number intelligence personnel that could go forward, 2ACR established a reach back center at the European Foundry Site, with their home station Soldiers providing 24/7 support and producing detailed target packages on a daily basis.  In a practice now embraced by the 4th Infantry, the 101st Airborne (Air Assault), and the 82d Airborne Divisions, Soldiers engaged in IROC operations like this gain invaluable experience, while ensuring the highest quality of support to their teammates in the fight.

- **US Army Europe Multi-National IROC:**  In an effort to expand meaningful intelligence partnerships, the USAREUR G2 is currently establishing the Army's first

Multi-National IROC Site in Europe.  Tied in with the G2 Combined Intelligence Center, the 66th Military Intelligence Brigade, the European Cryptologic Center, the DCGS-A Theater Brain, and outfitted with all NATO and Coalition networks, the Multi-National IROC will conduct reach operations into the Balkans, Eastern Europe and North Africa.  The Multi-National IROC will provide the participating nations with an opportunity to build trust, solidify intelligence sharing and foreign disclosure procedures, and work combined intelligence while tying in with US-based Army forces regionally aligned for EUCOM and AFRICOM.

- **XVIII Airborne Corps (ABC) DCGS-A Global COMMEX**. In a recent Joint Operational Access Exercise (JOAX), the MI paratroopers of the XVIII ABC demonstrated their prowess on DCGS-A by connecting their systems into the 66th MI Brigade Theater Brain in Germany, while leveraging the enterprise to federate analysis across multiple centers.  While there were many lessons learned, the XVIII ABC G2's ability to generate a distributed theater common operating picture, to achieve network burn-in, and  to provide TTP for other Army DCGS-A users in an austere environment was outstanding.  Such efforts are indicative of the Corps' commitment to training the intelligence enterprise.

For all of the many challenges we face and all of uncertainty ahead, it is an exciting time to be an Army Intelligence professional and to be a part of the most talented and innovative Corps our Army has produced.   Building on the mastery attained from a decade of continuous operations, we are working today to translate what we have learned into meaningful, innovative approaches to provide the best support to our Soldiers and Commanders around the globe. Through advanced technology and innovative organizational structures, we will find new ways to increase integration and reduce uncertainty.  Through Foundry 2.0 and IROC, we will change forever the way our Soldiers are trained and daily employed, keeping them in the fight, with their minds on the mission, proactively and expertly supporting their fellow Soldiers around the world.

We are well on our way to the future we envision – building the intelligence force that our Army requires, capable of enabling decisions for current and future contingencies, and supporting a globally-engaged, regionally- aligned and responsive Army for years to come.