CHAIRMAN OF THE JOINT CHIEFS OF STAFF MANUAL

J-2 CJCSM 3314.01A
DISTRIBUTION: A, B, C, S 17 September 2012

INTELLIGENCE PLANNING

References: See Enclosure M

1. Purpose. This manual provides guidance to Joint Staff, Service (including Service intelligence centers and reserve components), Combatant Command (CCMD), and Combat Support Agency (CSA) personnel for conducting collaborative intelligence planning (IP) primarily in support of Combatant Commander (CCDR) campaign plans, contingency plans, and orders. These planning efforts are directed by reference p, reference h, and other planning directives, such as those that may be published during Crisis Action Planning (CAP). This manual describes the procedures to be applied in the development of a variety of IP products, to include the production, coordination, approval, and implementation of National Intelligence Support Plans (NISP).

2. IP Intent. As the intelligence component of the Adaptive Planning and Execution (APEX) system, IP procedures are applied during deliberate planning for campaign and contingency plans and crisis action planning. IP is a methodology for coordinating and integrating all available Defense Intelligence Enterprise capabilities to meet CCDR intelligence requirements. It ensures that prioritized intelligence support is aligned with CCDR objectives for each phase of the operation. The IP process also identifies Defense Intelligence Enterprise knowledge gaps and intelligence capability shortfalls and develops mitigation strategies where possible. Identified knowledge gaps and capability shortfalls also inform a variety of processes and products within the Joint Strategic Planning System (JSPS) and, in collaboration with the Office of the Director of National Intelligence (ODNI), the development of Unifying Intelligence Strategies (UIS).

3. Cancellation. CJCSM 3314.01 28 February 2008

4. Applicability

a. This manual applies to the Joint Staff, Services, CCMDs, and Defense Intelligence CSAs. It is distributed to other agencies for information.

b. This manual will be followed except when, in the judgment of the CCDR, exceptional circumstances dictate otherwise. This manual will take precedence if conflicts arise between it and Service publications.

c. Guidance contained in this manual does not preclude the Joint Staff, CCMDs, Services, and Defense Intelligence CSAs from conducting collaborative intelligence planning for CCDR plans or operations not tasked in reference p, reference h or CAP directives.

5. Intelligence Planning (IP) Roles and Responsibilities

a. Office of the Under Secretary of Defense for Intelligence (OUSD(I)). The USD(I) exercises the Secretary of Defense's authority, direction, and control over the Defense Agencies and DoD Field Activities that are Defense intelligence, counterintelligence, or Components and exercises planning, policy, and strategic oversight over all DoD intelligence, counterintelligence, and security policy plans and programs.

(1) Provide policy guidance and oversight of the IP process.

(2) Participate in IP Steering Groups (IPSG) to determine the scope and level of NISP support and collaborate in the management of NISP development, staffing, and coordination when applicable. For a detailed discussion of the IPSG, see page A-22.

(3) Participate in Joint Planning and Execution Community (JPEC) review of CCMD campaign and contingency plans and applicable NISPs.

(4) Co-chair the quarterly IP Governance Board. For a detailed discussion of the IP Governance Board, see page A-22.

(5) Support Office of the Secretary of Defense (OSD) Socializations and In-progress Reviews (IPR) of Joint Strategic Capabilities Plan (JSCP)-tasked plans and other plans as directed.

(6) Represent OSD intelligence equities in APEX forums to include the Adaptive Planning Implementation Team (APIT) and its subordinate working groups, the Adaptive Planning Senior Steering Group (AP SSG), and the Adaptive Planning Executive Committee (AP EXCOM). Collaborate with JS J-2 to fully implement and integrate IP into the APEX system.

b. Joint Staff, Director of Intelligence (J-2)

(1) Exercise DoD-level Functional Management of IP; oversee the development of IP along the Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P) spectrum of capabilities.

(2) Represent Joint Staff intelligence equities in APEX forums, to include the APIT and its subordinate working groups, the AP SSG, and the AP EXCOM. Collaborate with OUSD(I) to fully implement and integrate IP into the APEX system.

(3) In accordance with planning priorities and NISP guidance established in reference h, provide CCMDs, CSAs, and Services supplemental IP instructions and NISP development requirements through reference k guidance IP Objectives Guidance and Tasks.

(4) Support Joint Staff Socializations and IPRs of JSCP-tasked plans and other plans as directed.

(5) Support Joint Staff Joint Combat Capability Assessments (JCCA) for JSCP-tasked plans.

(6) Coordinate, integrate, and synchronize the IP activities of CSAs, Service intelligence centers, and other Defense Intelligence Enterprise organizations. When appropriate, and in close coordination with the supported CCMD, lead the development staffing and coordination of NISPs.

(8) Co-chair IPSGs which determine the scope and level of intelligence planning support for each assigned top priority planning effort and manage NISP production process when applicable.

(9) Coordinate targeting support from across the Intelligence Community (IC) and operational centers/agencies/enterprises as required, and produce Targeting Functional Support Plans (FSP).

(10) In coordination with JS J-5, facilitate review of NISPs during the JPEC's review of the supported plan. If NISP development lags behind that of the supported plan facilitate its review through a separate Joint Staff Action Process (JSAP), ensuring the supported basic plan and annexes B and C are included in the review package.

(11) Lead the development of an annual Joint Intelligence Posture Assessment (JIPA) in support of CCMD campaign plans and the JSPS.

(12) Represent and advocate CCMD intelligence interests to the Joint Staff, OSD, and the ODNI.

(13) Integrate IP with the UIS process.

(14) Consolidate IP-identified capability shortfalls to develop statements of Defense Intelligence capability requirements as input to programs and budget proposals.

(15) Coordinate Defense Intelligence Enterprise response to crises; serve as IC manager for support to military operations.

(16) Co-chair the quarterly IP Governance Board.

c. Intelligence CSAs, Service Intelligence Centers, and other Defense Intelligence Organizations

(1) Maintain sufficient capability to support multiple intelligence planning efforts simultaneously.

(2) Produce FSPs in accordance with Figure 1.

(3) Provide annual supportability estimates and capability assessments as required to meet CCMD stated intelligence requirements.

(4) Provide intelligence support to CCMDs in accordance with annual supportability estimates, approved NISPs, and other requests generated during the conduct of operations.

(5) Participate in JPEC review of CCMD campaign and contingency plans as well as supporting NISPs.

(6) Participate in the JCCA process for select JSCP-tasked plans.

(7) Participate in APEX and IP governance forums and associated working groups.

d. Combatant Commands

(1) Initiate the IP process to meet the requirements specified in references h, k, and p; or as tasked by the Chairman through planning directives issued subsequent to reference h; or as required to support CCDR-directed plans and cross-CCMD planning coordination.

(2) Co-Chair the IPSG.

(3) To the extent possible, identify and prioritize anticipated collection and all-source intelligence production tasks for all phases of supported plan(s).

(4) Develop an intelligence annex (Annex B) appropriate to the level of detail of the supported plan.

(4) Articulate specific personnel augmentation or operational support required from external organizations, including additional required capabilities to be included in Requests for Forces (RFF) messages.

(5) Provide an assessment of intelligence and counterintelligence capabilities of assigned, allocated, and apportioned forces with the goal of identifying knowledge gaps and capability shortfalls.

(6) Reference the Defense Intelligence Agency (DIA) Dynamic Threat Assessment (DTA)/Theater Intelligence Assessment (TIA) used for plan development/refinement per guidance in reference k.

(7) In accordance with reference k, the CCDR, via the CCMD J-2, will request the development, staffing, and production of NISPs through the JS J-2.

6. Procedures. Specific guidance regarding IP procedures is provided in the enclosures to this document.

7. Summary. This revision to CJCSM 3314.01:

a. Defines IP as the intelligence component of the APEX system that provides a methodology for integrating Defense Intelligence Enterprise capabilities to satisfy the intelligence requirements of the supported CCDR.

b. Outlines procedures for the conduct of IP in support of steady-state campaign plans, contingency branch plans, crisis action planning, and continued planning during execution.

c. Introduces the concept of two mutually supportive IP Lines of Effort: Intelligence Support to Joint Operation Planning and Planning Intelligence Operations.

d. Highlights the importance of an IP Team (IPT) composed of intelligence planners, analysts, and collection managers who collaborate to develop operationally-relevant intelligence plans and facilitate enhanced mission management.

e. Clarifies the lexicon and hierarchy of intelligence requirements and their association to anticipated collection and production requirements.

f. Explains how intelligence requirements are developed to support the commander's operational objectives and campaign Intermediate Military Objectives (IMOs) and through intelligence support to assessments enable the CCDR's decision advantage.

g. Promulgates procedures for the development of Concepts of Collection Operations that are based on and inclusive of the airborne Intelligence Surveillance and Reconnaissance (ISR) Concept of Operations (CONOP) outlined in reference b and required in response to Global Force Management Allocation Plan Planning Orders (GFMAP PLANORDs).

h. Establishes the relationship between the IP process and a variety of CJCS readiness and resourcing processes through the identification of intelligence capability shortfalls and assessing their impact in terms of operational and strategic risks.

8. Releasability. This manual is approved for limited release. DoD components (to include the CCMDs) and other federal agencies may obtain copies of this manual through controlled Internet access only (limited to .mil and .gov users) from the CJCS Directives Home Page--http://www.dtic.mil/cjcs_directives. Joint Staff activities may access or obtain copies of this manual from the Joint Staff Portal (http://jointstaff.js.smil.mil/portal/site/jsportal/).

9. Effective Date. This manual is effective upon receipt.

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Director, Joint Staff

Enclosures:

A - The Intelligence Planning Process
B - National Intelligence Support Plan Development Process
C - Intelligence Planning in Support of Campaign Plans
D - Intelligence Planning in Support of Crisis Action Planning
E - Federated Targeting Support
F - Capability Assessments
G - CCMD J-2 Staff Estimate Format
H - NISP Base Plan Format
I - Functional Support Plan Format
J - PRMx Format
K - CRMx Format
L - Requirements Examples
M - References
GL - Glossary

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ENCLOSURE A

THE INTELLIGENCE PLANNING PROCESS

1. Authority. The requirement for the IP process in support of top priority plans is established in reference p and amplified in reference h. Reference p directs CCMDs to conduct IP to support top priority campaign and contingency plans. The results of this planning will be formalized in intelligence annexes (Annex B) to CCMD plans, Joint Intelligence Posture Assessments, and, when applicable, National Intelligence Support Plans (NISP). Reference k specifies NISP development requirements. For emerging problem sets not addressed in the biennial JSCP, intelligence planning requirements may be incorporated into subsequent planning directives such as CJCS Warning Orders (WARNORD) and Planning Orders (PLANORD) issued during CAP.

2. IP Overview

a. IP Guiding Principles

(1) IP efforts are focused in support of CCMD plans as prioritized in reference h, with supplemental instructions published in reference k, or other planning directives issued subsequent to reference h.

(2) Intelligence requirements developed during IP are directly linked to the objectives of the supported plan, prioritized, and narrowly defined to support the CCDR's decisions.

(3) IP levels of effort and required products mirror the level of detail and purpose of the plan they support.

(4) The IP process is focused on meeting the supported CCDR's requirements.

(5) IP optimizes the employment of Defense Intelligence resources to support plan development and to support the continuous execution and assessment of activities and joint operations.

b. IP Levels of Effort and Products Required. Figure 1 depicts how the intelligence planning level of effort varies to mirror the level of detail and purpose of the supported plan. Contingency plans are developed to identify potential responses to anticipated crises. Campaign plans are developed to prevent crisis maturation, achieve GEF-directed end states, and inform steady-state resource allocation decisions. IAW the NISP development requirements

specified in reference k, the IPSG will determine appropriate NISP development levels of detail.

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<tr><td colspan="5">Top Priority Contingency Plans</td><td colspan="3">Campaign Plans</td></tr>
<tr><td>Level 4</td><td>Level 3T</td><td>Level 3</td><td>Level 2</td><td>Level 1</td><td>Global</td><td>Functional</td><td>Theater</td></tr>
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<tr><td rowspan="5">CCMD J2</td><td colspan="3" rowspan="2">Intelligence Estimate</td><td>Enemy Situation</td><td rowspan="6"></td><td colspan="3" rowspan="2">Intelligence Estimate</td></tr>
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<tr><td colspan="3">Required</td><td colspan="3">CCMD Discretion</td><td colspan="3">None Specified</td></tr>
</table>

Level 1= Commander's Estimate, 2 = Base Plan, 3= CONPLAN, 4= OPLAN

Figure 1. Products by Plan Type

3. IP Output

a. Major outputs of the IP process are listed below:

(1) Intelligence Estimates and Assessments

(a) DIA-produced intelligence assessments.

(b) CCMD-produced Intelligence Estimates.

(2) CCMD-developed Annex B

(a) CCMD-identified intelligence priorities.

(b) Production Requirements Matrix (PRMx).

(c) Collection Requirements Matrix (CRMx).

(d) Concept of Collection Operations.

(3) Defense Intelligence Enterprise supporting plans

(a) National Intelligence Support Plan.

(b) Functional Support Plans.

(4) Annual Joint Intelligence Posture Assessment

(a) Annual production supportability estimates.

(b) Annual collection supportability estimates.

b. Intelligence Estimates and Assessments

(1) Dynamic Threat Assessment. The DTA is a Defense Intelligence strategic assessment developed by DIA's Directorate for Analysis (DIA/DI) that identifies the capabilities and intentions of adversaries for each JSCP-directed top priority plan, except Theater Campaign Plans (TCPs). CCDRs and CCMD planning staffs use the DTA to inform Mission Analysis during Strategic Guidance. To support Plan Assessment, DIA analysts update DTAs periodically or as changes to the strategic environment are identified. CCDRs will consider the most likely and/or most dangerous enemy courses of action (COAs) from the range of scenarios and associated confidence level reflected in the DTA. The version of the DTA used will be cited in Annex B. CCDRs who deviate from the DIA validated or produced baseline will brief departures during IPRs.

(2) Theater Intelligence Assessment. DIA/DI will produce a TIA for each TCP. The TIA is a Defense Intelligence, theater-wide strategic assessment scoped in accordance with the actors of concern as defined by reference p, with particular emphasis on how these actors are affected by the strategic environment. DIA/DI will coordinate with the Geographic CCMDs to determine the specific content and production timeline to inform TCP revisions.

(3) Intelligence Estimate. In accordance with reference w, CCMD analysts are responsible for performing Joint Intelligence Preparation of the Operational Environment (JIPOE) to inform CCMD joint operation planning. Results of the JIPOE process may be disseminated in a variety of tailored products, culminating with the production of an intelligence estimate. An intelligence estimate is the appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determining the COAs open to the enemy or adversary and the order of probability of their adoption. It is generated as one of the functional staff estimates used to inform the Commander's Estimate.

c. Annex B. CCMD J-2s lead development of Annex B. Annex B is the intelligence annex to a plan or order that includes the Intelligence Estimate,

establishes intelligence priorities, assigns intelligence tasks, requests support from higher echelons, describes the concept of intelligence operations, and specifies intelligence procedures. The format and guidance for Annex B is contained in reference n. Although use of the formats in reference n is mandatory, additional appendices can be added to Annex B if circumstances warrant. (Upon approval and publication, the formats contained in reference n will be superseded by those in reference x).

d. CCMD Identified Intelligence Priorities. IP efforts are intended to satisfy the intelligence requirements prioritized by the CCDR. For campaign plans, the relative priority of steady-state intelligence requirements is determined following the evaluation of the intelligence requirements across all simultaneous planning efforts and ongoing operations. For contingency plans, anticipated prioritized intelligence requirements are further refined into either production requirements or collection requirements. To facilitate planning for the employment of available Defense Intelligence resources, anticipated production and collection requirements are compiled and further prioritized on a PRMx or CRMx, respectively. Appendix 1 to Annex B will identify intelligence priorities by phase. Figure 2 depicts a sample task execution hierarchy, links to operational objectives and assessment Measures of Effectiveness (MOE), and their association to the PRMx and CRMx.

(1) The PRMx (identified in reference b as the Intelligence Task List) is an analytic planning worksheet that identifies focused all-source analysis and production requirements to support all phases of the plan. It is organized into a two-tier hierarchy of prioritized analytic tasks and subtasks required to satisfy the CCDR's intelligence requirements. Tasks are derived from Essential Elements of Information (EEI) and linked to assessment MOE. On the other hand, analytic subtasks are the constituent elements of the task, which, when taken together, define the tasks' scope and content. Subtasks are based on the need to evaluate the various indicators associated with EEIs and assessment MOE. Although the PRMx can be used to manage the Joint Intelligence Operations Center (JIOC) internal analytic efforts for plans not requiring NISPs, the primary purpose of the PRMx is to facilitate the development of a federated production plan through the NISP process. Based on the responsibilities outlined in reference w, the resulting production plan should reflect the appropriate division of labor between the analytic resources assigned to CCMD JIOC and the broader Defense Intelligence Enterprise. The PRMx detailing the CCMD's analytic capabilities identified in the J-2 Staff Estimate is the starting point for developing a federated production plan.

(2) The CRMx is a collection planning worksheet that is used to compile anticipated collection requirements and capabilities. The CRMx links intelligence requirements, (to include Priority Intelligence Requirements (PIR)), their associated information requirements (to include EEI), related indicators, and Specific Information Requirements (SIR), to the collection capabilities that

are best suited to satisfy the anticipated collection task. The CRMx is intended to facilitate the development of integrated collection strategies against priority collection targets and to optimize the employment of collection assets under combatant command (command authority) (COCOM) and requested national-level collection resources. The CRMx and CCMD collection capabilities included on the J-2 Staff Estimate lay the initial foundation for integrated collection plans. As the plan matures during follow-on Plan Assessment cycles, supporting all-source production centers may contribute to the spiral development and maintenance of the CRMx through the generation of additional collection requirements.

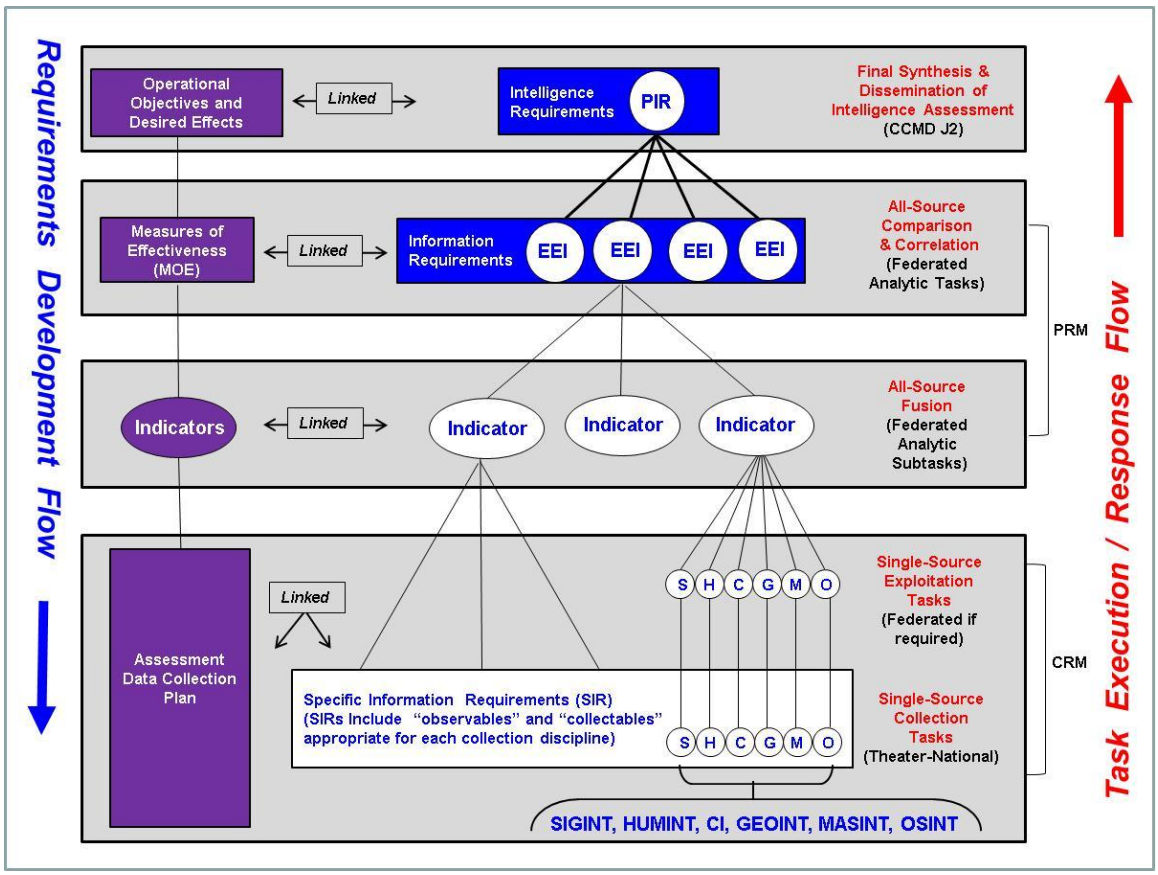

Figure 2. Sample Task Hierarchy

(3) Concept of Collection Operations. The Concept of Collection Operations described in this manual is based on and inclusive of the ISR CONOP outlined in reference b. While the ISR CONOP is typically associated with allocable airborne ISR capabilities, the Concept of Collection Operations is intended to capture collection activities to be conducted in all domains and across all collection disciplines. It documents the synchronization, integration, and employment of all collection capabilities in support of current and future operations. A component of the Concept of Collection Operations is the CRMx, which provides the means to identify and address collection capability shortfalls relative to the CCDR's PIRs. It outlines command and control

relationships and collection management authorities exercised at the CCMD, DoD, and ODNI levels, and describes tasking and reporting channels. It is used to justify requests for the allocation of additional collection capabilities and the integration of national-level collection resources. Figure 3 compares the purpose, periodicity, and content of Concepts of Collection Operations developed for either campaign or contingency plans.

CONCEPT OF COLLECTION OPERATIONS		
Plan Type	Campaign	Contingency
Purpose	Global Force Management Allocation Plan (GFMAP)	Time Phased Force Deployment Data (TPFDD) and NISP development
Periodicity	Annual	As required to support Plan Development and Plan Assessment timelines
Content	PIR-EEI-Indicator-SIR	
	CRM with imbedded Collection Capability Assessment Limitation Codes	
	Graphic depicting the Area of Responsibility (AOR) with PIR focus areas	Graphics (by Phase) depicting the Area of Operations (AO) and the Area of Interest (AI) with PIR focus areas. If developed, include Named Areas of Interest (NAI) and Target Areas of Interest (TAI)
	Collection Platform Estimates (Considering planning factors published in Annual GFMAP PLANORD)	
	Assumptions and Limitations	
	Command and Control (C2) Relationships	
	Collection Management Authorities and tasking methodologies	
	Processing and Exploitation Architecture	
	Collection Assessment Plan (Evaluation and Feedback procedures)	
	Operational Risk; Impact of capability shortfalls	

Figure 3. Concept of Collection Operations

e. NISP. The NISP is a Defense Intelligence Enterprise supporting plan to a CCMD top priority contingency plan that details how the intelligence capabilities of Combat Support Agencies, Services and other Defense Intelligence organizations will be employed to meet the CCDR's stated intelligence requirements. NISPs may also contain information regarding intelligence activities to be performed by organizations falling outside of the Defense Intelligence Enterprise. Supported CCDRs use the NISP to integrate theater and DoD national-level intelligence capabilities and coordinate intelligence operations as described in Annex B to the supported plan. It contains annexes, known as FSPs, from supporting Defense Intelligence Enterprise agencies and organizations that detail their concept for functional support. FSPs capture projected personnel augmentation requirements in

response to CCMD capability requests and identify knowledge gaps, capability shortfalls, and mitigation strategies. A NISP consists of four primary components: the NISP Basic Plan, prioritized requirements for production and collection support (i.e., PRM and CRM), capability assessments performed against these requirements, and FSPs. Refer to Enclosure B for NISP development procedures, Enclosure I for the NISP format, and Enclosure J for the FSP format.

f. Annual Joint Intelligence Posture Assessment. The Annual JIPA is a summarized estimate of the collection and production support CSAs and Services can provide CCDRs throughout a given year. It is developed in response to CCDRs' Annual Statement of Intelligence Priorities ("CCDR's Top 10") submitted through the Comprehensive Joint Assessment (CJA) Survey. Ideally, the "CCDR's Top 10" should relate to the near-term (0-2 years) and mid-term (3-8 years) threats and security concerns also reported in the CJA to inform the development of the Joint Intelligence Estimate. The JIPA contains annexes from CSAs and Services that describe their steady-state posture to address CCDR priorities based on the National Intelligence Priorities Framework (NIPF) in effect at the time. JS J-2 will compile the Annual JIPA and use it to inform a variety of CJCS resourcing recommendations generated within the JSPS. CCMDs may use the Annual JIPA to inform follow-on year planning efforts, Concepts of Collection Operations, and future intelligence resource requests. Refer to Enclosure C for IP support to Campaign plans.

4. Linkage to APEX. IP is the intelligence component of APEX and is synchronized with joint operation planning. Joint operation planning consists of three operational activities: Situational Awareness, Planning, and Execution. The Planning activity is further subdivided into four planning functions: Strategic Guidance, Concept Development, Plan Development and Plan Assessment. Figure 3 provides an overview of joint operation planning activities, functions, and associated products.

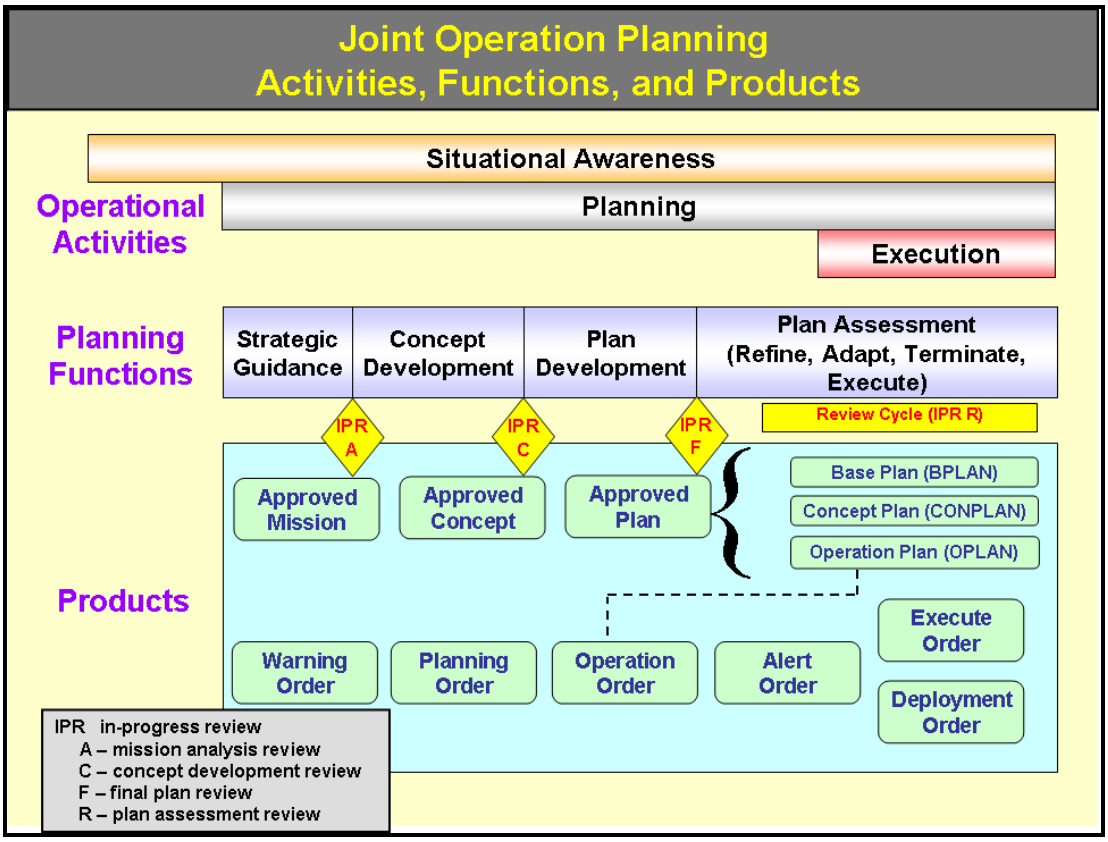

Figure 4. Joint Operation Planning Activities, Functions, and Products

a. Operational Activities

(1) Situational Awareness. Situational awareness consists of the continuous monitoring of the global situation and identifying current or anticipated threats to national security. It facilitates the analysis of events and revisions to relevant intelligence assessments and estimates used to support deliberate or crisis action planning.

(2) Planning. Planning translates strategic guidance and direction into campaign plans, contingency plans, and orders. Joint operation planning may be based on tasks specified in references h and p; the need for a military response to an unforeseen event, emergency, or time sensitive crisis; or as directed by the CCDR.

(3) Execution. Execution begins when the President decides to use a military option to resolve a crisis. Only the President or Secretary of Defense can authorize the Chairman to issue an execute order (EXORD). The EXORD directs the supported commander to initiate military operations, defines the time to initiate operations, and conveys guidance not provided earlier. During execution, the assessment process allows the CCDR to measure progress

towards the achievement of operational objectives and make decisions regarding the allocation of resources or the conduct of operations to ensure the mission remains focused on the end state.

b. Planning Functions. The four planning functions consist of Strategic Guidance, Concept Development, Plan Development, and Plan Assessment. During planning, commanders and staffs apply the Joint Operation Planning Process (JOPP) as an orderly and tested methodology to analyze a mission; develop, analyze, compare, and select COAs; and develop a plan or an order. While joint operation planning includes four planning functions, the JOPP follows seven planning steps. For the purposes of this manual, any mention of JOPP Step 7, "Plan or Order Development," will be limited to "Plan Development." For more information on the JOPP, refer to reference f.

(1) Strategic Guidance. This function is used to formulate politico-military assessments at the strategic level; develop and evaluate military strategy and objectives; apportion and allocate forces and other resources; formulate concepts and strategic military options; and develop planning guidance leading to the preparation of COAs. JS J-5 schedules milestones for all JSCP-tasked plans. At the CCMD level, planning is initiated upon receipt of strategic guidance. The CCDR in turn may publish a planning order containing a planning timeline. Upon receipt of the mission, the CCMD J-5 may call for a meeting of the Joint Planning Group or appropriate planning board, bureau, cell, committee, or working group (B2C2WG) to alert the staff of the pending planning effort. The staff prepares for mission analysis immediately upon notification by gathering the tools required. These tools may include relevant strategic guidance documents or planning directives, maps of the operational area, and initial staff estimates. Following mission analysis, the Strategic Guidance function ends with IPR-A (Strategic Guidance), which will focus on amplifying guidance and validating assumptions. The CCDR will incorporate the results of IPR-A into subsequent planning guidance.

(2) Concept Development. Upon receipt of the CCDR's planning guidance following IPR-A, the staff develops and analyzes a variety of friendly options. The staff then compares them against the decision criteria established by the CCDR and presents them for his approval. The CCDR develops a Commander's Estimate, which is a narrative statement with supporting graphics that broadly outline how forces may be employed to accomplish the mission. The Commander's Estimate is the basis for IPR-C (Concept Development), in which the CCDR reviews the enemy situation and presents several COAs and options for SecDef approval and further development. During IPR-C, interagency coordination, multinational involvement, and capability requirements may also be discussed.

(3) Plan Development. During plan development, the CCMD completes detailed planning and produces the base plan with required annexes. The

CCMD staff and subordinate commanders conduct deployment, employment, force, support, and other functional planning; perform comprehensive feasibility analyses; and perform other actions pursuant to guidance and direction received during IPRs. Finally, the CCDR submits the plan summary, basic plan, and required annexes to the Chairman for review by the JPEC. Following JPEC review, the CCDR will present the plan to the Chairman in a JCS Tank before briefing the Secretary of Defense in IPR-F (Plan Development). The intended result of IPR-F is SecDef understanding of plan ends, ways, means, and risk resulting in approval of the basic plan and required annexes, the resolution of any remaining key issues, and approval to proceed with plan execution and assessment (if applicable) with any amplifying guidance or direction.

(4) Plan Assessment. During Plan Assessment, the CCDR refines the complete plan while supporting and subordinate commands, Services, and supporting agencies complete their plans for review and approval. All commanders continue to develop and analyze branches and sequels as required. The CCDR and the Joint Staff continue to evaluate the situation for any changes that would trigger decisions to refine, adapt, terminate, or execute (RATE) the plan. If required, the CCDR will brief the Secretary of Defense during IPR-R (Plan Assessment). This plan assessment IPR will address modifications and updates to the plan based on assessments of the situation and the plan's ability to achieve military end states. A key result of this IPR is dialog with the Secretary of Defense regarding the direction of future planning, and a RATE recommendation. Plan refinement continues on a regular basis as circumstances related to the contingency change. Planners frequently adjust the plan based on evolving commander's guidance, results of force planning, support planning, deployment planning, shortfall identification, or revisions to intelligence assessments and estimates highlighting changes to the operational environment or to adversary capabilities and intentions. Plan refinement continues even after execution begins with changes typically transmitted in the form of fragmentary orders (FRAGOs).

5. The IP Process

a. IP Lines of Effort. Joint and national intelligence activities help identify and monitor threats to national security, which inform the development of policy and the Department's overall planning efforts. Through joint operation planning, intelligence priorities are further refined to focus the employment of limited Defense Intelligence resources. Thus, as the intelligence component of APEX, IP activities are generally organized along two mutually supporting lines of effort (LOE): providing intelligence support to joint operation planning; and planning intelligence operations, as illustrated in Figure 5.

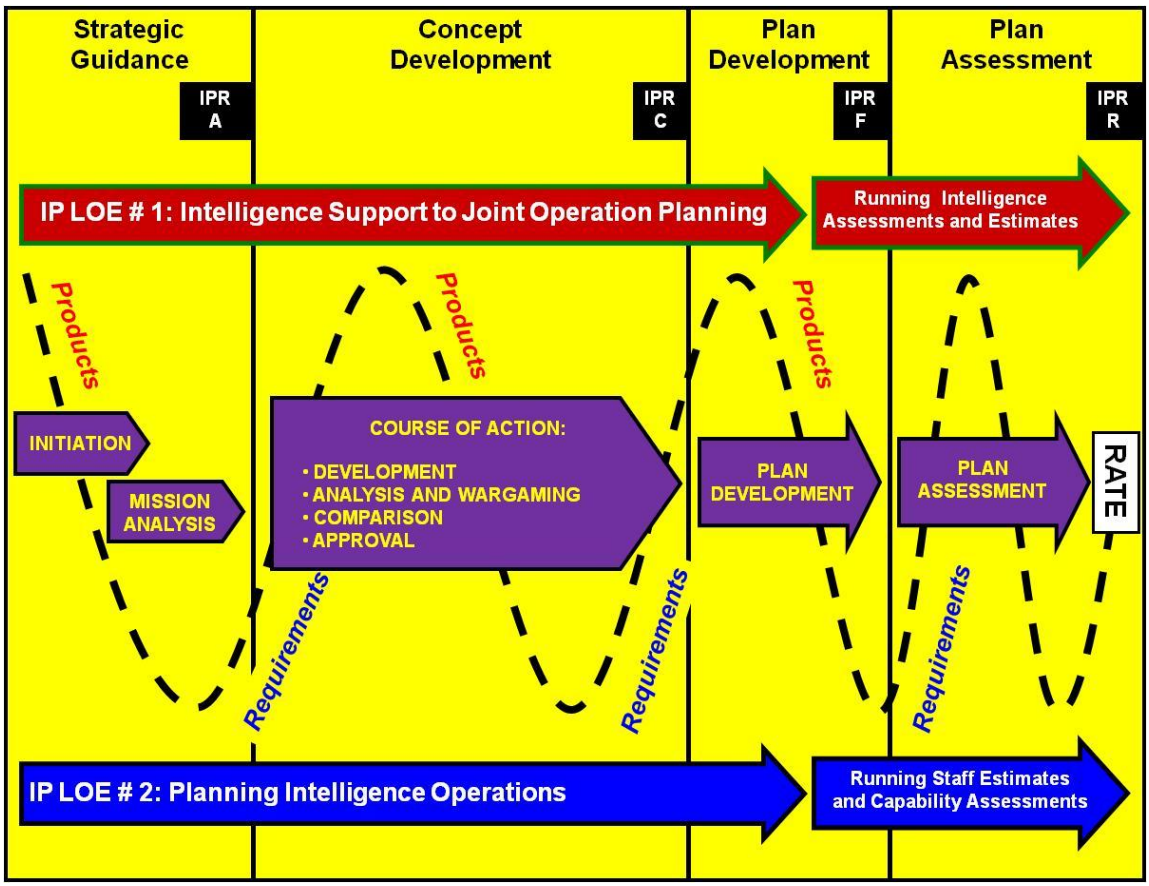

Figure 5. IP Lines of Effort

(1) IP LOE # 1: Providing Intelligence Support to Joint Operation Planning. IP activities along this LOE include the production of intelligence assessments and estimates of adversary intentions, capabilities, and COAs. Specific outputs of this LOE are the DIA-produced DTA or TIA and the development of tailored products from the CCMD's JIPOE process, which culminate in the production and maintenance of the CCMD's Intelligence Estimate. These finished intelligence products are disseminated to inform joint operation planning and the development of the Commander's Estimate, through which CCDRs provide the Secretary of Defense with military options to meet strategic objectives. Activities along this LOE are continuous and typically conducted in parallel to, and in support of, the appropriate CCMD joint operation planning and assessment B2C2WG.

(2) IP LOE # 2: Planning Intelligence Operations. IP activities along this LOE include identifying information gaps, prioritizing intelligence requirements, developing federated production and collection strategies as required, and identifying intelligence capability shortfalls and mitigation strategies. Specific outputs of this LOE are: the CCMD J-2 Staff Estimate, which identifies all available intelligence capabilities under COCOM and their

anticipated shortfalls; CSA and Service Intelligence Center estimates as requested or appropriate for federated support; the Annex B to a campaign or a contingency plan; and, when appropriate, a NISP. Additional outputs of this LOE may include intelligence resource demand signals articulated through the CCDR's Integrated Priority List (IPL), Concepts of Collection Operations, Force Readiness Reporting, or RFF messages. Activities along this LOE are continuous and typically conducted internal to the command as facilitated by an IPT led by CCMD intelligence planners who participate directly in joint operation planning and assessment B2C2WG. To effectively integrate national-level intelligence support, activities along this LOE are performed ICW CSA and Service component LNOs, DNI representatives, or the IPSG.

b. IP Activities During Strategic Guidance

(1) IP activities along IP LOE # 1: Intelligence Support to Joint Operation Planning

(a) DIA will validate, update, or produce a DTA or a TIA.

(b) At the theater level and below, intelligence planners orchestrate the command's JIPOE effort to provide a baseline assessment of the operational environment, adversary capabilities, centers of gravity, vulnerabilities, and estimated adversary COAs. The analytical cell of the CCMD JIOC evaluates relevant databases and intelligence holdings to identify gaps relevant to the planning effort under consideration. This includes the status of targeting information. The J-2 may form a JIPOE Coordination Cell to draw relevant information from other staff elements, IC representatives, and partner nations, as appropriate, as well as request tailored products from the Defense Intelligence Enterprise. The JIPOE process culminates with the production of an intelligence estimate which is incorporated into the plan as an appendix to Annex B. For more information on JIPOE, refer to reference d.

(c) The Red Team should review products that result from the CCMD's JIPOE process as well as other externally generated intelligence products in order to offer alternative assessments.

(d) As core members of the command's planning and assessment B2C2WG, theater-level and below intelligence planners contribute to the overall plan design and nominate operational objectives, desired effects, and other mission success criteria. In nominating mission success criteria, intelligence planners also advocate for the adoption of measurable and achievable objectives while considering how intelligence capabilities might be employed to assess them.

(2) IP activities along IP LOE # 2: Planning Intelligence Operations

(a) CCMD intelligence planners assemble an IPT or similar community of interest with all source analysts, target intelligence analysts, and collection managers as its core members (Figure 6). Intelligence systems architects, single source analysts, and representatives from CSAs, Service components, and the Joint Reconnaissance Center (JRC) may also collaborate with the IPT.

(b) The IPT develops an IP timeline that is synchronized with the command's planning timeline. This ensures tailored JIPOE products, the initial Intelligence Estimate, and the initial J-2 Staff Estimate are developed to meet the B2C2WG initial planning requirements.

(c) To generate the J-2 Staff Estimate, the IPT, ICW representatives from Service component or subordinate Joint Force Commanders, identifies and analyzes intelligence capabilities under COCOM authority available to support the execution of the plan. For contingency plans, this may include assigned and apportioned forces. For ongoing operations and steady-state campaign plans this may include assigned and allocated forces. CSA LNOs may also contribute to the CCMD's J-2 Staff Estimate by providing their initial supportability estimates for consideration early in the planning process. Conducting this analysis for ongoing operations, steady-state campaigns, and CAP may inform requests for additional forces.

(d) The IPT evaluates current theater collection and production posture to identify available assets that may need to be redirected to support the planning effort or the execution of the plan under consideration. In collaboration with the CCMD's collection strategists, J-2X, the JRC, and representatives from USSTRATCOM's Joint Functional Component Command for Intelligence Surveillance and Reconnaissance (JFCC-ISR), the IPT conducts a preliminary assessment of available collection assets and capabilities. In collaboration with the CCMD production manager, and representatives from the JIOC's analytical cell, the IPT performs an initial assessment of available analytic capabilities.

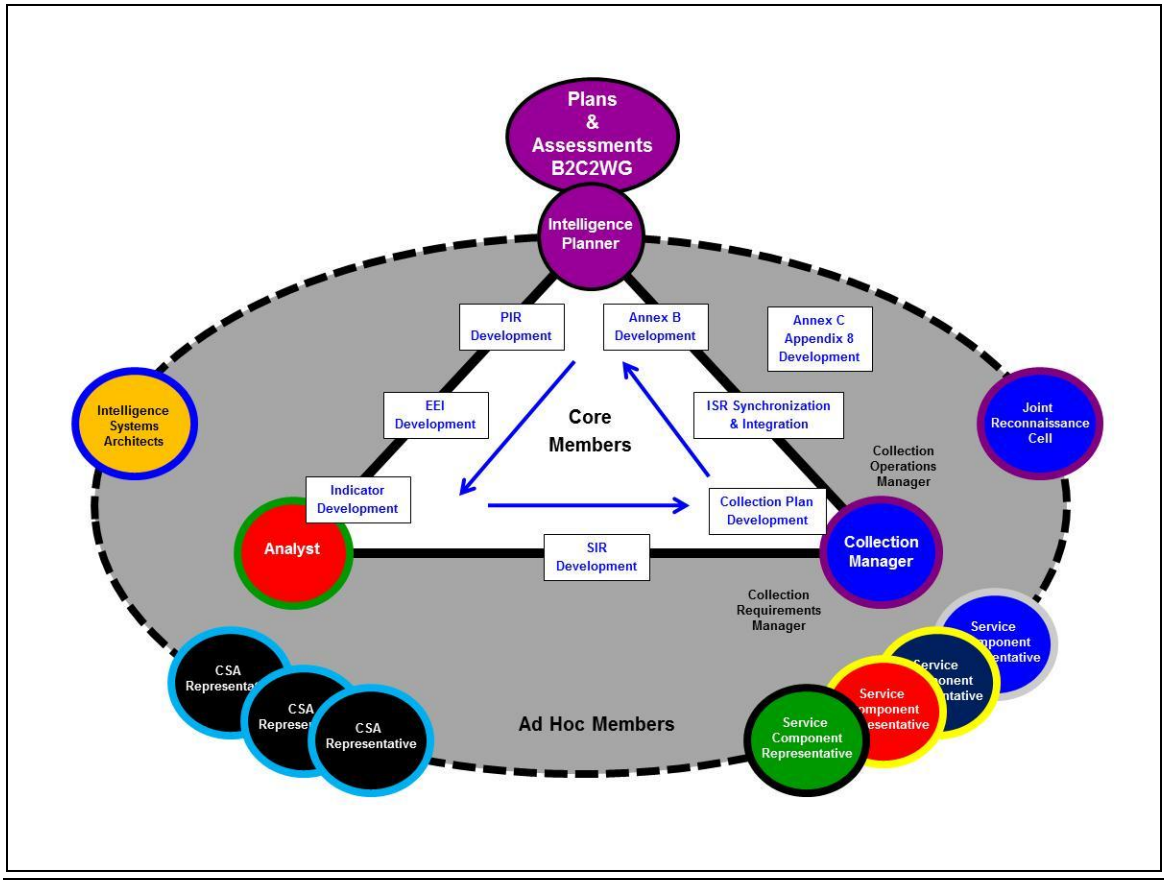

Figure 6. Notional IPT and Related Functions

(e) Based on the list of available intelligence capabilities, the IPT drafts the initial J-2 Staff Estimate, which is submitted to the appropriate B2C2WG to support the command's overall force structure analysis. In addition to listing available intelligence capabilities, the initial J-2's Staff Estimate identifies factors that may affect the employment of these capabilities. Factors such as logistical supportability, basing rights, communications and intelligence systems architecture, linguist availability, and legal restrictions should be considered. Certain employment limitations can be mitigated during COA Development ICW the appropriate B2C2WG. Other limitations however, may require mitigation through friendly actions outside the control of the command. In these instances, intelligence planners, in collaboration with the appropriate B2C2WG, may nominate appropriate planning assumptions. To validate these planning assumptions prior to COA Approval, they may nominate initial Friendly Force Information Requirements (FFIR) to the J-5 for presentation to the commander during planning prior to execution. If left unanswered prior to completion of Plan Development, initial FFIR should be submitted to the appropriate B2C2WG to the J-3 for presentation to the commander as part of the final CCIR to be monitored during Plan Assessment to inform RATE decisions.

(f) Considering the identified intelligence gaps relevant to the planning effort and recognizing the uncertainties in analytical conclusions, intelligence planners, in collaboration with the appropriate B2C2WG, may nominate additional planning assumptions and initial PIR for validation during the current planning cycle. Upon consolidation by the J-2 and approval by the CCDR, initial PIRs are then passed to the IPT for action and coordination with appropriate mission managers. If left unanswered prior to the completion of Plan Development, initial PIR should be considered by the J-2 for update and presentation to the commander as a part of the final CCIR to be monitored during Plan Assessment to inform RATE decisions.

c. IP Activities During Concept Development

(1) IP activities along IP LOE # 1: Intelligence Support to Joint Operation Planning

(a) CCMD intelligence planners evaluate JIPOE products to be disseminated to the appropriate CCMD B2C2WG. The CCMD intelligence planner or the analyst will present these products orally or submit them to the appropriate B2C2WG lead in written form in accordance with the established planning timeline.

(b) CCMD intelligence planners coordinate personnel to participate in COA Analysis and Wargaming. The CCMD J-2 may employ multiple representatives to support the appropriate B2C2WG during the wargame. These may include:

1. Intelligence planner to develop and analyze the overall intelligence support strategy.

2. Red Cell personnel to emulate the opposition force role of an uncooperative adversary and Red Team personnel challenge planning assumptions and provide alternative assessments.

3. Intelligence analyst to capture potential detectable signatures from which to nominate indicators of progress or regression used in the command's assessment process.

4. Collection strategists to initiate the development of a supporting collection plan.

5. Target intelligence analyst to help develop and analyze the overall intelligence support strategy, capture potential target intelligence requirements, initiate target development processes, and assist in PIR, EEI, and SIR development and evaluating intelligence supportability.

(c) Theater-level and below intelligence planners will also participate in COA Comparison by determining intelligence governing factors and highlighting the advantages and disadvantages of each friendly option from an intelligence supportability perspective.

(2) IP activities along IP LOE # 2: Planning Intelligence Operations

(a) During COA development, theater-level and below intelligence planners coordinate with appropriate mission managers (to include collection and production managers) to consider how theater-level and below intelligence assets and national-level intelligence resources could be employed to support execution of the plan.

(b) Based on potential adversary reactions (effects) evaluated during COA Analysis and Wargaming, the CCMD intelligence planner and the collection manager determine how the various collection disciplines could be employed to monitor relevant indicators.

(c) The CCMD intelligence planner revises the J-2 Staff Estimate, capturing additional factors unique to each of the proposed friendly COAs, which may limit the employment of intelligence capabilities. Once identified, the CCMD intelligence planner ensures these factors are considered during COA Comparison.

(d) The CCMD intelligence planner consolidates final PIR nominations from across the staff and drafts PIRs as required to support CCDR decisions. During COA Approval, the CCMD intelligence planner recommends PIR through the J-2 for CCDR approval.

(e) Following COA Approval, the intelligence planner, in collaboration with the IPT, develops EEIs and associated indicators required to satisfy the PIR. To maximize support to the commander's operational objectives, the IPT integrates and reconciles these requirements with MOEs and associated indicators developed by the appropriate B2C2WG.

(f) If required, the IPT will use PIRs, EEIs, their associated indicators, and anticipated SIRs to then generate a PRMx and a CRMx.

(g) The J-2 Staff Estimate process culminates with the CCMD's collection and production capability assessments performed against anticipated requirements entered on the CRMx and PRMx, respectively, as appropriate.

(h) Based on the CCMD J-2 Staff Estimate and in accordance with reference k, the CCMD J-2 will determine whether a NISP is required and will request IP support from the JS J-2 to initiate NISP development. The JS J-2 is responsible for publishing a message announcing the NISP effort and

requesting points of contact from the relevant communities of interest. Collaboration between the CCMD, JS J-2, CSAs, and Service intelligence centers is encouraged and can occur at any time during the planning process. However, the NISP process begins in earnest after the CCMD's initial draft PRM and Concept of Collection Operations (with CRMx) are reviewed by the IPSG and refined as required.

d. IP activities during Plan Development

(1) IP activities along IP LOE # 1: Intelligence Support to Joint Operation Planning

(a) CCMD intelligence planners coordinate with analysts (including the Red Team) to complete the Intelligence Estimate. Selected portions of the Intelligence Estimate are used to complete the Enemy Situation paragraphs throughout the plan. Reference x contains the revised Annex B format to include a complete Intelligence Estimate format.

(b) The CCMD J-2 may also provide analytical support and input to other portions of the plan, to include Annex H, Meteorological and Oceanographic Operations (METOC), and other annexes as required.

(2) IP activities along IP LOE # 2: Planning Intelligence Operations

(a) The IPT's lead intelligence planner develops the basic Annex B that outlines the intelligence mission, concept of intelligence operations, PIRs, and guidance for how collection, processing & exploitation, analysis & production, dissemination & integration, and evaluation & feedback will be performed during execution. The Annex B also details the communications and intelligence systems architecture and specifies tasks to subordinate intelligence organizations and requirements for external support.

(b) The appropriate B2C2WG evaluates whether targeting is necessary to accomplish the operation. If so, the IPT facilitates the development of Appendix 4 (Targeting) to Annex B.

(c) Intelligence planners collaborate with appropriate mission managers to develop required functional appendices to Annex B (e.g., J-2X for Appendix 3, Counterintelligence).

(d) To ensure the collection plan is fully integrated and synchronized with the contemplated operation, the IPT lead intelligence planner and collection managers contribute to other portions of the plan, such as Appendix 8 (Reconnaissance) to Annex C (Operations), Annex S (Special Technical Operations), and other annexes as required.

(e) If the plan will be supported by a NISP, the lead intelligence planners from JS J-2 and the CCMD J-2 will co-chair the IPSG and lead the NISP development, production, completion, staffing, and approval process. For more information on NISP development, see Enclosure B.

e. IP activities during Plan Assessment

(1) IP activities along IP LOE # 1: Intelligence Support to Joint Operation Planning

(a) The assessment process is continuous and linked to the CCIR process by the commander's need for timely information and recommendations to make decisions. Intelligence support to plan assessment applies during steady-state as well as to the execution of military operations. By assessing the impacts of shaping activities the J-2 supports decisions to refine or adapt the steady-state campaign plan or to refine, adapt, or terminate "living" contingency plans. During execution, the J-2 continues to provide support to assessments that informs FRAGO development reflecting decisions to refine, adapt, or terminate ongoing military operations.

(b) Normally, the J-3 and the J-5, assisted by the J-2, are responsible for coordinating assessment activities. Intelligence assessments of the current situation provide the means for intelligence analysts (including Red Teams) to draw conclusions of a potential future situation and estimate the next series of adversary COAs. In so doing, CCMD intelligence planners coordinate with analysts to revise and maintain a running Intelligence Estimate to facilitate continuous planning across multiple horizons. These planning horizons are tailored by the command to best suit the conduct of operations. For the purpose of assessing steady-state campaign plans, the planning horizons specified in the CJA are: near-term (0-2 years), mid-term (3-8 years), and long-term (9-20 years). See Figure 7.

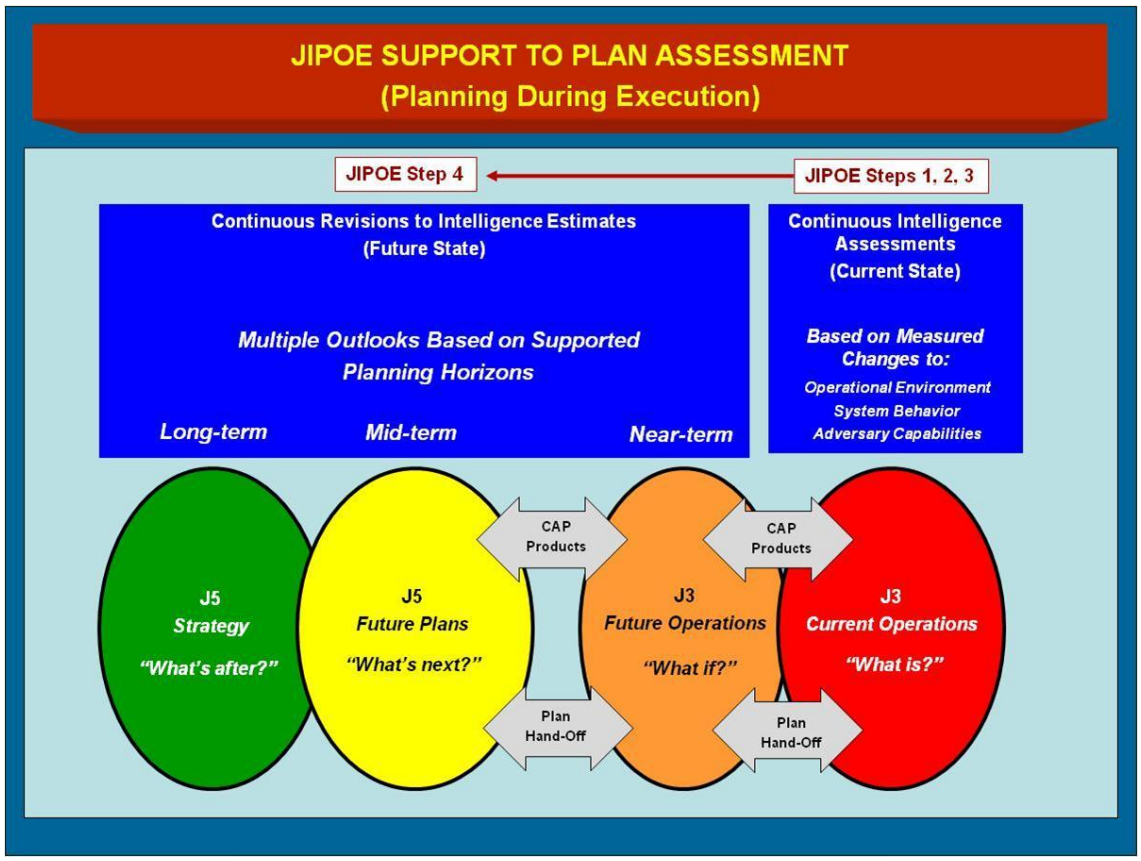

Figure 7. JIPOE Support to Plan Assessment

(c) To facilitate these assessments, CCMD intelligence planners participate in assessment B2C2WG and coordinate with intelligence analysts to apply MOEs aimed at determining changes to the operational environment, system behavior, or adversary capabilities. Following the battle rhythm established by the Chief of Staff, the J-2 assists the J-3 and J-5 in coordinating assessment activities. Through these measures, the J-2 supports the commander in timely decision making by determining if shaping activities and/or military operations are producing desired or undesired effects, when objectives have been achieved and when unforeseen opportunities can be exploited or require a change in planned operations to respond to unforeseen adversary actions.

(d) MOE assessment is implicit in steps 1, 2, and 3 of the JIPOE process. By continuously performing JIPOE, intelligence analysts have the ability to compare the baseline Intelligence Estimate used to inform the plan with the current situation. MOE assessment is informed through the detection of observable or collectable indicators which provide evidence that certain conditions exist. Several indicators may make up an MOE, just like several MOEs may assist in measuring progress toward achievement of an objective. Indicators may be either favorable or unfavorable. While favorable indicators

reflect progress towards the achievement of an objective, unfavorable indicators reflect regression and could provide warning of a potential crisis and the need to execute a branch plan. For more information on the relationships between the CCIR process and the assessment process and continuous planning during execution, refer to reference f.

(e) National-level intelligence support to Plan Assessment prior to the execution of military operations is primarily provided through the maintenance and periodic publication of DTAs and TIAs. These products provide a national-level perspective of the threat and inform RATE decisions for top priority contingency plans and refinements to selected campaign plans. Additional Defense Intelligence and National-level intelligence support to Plan Assessment prior to execution is provided in response to CCMD collection and production requests and by monitoring I&W and the reporting of critical intelligence.

(f) National-level intelligence support to plan assessment will also inform the Joint Staff JCCA processes by determining the near-term likelihood of plan execution. For more information on JCCA, refer to reference v.

(g) Plans for national-level collection and production support to Plan Assessment during execution are based on the supported CCMD's anticipated requirements reflected in the CRM and PRM respectively. During execution, preplanned collection and production requirements will likely change in response to dynamic changes to the CCDR's PIR. In these cases, time sensitive, ad hoc Requests for Information (RFIs) are submitted in lieu of pre-planned requirements.

(2) IP activities along IP LOE # 2: Planning Intelligence Operations

(a) When applicable, NISP development lags slightly behind the development of the supported plan and can be finalized during Plan Assessment if not completed prior to IPR –F.

(b) Upon completion of the NISP, the CCMD J-2 validates selected preplanned collection and production requirements and enters them into the appropriate requirements tasking system such as the Community Online Intelligence System for End Users and Managers (COLISEUM) and the National SIGINT Requirements Process (NSRP). Future IP Tool spiral development will facilitate the dynamic modification and validation of preplanned requirements for automated submission through appropriate tasking systems. Results of these tasks are used to update a variety of intelligence products used to inform RATE. For additional information on steady-state intelligence operations, refer to Chapter III, reference b.

(c) CCMD Intelligence planners coordinate with analysts (including the Red Team) as required to ensure their continuous JIPOE efforts are not only

assessing the current situation, but also producing estimates with threat projections that are synchronized with the planning horizon they are intended to support. See Figure 7.

(d) The CCMD JIOC will monitor the execution of Defense Intelligence tasks assigned to supporting organizations and will coordinate with JS J-2 to ensure satisfaction of requirements specified in the FSPs. CCMD intelligence planners will maintain a running J-2 Staff Estimate and, if required, update their capability assessments against new collection and production requirements.

(e) If a NISP has been produced, the IPSG will coordinate periodic assessment conferences and events as required. These venues provide the opportunity for:

(1) Defense Intelligence analysts to provide updated intelligence assessments with an eye towards gauging the impact of shaping activities.

(2) CCMDs to submit evaluation and feedback data to supporting organizations and to review and prioritize future collection and production requirements.

(3) CSAs and Service intelligence centers to provide updated production and collection assessment matrices as required in response to new requirements. Significant changes to requirements or supporting capabilities may be cause to revise the NISP.

(f) The CCMD's running J-2 Staff Estimate and National-level collection and production capability assessments will also support JCCA processes and should be used to inform CCMD risk, readiness posture, IPLs, and other processes and products within the JSPS used to inform the acquisition and development of joint capabilities. For additional information on the JSPS, refer to reference g.

6. Crisis Action Planning. In general, IP activities during CAP will be tailored to support the orders process based on whether a crisis situation is related to a contingency plan supported by a NISP, a contingency plan not supported by a NISP, or if military operations will be conducted in response to unforeseen situations. For more information on IP support to CAP, refer to Enclosure D.

7. IP Governance

a. IP Governance Board. Referred to in reference k as an "O-6 NISP Production Board," IP governance will be achieved by a board of O-6/Planners co-chaired by the JS J-2 and OUSD(I) and composed of representatives from CCMDs, intelligence CSAs, and Service intelligence centers. The board will

convene quarterly to evaluate ongoing planning efforts, disseminate best practices, discuss IP and APEX implementation, schedule new NISP efforts, and synchronize NISP production and assessment with the IPR, JCCA plan assessment process, and Joint and National exercise schedules for the following 6 months. If required, it will address issues and adjust timelines and Plans of Action & Milestones (POA&Ms). The IP Governance Board is supported by the action officer level IP Synchronization Team, chaired by the JS J-2, convened every other week and composed of representatives from CCMDs, intelligence CSAs, and Service intelligence centers.

b. Intelligence Planning Steering Group. An AO-level IPSG will be formed for each NISP effort. The IPSG consists of the lead intelligence planners from the CCMD J-2, JS J-2, and OUSD(I). It is co-chaired by the CCMD and the JS J-2 representatives. This group works together to guide the NISP production process. The IPSG produces the POA&M for the NISP effort, coordinates timelines, sets suspenses and conference dates, and monitors preparations for, and progress between, conferences. The IPSG also establishes agendas; conducts conferences, IPRs, and Secure Video Teleconferences (SVTCs); and resolves issues as they arise. The IPSG oversees the review of NISPs and makes recommendations for the adjudication of resulting comments. Internal coordination, collaboration, and free exchange of information within the IPSG are vital to the successful development of the NISP.

ENCLOSURE B

NATIONAL INTELLIGENCE SUPPORT PLAN DEVELOPMENT PROCESS

1. Purpose. This enclosure details the steps required to develop, staff, and approve NISPs. It is based on best practices and is intended to serve as a guide with options that allow the process to be tailored to meet specific CCMD requirements and circumstances.

2. NISP Components. A NISP consists of a base plan (BPLAN) and a series of annexes. The exact number and type of annexes will vary depending on the nature of the supported plan and its requirements for intelligence support.

a. NISP BPLAN. The BPLAN plan provides overall guidance to integrate and synchronize Defense Intelligence Enterprise support to the supported CCMD's plan. It supports the Annex B concept of intelligence operations, assigns tasks and responsibilities, requests interagency support as required, and identifies critical information gaps and capability shortfalls. The NISP BPLAN also describes how the JS J-2 will manage Defense Intelligence tasks to support the execution of operations. It can also convey information regarding intelligence activities in support of the planned operation to be conducted by organizations falling outside of the Defense Intelligence Enterprise.

b. NISP Annexes. See Enclosure I for a listing of common NISP annexes and Enclosure J for FSP formats.

(1) Prioritized Requirements for Intelligence Support. See the discussion of the PRMx and CRMx in Enclosure A. The PRMx and the CRMx are included in Annex A to the NISP and can be included as Appendix 1 to Annex B as determined by the CCMD J-2.

(2) Capabilities Assessments. Capability assessments represent the culmination of the staff estimate process for a given planning cycle. They are conducted by the CCMD JIOC and Defense Intelligence Enterprise, to include the CSAs, Service intelligence centers, and the Defense CI and HUMINT enterprises, to determine capability and capacity to satisfy production and collection requirements entered into the PRMx and CRMx, respectively. Capability assessments are displayed with, and incorporated into, the supported PRMx or CRMx in Annex A of the NISP.

(3) Functional Support Plans. An FSP is an intelligence agency/ organization/enterprise's annex to a NISP that describes the intelligence capabilities and concept for their employment in support of the CCMD plan.

The FSP also identifies critical information gaps, intelligence capability shortfalls, and mitigation strategies, in support of the CCMD mission.

3. NISP Initiation

a. Based on the CCMD J-2 Staff Estimate, and in accordance with reference k guidance, the CCMD J-2 determines whether a NISP is required and requests IP support from the JS J-2. In turn, the JS J-2 will coordinate with the other members of the IPSG to determine which supporting agencies will be required for the effort and then publishes a message initiating the NISP effort.

b. Upon receipt of the JS J-2's NISP initiation message, participating organizations will review initial CSA/Service estimates provided to the CCMD during Mission Analysis. These estimates will reflect their current posture and capabilities relevant to steady state support of the CCMD plan. This includes a review of current collection and production tasks to support the plan. These estimates should also consider assumptions and factors affecting the employment of Defense/National-level intelligence resources during execution phases. In the case of an update to a plan with an existing NISP, the NISP and its FSPs will serve as a point of departure.

4. Requirements Development

a. PRMx Development. Analysis and production (A&P) tasks to support the CCMD's plan are compiled in the PRMx. At this stage, the CCMD will divide the initial PRMx into requirements that will be performed solely by the CCMD and its components, and those that it will coordinate with the IPSG for validation, refinement if required, and subsequent federated production planning.

b. CRMx Development. Anticipated collection requirements, expressed as SIRs, will be compiled into a CRMx and submitted to the IPSG for validation, refinement if required, and subsequent integrated collection planning efforts. The CRMx will be refined in subsequent planning cycles as supporting analytic centers identify additional collection needs. Collection planning should be focused on the indicators of anticipated activity along with associated SIR. To the maximum extent possible, anticipated SIRs should be refined to a level that that would allow them to be assigned to the appropriate collection discipline. To that end, SIRs should yield collection target characteristics in terms of observables or collectables.

c. Concept of Collection Operations. In addition to the CRMx, the CCMD J-2 will generate and submit to the JS J-2 a Concept of Collection Operations as described in Enclosure A.

5. NISP Planning Conferences

a. The IPSG will determine the number and type of NISP planning conferences and SVTCs required for each planning effort and include them in the POA&M. There is no fixed number of conferences required for NISP development; the number will vary depending on the nature of the plan, the location of the CCMD, time available, and other factors. The IPSG will determine the duration, timing, location, participants, agenda, and desired outcomes for each conference. It should be stressed that the majority of the NISP development effort occurs offline and that NISP Planning conferences (whether conducted in person or virtually) are not intended to serve as the primary planning venues. NISP planning conferences should be scheduled on the POA&M as a forum to present the results of planning activities conducted in between conferences or to discuss issues that if not resolved would affect the NISP development POA&M. Once details are finalized, the JS J-2 will publish a message announcing the conference.

b. NISP Conference Participation. Representation from the following organizations should be considered when planning a NISP conference.

(1) CCMD J-2, J-5, JIOC, and other staff elements. Joint Task Force J-2 and/or Service component commands as appropriate.

(2) Joint Staff J-2 and OUSD(I).

(3) Intelligence Combat Support Agencies (CSA): DIA, National Geospatial-Intelligence Agency (NGA), and National Security Agency (NSA).

(4) Service Intelligence Centers: National Ground Intelligence Center (NGIC), Office of Naval Intelligence (ONI), Marine Corps Intelligence Activity (MCIA), and National Air and Space Intelligence Center (NASIC).

(5) Other organizations, as appropriate: Supporting commands, subordinate and sub-unified commands, and other supporting DoD elements and non-DoD agencies. Partner nations can be included if the classification of the plan and the material to be discussed permits.

c. Briefings and discussions during plenary sessions of the conferences provide a baseline of knowledge and understanding of the issues. The conferences also provide subject matter experts, with an opportunity to develop or expand communities of interest. Participation by CCMD JIOC and Defense Intelligence Enterprise analysts is critical during PRMx development and capability/capacity assessments. Collaboration between CCMD and JS J-2 intelligence planners, CCMD and Defense collection managers, and representatives from single discipline agency/organization is critical for the refinement of collection requirements and the development of an integrated

collection plan. An executive outbrief to the CCMD J-2 or other seniors is often conducted at the end of a conference.

d. Working Groups. In addition to plenary sessions at conferences, working groups (WGs) may be established for particular issues such as the development of an appropriate communications and intelligence systems architecture, the refinement of the PRMx or the development of collection requirements and associated strategies. These WGs can meet during or between conferences or virtually (e.g. SVTC, Tandberg, or by e-mail) to form electronic communities of interest.

e. After conferences or WG meetings, the JS J-2, in coordination with the other members of IPSG, will issue a message summarizing the results, capturing any tasking and providing an updated POA&M, if required.

6. NISP Development

a. NISP Development. Development of the NISP is based on the supported CCMD's intelligence requirements (to include CCDR-identified PIRs), their associated information requirements (to include EEIs), concept of intelligence operations, and the CCMD J-2 Staff Estimate of available capabilities to satisfy the anticipated requirements entered on a draft PRM and CRM. The IPSG establishes the POA&M for NISP production and deliverables. Coordination may occur online, via SVTC, or via conference. Formal coordination occurs via electronic message.

b. Initial Coordination. The IPSG will conduct initial coordination with supporting agencies either through an initial NISP development conference or via SVTC. The intent is to socialize the CCMD plan and its Annex B requirements among Defense Intelligence Enterprise participants and begin NISP development. The IPSG will establish the agenda as well as ensuring conference outcomes/deliverables are developed and methodologies for achieving the outcomes are defined. The JS J-2 publishes a message announcing the initial conference to addressees expected to participate in NISP development. Following the conference and the distribution of refinements to the PRM and Concept of Collection Operations (w/CRM), JS J-2 will task participating organizations and set suspenses in accordance with the agreed POA&M via the JSAP process. The conference will include, but is not limited to, the following information briefings:

(1) DIA/DI briefs the highlights of the applicable DTA.

(2) CCMD provides an overview of their Intelligence Estimate and the status of their JIPOE effort to date.

(3) CCMD J-2 outlines their concept of intelligence operations, capability assessments, and identified capability shortfalls resulting in requests for support from the broader Defense Intelligence Enterprise and operational risk determinations if capabilities gaps are not mitigated.

(4) The JS J-2 briefs the POA&M for NISP production which identifies key milestones and deliverables.

7. NISP Production

a. PRMx and CRMx Refinement. During NISP production, the CCMD will consider recommendations from Defense Intelligence Enterprise participants to continue to refine their anticipated production and collection requirements.

b. Assignment of Analytic Responsibilities. The CCMD passes the draft PRMx to the JS J-2 for coordination with the IPSG. The IPSG identifies analysis and production responsibilities in accordance with the Defense Intelligence Analysis Program (DIAP) and tentatively identifies collaborating DoD and non-DoD agencies. DIA/DI will confirm these assignments and adjudicate DIAP disputes. Based on best practices, the nomination of Responsible Analytic Centers (RAC) and Collaborative Analytic Centers (CAC) before a planning conference can accelerate and simplify the PRM process. However, the CCMD and the Defense Intelligence Enterprise must have an opportunity to review these recommendations and provide additional input. A&P capability assessments are performed prior to the final assignment of analytic responsibilities. A NISP Production Conference may be held to finalize the PRM. Where DoD capability is minimal or lacking, the JS J-2 may identify a non-DoD agency as a potential source; however, their participation is voluntary. Participants can also propose adjustments to the PRMx. After these issues are resolved, the IPSG will review and consolidate the various inputs and post an updated PRMx.

c. Assignment of Collection Responsibilities. The lead CCMD intelligence planner coordinates the draft Concept of Collection Operations (to include the CRMx) with the IPSG. The IPSG, in coordination with CCMD and Defense-level collection managers, ISR planners, and representatives from single discipline intelligence entities, tentatively identify the collection capabilities that could be employed to satisfy anticipated collection requirements by phase. Collection capability assessments are performed prior to the assignment of primary and alternate collection responsibilities. In some cases, tipping and cueing responsibilities may also be considered to enable collection against designated collection targets. Where DoD collection capabilities are minimal or lacking, a non-DoD agency may be identified as a potential source; however, their participation is strictly voluntary. An NISP Production Conference may be held to finalize the CRMx.

d. The preferred means of PRMx and CRMx dissemination is the automated IP Tool, which should be used as early as possible in the NISP development process. The IP Tool facilitates collaboration and the recording of capability assessments to be included in the NISP. Once the data is entered into the IP Tool it is easily displayed and manipulated in various views and formats. The IP Tool accommodates several prioritization schemes, including priority banding and ordinal prioritization at the production task or subtask level. Future spirals of the IP Tool will facilitate the prioritization of anticipated collection requirements. Prioritization of collection and production requirements entered into the IP Tool is essential to focus the collection and production effort and to prevent the employment of available capabilities on topics of limited or peripheral interest to the CCDR.

e. Capability Assessments

(1) General. Capability assessments are integral elements of the J-2 and CSA/Service staff estimate processes. As the planning process unfolds and staff estimates are revised, so too are the capability assessments. The J-2 Staff Estimate process culminates for a given planning cycle with the CCMD's collection and production capability assessments performed against their anticipated requirements. Likewise, the CSA and Service intelligence center estimate process culminates following the completion of their respective capability assessments. Once the CCMD enters their requirements into the IP Tool, participating organizations can initiate their capability assessments. The IPSG will determine the scope of these assessments based on the nature and level of detail of the supported plan. To the extent possible, requirements for contingency plans should be assessed for all phases of the operation. For contingency plans developed without a phasing model, capabilities will be assessed against requirements leading up to the established termination criteria. Assessing capabilities required to support execution phases will require tailoring the requirements to the appropriate phase. Additionally, intelligence planners and analysts should agree on a series of assumptions to forecast the situation at a particular phase of the operation and the availability of relevant forces and associated intelligence capabilities at those phases. COA Analysis and Wargaming results may provide the basis for making assumptions related to the execution phases. Detailed capability assessment procedures are described in Enclosure F.

(2) Collection and Exploitation (C&E) Capability Assessments. Effective C&E capability assessments rely on the level of specificity of the anticipated collection tasks to be satisfied. For this reason, anticipated SIRs should include anticipated focus areas (typically expressed as Named Areas of Interest or Target Areas of Interest) and should yield target characteristics (i.e., observables or collectables). The CCMD intelligence planner, in collaboration with relevant members of the IPT, conducts initial C&E capability assessments within the context of the J-2 Staff Estimate process. The CCMD's initial C&E

capability assessments are refined as the Collection/ISR Working Group develops an integrated collection and, if required, a federated exploitation plan with an associated communications and intelligence systems architecture. The CCMD can help focus C&E capability assessments by developing Concept of Collection Operations including graphics depicting collection focus areas for the various phases of the operation.

(3) A&P Assessments. Organizations with A&P responsibilities can begin their capability assessments to support the PRMx in parallel with C&E capability assessments. However, these assessments should be informed by the C&E assessments which can be viewed as they are entered into the IP Tool. The A&P and C&E capability assessments will be reviewed and reconciled by the relevant RACs in coordination with the IPSG before NISP staffing.

f. Functional Support Plans. During NISP production, supporting agencies/organizations draft their FSPs to describe their concept of intelligence operations to meet CCMD intelligence requirements. Based on their assessments of individual requirements, the agencies will identify significant knowledge gaps and capability shortfalls. Where possible, the FSPs will also identify mitigation strategies to address these gaps and shortfalls. Unmitigated gaps and shortfalls will translate into risk to the supported plan. FSPs also cover operational support issues such as augmentation, communications and intelligence systems architecture, federated support arrangements, and deployment of elements into the CCMD area of responsibility (AOR). The FSPs should also address any major support requirements specifically identified in the CCMD's Annex B and its discipline-specific Appendices. Non-DoD intelligence agencies or activities that participate in the capability assessment process are not required to produce a FSP.

g. NISP Production Conference (NPC). If the CCMD in coordination with the IPSG decides to hold a NISP Production Conference, the IPSG determines the methodology for a conference or VTC announcement. The purpose of the conference is to finalize the PRMx and CRMx, resolve remaining issues, and synchronize the CCMD's concept of intelligence operations and Defense Intelligence Enterprise concepts of intelligence support. At a minimum, the following briefings should be considered in the agenda:

(1) CCMD J-2 briefs changes or updates to the BPLAN or Annex B, and discusses information gaps, capability shortfalls, mitigation strategies, and operational risk determinations if critical capability shortfalls are not mitigated.

(2) CCMD J-2 and JS J-2 review the PRMx and CRMx and resolve any remaining issues concerning the assignment of analytic or collection responsibilities.

(3) Supporting agencies brief their concept of intelligence support.

8. NISP Completion

a. Finalize PRMx, CRMx, and Capability Assessments. The IPSG ensures that the final requirements and capability assessment have been entered into the IP Tool.

b. Complete the FSPs and NISP Base Plan (BPLAN). The IP participants complete their FSPs. The JS J-2 completes the NISP BPLAN with emphasis on identifying significant gaps and shortfalls as well as mitigation strategies and risks. The CCMD J-2 then reviews the draft NISP basic plan, PRMx, CRMx, and FSPs to ensure they are synchronized with Annex B and support the CCDR's decision requirements and the assessment of progress towards the accomplishment of objectives. The JS J-2 will work with the supported CCMD to determine the best avenue to engage other non-DoD organizations that may be able to assist filling the remaining gaps and determine the risk associated if no mitigation strategy exists. DIA Directorate for Information Management (DS) draws on the CCMD J-2–developed Communications and Intelligence Systems Architecture and, in coordination with supporting agencies, finalizes the Communications and Intelligence Systems Architecture FSP.

c. NISP Completion Conference/SVTC(s). If conducted, a final NISP Conference or SVTC(s) will provide a venue to review the complete NISP and brief its content to the CCMD J-2 or a designated representative. Briefings should highlight critical information gaps, capability shortfalls, and mitigations strategies.

9. NISP Staffing and Approval. If possible, the completed NISP with all Annexes (Requirements, Capability Assessments, and FSPs) will be submitted for JPEC review ICW the staffing of the supported plan prior to IPR-F. If concurrent staffing is not feasible, JS J-2 will formally staff the NISP using the JSAP process in accordance with reference y. JS J-2 will ensure the review package includes the NISP BPLAN, Annexes to the NISP, and the supported plan's BPLAN, Annex B, and Annex C. NISPs should be evaluated following the JPEC review criteria outlined in references f and l. The purpose of this staffing is to ensure that the NISP supports the CCDR's requirements and that it is complete, operationally and technically feasible, and supportable.

a. Step 1: Action Officer (AO) Review. The JS J-2 will conduct an informal AO review of the final draft NISP BPLAN, Requirements, Capability Assessments, and FSPs with the supported CCMD and supporting intelligence organizations via e-mail. The intent is to identify and resolve substantive issues as well as correct administrative and format errors. AO-level review can occur in conjunction with the NISP Completion Conference/SVTC.

b. Step 2: Planner (0-6) Review. The JS J-2 will formally staff the NISP with Annexes using the JSAP system in accordance with reference y. All

critical comments require endorsement by a GO/FO or SES. Depending on the quantity and level of the comments received during the initial staffing, a second planner review may be required as coordinated with and determined by the IPSG.

c. Step 3: Adjudication. The JS J-2 will lead the IPSG's adjudication of comments and, following IPSG concurrence, submit a consolidated comment resolution matrix with recommended adjudications to the appropriate JS J-2 division chief or designated O-6/GG-15 level representative for approval. Attempts to resolve critical comments will first take place at the O-6/GG-15 level and, if required, be elevated to the JS J-2 or designated GO/FO/SES for resolution. When adjudication is complete, the JS J-2 will disseminate the approved comment resolution matrix and post the revised NISP.

d. Step 4: CCDR Approval. After adjudication is complete, the Joint Staff will forward the NISP with annexes to the CCMD, requesting approval by the CCDR or his designated GO/FO/SES representative. The Joint Staff transmittal memo will state that the NISP was developed in close coordination with the CCMD J-2 staff, has undergone a formal review, that all comments have been adjudicated, and that remaining issues for this planning cycle have been resolved. CCMD concurrence and approval is documented with an approval memo. Once the CCDR or his designated GO/FO/SES signs the approval memo, the NISP process is complete. The NISP is posted to the JS J-2 portal and electronically disseminated.

e. Step 5: Post-approval processing. Once complete, JS J-25 forwards the NISP packet, including the CCMD's memorandum of approval, to the FSP producers to secure agency director signatures on the FSPs. As these are received, the signed copies are posted to JS J-25 portal.

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ENCLOSURE C

INTELLIGENCE PLANNING IN SUPPORT OF CAMPAIGN PLANS

1. Purpose. IAW reference k guidance, NISPs in support of CCDR campaign plans are no longer required. Beginning in FY 2013, one annual JIPA will be generated in lieu of these NISPs. This enclosure outlines procedures for the identification and prioritization of steady-state intelligence requirements and the development of the annual JIPA.

2. Campaign Plan Overview. CCDRs are tasked to operationalize their strategies through the development and execution of campaign plans that integrate, synchronize, and prioritize daily activities, including security cooperation and Phase 0 actions, to achieve reference p's prioritized end states. Campaign plans also serve as the vehicle for conducting comprehensive assessments of how the conduct of these activities are contributing to the achievement of IMOs and GEF strategic end states.

3. Resource Requirements and Intelligence Support

a. CCDRs use their campaign plans to articulate resource requirements in a comprehensive manner instead of on an incremental basis. To that end, IP support to campaign plans provides the means for CCDRs to: prioritize intelligence requirements across all ongoing operations and contingency planning efforts; generate requests for allocable intelligence resources; and determine the level of intelligence support required from CSAs and Service intelligence centers.

b. Figure 8, derived from JSCP Figure E1, illustrates the relationships between a CCMD TCP, its Subordinate Campaign Plans (SCP), ongoing operations, JSCP-tasked contingency plans, CCDR-directed contingency plans, and other AOR security concerns for which no plans have been developed. When viewed in the aggregate, the intelligence support these problem sets require exceeds available collection and production capacity. To more effectively inform resource allocation decisions and to optimize the steady-state employment of available Defense Intelligence Enterprise resources, CCMDs will evaluate intelligence requirements and forecast near-term, steady-state intelligence priorities annually through the CJA survey.

c. When identifying and nominating steady-state intelligence priorities, CCMD intelligence planners evaluate the relative priority of intelligence requirements across all plans, and operation orders and fragmentary orders in execution, and other threats or security concerns for which no contingency plans have been developed. In so doing, they may consider: the likelihood of a

threat event occurring or the security concern materializing; the impact of the forecasted event or security concern, to include the likelihood of triggering other CCMD contingency plans; the criticality of the supported decision; and the confidence levels required to inform said decisions. Generally speaking, steady-state intelligence requirements include the following:

(1) Intelligence requirements developed to support theater and global assessments and gauge the impact of shaping activities consistent with IMOs. These intelligence requirements support Plan Assessment and inform decisions to refine or adapt campaign plans.

(2) Intelligence requirements developed to support the assessment of SCPs. These intelligence requirements should be aligned with those of Global Campaign Plans (GCPs) and are designed to assess progress towards the achievement of GCP IMOs and their associated end states.

(3) Intelligence requirements developed to drive collection and production efforts to ensure "living" contingency plans remain current and viable for execution at any time. These intelligence requirements support Plan Assessment and inform decisions to refine, adapt, or terminate a given contingency plan.

(4) Intelligence requirements developed to maintain situational awareness on evolving trends, or other anticipated threat events or security concerns reported in the CJA, for which no contingency plans have been developed.

(5) Intelligence requirements that monitor indicators and provide warning of potential crises. These intelligence requirements are designed to monitor "triggers" that support Plan Assessment and inform decisions to execute a given contingency plan.

(6) Intelligence requirements to support ongoing execution of military and stability operations. These intelligence requirements support Plan Assessment and inform critical decisions typically published in FRAGOs.

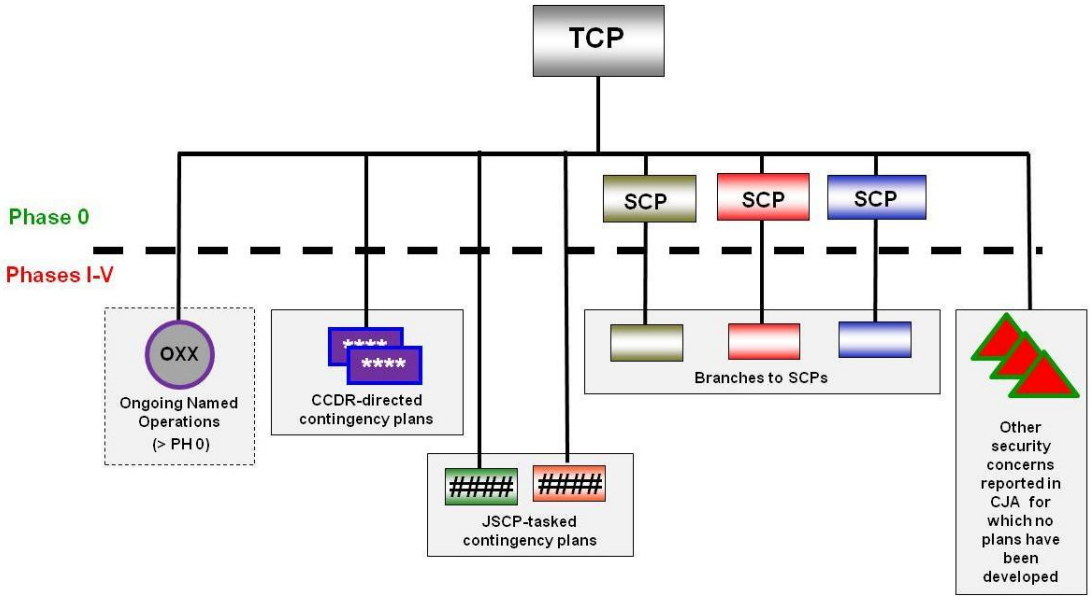

Figure 8. Notional TCP Framework

4. Annual Joint Intelligence Posture Assessment

a. Purpose. The intent of annual JIPA is twofold: inform CCDRs steady-state planning by describing the ability of intelligence CSAs and Service intelligence centers to provide intelligence support and to inform CJCS recommendations for the annual allocation of Defense Intelligence resources.

b. Articulation of Forecasted Intelligence Priorities

(1) The CJA survey will serve as the means for CCMDs to articulate annually-forecasted, steady-state intelligence priorities. Once the relative priority of intelligence requirements across all plans, operations, and security concerns has been determined, CCMDs will submit their "CCDR's Top Ten" intelligence priorities to the JS J-2 via the CJA survey tool. The degree of specificity or refinement of each of the "CCDR's Top 10" intelligence priorities will typically be limited to the association of an NIPF topic with a NIPF actor that will be used as points of departure for more focused collection and production requirements to be submitted throughout the course of the fiscal year. (For more information regarding topic definitions, refer to the NIPF Intelligence Topic Information Needs).

(2) The CCDR's Top 10 does not prevent CCMDs from submitting collection and production requirements to CSAs and Service intelligence centers in support of other topics of lesser priority, nor does it prevent CCDRs from updating their priorities throughout the course of the year as dynamic changes occur in the strategic environment. The purpose of identifying all

CCDRs' intelligence priorities simultaneously is to evaluate them against the NIPF in effect at the time, determine the annual, baseline assessment of the Defense Intelligence Enterprise to satisfy them, and to inform follow-on year force requests and allocation decisions with the goal of optimizing the employment of theater assets and national-level resources.

c. Development of the JIPA

(1) No later than 15 days following the receipt of annual CJA Survey data, the JS J-2 will disseminate a consolidated list of CCDRs' "Top 10" to intelligence CSAs and Service intelligence centers. To enhance situational awareness and to advocate on behalf of CCDRs, the JS J-2 will disseminate these intelligence priorities to other Defense Intelligence Enterprise organizations and the ODNI. Intelligence CSAs and Service intelligence centers will evaluate the consolidated list of CCDRs' "Top 10" against their steady-state posture and provide brief descriptions in response to each of the CCDRs' stated priorities based on the NIPF in effect at the time. In evaluating CCDR priorities, single discipline intelligence entities consider existing collection programs and capabilities with access to potential collection targets and/or the ability to acquire raw data and process it into useable information related to CCDRs' intelligence needs. All-source and single-source analytic centers consider factors such as levels of effort associated with CCDR priority topics, annual production plans if developed, or production that might be scheduled as a part of relevant UIS.

(2) No later than 60 days following receipt of the consolidated list of CCDRs' "Top 10," intelligence CSAs and Service intelligence centers will submit to JS J-2 their respective supportability estimates in the form of an Information Memorandum with command-specific enclosures. Enclosures will provide brief descriptions of their ability to address each of the CCDR's priorities. Brief descriptions should not exceed one paragraph in length and should include supporting organizations' analyses of the CCDR's topic against the NIPF in effect, current collection programs and capabilities, analytic levels of effort and scheduled production. Given the relationships between TCPs and GCPs, it is likely that CCDRs' intelligence priorities may overlap. In these cases, supporting organizations may use the same description for multiple CCMDs. If a particular CCDR intelligence priority is not related to the mission of a supporting organization, they will state so by entering "N/A" in the appropriate subparagraph. If a supporting organization has capabilities that are limited to the extent that a description is not practical, "NSTR" should be used.

(3) Upon receipt of CSA and Service intelligence center supportability estimates, JS J-2 will consolidate inputs and publish a summary memorandum assessing the ability of the Defense Intelligence Enterprise to satisfy CCDR's top intelligence priorities.

d. Utilization of the JIPA. The JIPA is developed to inform CCDRs of the ability of the Defense Intelligence Enterprise to satisfy the steady-state intelligence priorities identified across all ongoing operations and planning efforts and to facilitate risk determinations. To that end, the CCMD JIOC leadership may use the annual JIPA to inform: readiness assessments and reports; IPLs; follow-on year Concepts of Collection Operations prepared in response to the annual GFMAP PLANORD; and the effective steady state management of the JIOC and the theater intelligence enterprise. The JS J-2 will integrate the JIPA into a variety of Joint Strategic Planning System processes to inform the Chairman's recommendations for the allocation of resources or the development of required joint intelligence capabilities and as an input to the ODNI's Global Coverage Study/Decision Aid Framework.

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ENCLOSURE D

INTELLIGENCE PLANNING IN SUPPORT OF CRISIS ACTION PLANNING

1. Purpose. This enclosure describes the intelligence activities required to support CAP. A crisis is defined as an incident or situation involving a threat to the United States, its citizens, military forces, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of military forces and resources is contemplated to achieve national objectives. CAP is defined as the APEX system process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. CAP procedures are employed when a contingency response is anticipated to be executed in 12 months or less.

2. Overview of Crisis Action Planning

a. Relationship to Deliberate Planning. Deliberate planning supports CAP by anticipating potential crises and operations and developing contingency plans that facilitate transition to execution planning. Deliberate planning prepares for hypothetical situations and is heavily dependent on assumptions regarding the threat and the availability of friendly forces. On the other hand, during CAP, some planning assumptions are replaced with facts and the actual conditions that exist at the time. Deliberate planning results in the development and maintenance of "living" plans. Conversely, CAP can result in the development and issuance of orders, or revert to a "living" plan status.

b. CAP Activities and Functions. CAP follows the same operational activities and functions that apply to deliberate planning (see Figure 4). However, depending on the time available some steps may be compressed or eliminated altogether.

(1) Situational Awareness. As with Deliberate Planning, Situational Awareness provides the means for CCMDs to continuously monitor their respective AORs and to identify indicators of incidents that could develop into a crisis. Once an event has occurred, the CCDR issues an operational report (OPREP-3) PINNACLE to advise the chain of command. Upon receipt of the OPREP, the Chairman provides an assessment of the situation from the military point of view to the President and the Secretary of Defense. The supported CCMD continues to monitor the situation and provide updates as required. Depending on the urgency of the situation, the CCDR's assessment may include a recommended COA(s). At this point, options for action include: continued monitoring, increased reporting, gathering additional information,

publishing a CJCS WARNORD to initiate more detailed planning, or return to pre-crisis situation monitoring.

(2) Planning. The Planning activity normally begins with the issuance of a CJCS WARNORD, PLANORD, or Alert Order (ALERTORD) indicating that a threat to national security exists or a response is warranted. Planning consists of two parts: COA Development and Detailed Plan Development.

(a) Under CAP procedures, COA Development begins with mission analysis, the issuance of CCDR's planning guidance, and the development of staff estimates. COA Development ends with the preparation of a Commander's Estimate with COA recommendations for the Chairman, Secretary of Defense, and President to consider.

(b) The Chairman may issue a PLANORD to direct the initiation of detailed planning pending COA approval by the President or Secretary of Defense. Upon COA approval, the Chairman issues an ALERTORD conveying the Presidential or SecDef decision. Following the receipt of a PLANORD or ALERTORD, the supported CCDR expands the approved COA into a detailed Operation Order (OPORD) and sourced time-phased force deployment data (TPFDD). To facilitate detailed OPORD development, the supported CCDR may modify an existing OPLAN or expand an existing CONPLAN. In the event of an unforeseen crisis situation, the supported CCDR develops an OPORD from scratch without the benefit of an existing OPLAN.

(3) Execution. Execution begins when the President or the Secretary of Defense decides to execute a military option in response to a crisis. The Chairman issues an EXORD conveying the decision and to direct the deployment and employment of forces. The CJCS EXORD also defines the timing for the initiation of operations and conveys guidance not provided earlier. In turn, the supported CCDR issues an EXORD to supporting and subordinate commanders and directors of CSAs. Supporting and subordinate commanders and directors of CSAs execute their respective OPORDs and conduct operations to accomplish assigned missions. The Chairman monitors the deployment and employment of forces, acts to resolve shortfalls, and directs actions as needed to ensure successful completion of military operations. If the crisis is prolonged, the CAP process may be repeated continuously as circumstances and missions change. For additional information on CAP, refer to Enclosure E, reference n.

3. IP Activities During CAP

a. Potential Crisis Scenarios. In general, IP activities during CAP will be tailored to support the orders process based on whether a crisis situation is related to a contingency plan that is supported by a NISP, a contingency plan

that is not supported by a NISP, or if military operations will be conducted in response to unforeseen situations.

(1) Crisis Situation with a Contingency Plan Supported by a NISP. If the crisis is related to the scenario of a contingency plan that is supported by a NISP, the NISP and the CCMD Annex B will serve as the basis for Defense Intelligence Enterprise's response and continued planning during the execution of military operations. Upon the issuance of a CJCS PLANORD or ALERTORD, the CCMD J-2 will determine which portions of the Annex B require modifications to support the approved COA. The CCMD J-2 will coordinate with the JS J-2 to determine which portions of the NISP may require changes. Paragraph 3 (Execution) of the basic NISP will detail how the JS J-2 will manage intelligence support to the CCMD during the execution of military operations. The IP Tool will enable virtual, real-time collaboration between the supported CCMD J-2, the JS J-2, and supporting organizations for the purpose of modifying the pre-existing federated production plan and, if developed, an integrated collection plan. The IP Tool will also enable the CCMD J-2 to submit and the JS J-2 to manage crisis-related RFIs related to pre-planned production requirements.

(2) Crisis Situation with a Contingency Plan without a NISP. If the crisis is related to the scenario of a contingency plan that is not currently supported by a NISP, the updated Annex B will serve as the basis for Defense Intelligence Enterprise's initial response, and continued planning during execution. In this situation, the CCMD J-2 will determine which steps of the IP process offer immediate benefit and can be executed in the time available. The IP Tool will enable virtual, real-time collaboration among the supported CCMD J-2, the JS J-2, and supporting commands and organizations for the purpose of developing a federated production plan and an integrated collection plan for high priority collection targets.

(3) Unforeseen Crisis Situation. If an unforeseen crisis emerges for which no contingency plan exists, CCMD J-2s will follow CJCS and CCDR planning guidance and will coordinate requests for external support through the JS J-2 as required. The CCMD J-2 will determine which steps of the IP process can be executed in the time available. When the urgency of the situation does not allow for the development of an Annex B and/or supporting OPORDs from directors of intelligence CSAs, the IP Tool will enable virtual, real-time collaboration among the supported CCMD J-2, the JS J-2, and supporting organizations for the purpose of developing a crisis federation.

b. IP Lines of Effort (LOE). The IP activities organized along the two IP LOEs discussed in Enclosure A also apply to CAP. Depending on the situation, these activities may be performed on an accelerated basis (i.e., "Fast Track") and under some circumstances certain steps of the IP process may be omitted.

The following paragraphs offer exceptions to the IP activities previously discussed in Enclosure A.

(1) IP LOE # 1: Intelligence Support to Joint Operation Planning

(a) DIA will update an existing DTA or produce appropriate strategic level intelligence assessments tailored to the crisis, such as an Intelligence Summary, that will be used to inform CJCS and CCMD-level CAP procedures.

(b) CCMD intelligence planners will coordinate with JIOC analysts to accelerate the JIPOE effort, identify critical information gaps relevant to the crisis, facilitate the development of threat-related planning assumptions, and to produce an Intelligence Estimate to support the development of the Commander's Estimate generated during CAP.

(2) IP LOE # 2: Planning Intelligence Operations

(a) CCMD intelligence planners and relevant JIOC mission managers may assemble a crisis IPT. The functions of the crisis IPT performed on behalf of the CCMD J-2 include, but are not limited to, the following:

1. ICW the appropriate CCMD B2C2WG, nominating changes to PIRs and submitting recommended changes through the CCMD J-2 to the CCDR for approval.

2. Updating the running J-2 Staff Estimate by identifying the current readiness status, posture, and disposition of intelligence assets assigned or allocated to the CCMD.

3. Evaluating available collection/ISR and processing, exploitation and dissemination (PED) capacity, assessing the risks of redirecting the employment of available collection/ISR and PED assets to support the crisis, and modifying collection plans as required to monitor the situation as the crisis unfolds.

4. Identifying requirements for additional collection/ISR and PED resources not already included in the TPFDD, coordinating national-level collection support, and/or generating and submitting RFFs for collection/ISR and PED resources as required.

5. Evaluating available analytic capacity, assessing the risks of redirecting the employment of available analytic capabilities to support the crisis, identifying analytic capacity shortfalls, and either reviewing existing crisis federation plans included in NISPs or developing a crisis federation CONOPs for further coordination with the JS J-2.

6. Identifying requirements for additional personnel, generating and submitting RFFs for augmentation as required, and coordinating with JS J-2 to reconcile RFFs with pre-planned augmentation captured in relevant NISPs.

7. ICW the JS J-2 and intelligence CSAs, developing plans for the deployment of individual augmentation not already entered in the TPFDD and coordinating plans for their Reception Staging Onward Movement and Integration (RSO&I) and sustainment.

8. Developing a communications and intelligence system architecture tailored to support the crisis, identifying the need to deploy additional communications capabilities (such as those of a National Intelligence Support Team), and coordinating through JS J-2 to address shortfalls.

9. Recommending the task organization of available intelligence assets to support the approved COA.

10. Modifying or drafting the Annex B as required to support final OPORD development.

11. Reviewing draft CJCS WARNORDs and PLANORDs and recommending to the CCMD J-2 modifications as required, to request accelerated NISP development.

(b) If accelerated NISP development is tasked in a CJCS WARNORD or PLANORD, the JS J-2 will convene the IPSG to coordinate the level of detail required to mirror the supported plan and develop a POA&M.

(c) Accelerated NISP development during CAP will rely on virtual collaboration via the IP Tool or other means to coordinate anticipated production requirements to be performed in support of the execution of military operations and to codify federated all source production responsibilities. Future IP Tool spiral developments will enable the deconfliction of collection responsibilities against CCMD-identified priority collection targets, the integration of National-level collection resources, and the synchronized deployment and employment of theater-level and below collection/ISR and PED capabilities. NISPs may also identify requirements for individual augmentation from throughout the Defense Intelligence Enterprise.

(d) Crisis responses from intelligence CSAs are generated within the context of established CAP procedures and tailored to suit the needs of the CCMD within the time available. To that end, NISP development may take various forms. It may be limited to the NISP BPLAN, NISP BPLAN with Annex A (to include the PRMx and CRMx), or it may include FSPs with abbreviated content. In developing the PRMx and CRMx for inclusion in Annex A to the

NISP, emphasis should be placed on the assignment of production and collection responsibilities. During CAP, detailed capability assessments are not required.

(e) Following the issuance of a CJCS WARNORD, PLANORD, or ALERTORD, the JS J-2 may declare an intelligence crisis and establish appropriate crisis management structures with augmentation from DIA as required. Depending on the scope and potential duration of the crisis, the JS J-2 may also establish an Intelligence Crisis Management Team, Intelligence Crisis Management Element, or an Expanded Intelligence Task Force. In general, these structures will provide direct intelligence support to the Chairman, facilitate the timely management of and responses to the supported CCDR's crisis-related RFIs, and coordinate overall intelligence support to the supported CCMD to enable continued planning during execution.

ENCLOSURE E

FEDERATED TARGETING SUPPORT

1. Overview

a. Federated targeting intelligence involves establishing partnerships to share responsibilities and leverage appropriate expertise. Intelligence federation is defined in reference b and serves as the foundation for target intelligence federations. Federation can result in a more effective and efficient division of labor and use of resources. It involves both intelligence analysis and production. Federated targeting strives to leverage the responsibilities and capabilities of Defense and National intelligence agencies and other governmental organizations to support CCMD or Joint Task Force target development, target vetting, and Battle Damage Assessment (BDA) processes.

b. Federated targeting may include, but is not limited to:

(1) Target System Analysis.

(2) Producing Electronic Target Folders (ETFs), which include:

(a) Associated target graphics.

(b) Core and supplemental target graphics and mensurated aimpoints graphics, etc.

(c) Intelligence to support the target vetting process.

(d) Joint Desired Points of Impact.

(e) Weaponeering solutions and Collateral Damage Estimates.

(f) Other federated ETF as outlined in Appendix B to Enclosure E to reference s.

(3) Battle Damage Assessment.

2. Roles, Responsibilities, and Targeting FSPs

a. Joint Staff Targeting (JS J-26) is the responsible office for coordinating CCMD target development support with national-level organizations, supporting CCMDs, and Service elements, upon CCMD request. It establishes the most productive and efficient federation partnerships based on available

resources and capabilities. J-26 also assists the CCMD J-2 in integrating cyberspace operations and special technical operations by coordinating with national-level organizations, supporting CCMD and Service elements to bridge white and black targeting programs.

b. The CCMD J-2 is responsible for generating Appendix 4 (Targeting) to OPLAN/CONPLAN Annex B (Intelligence), as required. In addition, the CCMD J-2 assesses organic capabilities to support CCMD selected COAs, develop target intelligence shortfalls, and identify and develop related production tasks and subtasks to address these shortfalls.

(1) Targeting FSP. Specific procedures for federated targeting will be documented in the Targeting FSP to NISPs IAW command requirements and responsibilities established by intelligence planning. JS J-26 acts on behalf of the supported CCMD to leverage prospective allied and non-IC federated partners. Targeting FSPs will be developed when the supported plan requires a NISP and the supported plan will include an Appendix 4 (Targeting) to Annex B.

(a) Target intelligence is intelligence that portrays and locates the components of a target or target complex and indicates its vulnerability and relative importance to the adversary. This all-source intelligence underpins the target development process. It supports both the analysis of system- and entity-level targets. All federated target intelligence production must meet the minimum standards outlined in reference s.

(b) Target Materials (TM). TM production is primarily the responsibility of CCMD JIOC with federated support provided as needed. CCMDs determine whether existing theater TM production resources are capable of meeting operational requirements and may request federated assistance IAW procedures.

(c) Battle Damage Assessment. Phase I assessment is conducted in theater. For Phase II, the following two procedures may apply: 1) the organization responsible for data base management for a particular target set may conduct BDA; or 2) the CCMD may direct its components and/or JIOC to address designated target sets IAW Tactics, Techniques, and Procedures. For target systems assessments, DIA is responsible for producing Phase III reports (with inputs from other collaborators on specific targets as required). JS Targeting may be tasked to coordinate national level support. Federated BDA production will be conducted IAW references t and u, the PRM, targeting FSPs, and Appendix 4 of Annex B of the supported plan.

3. Tasking

a. Adaptive Planning and Execution. Preliminary and/or finished target intelligence support may be required to support CCMD adaptive planning requirements. CSAs and Service intelligence centers have a role in producing target intelligence in response to CCMD requirements. National Agencies, Service intelligence centers, and the supported CCMD JIOC may be tasked to produce specific target intelligence and/or materials. All federated targeting intelligence tasks should be documented in the PRM. Targeting related tasks in the PRM that require Defense Intelligence Enterprise support should be tasked directly to the supporting RAC and reflected in the NISP.

b. Ad hoc Support to Current Operations. All requests for ad hoc and/or current operations targeting support should be directed to JS J-26 for review and coordination. J-26 will coordinate with JS J-2 and ensure these requirements are aligned with suitable federated partners. JS J-26 will assist the supported CCMD J-2 and other customers by clarifying and validating all target-related analytic tasks, and in concert with DIA/DI, ensure production requirements (PRs) are forwarded to the appropriate RACs.

4. Allied Participation. Allied intelligence centers may be requested to support federated targeting IAW DIAP agreements and relationships established under the Military Target Intelligence Management System and command bi-lateral agreements. Memorandums of Agreement shall govern tasking for allied partners. Per guidance above, tasking for U.S. agency participation will be coordinated and directed as part of the normal intelligence planning process.

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ENCLOSURE F

CAPABILITY ASSESSMENTS

1. Purpose. This enclosure provides guidance for the conduct of intelligence capability assessments. An assessment of CCMD and Defense Intelligence Enterprise capabilities is critical to the IP process. Capability assessments represent the culmination of the Staff Estimate process required to effectively plan intelligence operations. These assessments address the ability to collect single-source data, perform processing and exploitation, conduct all-source analysis and production, and disseminate the required finished intelligence. Capability assessments should not be considered to represent the organization's overall readiness to perform mission essential tasks, but rather the ability to satisfy particular intelligence requirements identified within the supported plan. Through these capability assessments, the IP process provides an input to the overall operational and strategic risk assessments associated with plan execution. To that end they inform plan IPRs and the Joint Combat Capability Assessment-Plan Assessment (JCCA-PA) process as described reference v. Capability shortfalls identified through these assessments also inform the development of a variety of possible mitigations strategies. Brief assessments of capabilities to satisfy these requirements are recorded in the IP Tool.

2. Phased Assessments

a. Phase 0/Steady-State. The assessment of Phase 0/Steady State intelligence requirements is based on current capabilities and existing priorities. Capability assessments performed against these requirements should consider the current posture of intelligence CSAs based on the NIPF in effect, forces currently assigned to the CCMD and those allocated via the annual GFMAP.

b. Phases I – V. Capability assessments for the execution phases should not be conducted based on the current situation. Instead, they should be based on a set of common assumptions about the situation that might exist at the time/phase of execution and the relative priority of the supported intelligence requirement and supporting collection and production requirements. Factors to consider include: apportioned forces, anticipated changes to the NIPF; the total collection and production requirements of associated plans likely to be executed in conjunction with the plan under consideration; changes in collection capability as a result of the deployment of additional ISR assets and partner nation capabilities in the Joint Operations Area; reallocation of agency assets to surge in response to the crisis; changes to

the collection environment due to the granting of authorities for the conduct of intrusive ISR; and possible adversary activity such as area denial or degradation of collection capabilities to include National Technical Means.

3. Assessment Procedures

a. General. Capability assessments are made on a five-level scale and are required prior to the final assignment of responsibilities. Capability assessments are conducted virtually and collaboratively using the IP Tool or automated spreadsheets. Future spiral development of the IP Tool will facilitate all capability assessments and the identification and analysis of systemic capability shortfalls affecting multiple plans. CCMD J-2 and Defense Intelligence Enterprise will apply the overall capability ratings listed in paragraph 4. Capability limitation digraph codes are used to explain the overall rating. Remarks sections can be used to provide additional details.

b. Analysis and Production. The principal causes of A&P capability shortfalls are annotated using the digraph codes listed in paragraph 5 below. List all limitations that drive the overall rating. In cases where one of the major limitations driving the overall rating is lack of relevant, timely information from collection resources, analytic centers should use the "PI – Information Limitation" code but leave the detailed collection capability assessment of the SIR to the CCMD-level collection strategists, ISR planners, and representatives from single-source collection agencies.

C. Collection and Exploitation. The principal causes of C&E capability shortfalls are annotated using the digraph codes listed in paragraph 6 below. List all limitations that drive the overall rating. To the extent possible, anticipated collection requirements, expressed as SIR, should be developed for all phases of the plan. If collection managers are not provided SIRs upon which to base collection capability assessments, they should refer to analysts to provide the indicators of activity that would satisfy the EEI so that SIRs can then be developed. Collection capability assessments and limitation codes will be applied against the SIR following the analysis of key element sets.

4. Overall Capability Ratings. CCMDs, CSAs, and Service Intelligence Centers will rate their overall ability to satisfy the requirement according to the following five-level scale. The IP Tool will reflect the numerical rating and color in the box:

a. 0/Red = Unable to produce the required intelligence or incapable of collecting and processing the required information.

b. 1/Orange = Marginally capable of producing the required intelligence or collecting and processing the required information (< 1/4).

c. 2/Yellow = Somewhat capable of producing the required intelligence or collecting and processing the required information (< 1/2).

d. 3/Light Green = Mostly capable of producing the required intelligence or collecting and processing the required information (< 3/4).

e. 4/Green = Excellent capability for producing the required intelligence or collecting the required information (> 3/4).

5. A&P Limitation Codes. The nature of the capability limitation(s) driving the overall ratings will be identified using the following codes:

a. PM – Mission Limitation: Not a mission area for this organization, or the topic of the requirement does not fall under the organization's DIAP responsibility.

b. PA – Analytic Resource Limitation: Inadequate analytic manpower will be dedicated to support the task based on current or anticipated priorities and competing requirements.

c. PE – Expertise Limitation: Lack of specific analytic, subject matter expertise, analytic tools or cultural/linguist expertise to support a task.

d. PI – Information Limitation: Lack of sufficient relevant, timely all-source information to support analysis and production to the required confidence levels.

e. PD – Dissemination Limitation: Lack of communications and intelligence system architecture required to support the timely dissemination of finished intelligence.

6. C&E Limitation Codes. The nature of the capability limitation(s) driving the overall ratings will be identified using the following codes:

a. ID – Discipline Limitation: Information required cannot be obtained through the employment of this collection discipline.

b. IA – Access Limitation: Available platforms lack access to the anticipated collection target or access poses too great of a risk to either the platform or the sensor.

c. IS - Source Limitation: Lack of source validation or vetting.

d. IP – Processing Limitation: Collected data cannot be adequately transmitted, processed, stored, or retrieved.

e. IE – Exploitation Limitation: Lack of single-source analysts or linguists to conduct timely exploitation.

f. IL – Legal or Policy Limitation: Lack of authority to collect on certain targets or to operate in specific geographic regions or domains.

g. IQ – Tipping and Cueing Capability Limitation: Collectors require a tip-off from another source in order to focus collection on relevant targets.

h. IT – Technical Capability Limitation: Lack of technical capability to collect relevant information on a target (including an inability of available sensors to detect required signals, signatures or yield the required levels of fidelity).

i. IC – Coverage Resource/Limitation: Lack of capacity to maintain persistent surveillance or required periodicity for collection.

j. IR –Priority Limitation: Collection is constrained by completion from higher priority efforts.

7. The IP Tool. The IP Tool will be used to conduct capability assessments directly into the PRMx and the CRMx. In addition to allowing virtual collaboration, the IP Tool offers considerable flexibility in customizing assessment displays and formats. The IP Tool is accessible at the following links:

a. JWICS –
http://nediacweb0170j.dodiis.ic.gov//jfccisr/plantaskmgt/buildPlanList.do

b. SIPRNET -
http://nediacweb0069s.dse.dia.smil.mil:7101/jfccisr/plantaskmgt/

ENCLOSURE G

COMBATANT COMMAND J-2 STAFF ESTIMATE FORMAT

1. Purpose. In general, the purpose of the J-2 Staff Estimate process is to identify and maintain situational awareness of all intelligence capabilities assigned, apportioned, or allocated to the CCMD which may be employed in support of the CCDR's mission. As a continuous process the resulting product is a living document; that is, a "running" staff estimate, not unlike other functional staff estimates. The J-2 Staff Estimate is referenced in reference f and defined in reference b as an assessment of intelligence and counterintelligence (CI) capabilities available to support the operation. It identifies and addresses known or anticipated factors pertaining to CI or intelligence collection, processing and exploitation, analysis and production, and dissemination and integration that may limit the intelligence staff function's ability to support proposed friendly COAs. In the absence of guidance provided in relevant doctrinal publications, this enclosure provides guidance for the development and maintenance of the J-2 Staff Estimate, which can be tailored to suit the needs of the CCMD.

2. Initial J-2 Staff Estimate. The initial J-2 Staff Estimate is generated to identify available intelligence capabilities as part of the command's overall force structure analysis conducted during Mission Analysis. To facilitate the development of a comprehensive list of available intelligence capabilities, CCMD intelligence planners may consult with representatives from within the CCMD J-2 staff, J-3 force managers, and liaison officers from Service component commands and intelligence CSAs. To support deliberate planning for the development of a contingency plan, assigned and apportioned forces are considered. If the J-2 Staff Estimate is being developed to support steady-state activities, current operations, or CAP, the latest operational status of assigned and allocated capabilities should be determined.

3. Revised J-2 Staff Estimate. During Concept Development, the J-2 Staff Estimate is revised as required to inform each subsequent step of the JOPP. Critical to the J-2 Staff Estimate process is the evaluation of each of the proposed friendly COAs from an intelligence supportability perspective. To facilitate this evaluation, CCMD intelligence planners, ICW the IPT, consider the operational objectives, desired effects, and potential decision requirements associated with each of the proposed friendly COAs.

4. Final J-2 Staff Estimate. Although the J-2 Staff Estimate is a living document, it is finalized for a particular planning cycle to support Plan Development. Based on PIRs approved during COA Approval, the intelligence

staff then develops a series of EEIs and their associated indicators for all phases of the plan. From these anticipated requirements, the IPT then identifies and prioritizes potential A&P tasks and subtasks and anticipated collection requirements described in terms of SIR. Capability assessments performed IAW Enclosure F represent the culmination of the J-2 Staff Estimate process.

5. Use of the J-2 Staff Estimate. Portions of the J-2 Staff Estimate may be used to inform the development of the Commander's Estimate by highlighting anticipated intelligence capability shortfalls. The most immediate use of the J-2 Staff Estimate is to inform the development of paragraphs 2 (Mission) and 3 (Execution) of Annex B. The Concept of Operations and Tasks subparagraphs are based in large part on available intelligence capabilities that are identified and assessed through the J-2 Staff Estimate process. The J-2 Staff Estimate may also serve to inform requests for additional ISR capabilities and individual augmentation through GFM and the integration of DoD/National-level capabilities through the NISP process, when applicable.

6. Sample J-2 Staff Estimate Format. An abbreviated J-2 Staff Estimate format is provided below. It follows the sample Staff Estimate format outlined in reference f, with slight modifications to support the intelligence staff function. It may be tailored as required to meet the requirements of the supported CCMD.

J-2 STAFF ESTIMATE

1. Mission

a. Mission Analysis. [Determine specified, implied, and essential tasks related to the intelligence staff function. These may be used to inform the development of Paragraph 3 (Execution) of Annex B.]

b. Mission Statement. [Express the intelligence mission in terms of who, what, when, where, and why. This may be used to inform the development of Paragraph 2 (Mission) of Annex B.]

2. Situation and Courses of Action

a. Situation. [Refer to the higher headquarters planning guidance, Dynamic Threat Assessment, or Intelligence Estimate to provide a brief overview of the broader geostrategic context. Include additional subparagraphs as required. This information may be used to inform Paragraph 1 (Situation) of Annex B.]

b. Situation Analysis. [Provide analyses of how the current situation may affect the conduct of intelligence operations. Consider all factors that may affect the employment of friendly intelligence collection, exploitation, analysis and production, and dissemination capabilities. These may include, but are not limited to: logistical requirements, basing rights, and legal authorities. Include additional subparagraphs as required to address operational limitations, relevant assumptions, and conclusions.]

c. Course of Action Development and Analysis. [Provide analyses of each friendly COA from an intelligence supportability perspective. Consider operational objectives, desired effects, assessments, and potential decision requirements. Include risk assessments of redirecting available intelligence capabilities to support each of the proposed friendly COAs. A detailed list of all available intelligence capabilities may be included in subparagraphs or submitted as an appendix to the J-2 Staff Estimate. The detailed list of available intelligence capabilities may be developed along functional lines (i.e., C&E by discipline and A&P), following the Task Organization of subordinate commands, or a combination of the two.]

3. Analysis of Adversary Capabilities and Intentions. [Provide analyses of each of the estimated adversary COAs with an eye towards determining how they may affect the employment of friendly intelligence capabilities. Assess the capabilities of available intelligence assets to confirm or reject adversary COAs. CCMDs may opt to apply capability assessment procedures described in Enclosure F for all plans irrespective of NISP requirements and include detailed capability assessment matrices as appendices to the J-2 Staff Estimate.]

4. Comparison of Friendly Courses of Action. [Provide a brief evaluation of the advantages and disadvantages of each friendly COA from an intelligence supportability perspective.]

5. Recommendation. [Provide the J-2's assessment of which friendly COAs are supportable, an analysis of the intelligence-related risks associated with each, and a concise statement of the recommended COA from an intelligence staff functional perspective.]

ENCLOSURE H

NISP BASE PLAN FORMAT

1. Administrative Instructions. This enclosure consists of the properly indented paragraph and subparagraph headings for the NISP and explains the intended content. All five major paragraphs (e.g. "3. Execution") and the first level of subparagraphs (e.g. "a. Concept of Intelligence Operations") are required. If one of these paragraphs is inappropriate for a particular plan, annotate the heading as "not applicable" or "N/A." Further subdivisions (e.g. "(1) Limitations") can be deleted if not needed and additional subparagraphs added if necessary for clarity.

2. During time sensitive situations or CAP, a NISP can be developed under an accelerated timeline (i.e., "Fast Track") to meet the planning requirements of the supported CCDR. In these cases, NISP development may be limited to: the NISP BPLAN; the NISP BPLAN and select annexes; or the NISP BPLAN with FSPs containing abbreviated content. The IPSG will coordinate the level of detail required to mirror that of the supported plan and a POA&M to meet the supported CCDR's timeline.

DIRECTOR FOR INTELLIGENCE J-2
2000 JOINT STAFF PENTAGON
WASHINGTON, DC
20318-2000
[DATE]

NATIONAL INTELLIGENCE SUPPORT PLAN (NISP) TO [OPLAN/CONPLAN XXXX-XX TITLE OF PLAN] (U)

(U) References. [List all documents essential to this NISP, e.g.]

a. (U) CJCSI 3110.01H, 10 Jun 2011, "Joint Strategic Capabilities Plan (JSCP) FY 2010"

b. (U) DoD Directive 5105.21, 18 March 2008, "Defense Intelligence Agency (DIA)"

c. (U) Joint Pub 2-01, 5 January 2012, "Joint and National Intelligence Support to Military Operations"

d. (U) etc.

1. (U) Situation

a. (U) Enemy. [Reference and, if appropriate, provide links to the primary threat assessments used in the development of the supported CCMD plan. These usually include the CCMD intelligence estimate (Appendix 11 to Annex B) or paragraph 1b of Annex B. If desired, a short summary of key findings and conclusions relevant to the NISP can be included.]

b. (U) Friendly

(1) (U) Mission of Supported Plan

(2) (U) Key Assumptions. [List any assumptions from Annex B to the supported plan, related to intelligence and intelligence support that have a direct impact on the NISP and any additional assumptions specific to the NISP.]

c. (U) Limitations. [Considering paragraph 4a of Annex B, list and describe significant federated intelligence support limitations characterized as either restraints or constraints.]

(1) (U) Restraints. [Restraints are restrictions imposed by higher headquarters that limit the subordinate's freedom of action.]

(2) (U) Constraints. [Constraints are actions required by a higher headquarters that requires specific action in a given situation.]

(3) (U) Legal Considerations. [Identify any significant legal considerations that will impact DoD/national intelligence support to this plan.]

2. (U) Mission. [State the mission/purpose of this NISP. The mission statement should address the who, what, when, where, and why. How is addressed in paragraph 3.]

3. (U) Execution

a. (U) Concept of Operations. [Outline the concept of DoD and national intelligence support to the CCMD plan. One method is to state the DoD/national intelligence emphasis by phase for those phases where the concept is sufficiently developed. Describe JS J-2 procedures for managing the execution of the NISP during all phases.]

(1) (U) Phase 0 / Steady State

(2) (U) Phase 1, Deter

(3) (U) etc.

b. (U) Prioritized List of Intelligence Requirements. [Explain the prioritization scheme of intelligence requirements of Annex B of the supported plan, to include those designated as PIR by the CCDR. Reference Annex A of the NISP for the complete, prioritized list by phase. When applicable, provide a link to PRMx and CRMx files on the IP Tool.]

c. (U) Collection. [Provide any general collection guidance not covered by published instructions, regulations, manuals, etc., for the management or federation of DoD collection activities in support of the plan.]

(1) (U) CRMx and Integrated Collection. [Describe the composition and prioritization scheme of the CRM and its relation to collection disciplines.]

(2) (U) CRMx Activation and Management. [Provide guidance on the mechanics of how relevant collection requirements will be submitted into the appropriate requirements tasking system of record. Describe how planned collection requirements will be dynamically managed during crisis and plan execution. Potential topics include tailoring the CRM to meet evolving phase

requirements, changing priorities, the role of JS J-2 for the management of execution phase, and the roles of relevant collection management boards.]

d. (U) Processing and Exploitation. [Provide any general guidance not covered by published instructions, regulations, manuals etc., on converting information into a usable form. Outline concepts for federated exploitation if required.]

e. (U) Analysis and Production

(1) (U) PRMx and Federated Production. [Provide any general guidance not covered by published instructions, regulations, manuals etc., on all-source fusion and the production of finished intelligence. Describe the composition and prioritization scheme of the PRMx and its relation to DIAP responsibilities.]

(2) (U) PRMx Task Activation and Management. [Provide guidance on the mechanics of how relevant production tasks will be submitted into COLISEUM or other requirements tasking system of record. Describe how anticipated production tasks will be dynamically managed during crisis and plan execution. Potential topics include tailoring of PRMx task language to meet evolving phase requirements, changing priorities, and the use of the IP Tool for CCMD submission and JS J-2 management of execution phase, crisis-related RFIs.]

(3) (U) Responsible Analytic Center Responsibilities. [Provide summary guidance on the responsibilities of the RAC and details of any specific guidance unique to this plan.]

(4) (U) Collaborative Analytic Center Responsibilities. [Provide summary guidance on the responsibilities of CACs and details of any specific guidance unique to this plan.]

f. (U) Dissemination and Integration. [Provide specific guidance on conveying single-source information and finished all-source intelligence to appropriate operational levels, to include partner nations. If applicable, describe how dissemination will change during crisis and plan execution. Identify primary and secondary means of dissemination.]

g. (U) Evaluation and Feedback. [Provide a brief overview of procedures to assess Defense Intelligence tasks performed in response to the supported CCMD's requirements. Potential topics include the discussion of venues such as NISP assessments conferences whereby the supported CCMD J-2 can submit periodic evaluation and feedback data on individual or an aggregate of products. Discuss the use of the IP Tool to identify individual or aggregate task satisfaction. As required, refer the reader to paragraph 4.c. Reviews and

Updates as a means to highlight the relationships between and importance of evaluation and feedback, NISP assessments, and JCCA–PA.]

h. (U) Tasks to Supporting Defense Intelligence Enterprise Elements. [List tasks for each Defense Intelligence Enterprise agency or activity supporting the plan in a separate subparagraph. Of note, specific requests to these agencies contained in Annex B to the supported CCMD plan should be captured here as tasks to those organizations. Direct updating of FSPs as a specified task under the agency or in Coordinating Instructions. All agencies will not necessarily prepare a FSP for every plan.]

(1) (U) Defense Intelligence Agency (DIA)

(a) (U) Directorate for Analysis (DI)

(b) (U) Defense Counterintelligence and HUMINT Center (DX)

(c) (U) Directorate for Information Management (DS)

(d) (U) National MASINT Management Office (NM)

(e) (U) Directorate for Mission Services (DA)

(2) (U) National Geospatial-Intelligence Agency (NGA)

(3) (U) National Security Agency (NSA)

(4) (U) Service Intelligence Centers. [Separate subparagraphs can be added as needed to address specific tasks to each of the four Service Intelligence Centers.]

i. (U) Requests to Cooperating Agencies. [List requests for support from other DoD organizations that are not within the Defense Intelligence Enterprise or requests to non-DoD organizations.]

j. (U) Coordinating Instructions. [List instructions applicable to the entire Defense Intelligence Enterprise or for two or more agencies that are not included under their individual agency paragraphs in 3.h. Tasks to Supporting Defense Intelligence Enterprise Elements.]

4. (U) Administration and Logistics

a. (U) National Intelligence Augmentation. [Identify planned national intelligence augmentation to support execution of the plan including National Intelligence Support Teams, Quick Reaction Teams, or individuals with unique skills not available from the Services. This could take the form of a summary

statement and a reference to the portion of Annex B to the supported plan that addresses these requirements. If additional augmentation requirements were identified during NISP development cite them here. Reference relevant portions of functional support plans (FSP) or include an augmentation matrix as an appendix to Annex N (NISP Basic Plan Supplement). Specify their time phased deployment and associated procedures (i.e., integration w/TPFDD or self-deployment). Describe the manner in which JS J-2 will manage crisis augmentation requests and reconcile these with relevant GFM procedures.]

b. (U) Gaps and Shortfalls

(1) (U) Knowledge Gaps and Potential Mitigation Strategies. [List key intelligence and information gaps that pose significant operational and strategic risks to the execution of the plan. These include elaborations on those addressed in paragraph 4a of the Annex B and other critical gaps not previously considered. This is not intended to be a comprehensive list of every requirement not rated green. Rather, focus on a small number of critical gaps and describe efforts to be undertaken by JS J-2 to oversee the development and implementation of mitigation strategies to address them.]

(2) (U) Capability Shortfalls and Potential Mitigation Strategies. [Based on an analysis of common issues and trends identified in the capability assessments (included in the PRMx and CRMx), and input from the FSPs, list significant intelligence capability shortfalls that pose operational and strategic risks to the execution of the plan. Potential areas include, but are not limited to, collection, exploitation, analysis, and information technology shortfalls. List mitigation strategies that have been developed to address these shortfalls and describe efforts to be undertaken by JS J-2 to oversee the implementation of mitigation strategies to address them.]

c. (U) Reviews and Updates. [Provide guidance on the procedures for updating the NISP and its FSPs in conjunction with JCCA-PA and Plan Assessment (RATE) cycles. Provide general guidance on the extent of change that will require major revision, formal staffing, and approval of the NISP basic plan and/or the FSPs.]

d. (U) Foreign Disclosure. [As appropriate, provide guidance to facilitate disclosure to allied and partner nations. At a minimum, include statements regarding “write for release” and “responsibility to share.” Refer to foreign disclosure requirements identified in the supported plan.]

5. (U) Command and Control

a. (U) Command Relationships. [Describe any unique command relationships for intelligence operations and highlight any command relationships that are critical to intelligence support.]

b. (U) Communications and Intelligence Systems Architecture. [Highlight any unique aspects of the intelligence architecture. As needed, reference relevant sections of the supported plan, relevant portions of FSPs, and Annex M (Communications and Intelligence Systems Architecture FSP).]

c. (U) IP Tool. [Provide guidance on the use of the IP Tool in tracking, updating, and executing this NISP.]

d. (U) Systems of Record. [Emphasize that CCMD production and collection requirements identified in the NISP must be submitted during steady-state through the appropriate systems of record. If these systems of record such as COLISEUM, NSRP, GIMS, etc., are not covered elsewhere in the NISP basic plan, they can be enumerated here.]

//Signed//
Rank
Director, JS J-2

Annexes: [If an Annex listed below is not included during coordination or in the final NISP, annotate that listing with the appropriate parenthetical explanation (Not Used or TBP – To Be Published.) Once the Tabs to Annex A are produced in the IP Tool, a hyperlink can be provided next to the listing. The IPSG will determine which annexes are required for a NISP. See below for a sample of possible annexes.]

A – (U) Prioritized List of Intelligence Requirements
  Appendix 1 – (U) CRMx and Collection and Exploitation Capability Assessments
  Appendix 2 – (U) PRMx and Analysis and Production Capability Assessments
B – (U) Cryptologic Functional Support Plan (SIGINT/IA) – NSA
C – (U) Counterintelligence (CI) FSP – DIA DCHC
D – (U) Federated Targeting FSP – JS J-2
E – (U) Human Intelligence (HUMINT) FSP – DIA DCHC
F – (U) Geospatial Intelligence (GEOINT) FSP – NGA
G – (U) Measurement and Signature Intelligence (MASINT) FSP – DIA DT
H– (U) Analysis and Production (A&P) FSP – DIA DI
I – (U) Air and Space A&P FSP – NASIC
J – (U) Expeditionary A&P FSP – MCIA
K – (U) Ground A&P FSP – NGIC
L – (U) Naval Intelligence FSP – ONI
M – (U) Communications and Intelligence Systems Architecture FSP – DIA DS
N – (U) NISP Base Plan Supplement – JS J-2
  Appendix 1 – (U) Augmentation Matrix

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ENCLOSURE I

FUNCTIONAL SUPPORT PLAN FORMAT

1. Administrative Instructions. This enclosure consists of a sample format for an FSP and [bracketed] explanations of the intended content. While FSP content and level of detail may vary, the top two levels of paragraph headings (e.g., 1. Situation, a. Enemy) will be included to ensure consistency across FSPs. If any of these paragraphs are not needed simply annotate as "not applicable" or "N/A." Further subdivisions can be deleted and others added as needed.

2. An FSP is an intelligence agency annex that details the agency's concept for providing intelligence discipline/functional support to meet the CCDR's intelligence requirements. In the context of this enclosure, the word "agency" connotes the CSAs, Service intelligence centers, and, in some cases, a federation of intelligence organizations.

3. During time sensitive situations or CAP, a NISP can be developed under an accelerated timeline to meet the planning requirements of the supported CCDR. In these cases, supporting agency FSPs may include abbreviated content or be limited to entering their functional responsibilities and capability assessments into appendices to Annex A of the NISP. The remarks fields in the PRMx and CRMx on the IP Tool allow supporting agencies to provide additional information on capabilities as well as gaps and shortfalls to supplement the limitation codes outlined in Enclosure F.

Agency Title
Directorate [If Appropriate]
City, State, Zip Code
Date

ANNEX X [TITLE] TO NATIONAL INTELLIGENCE SUPPORT PLAN (NISP) IN SUPPORT OF XX COMBATANT COMMAND OPLAN/CONPLAN XXXX-XX(U)

References

[List all documents that are essential to this FSP, e.g.]

a. CJCSI 3110.01G, 1 March 2008, "Joint Strategic Capabilities Plan [JSCP] FY 2008"

b. DoD Directive 5105.21, 18 March 2008, "Defense Intelligence Agency [DIA]"

c. Joint Pub 2-0, Joint Intelligence 22 June 2007

d. Etc.

1. (U) Situation

a. (U) Enemy. [Reference and, if appropriate, provide links to the primary threat assessments used in the development of the supported CCMD plan. These usually include the CCMD intelligence estimate (Appendix 11 to Annex B) or paragraph 1b of Annex B to the supported plan. If desired, a short summary of key findings and conclusions relevant to the FSP can be included.]

b. (U) Friendly

(1) (U) Mission of Supported Plan

(2) (U) Key Facts and Assumptions. [List all relevant facts and planning assumptions upon which the FSP is based. In listing relevant facts, consider the facts and assumptions of the supported plan's Annex B or any other facts bearing on the FSP. In listing assumptions, include only those specific to the agency authoring the FSP.]

c. (U) Limitations. [As appropriate, list and describe significant agency limitations characterized as either restraints or constraints; consider those identified in paragraph 4a of Annex B to the supported plan.]

(1) (U) Restraints. [Restraints are restrictions imposed by higher headquarters that limit a subordinate's freedom of action.]

(2) (U) Constraints. [Constraints are actions required by a higher headquarters that require specific action in a given situation.]

(3) (U) Legal Considerations. [As appropriate, list and describe any significant legal considerations that will impact execution of the FSP in support of this plan; consider those identified in paragraph 1d of Annex B to the supported plan.]

2. (U) Mission. [State the mission/purpose of this FSP.]

3. (U) Execution

a. (U) Concept of Intelligence Operations. [Outline the concept of agency or functional community of interest support to this plan. If phases are used, one method is to state agency emphasis by phase for those phases where the concept is sufficiently developed, e.g.]

(1) (U) Phase 0, Steady State

(2) (U) Phase 1, Crisis

(3) (U) Etc.

b. (U) Assignment of Intelligence Tasks. [The assignment of collection and production responsibilities is recorded in the IP Tool on the CRMx and PRMx, as are agency assessments of their ability to satisfy the CCMD's requirements. Agencies will use the remarks blocks after the limitation codes to provide amplifying information such as identification of relevant capabilities, description of gaps and shortfalls, and designation of internal offices or primary responsibility at the task and subtask level. While all this information is resident in the IP Tool, agencies can produce a custom report that displays only the task hierarchy, task assignment, assessments, and remarks from their agency applying data. These custom CRMx and PRMx extracts can be included as appendices to the FSP. Alternatively, agencies may choose to describe their support in terms of internal functional components intelligence platform types by which information is obtained. The description must provide the CCMD with a comprehensive understanding of the agency's approach and commitment to effective support of the CCMD's operational objectives.]

c. (U) Orders to Subordinate and Supporting Units. [As appropriate, list specific functions of subordinate organizations supporting the CCMD.]

d. (U) Requests to Cooperating Organizations. [If applicable, list external organizations from which intelligence support is requested, including allied or coalition partners.]

e. (U) Coordinating Instructions. List the instructions applicable to agency or two or more elements of the agency that are necessary for proper coordination of the operation.

4. (U) Administration and Logistics. [Describe administrative and logistics requirements for the conduct of intelligence operations.]

a. (U) Agency Augmentation. [Describe agency existing steady state presence at CCMD facilities. Describe the agency's general augmentation policies, to include the deployment of personnel and equipment. Detail any planned intelligence augmentation support to the CCMD for execution of the supported plan. Reference the section of the CCMD's Annex B or NISP that requests this augmentation. If the planned augmentation is significant, a table could be included as an appendix to the FSP. Describe procedures coordinated with the supported CCMD for the RSO&I and sustainment of agency personnel and equipment.]

b. (U) Gaps and Shortfalls

(1) (U) Knowledge Gaps and Potential Mitigation Strategies. [List key intelligence and information gaps that pose significant operational and strategic risks to the execution of the plan. Elaborate on those addressed in paragraph 4b of the NISP and other critical gaps not previously considered. This is not intended to be a comprehensive list of every requirement not rated green. Rather, focus on a small number of critical gaps and describe efforts to be undertaken by the agency to oversee the development and implementation of mitigation strategies to address them.]

(2) (U) Capability Shortfalls and Potential Mitigation Strategies. [Based on an analysis of common issues and trends identified in the agency's capability assessments (included Appendix A to the NISP), list significant intelligence capability shortfalls that pose operational and strategic risks to the execution of the plan. Potential areas include, but are not limited to, collection, exploitation, analysis, and information technology shortfalls. List mitigation strategies that have been developed to address these shortfalls and describe efforts to be undertaken by the agency to oversee the implementation of mitigation strategies to address them.]

c. (U) Logistics. [As required, describe the logistical arrangements, policies, and procedures used during execution of the FSP.]

d. (U) Foreign Disclosure. [Provide a general discussion of agency issues regarding release of intelligence to potential international partners.]

e. (U) Miscellaneous Instructions. [Provide as necessary.]

5. (U) Command and Control. [Briefly describe any command and control issues specific to the agency.]

a. (U) Communications and Intelligence Systems Architecture. [Provide an overview of agency intelligence architecture interface with the supported and supporting commands. Potential topics might include tasking, reporting, and dissemination. If developed, include a graphic depicting the flow of information as an appendix to the FSP or reference Annex M. Identify any limitations that might impact CCMD support.]

b. (U) Relevant MOUs. [By exception, discuss any issues with existing MOUs between the agency and supported CCMD or non-DoD organizations that could have significant impact on support to CCMD.

c. (U) Agency Contact Information. [Provide agency contact information that pertains to execution of the FSP, e.g.]

(1) HQ addresses.

(2) Plain Language Address.

(3) Monitored e-mail addresses.

(4) Watch center(s) phone numbers.

//Signed//
Rank/Title
Director, Specific Agency

Appendices:

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ENCLOSURE J

PRMX FORMAT

1. Purpose. This enclosure provides guidance for the development and maintenance of the PRMx. The PRMx is a production planning worksheet that identifies and prioritizes focused all-source analysis and production requirements to support all phases of the plan. It integrates the A&P capability assessment matrix with the anticipated all-source analysis and production tasks and subtasks previously included in what is identified in reference b as the Intelligence Task List (ITL). When completed, the PRMx reflects the essential elements of a federated production plan that is intended to optimize the employment of all available Defense Intelligence Enterprise analytic resources (to include those of the supported CCMD JIOC). The IP Tool enables virtual collaboration for the development and maintenance of the PRMx. It facilitates dynamic updates to the priorities or substance of the supported CCMD's intelligence requirements during steady-state and plan execution. The IP Tool also facilitates the submission and holistic management of crisis-related RFIs.

2. PRMx Sections. The PRMx is a complex matrix that highlights the priorities and the relevance of intelligence requirements to the supported plan, the analytic efforts (in terms of PRMx tasks and subtasks) required to satisfy these intelligence requirements, the assignment of analytic responsibilities, and the capabilities of tasked organizations. Figure 9 shows that it is difficult to clearly illustrate the entirety of a notional PRMx on one page. Tailored reports from the IP Tool can be generated to show portions or the totality of the PRMx. Not all data sets resident on the IP Tool are described in the paragraphs below. What follows is a brief, conceptual explanation of each of the PRMx's major sections with a supporting graphic. The PRMx is divided into sections depicted in Figure 9.

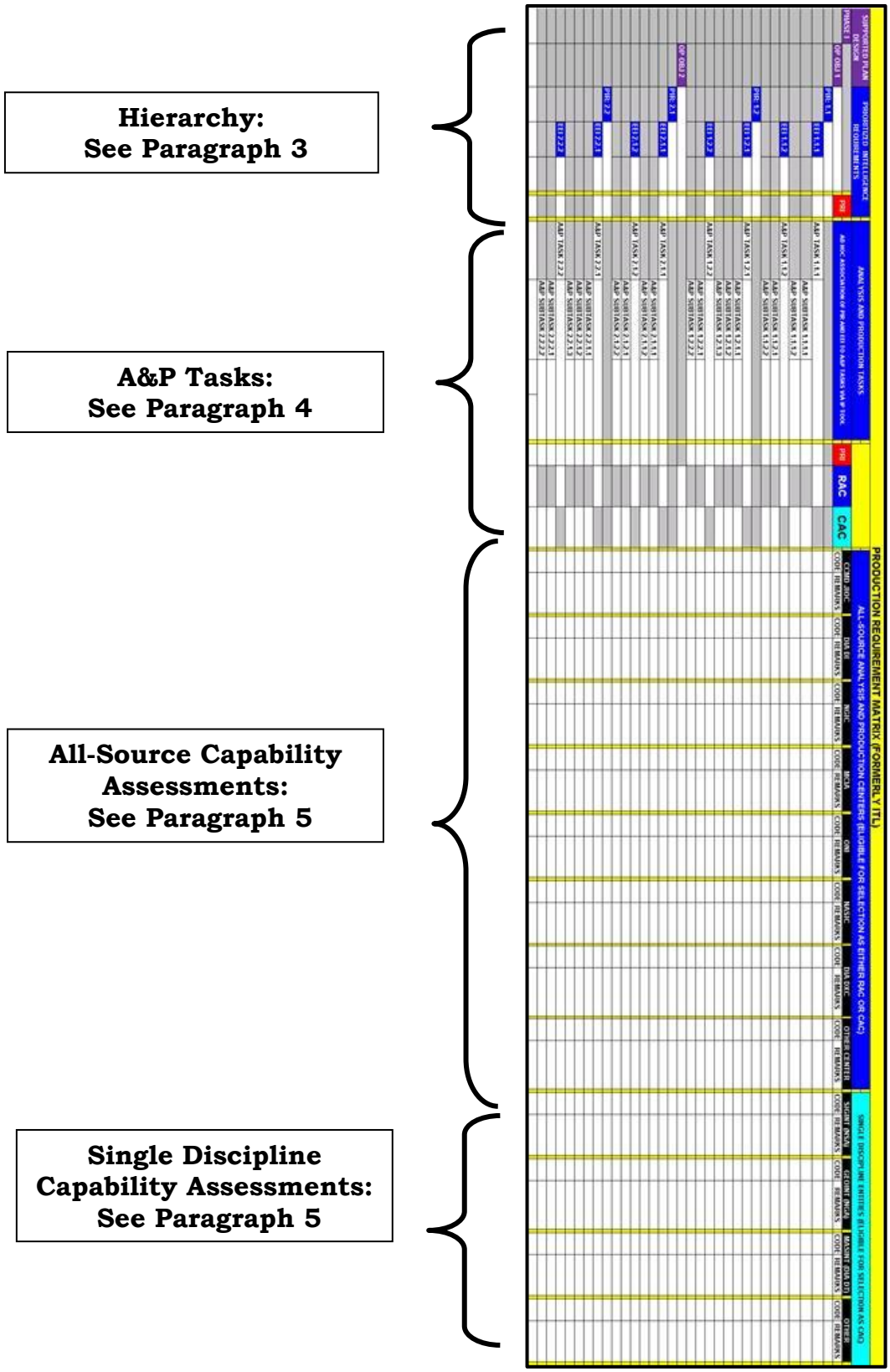

Figure 9. PRMx Overview

3. Hierarchy. This section of the PRMx captures the relationships between prioritized intelligence requirements and the elements of operational design and phasing construct used in the supported plan. Typically, the elements of operational design and phasing construct are listed to the upper left of the matrix as a way to nest and synchronize the intelligence requirements with the supported plan. This nesting highlights the operational relevance of the requested intelligence and which phase of the operation these requirements might be active. See Figure 10.

a. The IP Tool allows the CCMD user to develop tailored hierarchies that are applicable to the supported plan. In addition to the phasing construct, the elements of operational design that are frequently used include: end states, lines of operation, operational objectives, intermediate military objectives, desired effects, and decision points.

b. The IP Tool allows the CCMD user to list and prioritize all intelligence requirements and identify those designated by the CCDR as PIR. The IP Tool also allows the user to list related information requirements and designate those that would answer a PIR as EEIs.

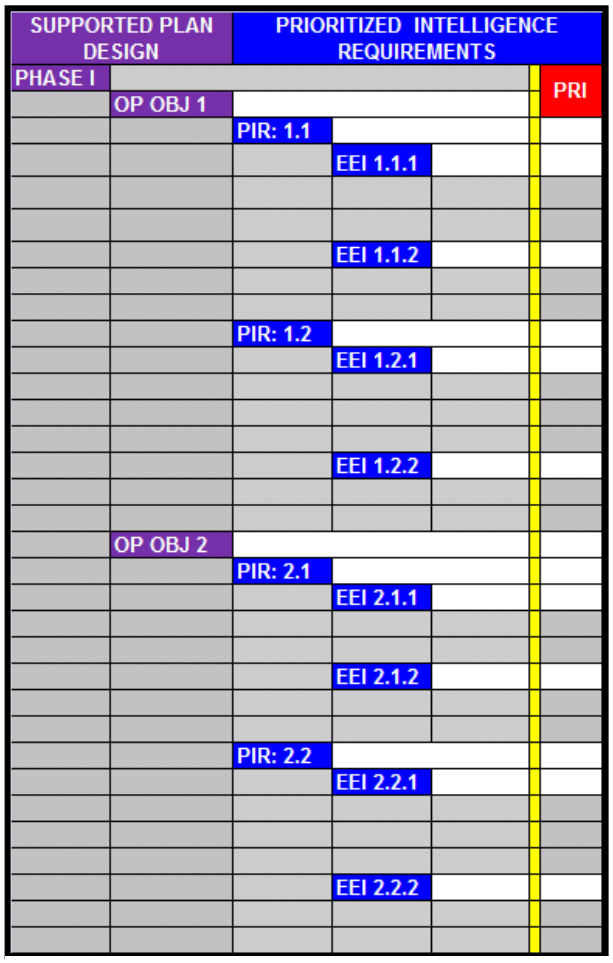

Figure 10. PRM Hierarchy

4. A&P Tasks and Responsibilities. This section of the PRMx captures the association of the CCMD's intelligence requirements (including the PIRs) to all-source A&P Tasks and Subtasks. It also depicts how A&P tasks may be further prioritized and assigned to organizations designated as either RAC or CAC. Enclosure A provides a description of the PRMx and Figure 2 provides a sample task hierarchy to guide the supported CCMD in the development of A&P tasks and subtasks. (See Enclosure N for examples). See Figure 11.

ANALYSIS AND PRODUCTION TASKS				
AD HOC ASSOCIATION OF PIR AND EEI TO A&P TASKS VIA IP TOOL		PRI	RAC	CAC
A&P TASK 1.1.1				
	A&P SUBTASK 1.1.1.1			
	A&P SUBTASK 1.1.1.2			
A&P TASK 1.1.2				
	A&P SUBTASK 1.1.2.1			
	A&P SUBTASK 1.1.2.2			
A&P TASK 1.2.1				
	A&P SUBTASK 1.2.1.1			
	A&P SUBTASK 1.2.1.2			
	A&P SUBTASK 1.2.1.3			
A&P TASK 1.2.2				
	A&P SUBTASK 1.2.2.1			
	A&P SUBTASK 1.2.2.2			
A&P TASK 2.1.1				
	A&P SUBTASK 2.1.1.1			
	A&P SUBTASK 2.1.1.2			
A&P TASK 2.1.2				
	A&P SUBTASK 2.1.2.1			
	A&P SUBTASK 2.1.2.2			
A&P TASK 2.2.1				
	A&P SUBTASK 2.2.1.1			
	A&P SUBTASK 2.2.1.2			
	A&P SUBTASK 2.2.1.3			
A&P TASK 2.2.2				
	A&P SUBTASK 2.2.2.1			
	A&P SUBTASK 2.2.2.2			

Figure 11. A&P Tasks and Responsibilities

5. All-Source and Single Discipline A&P Capability Assessments. These sections of the PRMx are dedicated to recording the results of A&P capabilities assessments conducted following the procedures contained in Enclosure F. Typically, only all-source A&P centers, to include the supported CCMD JIOC, are designated as RACs. Either all-source or single-source agencies are eligible for designation as CACs. In addition to the limitation codes, analytic centers are expected to provide amplifying information regarding their respective capabilities and limitations. The Remarks sections depicted in Figures 12 and 13 are for illustration purposes. The IP Tool provides the capability for RACs and CACs to include expanded remarks for identified shortfalls. Analytic centers may also use these fields to further define internal responsibilities. During NISP development under an accelerated timeline, analytic centers may rely on the Remarks sections in the IP Tool to describe internal tasks in lieu of developing complete FSPs.

ALL-SOURCE ANALYSIS AND PRODUCTION CENTERS (ELIGIBLE FOR SELECTION AS EITHER RAC OR CAC)															
CCMD JIOC		DIA DI		NGIC		MCIA		ONI		NASIC		DIA DXC		OTHER CENTER	
CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS

Figure 12. All-Source A&P Capability Assessments

SINGLE DISCIPLINE ENTITIES (ELIGIBLE FOR SELECTION AS CAC)							
SIGINT (NSA)		GEOINT (NGA)		MASINT (DIA DT)		OTHER	
CODE	REMARKS	CODE	REMARKS	CODE	REMARKS	CODE	REMARKS

Figure 13. Single Discipline A&P Capability Assessments

6. PRMx Maintenance. The PRMx is intended to be a living document and maintained accordingly. The IP Tool will allow users to enter and maintain their organization's respective A&P capabilities as a part of the running staff estimate process. As intelligence requirements are satisfied or are no longer relevant, they are removed from the active portion of the PRMx on the IP Tool. New A&P tasks and subtasks are developed as new intelligence and information requirements are generated. Although users can update their capability status at any time via the IP Tool, NISP assessments conferences provide a venue for the supported CCMD to provide evaluation and feedback data on a periodic basis, generate new A&P tasks, and for all users to

synchronize their updates to the PRMx to inform Joint Combat Capability Assessments.

ENCLOSURE K

CRMX FORMAT

1. Purpose. This enclosure provides guidance for the development and maintenance of the CRMx. The CRMx is a worksheet that compiles CCMD-generated collection requirements to inform initial integrated collection planning efforts. As the plan matures during follow-on Plan Assessment cycles, supporting all-source production centers may also contribute to the spiral development and maintenance of the CRMx. The CRMx is also used to record assessed collection capabilities against anticipated requirements. The CRMx is a component of the Concept of Collection Operations described in Enclosure A.

2. CRM Format and Intent. The notional CRMx format is based on a combination of worksheets found in existing doctrinal publications. These include the Intelligence Synchronization Matrix found in reference d (JIPOE) as well as the Sample Collection Plan and Collection Tasking Worksheet found in reference b (Joint and National Intelligence Support to Military Operations). The intent of the CRMx is to identify anticipated collection requirements (described in terms of SIRs) for all phases of the plan and to correlate these with the collection capabilities that are best suited to satisfy the anticipated collection task. Primary and alternate collection responsibilities should be identified. In some instances, tipping and cueing responsibilities may also be assigned. When completed, the CRMx reflects the core elements of an integrated collection plan that is synchronized with the phases of the supported plan. It is intended to optimize the employment of all available Defense Intelligence Enterprise collection and ISR resources (to include collection assets of the supported CCMD). The IP Tool will enable virtual collaboration for the development and maintenance of the CRMx. It will facilitate dynamic updates to the priorities or substance of the supported CCMD's intelligence requirements during steady-state and contingency plan execution.

3. CRM Sections. The CRMx is a complex matrix that highlights the priorities and the relevance of intelligence requirements to the supported plan, the collection of information required to satisfy these intelligence requirements, the assignment of responsibilities, and the collection capabilities of tasked organizations. Figure 14 shows that it is difficult to clearly display the entirety of a notional CRMx on one page. The IP Tool will enable users to generate tailored reports to show portions or the totality of the CRMx. Not all data sets resident on the IP Tool are described in the paragraphs below. What follows is a brief, conceptual explanation of each of the sections with a supporting

graphic. The CRMx is divided into four major sections, as illustrated in Figure 14.

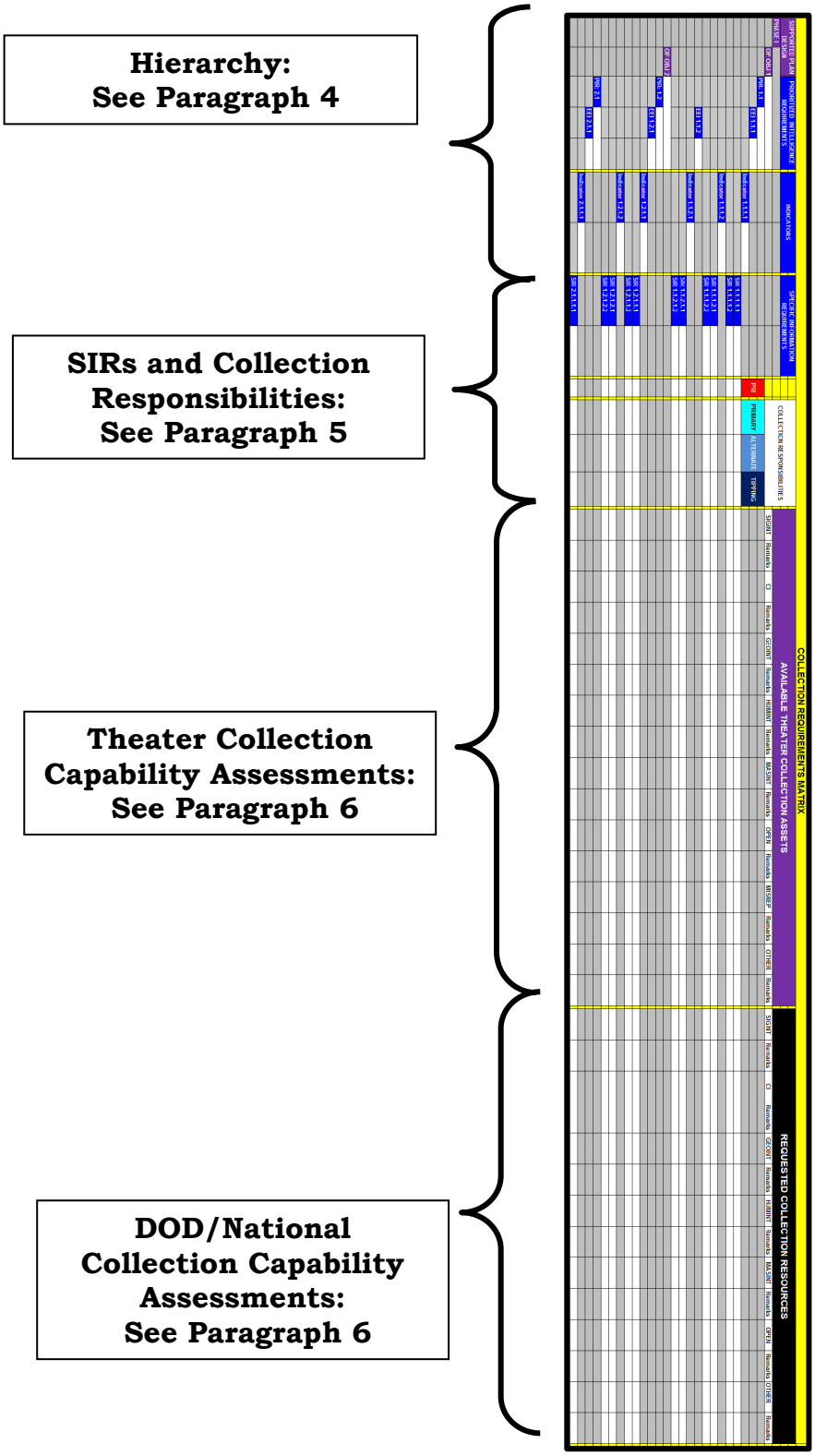

Figure 14. CRMx Overview

4. Hierarchy. Refer to Paragraph 3, Enclosure J, for an explanation of the relationships between the prioritized intelligence requirements, phasing construct, and elements of operational design. The main difference between the Hierarchy section of the PRMx and the Hierarchy section of the CRMx is that the CRMx introduces the need to identify indicators as the basis for the development of SIR. All information requirements (to include EEIs) are concerned with identifying the specific indicators that could fill a gap in the command's knowledge and understanding of adversary activities and other relevant aspects of the operational environment. Indicators are defined in intelligence usage as an item of information which reflects the intention or capability of an adversary to adopt or reject a COA. Many indicators are developed through the JIPOE process and can be detected through CI, GEOINT, HUMINT, MASINT, OSINT, SIGINT, and friendly unit reports such as spot reports, situation reports, and mission reports, as well as by other means. Refer to Paragraph 4.e, Enclosure A, for additional information regarding the use of indicators within the context of plan assessments.

SUPPORTED PLAN DESIGN	PRIORITIZED INTELLIGENCE REQUIREMENTS	INDICATORS
PHASE I		
OP OBJ 1		
	PIR: 1.1	
	EEI 1.1.1	
		Indicator 1.1.1.1
		Indicator 1.1.1.2
	EEI 1.1.2	
		Indicator 1.1.2.1
OP OBJ 2		
	PIR: 1.2	
	EEI 1.2.1	
		Indicator 1.2.1.1
		Indicator 1.2.1.2
	PIR: 2.1	
	EEI 2.1.1	
		Indicator 2.1.1.1

Figure 15. CRMx Hierarchy

5. SIRs and Collection Responsibilities. This section of the CRMx is intended to capture the relationship of indicators to SIRs, the relative priority of these SIR, and the assignment of organizations with primary, alternate, and if required, tipping responsibilities. Based on indicators, SIRs are then developed to focus the employment of available collection capabilities in a manner that is synchronized with the supported plan.

SPECIFIC INFORMATION REQUIREMENTS		COLLECTION RESPONSIBILITIES			
		PRI	PRIMARY	ALTERNATE	TIPPING
SIR 1.1.1.1.1					
SIR 1.1.1.1.2					
SIR 1.1.1.2.1					
SIR 1.1.1.2.2					
SIR 1.1.2.1.1					
SIR 1.1.2.1.2					
SIR 1.2.1.1.1					
SIR 1.2.1.1.2					
SIR 1.2.1.2.1					
SIR 1.2.1.2.2					
SIR 2.1.1.1.1					

Figure 16. SIRs and Collection Responsibilities

6. Collection Capability Assessments. These sections of the CRMx are dedicated to recording the results of C&E capability assessments conducted following the procedures contained in Enclosure F. The assignment of collection responsibilities generally results from these capability assessments. To facilitate the optimal employment of available theater collection assets and the integration of DoD/national-level collection resources, initial collection capability assessments performed by CCMD collection managers and ISR planners through the J-2 Staff Estimate process may be discussed with the C&E working group during NISP development. Remarks sections included in

Figures 17 and 18 are for illustration purposes. The IP Tool will provide the capability for discipline-specific managers to further describe capability shortfalls within their functional areas in Remarks fields. Expanded remarks could also be used to further define internal responsibilities during deliberate planning or during CAP as part of a "Fast Track" NISP.

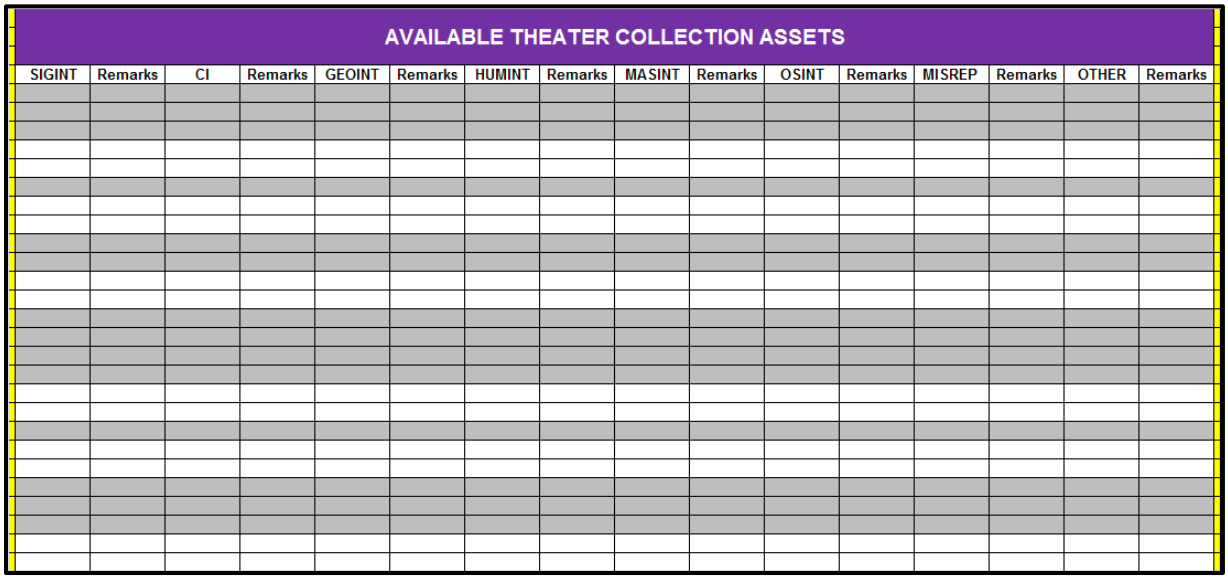

Figure 17. Theater Collection Capability Assessments

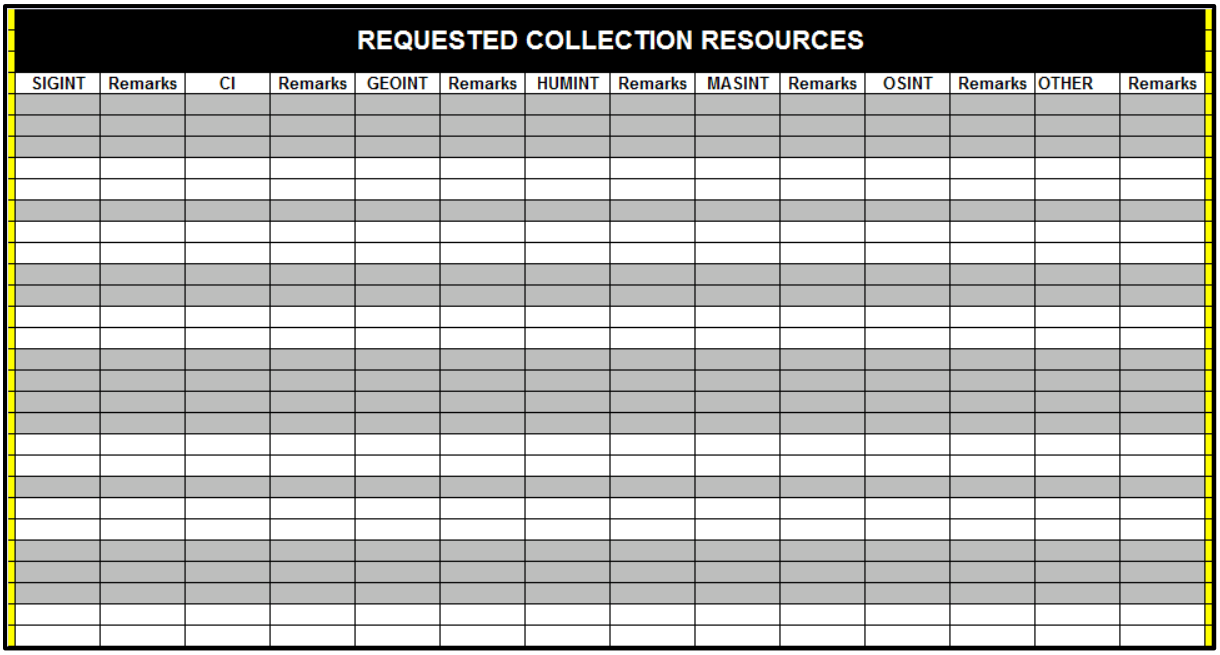

Figure 18. DoD/National Collection Capability Assessments

7. CRMx Maintenance. The CRMx is intended to be a living document and maintained accordingly. The IP Tool will allow users to enter and maintain their organization's respective collection capabilities by discipline as a part of the running Staff Estimate process. As SIRs are satisfied or are no longer relevant, they are removed from the active portion of the CRMx on the IP Tool. As new SIRs are generated, the IP Tool will allow the user to search collection requirements databases to identify standing collection requirements that, if satisfied, would answer the SIR. Upon the identification of a gap in existing collection requirements databases, users can generate and submit new collection requirements through the appropriate tasking system of record. Although users can update their organization's capability status at any time via the IP Tool, NISP assessments conferences provide a venue for the supported CCMD to provide evaluation and feedback data on a periodic basis, generate and validate new SIRs, and for all users to synchronize their updates to the CRMx to inform Joint Combat Capability Assessments.

ENCLOSURE L

REQUIREMENTS EXAMPLES

1. Purpose. This enclosure provides examples of intelligence requirements, their supporting information requirements, associated indicators, and Specific Information Requirements through which the characteristics of collection targets in terms of observables and collectables should be identified. These examples also show how intelligence requirements could link to termination and assessment criteria as a way to highlight their operational relevance. They are intended to be used as a guide to facilitate collection and production planning through appropriate capability assessments and the assignment of responsibilities.

2. Expectations. In leading the development of intelligence requirements and nominating PIRs, intelligence planners should consider and continuously apply four principles of joint intelligence: Prioritization, Prediction, Synchronization, and Unity of Effort.

a. Prioritization. The effective management of the intelligence mission relies on the prioritization of the intelligence requirements against which available intelligence capabilities may be employed. For this reason, the manner in which intelligence requirements are written and prioritized should be determined by the ability of the resulting intelligence to inform the staff and support CCDRs' decisions. Considerations that affect the prioritization of intelligence requirements include, but are not limited to: Decision Criticality and Specificity.

(1) Decision Criticality. The relative priority a particular intelligence requirement may be assigned should reflect the criticality of the decision it is intended to support. Simply put, some decisions are more critical than others. For instance, a CCDR's decision to commit forces to hostile action might be considered inherently riskier and more critical than a decision to revise a multi-year campaign strategy. Therefore, the level of intelligence effort required to inform these decisions should follow suit. A CCDR's retention or delegation of certain decision authorities might indicate decision criticality and could be used as a tool to inform the prioritization of intelligence requirements. Ultimately, a thorough understanding of the Commander's Intent, knowledge of the supported plan, and anticipated decisions included therein should guide PIR nominations for CCDR approval.

(2) Specificity. To facilitate prioritization, intelligence requirements should be narrowly-defined. Due to the many topics they address, broadly

posed questions are not only difficult to answer, but also difficult to parse. In turn, the difficulties associated with dividing an intelligence requirement into its component parts makes it difficult to prioritize the entirety of the collection and production workload associated with them. Because of their scope, broadly crafted questions oftentimes include low priority topics. Broadly crafted intelligence requirements may reflect an incomplete JIPOE effort or a lack of knowledge of the information that might already be available in existing intelligence holdings or databases. For this reason, intelligence planners should routinely collaborate with analysts to identify what intelligence is already known, what intelligence is not known (and therefore assumed in the planning process), and what new information and intelligence must be produced to inform CCDR decisions during planning or to guide the conduct of operations. To that end, the use of "Intelligence Objectives" is not recommended, as they have been shown to address broad topics. Ideally, each of the supporting production requirements entered on the PRMx should prescribe only one verb (i.e., the analytic task to be performed) and one object to be analyzed. Similarly, use of concepts such as "ISR Objectives" is discouraged as they introduce a parallel requirements structure that may not be aligned with the intelligence requirements designated by the CCDR as PIR. Likewise, the use of concepts such as "ISR Effects" is also discouraged as they introduce additional elements in the intelligence requirement hierarchy that can be satisfied through the proper application of EEIs and associated indicators. To that end, each of the supporting collection requirements to be entered on the CRMx should prescribe SIRs that address a limited number of anticipated collection targets.

b. Prediction. Ideally, questions should be posed in such a manner that their answers create a decision "advantage." That is, they should be crafted to allow CCDRs' to direct action before it is too late. Complicating the ability of the intelligence planner to craft intelligence requirements — the answers to which would create a decision advantage — are the complexities of the operational environment that affect decision making at the CCMD level. These complexities are difficult to anticipate during the JOPP. In these instances, a decision "advantage" is enabled by a command climate of continuous learning and adaptation to an ever-changing situation. To enable continuous planning during the execution of operations and to enhance the agility of the command to adapt to new circumstances, staffs typically maintain running estimates relevant to their functional area. The continuous gathering of information within the context of the CCIR and assessment processes allows staffs to maintain their respective running staff estimates. By collecting and analyzing information regarding changes to the operational environment, changes to system behavior, or changes to adversary capabilities, analysts have the ability to draw conclusions related to the next series of adversary COAs and to provide early warning. The continuous nature of the JIPOE process resulting in periodic updates to the intelligence estimate informs the command's continued planning effort. (See Enclosure A, Figure 7). Crafting intelligence requirements

that are directly linked to and inform assessments facilitates prediction and thus creates a decision advantage. For more information on the relationships between the CCIR process, the assessment process, collection planning, and JIPOE, refer to reference f.

c. Synchronization. To be relevant to the decision maker, intelligence products need to be disseminated in time to affect the supported decision. Thus, to effectively plan intelligence operations to support all phases of a contemplated operation, intelligence planners should craft and recommend the prioritization of tailored intelligence requirements aimed at focusing the employment of available intelligence capabilities in a manner that is aligned with phasing construct of the supported plan. Intelligence requirements that remain constant for all phases of an operation may not provide sufficient focus to synchronize intelligence operations with the supported plan. Additionally, some JSCP-tasked plans developed to the concept or lesser level of detail may be completed without undergoing a thorough COA Analysis and Wargaming effort. In these cases, a detailed Decision Support Matrix or Decision Support Template showing anticipated decision points in time and space might not be developed. Absent devices such as these, intelligence planners can still craft and recommend the prioritization of intelligence requirements for all phases of the plan by examining the operational objectives and desired effects that are unique to each phase. Developing intelligence requirements linked to and in support of the assessment process supports CCDR's decisions when decision points have not been predetermined through Wargaming. Instead, decisions may be informed when situational trends reach certain thresholds. Trend analysis is performed through continuous JIPOE efforts and the analyst's use of MOE. The detection of collectable or observable indicators informs MOE analysis and is the basis for synchronizing ISR with the supported plan.

d. Unity of Effort. Effective coordination with lateral headquarters and supporting agencies is essential to effective intelligence operations. It optimizes the employment of available intelligence capabilities by reducing redundancy and duplication in intelligence collection and production. Unity of effort is facilitated by centralized planning and direction and decentralized execution. Several JSCP-directed plans include intelligence topics that are of interest to multiple CCMDs. The IP process allows for the identification of similar or related intelligence requirements across CCMDs and facilitates the identification of gaps, seams, and mitigation strategies.

3. Examples. Below are a series of figures reflecting sample intelligence needs of a CCDR. Each table is structured to show how focused intelligence requirements might be crafted to support the assessment of operational objectives along with anticipated decisions. They include A&P Tasks and Subtasks as well as SIRs leading to potential collection tasks by discipline.

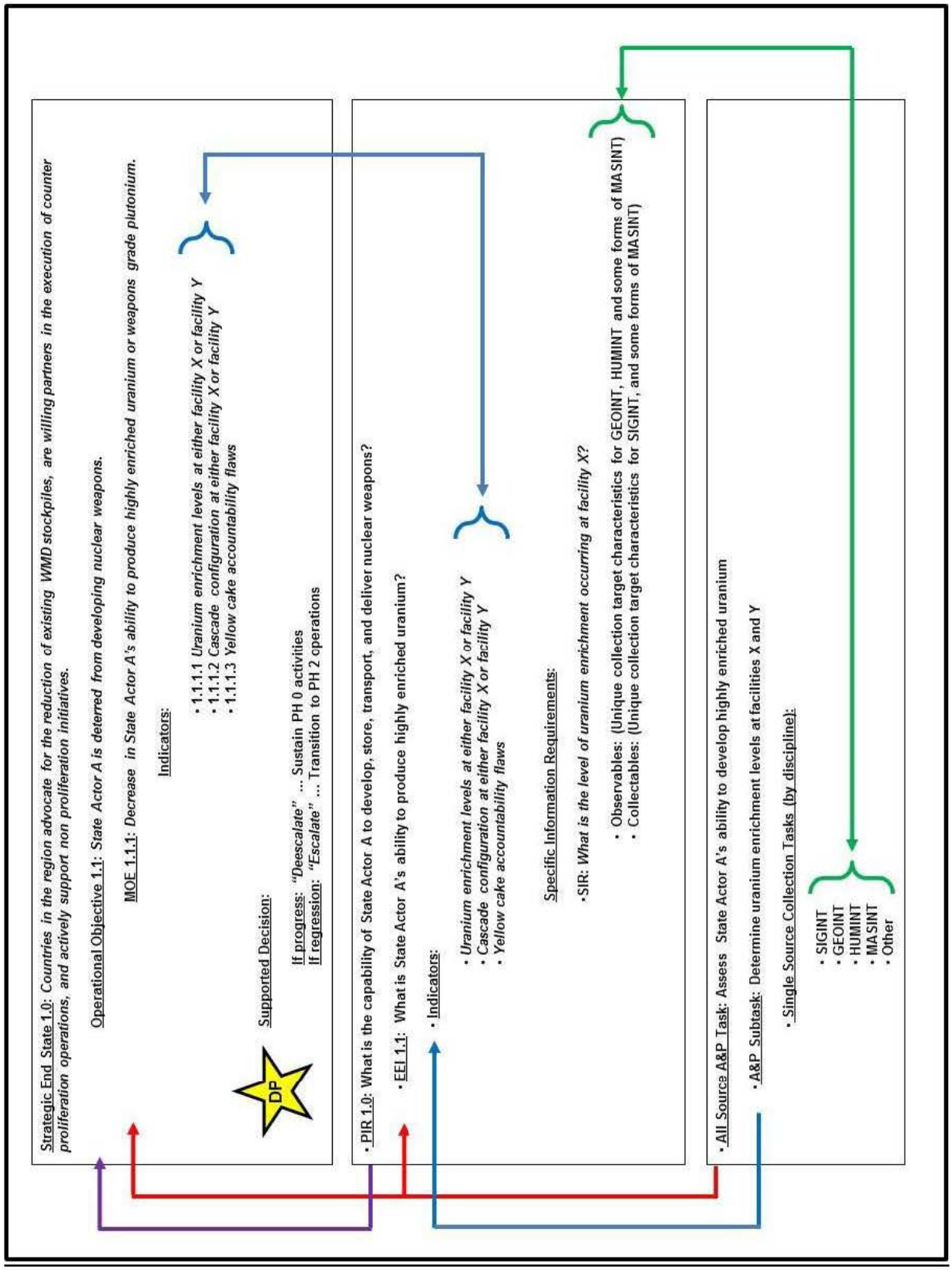
Strategic End State 1.0: Countries in the region advocate for the reduction of existing WMD stockpiles, are willing partners in the execution of counter proliferation operations, and actively support non proliferation initiatives.
Operational Objective 1.1: State Actor A is deterred from developing nuclear weapons.
MOE 1.1.1: Decrease in State Actor A's ability to produce highly enriched uranium or weapons grade plutonium.
Indicators:
• 1.1.1.1 Uranium enrichment levels at either facility X or facility Y
• 1.1.1.2 Cascade configuration at either facility X or facility Y
• 1.1.1.3 Yellow cake accountability flaws
Supported Decision:
DP
If progress: "Deescalate" ... Sustain PH 0 activities
If regression: "Escalate" ... Transition to PH 2 operations
• PIR 1.0: What is the capability of State Actor A to develop, store, transport, and deliver nuclear weapons?
• EEI 1.1: What is State Actor A's ability to produce highly enriched uranium?
• Indicators:
• Uranium enrichment levels at either facility X or facility Y
• Cascade configuration at either facility X or facility Y
• Yellow cake accountability flaws
Specific Information Requirements:
• SIR: What is the level of uranium enrichment occurring at facility X?
• Observables: (Unique collection target characteristics for GEOINT, HUMINT and some forms of MASINT)
• Collectables: (Unique collection target characteristics for SIGINT, and some forms of MASINT)
• All Source A&P Task: Assess State Actor A's ability to develop highly enriched uranium
• A&P Subtask: Determine uranium enrichment levels at facilities X and Y
• Single Source Collection Tasks (by discipline):
• SIGINT
• GEOINT
• HUMINT
• MASINT
• Other

Figure 19

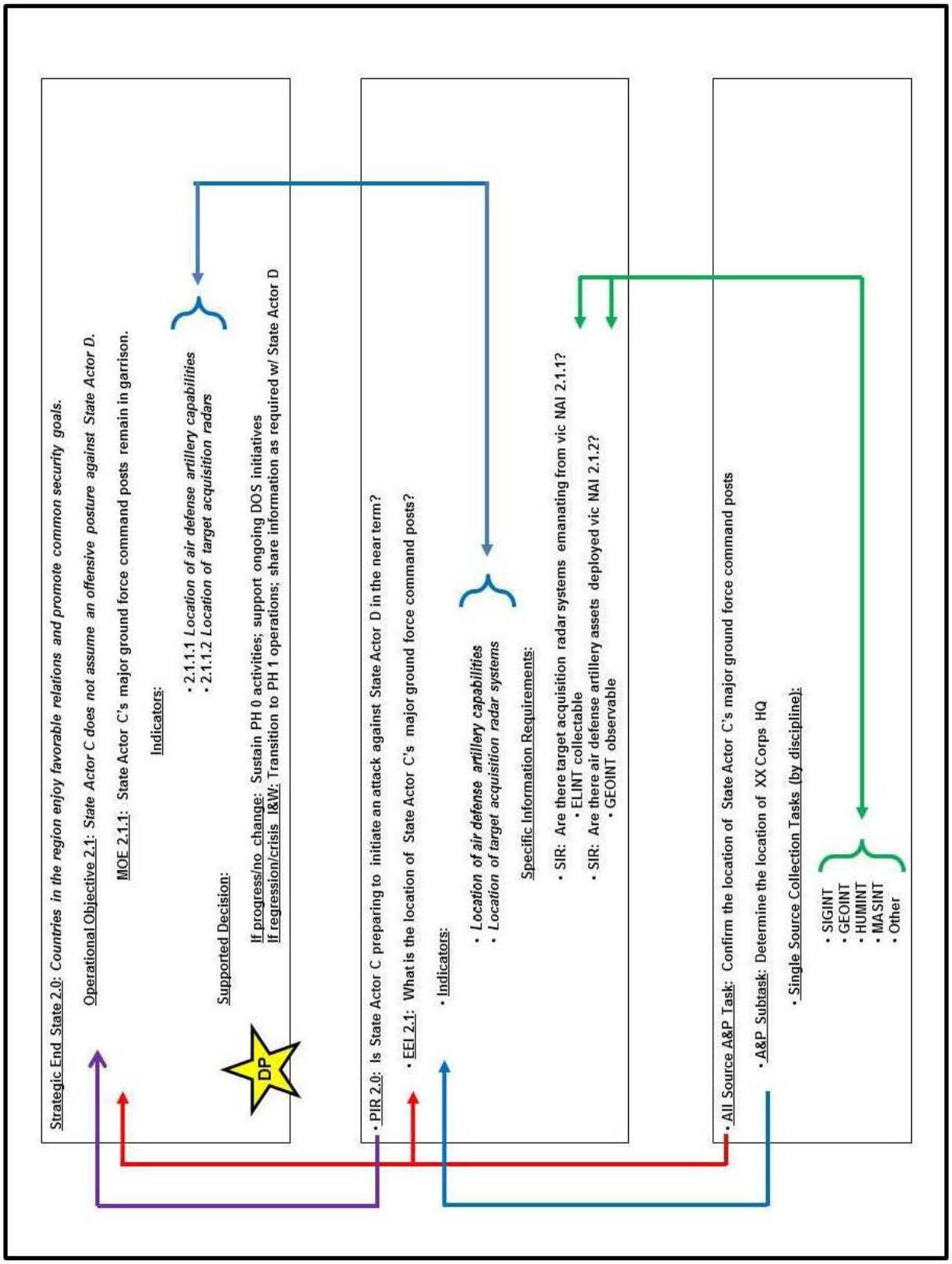
Strategic End State 2.0: Countries in the region enjoy favorable relations and promote common security goals.
Operational Objective 2.1: State Actor C does not assume an offensive posture against State Actor D.
MOE 2.1.1: State Actor C's major ground force command posts remain in garrison.
Indicators:
• 2.1.1.1 Location of air defense artillery capabilities
• 2.1.1.2 Location of target acquisition radars
Supported Decision:
If progress/no change: Sustain PH 0 activities; support ongoing DOS initiatives
If regression/crisis I&W: Transition to PH 1 operations; share information as required w/ State Actor D
DP
• PIR 2.0: Is State Actor C preparing to initiate an attack against State Actor D in the near term?
• EEI 2.1: What is the location of State Actor C's major ground force command posts?
• Indicators:
• Location of air defense artillery capabilities
• Location of target acquisition radar systems
Specific Information Requirements:
• SIR: Are there target acquisition radar systems emanating from vic NAI 2.1.1?
• ELINT collectable
• SIR: Are there air defense artillery assets deployed vic NAI 2.1.2?
• GEOINT observable
• All Source A&P Task: Confirm the location of State Actor C's major ground force command posts
• A&P Subtask: Determine the location of XX Corps HQ
• Single Source Collection Tasks (by discipline):
• SIGINT
• GEOINT
• HUMINT
• MASINT
• Other

Figure 20

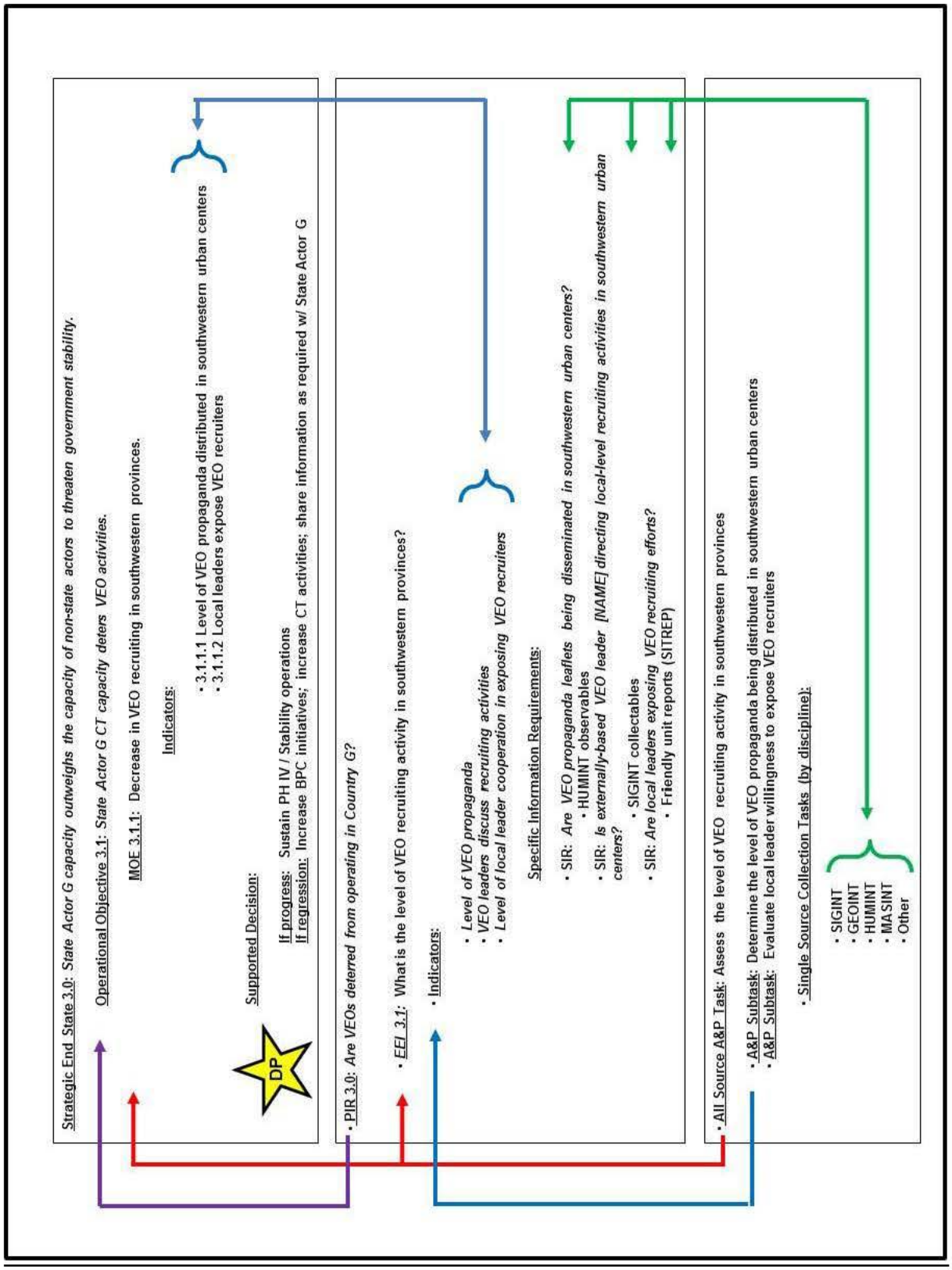
Strategic End State 3.0: State Actor G capacity outweighs the capacity of non-state actors to threaten government stability.
Operational Objective 3.1: State Actor G CT capacity deters VEO activities.
MOE 3.1.1: Decrease in VEO recruiting in southwestern provinces.
Indicators:
• 3.1.1.1 Level of VEO propaganda distributed in southwestern urban centers
• 3.1.1.2 Local leaders expose VEO recruiters
Supported Decision:
DP
If progress: Sustain PH IV / Stability operations
If regression: Increase BPC initiatives; increase CT activities; share information as required w/ State Actor G
• PIR 3.0: Are VEOs deterred from operating in Country G?
• EEI 3.1: What is the level of VEO recruiting activity in southwestern provinces?
• Indicators:
• Level of VEO propaganda
• VEO leaders discuss recruiting activities
• Level of local leader cooperation in exposing VEO recruiters
Specific Information Requirements:
• SIR: Are VEO propaganda leaflets being disseminated in southwestern urban centers?
• HUMINT observables
• SIR: Is externally-based VEO leader [NAME] directing local-level recruiting activities in southwestern urban centers?
• SIGINT collectables
• SIR: Are local leaders exposing VEO recruiting efforts?
• Friendly unit reports (SITREP)
• All Source A&P Task: Assess the level of VEO recruiting activity in southwestern provinces
• A&P Subtask: Determine the level of VEO propaganda being distributed in southwestern urban centers
• A&P Subtask: Evaluate local leader willingness to expose VEO recruiters
• Single Source Collection Tasks (by discipline):
• SIGINT
• GEOINT
• HUMINT
• MASINT
• Other

Figure 21

ENCLOSURE M

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GLOSSARY

PART I – ABBREVIATIONS AND ACRONYMS

A&P	Analysis and Production
APEX	Adaptive Planning and Execution
CAC	Collaborating Analytic Center
CAP	Crisis Action Planning
CCDR	Combatant Commander
CCIR	Commander's Critical Information Requirement
CI	Counterintelligence
CCMD	Combatant Command
COCOM	Combatant Command (Command Authority)
COLISEUM	Community On-Line Intelligence System for End Users and Managers
CONPLAN	Concept Plan
CRMx	Collection Requirements Matrix
CSA	Combat Support Agency
DIA	Defense Intelligence Agency
DIAP	Defense Intelligence Analysis Program
DoD	Department of Defense
DTA	Dynamic Threat Assessment
DUSD(JCWS)	Defense Under Secretary of Defense for Joint & Coalition Warfighter Support
EEI	Essential Element of Information
FFIR	Friendly Force Information Requirement
FSP	Functional Support Plan
GEF	Guidance for Employment of the Force
GEOINT	Geospatial Intelligence
HUMINT	Human Intelligence
I&W	Indications and Warning
IC	Intelligence Community
IMINT	Imagery Intelligence
IMO	Intermediate Military Objective
IO	Information Operations
IP	Intelligence Planning
IPSG	Intelligence Planning Steering Group

ISR	Intelligence, Surveillance, and Reconnaissance
ITL	Intelligence Task List
JCCA	Joint Combat Capability Assessment
JFCC-ISR	Joint Functional Component Command – Intelligence Surveillance Reconnaissance
JIOC	Joint Intelligence Operations Center
JIPA	Joint Intelligence Posture Assessment
JIPOE	Joint Intelligence Preparation of the Operational Environment
JPEC	Joint Planning and Execution Community
JSAP	Joint Staff Action Process
JSCP	Joint Strategic Capabilities Plan
JSPS	Joint Strategic Planning System
JWICS	Joint Worldwide Intelligence Communications System
MASINT	Measurement and Signature Intelligence
MCIA	Marine Corps Intelligence Activity
MOE	Measure of Effectiveness
MOP	Measure of Performance
MSO	Military Strategic Objective
NASIC	National Air and Space Intelligence Center
NGA	National Geospatial-Intelligence Agency
NGIC	National Ground Intelligence Center
NIPF	National Intelligence Priorities Framework
NISP	National Intelligence Support Plan
NIST	National Intelligence Support Team
NSA	National Security Agency
NSRP	National SIGINT Requirements Process
ODNI	Office of the Director of National Intelligence
ONI	Office of Naval Intelligence
OPLAN	Operation Plan
OSINT	Open Source Intelligence
PIR	Priority Intelligence Requirement
POA&M	Plan of Actions and Milestones
PR	Production Requirement
PRMx	Production Requirements Matrix
RAC	Responsible Analytic Center
RFI	Request for Information
RSC	Regional Support Center

SIGINT	Signals Intelligence
SIPRNET	Secure Internet Protocol Routing Network
SIR	Specific Information Requirement
SME	Subject Matter Expert
SVTC	Secure Video Teleconference
TCPED	Tasking, Collection, Processing, Exploitation, Dissemination
TPFDDL	Time-Phased Force and Deployment Data List
TIA	Theater Intelligence Assessment
UIS	Unifying Intelligence Strategy
USD(I)	Under Secretary of Defense for Intelligence

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PART II – DEFINITIONS

Adaptive Planning and Execution (APEX) system. A Department of Defense system of joint policies, processes, procedures, and reporting structures, supported by communications and information technology that is used by the Joint Planning and Execution Community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. (JP 5-0)

All-Source Intelligence. 1. Intelligence products and/or organizations and activities that incorporate all sources of information, most frequently including human resources intelligence, imagery intelligence, measurement and signature intelligence, signals intelligence, and open source data, in the production of finished intelligence. 2. In intelligence collection, a phrase that indicates that, in the satisfaction of intelligence requirements, all collection, processing, exploitation, and reporting systems and resources are identified for possible use and those most capable are tasked. (JP 1-02)

Analysis and Production (A&P) Task (formerly ITL Task). Tasks are all-source analysis and production requirements designed to satisfy the intelligence requirements (to include Priority Intelligence Requirements) of the supported Combatant Command plan. (IP-specific term)

Analysis and Production (A&P) Subtask (formerly ITL Subtask). Subtasks are the constituent elements of an A&P task which, when taken together, define the task's scope and content. (IP-specific term)

Annex B. Annex B is the intelligence annex to a plan or order that provides detailed information on the adversary situation, establishes priorities, assigns intelligence tasks, identifies required intelligence products, requests support from higher echelons, describes the concept of intelligence operations, and specifies intelligence procedures. Combatant Command J-2s lead development of Annex B. (JP 2-01)

Assumption. A supposition on the current situation or a presupposition on the future course of events, either or both assumed to be true in the absence of positive proof, necessary to enable the commander in the process of planning to complete an estimate of the situation and make a decision on the course of action. (JP 1-02, JP 5-0)

Collaborating Analytic Center (CAC). An intelligence organization that has responsibility to support and assist a Responsible Analytic Center produce an intelligence product to answer a specific Combatant Command Analysis and

Production sub task. CACs may provide all-source analysis, application of analysis, or single-source analysis. This term was developed for use in Intelligence Planning and is derivative of the COLISEUM phrase "contributing centers or elements."
(IP-specific term)

Collectables. The unique descriptive features associated with emanations from the target. Collectables are associated with SIGINT and MASINT. (JP 2-01, Joint Tactical Exploitation of National Systems (JTENS) Manual)

Collection. In intelligence usage, the acquisition of information and the provision of this information to processing elements. (JP 2-0, JP 2-01)

Collection Management. In intelligence usage, the process of converting intelligence requirements into collection requirements, establishing priorities, tasking or coordinating with appropriate collection sources or agencies, monitoring results, and retasking, as required. (JP 2-01, JP 2-0)

Collection Requirement. An established intelligence need considered in the allocation of intelligence resources to fulfill the essential elements of information and other intelligence needs of a commander or an agency.
(JP 1-02)

Collection Requirements Matrix (CRM). A worksheet that compiles Combatant Command-generated collection requirements to inform the initial integrated collection planning efforts. This collection planning worksheet links Priority Intelligence Requirements, their associated Essential Elements of Information, and related indicators to supporting Specific Information Requirements, and all Combatant Command collection capabilities available to support the execution of a given plan. The CRM is intended to facilitate the development of integrated collection strategies against priority collection targets during the National Intelligence Support Plan process and to optimize the employment of theater assets and national-level collection resources.
(IP-specific term)

Commander's Critical Information Requirement (CCIR). An information requirement identified by the commander as being critical to facilitating timely decision making. (JP 3-0)

Concept of Intelligence Operations. A verbal or graphic statement, in broad outline, of an Intelligence Directorate's assumptions or intent regarding intelligence support of an operation or series of operations. The concept of intelligence operations, which complements the commander's concept of operations, is contained in the intelligence annex (Annex B) of operation plans. The concept of intelligence operations is designed to give an overall picture of

intelligence support for joint operations. It is included primarily for additional clarity of purpose. (JP 1-02, JP 2-0)

Constraint. In the context of joint operation planning, a requirement placed on the command by a higher command that dictates an action, thus restricting freedom of action. (JP 1-02, JP 5-0)

Defense Intelligence Analysis Program (DIAP). The DIAP integrates all general military intelligence and scientific/technical intelligence analysis conducted at DIA, the Service intelligence centers, and the Combatant Command intelligence centers. DIAP ensures efficiency and effectiveness of defense intelligence all-source analysis by assigning analytic responsibilities based on capabilities, workforce characteristics, and command, Service, or DIA mission requirements. (DIAI 3115.300)

Defense Intelligence Enterprise. The organizations, infrastructure, and measures, to include policies, processes, procedures, and products of the intelligence, counterintelligence (CI), and security components of the Joint Staff, Combatant Commands, Military Departments, and other Department elements that perform National Intelligence, Defense Intelligence, Intelligence-related, CI, and security functions, as well as those organizations under the authority, direction, and control of the USD(I). (IP-specific term pending approval in revisions to DoDD 5143.01)

Dynamic Threat Assessment (DTA). The DTA is a defense strategic intelligence assessment developed by DIA's Directorate for Analysis which identifies the capabilities and intentions of adversaries for each Joint Strategic Capabilities Plan-directed top priority plan, except Theater Campaign Plans. The DTA is used by the Combatant Commander and Combatant Command planning staff to conduct Mission Analysis during Step 1 (Strategic Guidance) of the Adaptive Planning and Execution (APEX) Process. DIA produces and continuously updates DTAs as strategic factors of the operational environment change and provides the Combatant Commands an updated DTA to support RATE (Refine, Adapt, Terminate or Execute) decisions under APEX Step 4 (Plan Assessment).

Effect. 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom. (JP 3-0)

End state. The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

Essential Elements of Information (EEI). The most critical information requirements regarding the adversary and the environment needed by the commander by a particular time to relate with other available information and intelligence in order to assist in reaching a logical decision. (JP 1-02, JP 2-0)

Friendly Force Information Requirement. Information the commander and staff need to understand the status of friendly force and supporting capabilities. (JP 3-0)

Functional Support Plan (FSP). An FSP is an intelligence agency enterprise/ annex to a National Intelligence Support Plan in support of a Combatant Command top priority plan. It details the agency/enterprise concept for providing discipline/functional support to meet the Combatant Command's intelligence requirements. It assesses agency/enterprise capabilities across all phases of the plan and identifies significant knowledge gaps and capability shortfalls as well as potential mitigation strategies where appropriate. (IP-specific term)

Indications and Warning (I&W). Those intelligence activities intended to detect and report time-sensitive intelligence information on foreign developments that could involve a threat to the United States or allied and/or coalition military, political, or economic interests or to U.S. citizens abroad. It includes forewarning of enemy actions or intentions; the imminence of hostilities; insurgency; and nuclear/non-nuclear attack on the United States, its overseas forces, or allied and/or coalition nations. (JP 2-0)

Indicator. In intelligence usage, an item of information which reflects the intention or capability of an adversary to adopt or reject a course of action. (JP 1-02, JP 2-0)

Information Requirement. In intelligence usage, those items of information regarding the adversary and other relevant aspects of the operational environment that need to be collected and processed in order to meet the intelligence requirements of a commander. (JP 1-02, JP 2-0)

Intelligence. 1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. 2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (JP 1-02, JP 2-0)

Intelligence Estimate. The appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determine the courses of action open to the enemy or adversary and the order of probability of their adoption. (JP 1-02, JP 2-0).

Intelligence Federation. A formal agreement in which a Combatant Command Joint Intelligence Operations Center receives preplanned intelligence support from other joint intelligence operations centers, Service intelligence organizations, Reserve organizations, and national agencies during crisis or contingency operations. (JP 1-02, JP 2-0)

Intelligence Operations. The variety of intelligence and counterintelligence tasks that are carried out by various intelligence organizations and activities within the intelligence process. Intelligence operations include planning and direction, collection, processing and exploitation, analysis and production, dissemination and integration, and evaluation and feedback. (JP 2-0)

Intelligence Planning (IP). The intelligence component of the Adaptive Planning and Execution system. IP is a methodology for coordinating and integrating all available Defense Intelligence Enterprise capabilities to meet Combatant Commander intelligence requirements. It ensures that prioritized intelligence support is aligned with Combatant Commander objectives for each phase of the operation. The IP process identifies DoD knowledge gaps and intelligence capability shortfalls and develops mitigation strategies where possible. Identified knowledge gaps and capability shortfalls also inform a variety of Joint Strategic Planning System processes and products and the development of Unifying Intelligence Strategies. (CJCSI 3110.02G)

Intelligence Requirement. 1. Any subject, general or specific, upon which there is a need for the collection of information, or the production of intelligence. 2. A requirement for intelligence to fill a gap in the command's knowledge or understanding of the operational environment. (JP 1-02, JP 2-0)

Intelligence, Surveillance, and Reconnaissance (ISR). An integrated operations-intelligence activity that synchronizes and integrates the planning and operation of sensors, assets, and the processing, exploitation, and dissemination systems in direct support of current and future operations. This is an integrated intelligence and operations function. (JP 2-0)

Intelligence Task List (ITL). See Production Requirements Matrix (PRMx).

Intermediate Military Objective. A measureable objective that directly contributes to the achievement of an end state. It reflects objectives achievable by the Combatant Command within the 5-year timeframe of a campaign plan. (CJCSI 3110.01H)

ITL Task. See A&P Task.

ITL Subtask. See A&P Subtask.

J-2 Staff Estimate. An assessment of intelligence and counterintelligence (CI) capabilities available to support the operation. It identifies and addresses known or anticipated factors pertaining to CI or intelligence collection, processing and exploitation, analysis and production, and dissemination and integration that may limit the intelligence staff function's ability to support proposed friendly courses of action. (JP 2-01)

Joint Intelligence Operations Center (JIOC). An interdependent, operational intelligence organization at the Combatant Command or joint task force (if established) level, that is integrated with national intelligence centers, and capable of accessing all sources of intelligence impacting military operations, planning, execution, and assessment. (JP 2-0)

Joint Intelligence Posture Assessment (JIPA). An estimate of the collection and production support the Defense Intelligence Enterprise may be able to provide Combatant Commanders throughout a given year. It contains annexes from Combat Support Agencies and Services that describe their steady-state posture to address Combatant Commander priorities based on the National Intelligence Priorities Framework in effect at the time. (IP-specific term)

Joint Intelligence Preparation of the Operational Environment (JIPOE). The analytical process used by joint intelligence organizations to produce intelligence assessments, estimates, and other intelligence products in support of the joint force commander's decision-making process. It is a continuous process that includes defining the operational environment; describing the effects of the operational environment; evaluating the adversary; and describing adversary potential courses of action. (JP 1-02, JP 2-0)

Joint Strategic Planning System (JSPS). The primary means by which the Chairman of the Joint Chiefs of Staff carries out statutory responsibilities assigned in titles 6, 10, 22 and 50 of the United States Code. The primary roles are to: 1) conduct independent assessments; 2) provide independent advice to the President, Secretary of Defense, National Security Council, and Homeland Security Council; and 3) assist the President and Secretary of Defense in providing unified strategic direction to the Armed Forces. The JSPS is a system that enables the Chairman to effectively assess, advise, direct, and execute in fulfillment of these statutory responsibilities. (CJCSI 3110.01B)

Measure of Effectiveness (MOE). A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. (JP 3-0)

Measure of Performance (MOP). A criterion used to assess friendly actions that is tied to measuring task accomplishment. (JP 3-0)

National Intelligence Priorities Framework (NIPF). 1. A dynamic process that reflects the enduring and current national and homeland security challenges and opportunities. 2. The Director of National Intelligence (DNI) sole mechanism for establishing national intelligence priorities. Intelligence topics reviewed by the National Security Council Principles Committee and approved by the President semiannually shall form the basis of NIPF and the detailed procedures established by the DNI. (National Security Presidential Directive (NSPD) 26, Intelligence Community Directive (ICD) 204)

National Intelligence. All intelligence, regardless of the source from which derived and including information gathered within or outside the United States, that pertains, as consistent with any guidance issued by the President, to more than one United States Government Agency, and that involves threats to the United States, its people, property, or interests; the development, proliferation, or use of weapons of mass destruction; or any other matter bearing on United States national or homeland security. (JP 1-02, JP 2-0)

National Intelligence Support Plan (NISP). The NISP is a supporting plan to a Combatant Command top priority plan that details how the intelligence capabilities of Combat Support Agencies, Services and other Defense Intelligence Enterprise organizations will be employed to meet the Combatant Commander's stated intelligence requirements. It contains annexes from applicable components of the Defense Intelligence Enterprise agencies / organizations that detail their concepts for functional support and identify and prioritize knowledge gaps, capability shortfalls, and mitigation strategies. (CJCSI 3110.02G)

National Intelligence Support Team (NIST). A nationally sourced team composed of intelligence and communications experts from Defense Intelligence Agency, Central Intelligence Agency, National Geospatial-Intelligence Agency, National Security Agency, or other intelligence community agencies as required. (JP 1-02, JP 2-0)

Objective. 1. The clearly defined, decisive, and attainable goal toward which every operation is directed. 2. The specific target of the action taken which is essential to the commander's plan. (JP 5-0)

Observables. The unique descriptive features associated with the visible description of the target, whether it is specific units, equipment, or facilities. Observables are associated with GEOINT, HUMINT/CI, and MASINT. (JP 2-01, Joint Tactical Exploitation of National Systems (JTENS) Manual)

Operational Environment. A composite of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 1-02, JP 3-0)

Priority Intelligence Requirement (PIR). An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or operational environment. (JP 1-02, JP 2-0)

Production Requirements Matrix (PRMx). Formerly ITL. The PRMx is a compilation of prioritized Combatant Command all-source analysis and production requirements that support all phases of the plan and are organized in a two tier hierarchy of tasks and subtasks. (IP-specific term)

Red Team. An organizational element comprised of trained and educated members that provide an independent capability to fully explore alternatives in plans and operations in the context of the operational environment and from the perspective of adversaries and others. (JP 1-02, JP 2-0)

Responsible Analytic Center (RAC). The Intelligence organization that has primary responsibility for integrated all-source analysis, or the application of analysis, to produce an intelligence product to answer a Combatant Command analysis and production task or subtask. This term was developed for use in Intelligence Planning and is similar to the COLISEUM term "Responsible Intelligence Analysis Center." (IP-specific term)

Restraint. In the context of joint operations, a requirement placed on the command by a higher command that prohibits an action, thus restricting freedom of action. (JP 1-02, JP 5-0)

Specific Information Requirement (SIR). A basic question that must be answered to satisfy a collection request. (JP 2.01, Joint Tactical Exploitation of National Systems (JTENS) Manual)

Supported Commander. 1. The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operation planning authority. In the context of joint operation planning, this term refers to the commander who prepares operation plans or operation orders in response to requirements of the Chairman of the Joint Chiefs of Staff. 2. In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required. (JP 1-02)

Supporting Commander. 1. A commander who provides augmentation forces or other support to a supported commander or who develops a supporting

plan. Includes the designated Combatant Commands and Defense agencies as appropriate. 2. In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander. (JP 2-01)

Synchronization. In the intelligence context, application of intelligence sources and methods in concert with the operation plan to ensure intelligence requirements are answered in time to influence the decisions they support. (JP1-02, JP 2-0)

Theater Intelligence Assessment (TIA). The TIA is a theater-wide Defense strategic intelligence assessment developed by DIA Directorate for Analysis that identifies the capability and intentions of Actors of Concern listed in the Guidance for the Employment of the Force, with particular emphasis on how these actors are affected by the strategic environment. (CJCSI 3110.02G).

Targeting. The process of selecting and prioritizing targets and matching the appropriate response to them, taking account of operational requirements and capabilities. (JP 1-02)

Unifying Intelligence Strategy (UIS). Provide the Office of the Director of National Intelligence staff and the Intelligence Community (IC) mission partners with the organizing principles, focus, and direction to respond to national security issues. Developed by National Intelligence Managers in partnership with National Intelligence Officers, National Intelligence Collection Officers, and National Counterintelligence Officers and other IC elements, these strategies orient and guide the IC's analytic and collection activities to satisfy customer information needs. (http://intellipedia.intelink.ic.gov/wiki/Unifying Intelligence Strategy and http://intellipedia.intelink.ic.gov/wiki/National Intelligence Manager .)

Validation. A process associated with the collection and production of intelligence that confirms that an intelligence collection or production requirement is sufficiently important to justify the dedication of intelligence resources, does not duplicate an existing requirement, and has not been previously satisfied. (JP 1-02, JP 2-0)

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