Statement for the Record

Submitted by

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And

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Performance of the Intelligence Community
Concerning September 11, 2001

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Chairmen, members of the committees, I welcome the opportunity to report on the National Imagery and Mapping Agency's (NIMA) efforts to improve the collection and sharing of terrorism related information.

NIMA's mission of providing timely, relevant, and accurate Geospatial Intelligence in support of national security objectives is more vital than ever in protecting America's interests. It is with great pride that I can report to this joint committee on the outstanding efforts and accomplishments of the men and women of NIMA in support of the Global War on Terrorism. On the other hand, we also face continuing challenges, and I will outline how NIMA is now postured to tailor our Geospatial Intelligence support in the future.

While the attacks of 9/11 profoundly changed our perception of what we now soberly understand as "national security," the counterterrorism mission was not a new one to NIMA. Since long before our stand-up in 1996, NIMA's predecessor organizations were involved in the Intelligence Community's approach to locate, identify and analyze global terrorism-related activity. NIMA has capitalized on these efforts and now converges the traditional categories of imagery, imagery intelligence, and geospatial data and information, into what we now refer to as Geospatial Intelligence. Geospatial Intelligence, which forms the foundational baseline for all subsequent analysis, encompasses all the skills, expertise, and capabilities that reside in NIMA today and signals our new vision: *"Know the Earth... Show the Way."*

NIMA, as the National Geospatial Intelligence functional manager, is responsible both to the Director of Central Intelligence (DCI) and to the Secretary of Defense (SecDef) to ensure vast imagery and geospatial resources are effectively applied across the various organizations in which they reside. To that end, NIMA must "show the way" in the sense of promoting interoperability and standardization, and across the realms of tasking, collection, processing, exploitation, and dissemination. The terrorism threat has crystallized the imperative for what we term the "ubiquitous knowledge map" – and NIMA is assuming responsibilities for its Geospatial Intelligence standards, structure, and content.

Geospatial Intelligence is a critical contributor to the counterterrorism mission. First, it provides a common reference of where things are on the earth, and augments the temporal all-source analysis of terrorists' activities. When combined with human intelligence (HUMINT) and/or signals intelligence (SIGINT), Geospatial Intelligence helps to identify and monitor terrorist activity. However, it cannot determine intent. Geospatial Intelligence is also crucial for planning and executing operations. In sum, we enable national and military decision makers to understand and see the strategic terrorism intelligence picture. However, Geospatial Intelligence cannot provide the entire picture; it cannot be a primary source of tactical information. It has been of greatest use for strategic description of long-term trends.

Before September 11, 2001, NIMA's counterterrorism analytical effort focused on supporting requirements of the DCI and the SecDef. Whether we were executing our global mission to provide a geospatial foundation for further analysis, or supporting specific requirements of our partners, NIMA's small but expert analytical cadre met the Geospatial Intelligence needs of the Intelligence Community. Well before September 11, we had worked closely with the CIA and the Joint Staff in support of operational planning and its execution. Since September 11, we have intensified this work by establishing our own Office of Counter Terrorism, and by bolstering our on-site support to the CIA and the military's Joint Intelligence Task Force for Combating Terrorism (JITF-CT).

Geospatial Intelligence, cued by other sources, provides the analytical foundation for understanding the overall terrorism picture. For example, working in a collaborative intelligence source

mode, we have located and identified numerous terrorist sites. Correspondingly, other disciplines have leveraged Geospatial Intelligence to refine their own collection and analysis. To further improve this initiative as well as our own collaboration with another agency, we now have NIMA analysts performing hands-on integration of our two disciplines and providing Geospatial Intelligence, as needed.

Throughout our history of support to the counterterrorism mission, NIMA has ensured timely, relevant, and accessible reporting to our national and DoD customers. Early on, NIMA recognized the interdependent nature of Geospatial Intelligence and its partnership role with the other established intelligence disciplines. From participating in daily briefings with senior Intelligence Community leaders; chairing collection requirements activities; collocating our analysts within our customers' facilities; to providing our customers on-line, worldwide access to our digital Geospatial Intelligence, NIMA continues to improve our ability to reach out and connect at all levels with our customers. As we work with our intelligence partners, we fully understand that the sum is truly greater than the parts.

In the wake of September 11, NIMA streamlined to better meet the threat and put the agency on a war footing. We have since begun to significantly transform NIMA to modernize our infrastructure, which will enable refocused analysts to collaborate better among themselves and with the community. Much of this is tied to doing better against the counterterrorism problem. NIMA's success is dependent on:

- Clear priorities and customer support to allow us to efficiently prioritize our activities.
- Multi-intelligence source collaboration and analysis gives us the best available cueing, directs our research, and allows us to make the most informed judgments-- for we recognize that even at its most robust, Geospatial Intelligence alone cannot work against the terrorism issue. Flexibility and depth allows us to surge significant numbers of Geospatial Intelligence analysts to support terrorism and other crises worldwide. This capability relies on having a cadre of trained, experienced, and motivated analysts.
- The right technology and systems to collect against moving targets or underground targets and the ability to integrate all sources of imagery into the National System for Geospatial Intelligence (NSGI) architecture, with round-the-clock availability. This is an end-to-end capability improvement; more or better types of collection are meaningless if we don't also have the systems to use and move information.

A major driver for our transformation is to expand our ability to conduct surveillance, as opposed to reconnaissance. The latter, which has been our traditional method of operation, does not allow for the intense scrutiny of subtle signs that are necessary to address the terrorism target. We increasingly are engaging in surveillance work. Additionally, we are increasing the utility of reconnaissance by expanding the use of the full range of capabilities in the imagery spectrum.

NIMA will cooperate closely with other agencies as they devise a tactical/strategic warning system. We have longstanding experience in this kind of activity, as demonstrated in our work with organizations such as the Federal Emergency Management Agency, with whom we are able to pass critical information rapidly, across the nation, and at multiple levels of government. Fundamentally, for NIMA it does not matter which agency would be the lead for constructing and operating a warning program; we have the systems and experienced personnel needed to be an effective contributor, regardless of where the program is centered.

We are expanding our work with liaison services, and receive their reporting as it is published. We in turn make their analysis available to the larger US Intelligence Community. NIMA has been expanding its outreach to the Intelligence Community and will continue to do so. We have close and continuing contact with the Office of Homeland Security, and participate with intelligence and law enforcement agencies in actions such as securing the Olympics and other events. We currently contribute officers to staff the Joint Intelligence Task Force for Combating Terrorism. We have established full-time liaison at the FBI, continue our longstanding and very close collaboration with the CIA, and are doubling our presence at NSA. We believe that these measures will greatly enhance the application of Geospatial Intelligence across the Community and encourage better analytic interchange.

NIMA's structure and emphasis are in consonance with the DCI's guidance on intelligence priorities. We have already moved significant resources to the counterterrorism mission in our Office of Counter Terrorism. Moreover, we have accelerated the rate of planned growth for that office, so that it will meet its projected end strength sooner than originally planned. In addition, we have established a North America Homeland Security Division in our Office of the Americas. NIMA has increased almost tenfold the number of analysts dedicated to the counterterrorism and Homeland Security missions. These and other adjustments to meet DCI priorities have come entirely from within internal personnel resources.

While we remain careful with sensitive signatures, one of the virtues of Geospatial Intelligence is that it usually can be disseminated widely, at relatively low levels of classification. Also, it is often very literal in that it can present information using imagery on a geospatial background, that is to say a picture that also shows terrain perspectives or "lay of the land". This makes it useful to many analysts and consumers and fosters collaboration and rapid use by first responders, as the geospatial common denominator.

As with the rest of the Community, NIMA faces demanding challenges just from the volume of information that comes to us every day. NIMA is reordering investment priorities to allow us to strengthen our infrastructure across the board. At the same time, we are exploring technologies to enable smarter handling of the raw data that come to us. An additional concern is the need to grow expertise as we expand the size of our organizations working counterterrorism. Most of our analysts are either quite junior, with only a few years of service, or are new to counterterrorism. Strengthening this capability will be challenging for the agency over the next several years.

Chairmen, members of the Committees, the National Imagery and Mapping Agency continues to do everything in our power to identify those responsible for past attacks, to detect and identify current terrorist-related activity to get this information to policy makers, military commanders, and homeland defenders with a view to prevent future terrorist attacks. In support of our community partners and customers, NIMA is dedicated to winning this Global War on Terrorism by shedding light on their locations, discovering their activities, and supporting their eradication. As I said at the outset, we are very proud of our record of analytical support and community collaboration and we look forward to continuing our contributions to winning the Global War on Terrorism– at home and abroad.