

I've been traveling around the Agency quite a bit in the last couple of months and I'm more convinced than ever that Air Intelligence Agency brings more to the fight than most people realize.

Too many joint and Air Force commanders don't have a full appreciation of the products we produce because we don't tell our story very well. I'm working that issue hard as I mentioned in my October article, and I need your help carrying my message to your counterparts throughout the Air Force and joint communities.

But in addition to advertising ourselves, we can work together more effectively as members of the larger intelligence community. We need to concentrate on our products and look hard at ways to fuse them with other intelligence agencies' products into a coherent picture of the battlespace for the air operations center.

We have tremendous expertise within the Agency, and we have access to a great deal outside AIA that can be leveraged smartly to achieve this. I know this isn't the first time you're hearing talk of fused intelligence, but, having a cockpit perspective, I can tell you it's not just a bumper sticker. Fused intelligence is at the heart of Information Superiority, setting the stage for a timely, coordinated, and integrated response by friendly forces when the need arises.

I recently hosted the AIA Commanders' Conference and I'm convinced we have the right people in the right places to accomplish fusion in support of the JFACC and the JTF/CC.

The commanders are talented, knowledgeable and enthusiastic about supporting their customers. However, a large part of supporting our customers boils down to the working relationships we've established with them.

The bottom line is each of you need to know your customers' mission and be able to show them how you contribute to it. AIA provides valuable information to joint and Air Force customers in every theater around the world, including our J2 and IN counterparts. The breadth and depth of our contributions is worth talking about and I've been doing just that. Many of you have seen what I call my "stair-step slides" depicting various AIA missions that illustrate our involvement in information operations scenarios from collection through Battle Damage Assessment.



Brig. Gen. John R. Baker, AIA commander, visits with mentors and their students at the Southwest Enrichment Center in San Antonio.

The collection/processing/dissemination/analysis/exploitation/analysis process shown in the slide below can be applied to every AIA mission. Do you know where you fit into this process? Do you know who your counterparts are throughout the process? Have you established a team relationship with your counterparts at the various "steps" to provide the best picture of battlespace ground truth to the JFACC? The answer to the first two questions should be easy. The answer to the third is what we need to work on by improving our knowledge of intelligence applications.

The technological opportunities for fusing intelligence have never been better. In

fact, the Department of Defense IIP community is working to modernize the intelligence analytic processes and methodologies by developing a Joint Intelligence Virtual Architecture in support of improved intelligence production and dissemination.

In other instances we may already have the capability to improve some of our products, but we have yet to apply the innovation and imagination needed to fully exploit it. Some product improvements can be achieved simply by improving the process.

Generally speaking, I'm not as interested in the process as I am in the product; but if our products don't meet our customers' needs, the production process has to change. This introduces a key point that I've been emphasizing since August: our customers must know the products and services available to them in order for them to acknowledge whether those products and services meet their needs or not.

Understanding our role in the warfighting mission, understanding our customers' needs in executing that mission, and knowing that our customers have knowledge of the products and services available are critical in providing the best fused intelligence and the best battlespace picture to friendly forces ... **before** the war starts.

