STANDARD OPERATING PROCEDURES
COMPANY INTELLIGENCE SUPPORT TEAM (COIST)

1. **General**
   a. Mission
      i. Reduce uncertainty and aid in the commanders decision making
         1. Focus collection assets/effort
         2. Assemble intelligence from information gathered
         3. Recommend COAs
         4. Disseminate intelligence
            - Throughout the company
            - To/From Battalion S-2
            - Laterally to other units
      ii. Serve as the filter and analysis center for raw data

   b. Purpose
      i. Assists the Company by:
         1. Developing and maintaining situational awareness
         2. Recommending both lethal and non-lethal COAs
         3. Develop information requirements (PIR/SIR/SOR)
         4. Identify second and third order effects
         5. Analyze and foresee – Be the Hunter vs. the Hunted
      ii. Facilitate flow of information to/from the Company elements and the Battalion S-2 – Answer higher HQ CCIR
      iii. Turn information into intelligence

   c. Functions
      i. Supervise the collection effort
         1. Company Intel/Surveillance/Recon (ISR) plan
         2. "Networking" – What is the status of…
      ii. Establish a patrol prebriefing/debriefing process for actions within the company AO
      iii. Develop information requirements – Coordinate with the commander to task collection
      iv. Ensure proper equipment and training for assigned mission
      v. Process, analyze and organize information
      vi. Identify and understand:
         1. Patterns and trends (enemy and friendly)
         2. Threat TTPs
         3. Threat organizational relationships
         4. "Terrain" (in a COIN environment)
            - Population
            - Infrastructure
            - The actual terrain
         5. Battlefield effects
      vii. Produce company level intelligence products (Annex A) labeled in accordance with theater transliteration standards (refer to BN SOP for guidance on creating products)
         1. Intelligence summaries

2. Enemy and friendly activity, tribal, political, key infrastructure, neighborhood, and religious overlays
3. EVENTEMPs (enemy MDCOA and MLCOA with respect to time)
4. Enemy SITTEMPs (Enemy situation in detail)
5. Situational maps
6. Link analysis diagrams
7. Pattern analysis (IED, SAF, IDF, RPG, etc.)
8. Target packets
9. SIGACT storyboards
10. Imagery products
11. SWEAT-MS assessments

    viii. Continually update a company-level Intelligence Preparation of the Battlespace (IPB)
    ix. Advise the commander on use of intelligence in operations
    x. Coordinate or contribute to the targeting process (FSO/FSNCO)
    xi. Describe potential environmental advantages and limitations
    xii. Ascertain enemy strengths to be avoided and weaknesses to be exploited

2. COIST Personnel and Duties

a. Company Commander
    i. Oversee all COIST activity
    ii. Create company-level IR
    iii. Generate overall intelligence strategy for company AO

b. Company First Sergeant
    i. Supervise execution at the tactical level
    ii. Provides reason check across all areas

c. Company Executive Officer
    i. Second in charge of Company fight
    ii. Battle tracks missions and reports to BN
    iii. Day-to-day logistics synchronization/execution
    iv. Transfer all combat orders to COIST

d. Officer In Charge (Fire Support Officer Perferred)
    i. Establish the COIST
        1. Identify Information Requirements
        2. Identify methods to pull information from the unit
        3. Identify methods for performing analysis
        4. Create and oversee daily COIST operations
            - Supervise production of intelligence products (diagrams, matrices, charts, overlays, etc.)
            - Ensure all COIST products are visible and in an area where Soldiers can easily flow through during prebrief
        5. Advise and assist Company Commander in generating intelligence strategy for company AO
            - Brief Company Commander daily on intelligence situation in AO/AI

- Liaison with Company XO to ensure lateral transfer of information
- Ensure prebrief/debrief for each platoon before/after each operation is being conducted
- Integrate HUMINT/SIGINT/IMINT (If assigned as Direct Support)
- Report information higher/Attend targeting meetings

    6. Ensure all reports are received and submitted according to timelines within SOP

e. NCOIC
  i. Assist Company Commander and FSO
  ii. Supervise the COIST when the FSO is unavailable
  iii. Maintain 100% accountability of all FS personnel and equipment
  iv. Report information higher
  v. Emphasis on lethal fires planning/execution
  vi. Ensures all products (INTSUM, Pattern Analysis, Trackers, etc.) are completed and disseminated in a timely manner
      1. Supervise and keep accountability of all analytical computer systems (BAT, HIIDE, Axis Pro, etc.)
  vii. Assist in assuring that all reports are received and submitted according to timelines within SOP

f. COIST Team
  i. Assist OIC and NCOIC
  ii. Manage COIST while OIC and NCOIC are unavailable
  iii. Produce intelligence products
  iv. Record and collect information during debrief
  v. Transmits/receives all messages over BN and CO nets
  vi. Update all maps with current SIGACTS and patrol activity
  vii. Operate and update all analytical computer systems (BAT, HIIDE, Axis Pro, etc.)

g. HQ PSG
  i. Current Operations Battle NCO
  ii. Assist XO in battle tracking and reporting to higher

h. HQ Personnel
  i. Transmits/receives all messages over BN and CO nets
  ii. Monitor and update Blue Force Tracker (BFT)
  iii. Update all maps with current SIGACTS and patrol activity
  iv. Ensure trip tickets are completely filled out
  vi. Operate Command Post of the Future (CPOF)
  vii. Raven Operator
  viii. Ensure trip tickets are completely filled out

3. COIST Sources of Intelligence

a. Patrols.
    i. These are key sources. Soldiers conducting patrols within the company's zone have the latest and most detailed information on what is happening on the ground. But, many patrol leaders will instinctively report patrol information that they think is important while skipping other details that may be of use to the intelligence analysts. Sometimes this is the result of the patrol leader not knowing exactly what to focus on. Therefore, the COIST will brief participants on exactly what information they are looking for, where the patrol should look for it, and what the indicators will look like. Ideally, a member of the COIST will attend patrol AARs and make notes during the AAR. After the AAR, the Patrol Leader, or designated representative, will meet with the COIST representative to go over notes of the patrol.
b. Guard Towers/ECPs
    i. Soldiers on guard typically observe the same areas around the FOBs over extended periods of time. These Soldiers can—and should—notice patterns and identify variations to them. In addition, those on guard are often the first Soldiers approached by locals offering information or seeking assistance. This is a great source that is often only tapped into after a significant event takes place around the FOB. To overcome this tendency, the COIST should train the guard force in observation techniques— and routinely debrief them. Each guard mount should be briefed and debriefed just like a patrol.
c. Local Translators
    i. When used by the company, local translators are a valuable source of information. While Soldiers collect information as outside observers, local translators are privy to a closer, more focused cultural view of the situation within the community. These individuals will have a different viewpoint, or bias, so information drawn from these human intelligence (HUMINT) sources is important and has to be carefully screened by the COIST. Soldiers must also be aware of any tendency for local people to sensationalize an incident or report in order to settle 'old scores' or advance the status of their family or tribe.

d. Information Evaluation System
This is the standardized system for rating information received from informants. Each informant report will have a rating assigned upon completion. As reports from the informant increase, his rating will be re-evaluated.

	Reliability		Accuracy
A	Completely Reliable	1	Confirmed by other sources
B	Usually Reliable	2	Probably True
C	Fairly Reliable	3	Possibly True

D	Not Usually Reliable	4	Doubtfully True
E	Unreliable	5	Improbable
F	Reliability Cannot be Judged	6	Truth Cannot be Judged
Evaluation Rating System			

4. **COIST Physical Layout**
    a. Order of Products on walls in COIST:
        i. Mission
            1. Higher HQ and Company
                - Future/Proposed Company missions
                - Higher HQ and Co. Commander intent/guidance
            2. Task Organization – current and future
            3. Task and purpose
            4. Commanders' IR (CCIR, PIR, SIR,SOR)
            5. Enemy situation
                - Contacts, location and movement
                - Identity
                - BDA to include Detainee/EPW status
                - MLCOA and MDCOA
            6. BOLO/Trends
                - Pattern wheel and grid analysis
                - BOLO list
                - SIGACTS
                - TTPs
            7. Maps/Graphics/Overlays
                - One standard size when possible
                - Title and map reference must be visible
                - Use standard symbols IAW FM 101-5
                - Show neighboring friendly units and activities
                - Show known and suspected enemy locations, activity, etc.
            8. Predictive Analysis
                - Association matrix
                - Activities matrix
                - Link diagrams
                - White/Grey/Black lists
                - Targets (HVT/HPT)
            9. Work area for COIST personnel will be in the center of the room surrounded by the intelligence products covering the walls
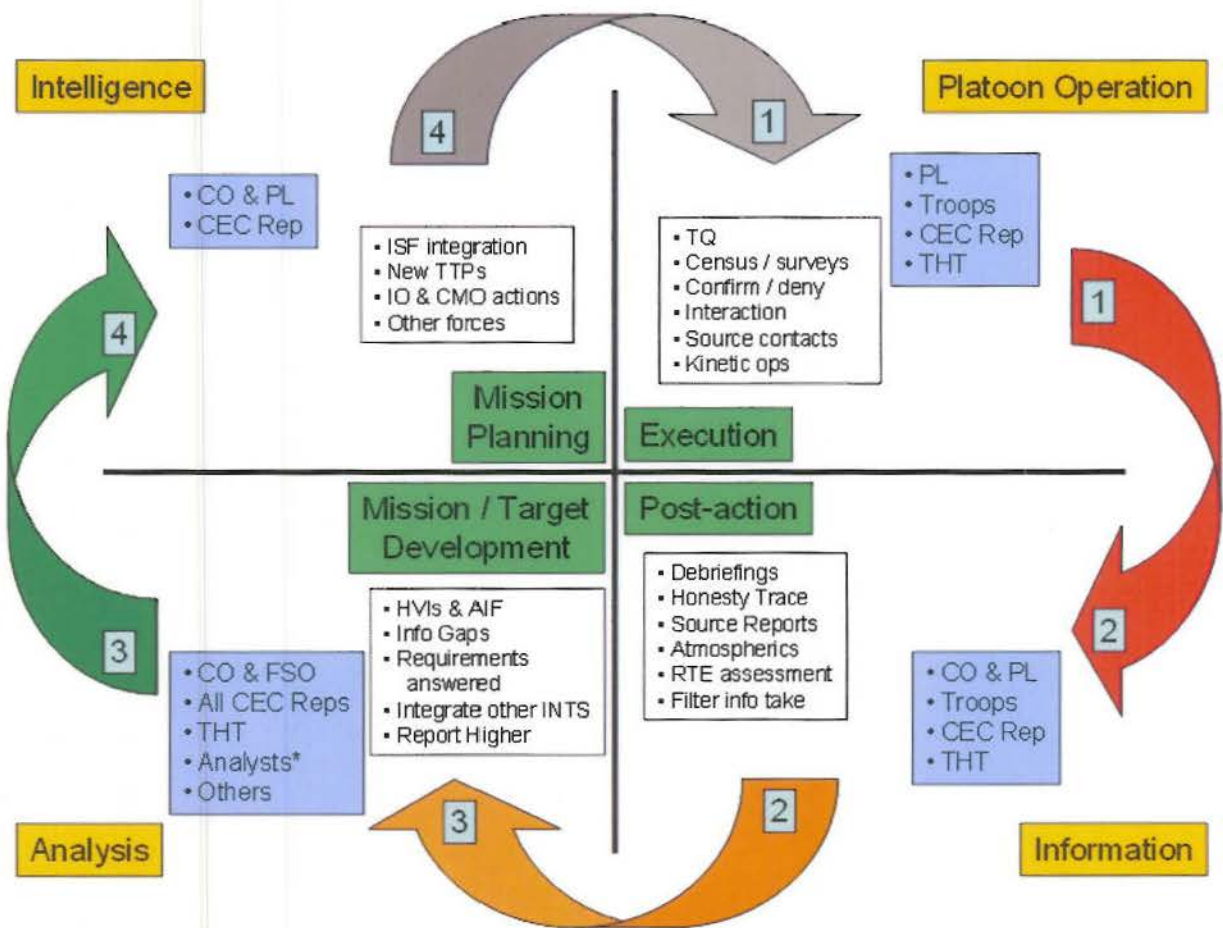
COIST PHYSICAL LAYOUT
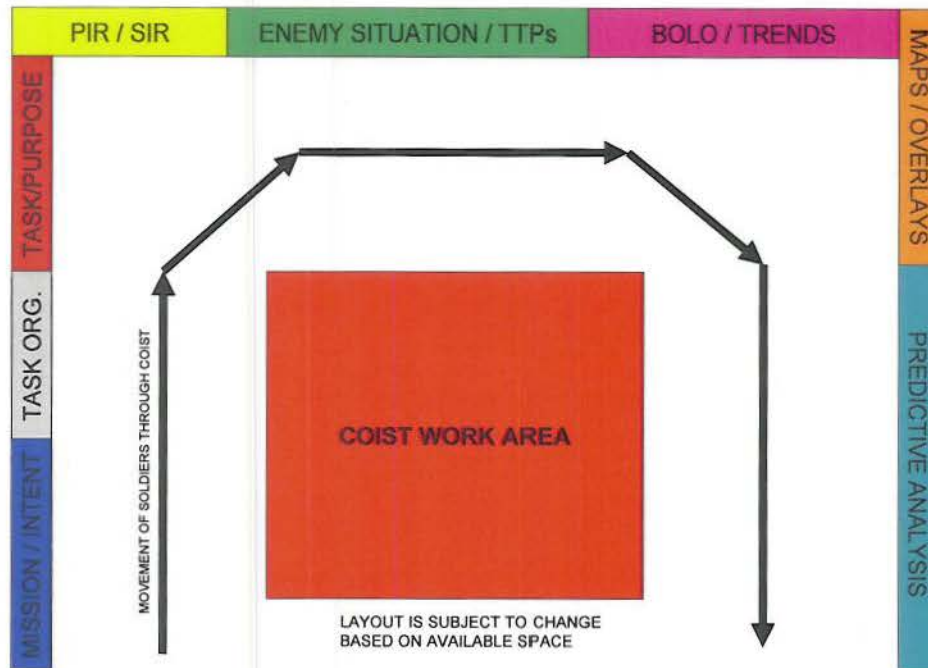
5. **Pre-Briefing**
    a. Personnel who should be present
        i. OIC, NCOIC or COIST member
        ii. Patrol Leader and Assistant Patrol Leader
        iii. Squad Leaders
        iv. Linguist * If clarification on Information is needed
        v. Other key personnel involved in the operation
    b. Briefing
        i. Pre-Brief will be prepared and ready to be briefed NLT one hour before unit SP if conditions allow
        ii. COIST will conduct the Intel Pre-Brief
        iii. Pre-Brief will include at a minimum:
            1. Last 24/48 hour SIGACTS
            1. Current assessments and future expectations
            2. Updates on key personalities
            3. Collection assignment (PIR/SIR/Recon Focus)
            4. "Be On Look Out" (BOLO) lists
            5. White/Grey/Black lists
            6. Challenge and Password
            7. Weather/Light Data
            8. Enemy TTPs
            9. Significant Events (according to culture and politics)
        iv. Soldiers will walk through Intel Cell from left to right while being briefed by COIST personnel

      v.   Brief will touch on everything included in the COIST Physical Layout while emphasizing essential details to the mission
    vi.   COIST personnel will stress the importance of intelligence gathering during the mission and the debrief afterwards

6. Debriefing
    a. Personnel who should be present
          i.   OIC,NCO or COIST to record any information not covered on debrief form
        ii.   Every Soldier involved in the mission available at the time of debriefing; **mission leadership and platoon recorder MUST be present**
    b. Briefing
          i.   **Debrief will be conducted before any personnel are released**
        ii.   All paperwork on detainees, personal belongings seized, pictures, and reports will be collected by COIST personnel
       iii.   Patrol leader will ensure the Patrol Debrief Worksheet (Annex A) is completed and handed over to the COIST (Note: Patrol recorder can turn in laminated copies of the Patrol Debrief Worksheet to the COIST in order to save time)
       iv.   COIST will lead debriefing process
             1. All products, tools or items of interest collected by patrol are present and displayed (pictures, sketches, etc.)
             2. Patrol Leader will give start-to-finish narrative
             3. Track actual route taken by the unit on a map with overlays for comparison to planned route

7. Company Intelligence Flow

Intelligence

Platoon Operation

- CO & PL
- CEC Rep

- PL
- Troops
- CEC Rep
- THT

ISF integration / New TTPs / IO & CMO actions / Other forces

- ISF integration
- New TTPs
- IO & CMO actions
- Other forces

Execution
- TQ
- Census / surveys
- Confirm / deny
- Interaction
- Source contacts
- Kinetic ops

Mission Planning

Mission / Target Development

- HVIs & AIF
- Info Gaps
- Requirements answered
- Integrate other INTS
- Report Higher

Post-action
- Debriefings
- Honesty Trace
- Source Reports
- Atmospherics
- RTE assessment
- Filter info take

- CO & FSO
- All CEC Reps
- THT
- Analysts*
- Others

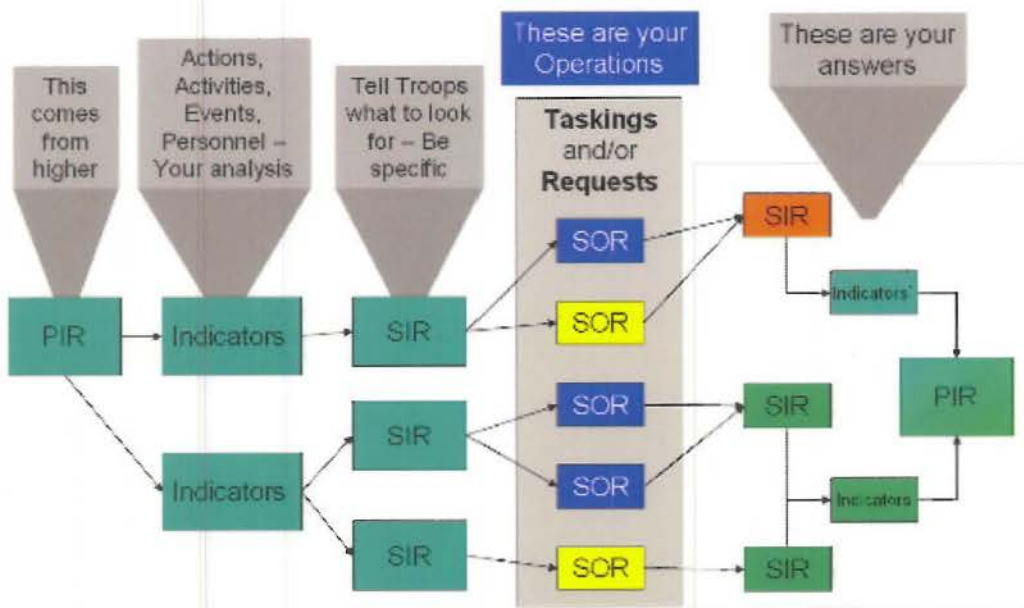- CO & PL
- Troops
- CEC Rep
- THT

Analysis

Information

a. The Company Intelligence Cell will establish clear communications with the Battalion S-2 and ensure that information flows both up and down the chain of command in a timely manner; the Intel NCO must be proactive and pull information from the Battalion S-2 and supporting agencies as required

b. The Company Intelligence Cell will ensure that all patrols have updated intelligence information prior to departure to include updated intelligence from the Battalion S-2,BOLO lists, imagery, etc.

c. All information will be disseminated to other companies in AO and to the Bn. S-2. All info gained from adjacent units will be added to the D Co. intel database.

d. The Company Intelligence Cell will brief attachments to BN S-2 for appropriate distribution throughout the AO

e. The Company Intelligence Cell will post updated intelligence information for ease of reference by patrol leaders; appropriate OPSEC must be observed when choosing a location in which to post

f. The Company Intelligence Cell will assist the commander in writing Paragraph 2 of combat orders

8. Intelligence Collection Requirements (Annex D)

a. The Company Intelligence Cell will receive, track, and answer battalion Priority Intelligence Requirements (PIR) by developing a company information collection plan:
   i. Determine what indicators, positive or negative, will answer battalion PIR
   ii. Assist the commander in developing Specific Information Requirements (SIR) which address the identified indicators
   iii. Assist the commander in developing Specific Orders or Requests (SOR) for patrolling units and other ISR assets; these should focus ISR to answer SIR
   iv. Use SIR to assess the identified indicators and answer the battalion PIR

This comes from higher

Actions, Activities, Events, Personnel – Your analysis

Tell Troops what to look for – Be specific

These are your Operations

Taskings and/or Requests

These are your answers

PIR → Indicators → SIR → SOR → SOR → SIR → Indicators → PIR

Indicators → SIR → SOR → SOR → SIR → Indicators → PIR

SIR → SOR → SIR

b. The Company Intelligence Cell will identify little-known areas within the company AO that require informal assessments by patrols to identify key leaders, infrastructure, and basic population information; this information will also become company SIR and SOR

c. The Company Intelligence Cell will coordinate for and liaison with any external intelligence collection assets working with the company

9. Report Timeline

WHAT	WHEN	WHERE	WITH WHOM
HIIDE/BAT Upload	WEEKLY	BN S2/COIST	BN S2/COIST
Patrol Reports Due	DAILY	BN S2 Digitally	BN S2/COIST
HIIDE/BAT Download	DAILY	BN S2/COIST	BN S2/COIST
Patrol Pre-Brief	No Less Than 1 hr prior to all patrols leaving		COIST
Patrol De-Brief and Patrol Report	No Later Than 2 hrs from end of mission		COIST/Patrol Personnel