

12 MAY 2009

From: Scorpion Team, National Training Center

To:

Subject: Company Intelligence Support Team (CoIST) Standard Operating Procedures

1. Purpose To publish the guidelines and establish procedures for the organization and operation of a model CoIST.
2. Background The proper employment of the CoIST is critical to the company's mission. Accordingly, it is critical that clear procedures and guidelines be provided to rotational units to enable RTU's to maximize training opportunities at the NTC.
3. Summary This SOP establishes a common foundation for CoIST Operations in support of company level operations. The CoIST provides the company commander with situational awareness and understanding of the operational environment in which the company conducts its operations. The CoIST as part of the Company Fusion Cell formalizes the actionable intelligence cycle by focusing on requirements, analyzing and processing combat information and disseminating relevant information/intelligence back to the unit and higher headquarters.

DALE KUEHL
LTC, IN
Commanding

First and foremost, intelligence should support the commander's decision making process by reducing uncertainty about the hostile situation.

In the asymmetrical threat climate of the 21st century, Counter-Insurgency Operations (COIN) are often conducted from a company level patrol base. These company and platoon size units need immediate, timely intelligence support to deal with an enemy that can recruit, rest, and resupply amongst the population in a predominately urban environment. This requires an intense collection and analysis effort by even the smallest unit. Due to the noncontiguous nature of Counter-Insurgency Operations, it is unrealistic to expect that higher echelon staffs will consistently be available to support them. Therefore, soldiers in small units must establish and maintain a limited, but effective, capability for themselves.

We have seen that a CoIST can be formed, developed and successfully employed at the company level. They can gather information from patrols and other local interactions to synthesize actionable intelligence from horizontal and vertical Intelligence sections.

This approach is not new. Soldiers used a version of the COIST in small wars preceding World War II—a fact documented in the USMC 1940 “Small Wars Manual.” Based on action in Haiti, Nicaragua and Costa Rica in the 1930s, it states: *As soon as it is established, every detached post or station must organize and develop its own intelligence system.*

Soldiers used a similar cell in Bosnia and Kosovo in the 1990's.

Importance of the COIST

All levels of command should have a good understanding of the importance of intelligence support. Information flow can often inundate a company command post (CP), leaving little time to separate the important information from “noise.” But, a CoIST can reduce some of the information ambiguity and provide analysis to build situational awareness to enable mission accomplishment. For example, the CoIST can reduce a tendency to get drawn into *reaction* mode and allow you to analyze and foresee, thereby becoming the hunter, not the hunted. This is much easier said than done. It often takes patience and foresight. But the result will be that information will be turned into intelligence that helps achieve understanding of the enemy.

7. References

- USMC X-file 2-1.1 Marine CoIST's in Stability and Support Operations (SASO)
- FM 3-21.10: Infantry Rifle Company
- FM 3-90.1: Tank and Mechanized Infantry Company Team
- FM 17-97: Cavalry Troop

- FM 5-01.1: The Operations Process
- ARTEP 7-10-MTP
- ARTEP 17-97F30-MTP
- CALL Handbook 95-7: TOC Operations
- CALL Handbook 07-01: Tactical Intelligence
- CALL Handbook 06-17: Detainee Operations at the Point of Capture
- FM 34-130: Intelligence Preparation Of The Battlefield
- FM 2-91.6: Soldier Surveillance And Reconnaissance
- FMI 3-07.22 Counterinsurgency Operations
- FM 2-91.4 Intelligence Support to Urban Operations
- FM 3-90.1 (FM 71-1) Tank And Mechanized Infantry Company Team

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1.0 Purpose of the CoIST

The Company Intelligence Support Team (CoIST) concept is designed to support execution and management of a company commander's intelligence requirements to aid in gaining situational understanding in a complex environment by increased analytical capabilities to the battalion and company echelons. It is driven by tenets of FM 3-24 Counter Insurgency (COIN) Operations.

"The CP assists the commander and his subordinate leaders in preparing for battle by providing a centralized point for information gathering and dissemination, coordination, time management, and tracking of unit status"

FM 3-90.1: Tank and Mechanized Infantry Company Team, Para. 3-253

The CoIST provides a 24/7 analytical, production, and dissemination capability at the company level that provides the commander with options to exploit enemy vulnerabilities. Analysis is focused on the company battle space with the ability to populate the overall BN and BCT Common Operating Picture (COP). If managed properly, a CoIST will assist the commander in managing battlefield effects and operational expectations across all full-spectrum operations.

2.0 Keys to Success

- Identify personnel and capabilities early; develop good mix of experience and automation expertise
- Clearly articulate duties, responsibilities and expectations to CoIST members
- Train with Battalion S-2 personnel; this relationship is crucial to receiving support and building the COP; ensure personnel have time and a plan to train
- Dedicate resources appropriately; do not under resource
- Establish and use an SOP
- Vary employment based on need; must remain agile and tied into new Intelligence trends and capabilities
- Supervision and communication; Commander must direct and challenge his CoIST to perform – issuing clear commanders guidance and intent.

People + resources + processes = SUCCESS

3.0 Capabilities and Responsibilities

ColST operations in a Counter Insurgency (COIN) environment are typically conducted as follows: In conjunction with the Company Fire Support Team (FIST), the company/troop/battery commander establishes a Company Intel Support Team that is equivalent of a BN S-2 and S-3 section that provides an array of capabilities to the CO/TRP/BTY. The ColST's primary responsibilities as part of the fusion cell are to provide Situational Awareness (SA) and Situational Understanding (SU) for the commander, secure assets and intelligence information IOT target insurgents, propose targets to the commander for review and nomination, request classified products and sensitive Information from BN S2 for inclusion in the target packet, develop the company level target packets, and request assets and/or effects ISO of lethal and non-lethal operations.

3.1 Key Battle Tasks for ColST Operations are the following:

3.2 Collect data and conduct pattern analysis (FM 34-3-9007).

- 3.2.1 Collect and analyze patrol debriefs.
- 3.2.2 Track and analyze all significant activities (SIGACTS).
- 3.2.3 Generate Analytical, Assessment, and Mission Summary Products for the Commander
- 3.2.4 Conduct local intelligence analysis and forecast enemy actions - Prepare Threat SITTEMP to include Threat MLCOA/MDCOA

3.3 Conduct human intelligence (HUMINT) analysis (FM 34-3-9006).

- 3.3.1 Create and execute tactical questioning and sensitive site exploitation plans.
- 3.3.2 Target individuals for exploitation.

3.4 Facilitate exchange and dissemination of intelligence (FM 34-5-0811).

- 3.4.1 Facilitate information flow between company and battalion S2 - GRINTSUMS
- 3.4.2 Facilitate intelligence sharing with adjacent units.
- 3.4.3 Maintain updated intelligence boards for outgoing patrols.
- 3.4.4 Conduct mission prebriefs and debriefs
- 3.4.5 Produce, process and analyze information/materiel from Tactical Site Exploitations (TSE).
- 3.4.6 Disseminate combat information and actionable intelligence

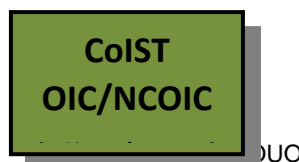
3.5 Advise the commander on intelligence related matters (FM 34-6-2036).

- 3.5.1 Conduct intelligence preparation of the battlefield (IPB) for company/troop/battery operations - Support to situational development and maintain understanding of the operational environment.
- 3.5.2 Recommend company/troop/battery priority information requirements (PIRs) and specific information requirements (SIRs) to the commander.
- 3.5.3 Provide targeting recommendations to the commander - Conduct Target Development (Lethal and Non-Lethal).
- 3.5.4 Provide counterintelligence/deception recommendations to the commander.
- 3.5.5 Conduct RISTA planning, synchronization, and request for assets
- 3.5.6 Conduct Assessment of Effects and Exploitation following a mission
- 3.5.7 Provide Predictive Analysis to the Commander
- 3.5.8 The ColST will assist the commander in ensuring that tactical informants are paid SRP and accounted for in accordance with theater policy. SRP is only disbursed to those individuals that provide information that lead to the capture or killing of an HVI and or equipment. Tactical Informants can receive SRP funds if they provide this information. Tactical Informants are not paid for routine information. Commanders are not authorized to pay a TI salary.

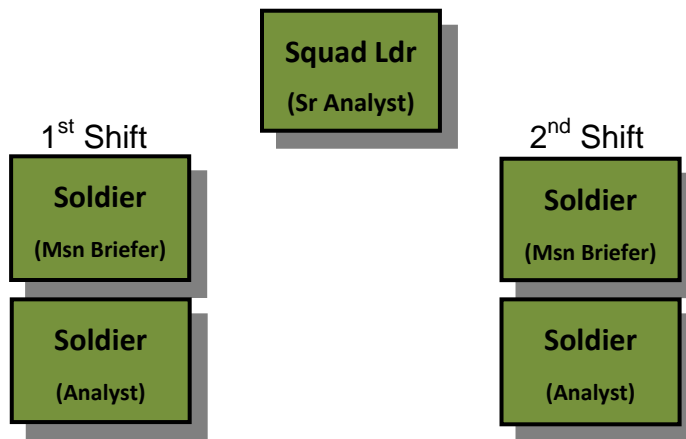
ColST Operations are limited based on scope, training, and authority. ColST are not trained or authorized to do the following:

- Task BN and above assets directly: ISR, HCTs, STG Tms, even if operating in their AO
- Run or task sources and/or informants; can conduct Tactical Questioning
- Conduct Interrogations
- Function as asset managers: BN S-2s and S-3s gather the assets for the CO/TRP/BTY

4.0 Manning



4.1 Task Organization



4.2 Roles of the ColST Members:

- 4.2.1 ColST OIC/NCOIC: tasking, delegation, and supervision of day to day operations and advises commander on intelligence matters.
- 4.2.2 ColST Soldiers: provide intelligence support to ongoing ops, conduct mission planning for future ops, production and analysis of basic and current intelligence from databases and combat reporting.

4.3 Duties of the ColST:

- 4.3.1 Brief outgoing patrols, staff, attachments and units operating within the company/troop/battery AO
- 4.3.2 Facilitate Patrol Debriefs
- 4.3.3 Conduct IPB – Situational Understanding of Operational Environment
- 4.3.4 Conduct collection at the company/troop/battery level
- 4.3.5 Analyze events, targets, activities, patterns, trends
- 4.3.6 Conduct Targeting (Lethal and Non-Lethal)
- 4.3.7 Provide all related information to support Detention Ops
- 4.3.8 Submit reports into information and Intelligence databases

4.4 Duties of the ColST OIC/NCOIC.

- 4.4.1 Ensures ColST members are tasked appropriately and priorities of work are identified
- 4.4.2 Ensure briefs are conducted for outgoing patrols, attachments and units

- operating within the company/troop/battery AO
- 4.4.3 Provide intelligence briefs to Company leadership
- 4.4.4 Supervise IPB for company/troop/battery AO and individual missions
- 4.4.5 Ensure debriefing occurs for all patrols
- 4.4.6 Manage collection effort at company/troop/battery
- 4.4.7 Supervise and review analysis of events and combat reporting for validity to battalion intelligence effort
- 4.4.8 Attend Targeting boards/meetings to provide recommendation and supporting intelligence products to Company/Troop/Battery Commander for nomination to Battalion targeting process
- 4.4.9 Assist company/troop/battery leadership in Detention Ops by providing necessary information, intelligence and evidentiary materials to support detention
- 4.4.10 Conduct coordination with HQ to requests additional intelligence resources in accordance with Company/Troop/Battery collection effort
- 4.4.11 Conduct coordination with adjacent and supporting units for dissemination of relevant intelligence information/products
- 4.4.12 Ensure all products are up to date pertaining to IPB, Collections, Analytical Tools, Target Packets, CoIST Journals, Battalion reports (INTSUM, TSE Supplementary reports, SITREPs, ISR Sync/Coverage Matrixes)

5.0 Equipping

Typical CoIST Equipment Kit based on current requirements as of 12 MAY 2009:



ColST Equipment Kit

- ▲ • 3 Workstation (2x SIPR / 1x NIPR):
 - ★ – Laptop (DELL M90/6300/5200)
 - ★ – Axis Pro/Analyst Notebook
 - ★ – TIGRNet
 - ★ – Falcon View
 - ★ – mIRC or other Chat capability
 - ★ – MS Office Suite (2007)
- Systems:
 - ▲ ★ – HIIDE / BAT
 - ▲ – OSRVT
 - ▲ ★ – CELLEX / CELLEBRITE
- Materiel:
 - ▲ ★ – Color Printer / Scanner / Copier (1x SIPR / 1x NIPR)
 - Safe (2 drawer)
 - ▲ ★ – SVOIP Phone x2
 - ▲ – Digital Camera
 - ▲ ★ – External Hard Drive (2)
 - ▲ – Thumb Drive (5)
 - ▲ ★ – In-focus Projector
 - ▲ – Shredder
 - Maps
 - ▲ – Pelican Cases
 - Tent/tables/chairs/dry erase board/pwr/lights/env/

★ Mission Critical

▲ Supplied by BDE

5.1 Collection Tools

5.1.1 **OSRVT:** One System Remote Video Terminal. The OSRVT is an innovative modular video and data system that enables war-fighters to remotely downlink live surveillance images and critical geo-spatial data directly from joint operations tactical unmanned aircraft systems. This is the new (Rover). The OSRVT has the ability to capture all UAV and UAS platforms regardless of who tasked them. This means that with the OSRVT a COIST can watch footage of any area where a platform is as long as the OSRVT and the asset are linked up.

5.1.2 **TIGR:** Tactical Ground Reporting System. TiGR is actually a software application rather than a network — allows soldiers to download information into one program. The information can include photos soldiers have taken with digital cameras, observations they have made and written

in simple text or detailed maps of the areas gathered by Global Positioning System devices. Before leaving on patrol, they can study high-resolution satellite imagery of what routes they will be taking. Icons for roadside bombs, ambushes, or weapons caches populate the map so they don't have to wade through the enormous text files. They can click on a roadside bomb icon, for example, to see if there is a picture showing where it was hidden, how it was disguised, and any enemy TTP's related to the specific device. The COIST's will use TIGR as a tool to data mine information that they need from the entire AO. Patrols will populate their specific patrol data into TIGR to provide adjacent units in the AO visibility of information not dealing with their AO. COIST's will populate TIGR in accordance with (IAW) the TIGRNET SOP and the reporting instructions outlined in this SOP. **TIGRNET will not be used as a reporting tool. Reporting information will be conducted IAW BN specific reporting instructions.**

5.1.3 **AXIS PRO** (Analysis and eXploitation of Information Sources Professional) is a new breed of visualization tool. It allows analysts unprecedented freedom to find data of interest, organize and refine the results, then visualize the results and detect patterns. AXIS PRO provides a two-way connection to multiple data sources. The analyst can build link diagrams using information from multiple data sources, then create, edit, or delete that information and commit their changes directly to the data source. AXIS PRO provides a simple yet powerful Multi-Intelligence analysis toolset that is unlike all other intelligence analysis applications. AXIS PRO extends AXIS core features to provide integrated analysis, data management, and intelligence visualization capabilities. AXIS PRO aids the analyst in the process of creating intelligence from massive amounts of information. (AXIS PRO base capabilities include link, temporal, pattern and geospatial analysis tools, net centric alarm and alerts, automated entity and relationship extraction from text documents, and an integrated web portal for information searching and sharing. AXIS PRO will be the basis for how fusion cells conduct their link analysis and data management.

5.1.4 **GRIPP/HCT Kit Bag** Global Rapid Response Information Package

(GRIPP)/HCT Kit Bags: The GRIPP will allow HCTs to have a secure data and voice transmission package. The HCT Kit bags are equipped with items such as digital cameras, voice recorders, IRIDIUM phones, etc. This device is basically SIPR connections through satellite capability.

5.1.5 **BATS/ HIIDE: Biometric Automated Toolset System (BATS):** collects fingerprints, iris scans, facial photos and biographical information of persons of interest into a searchable data base. Used for tactical operations, detainee operations, base access, IED forensics operations, local hire screening/intelligence. **Hand-held Interagency Identity Detection Equipment (HIIDE):** collects and matches fingerprints, iris images, facial photos and biographical contextual data of Persons of Interest against an internal database. After the information is input into the HIIDE system it can be uploaded to the BAT system so that the information can be collated into one specific database for easy reference.

5.1.6 **MIRC (or Jabbar chat):** Microsoft Internet Relay Chat is a system that allows the COIST's to both monitor multiple situations at once and communicate instantly across the battlefield with anyone who is connected. This system is similar to any instant messaging application found on the internet. The COIST can monitor a number of "chat rooms" depending on their preference. The COIST's need someone to monitor MIRC at all times because of the time sensitive information that moves across it. Monitoring MIRC won't be the only job this individual does, but they will be responsible for checking it constantly. It is suggested the individual monitoring MIRC has a maximum of five windows open at any one time to ensure information overload does not occur. Many units are beginning to transition to Jabbar chat – both systems have similar capabilities.

5.1.7 **DOMEX:** Document and Media Exploitation supports wide range of intelligence activities, including all source analysis, open source exploitation, human intelligence, signals intelligence, geospatial intelligence, and measurement and signature intelligence. DOMEX reporting and analysis are considered intelligence products. COIST's can have documents and electronic devices such as thumb drives sent to a

central location to be exploited by professionals. These people will then write a report and send the report and material back to the source that sent the material. COIST's will coordinate this asset through the BN S2.

5.1.8 **CIDNE:** The Combined Information Data Network Exchange is the primary means by which HCT reporting is fused into the theater intelligence database (BCT S2X/MICO OMT/HCT). The underlying principle behind CIDNE is that information is only useful when it is readily available at the right time and place to support decision-makers. Often, decisions in the battle space are made without the benefit of critical information that may exist, but is not operationalized, and therefore not available to the decision maker. CIDNE captures and correlates data and then makes that information and its relationships available to other systems, as well as to CIDNE users. The interfaces to other systems include a complete set of Web Services based upon industry standards. CIDNE is also interoperable with TIGRNET making the reports visible on the TIGRNET system.

6.0 Operating

Suggested Battle Rhythm:

Daily

- Facilitate & collect patrol debriefs. (Sqd Ldr)
- Conduct Mission Pre-Briefings and De-Briefings for Patrols, operations. (Analysts)
- Review and analyze patrol debriefs. (OIC/NCOIC)
- Conduct data processing and update maps, templates and graphics. (Analysts)
- Supervise detainee packets. (OIC/NCOIC)
- Provide counterintelligence and deception recommendations as required. (OIC/NCOIC)
- Exchange data with battalion S2 and brief commander. (OIC/NCOIC)
- Collect and report/disseminate, through pertinent channels, sensitive site exploitation and weapons intelligence. (ColST)
- Update all trackers and graphs. (Sqd Ldr)
- Update intelligence board for outgoing patrols. (Sqd Ldr)
- Contact adjacent units for intelligence sharing. (OIC/NCOIC)
- Write detailed summaries of any HUMINT collected. (OIC/NCOIC)

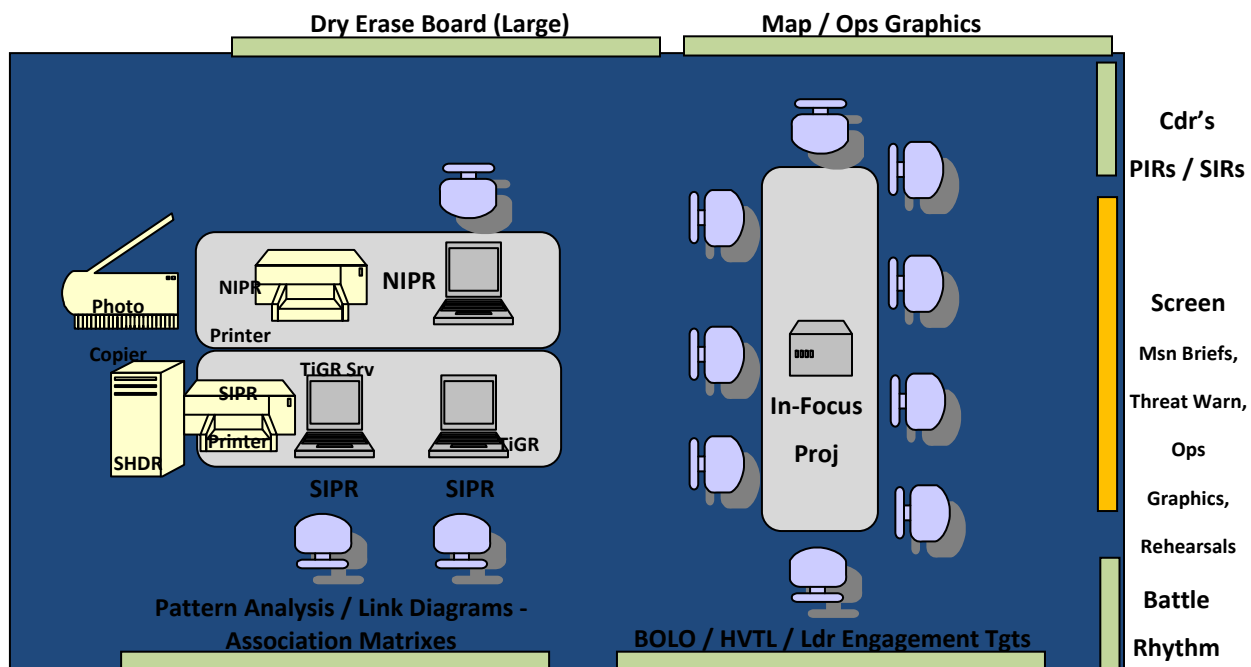
Weekly

- Analyze week's events. (OIC/NCOIC)
- Conduct pattern analysis for the last 30 days. (Analysts)
- Refine enemy situational template. (Analysts)
- Forecast enemy actions. (Analysts)
- Identify potential targets. (Analysts)
- Identify/update company/troop/battery named areas of interest. (Sqd Ldr)
- Update company/troop/battery priority information requirements. (OIC/NCOIC)
- Update sewer, water, electricity, academics, trash, medical and security (SWEAT-MS), and ASCOPE assessments. (Analysts)
- Brief commander. (OIC/NCOIC)

Monthly

- Analyze month's events. (OIC/NCOIC)
- Analyze patterns for the last 30 days. (OIC/NCOIC)
- Produce detailed monthly intelligence summary. (OIC/NCOIC)
- Brief company leadership. (OIC/NCOIC)

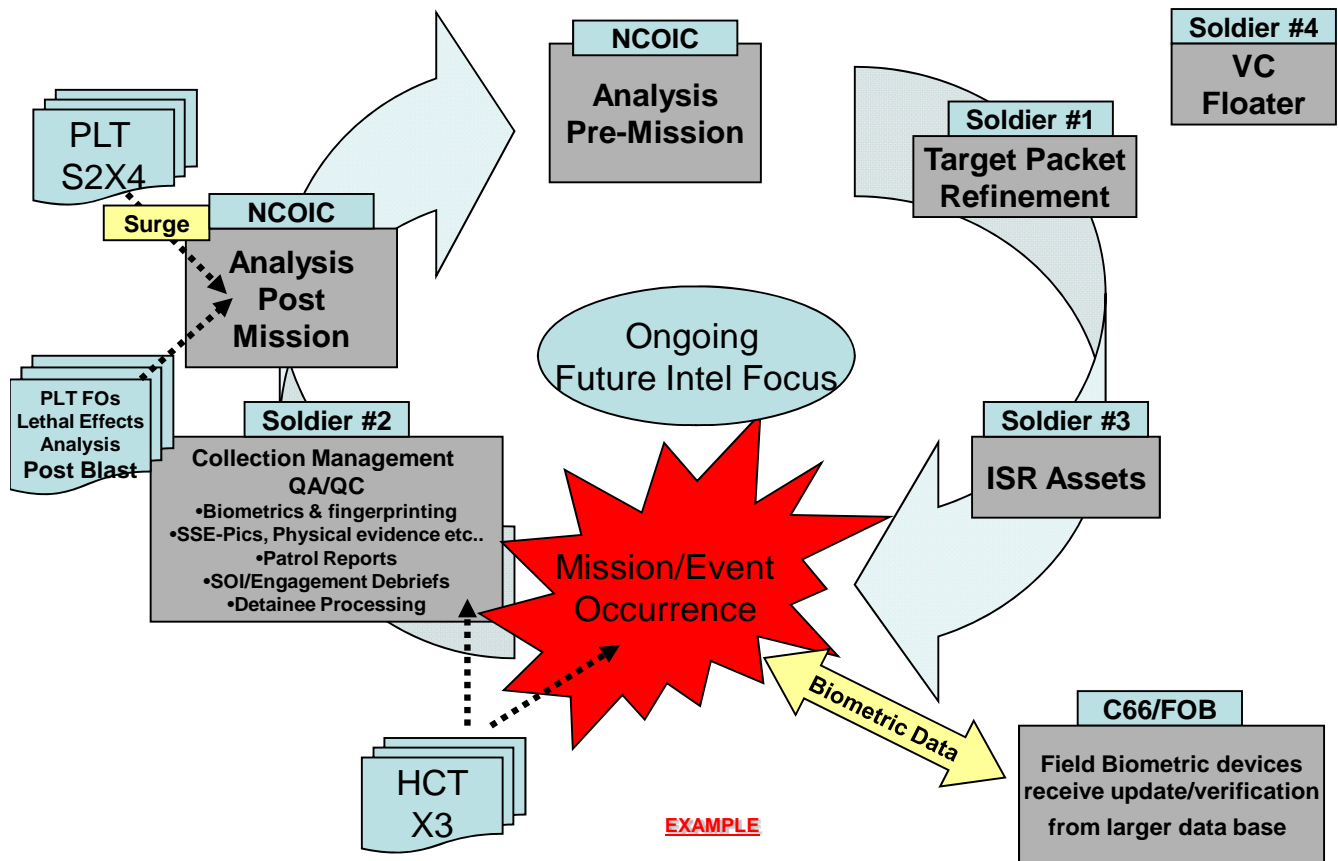
7.0 Company Intel Support Team Layout (recommended)



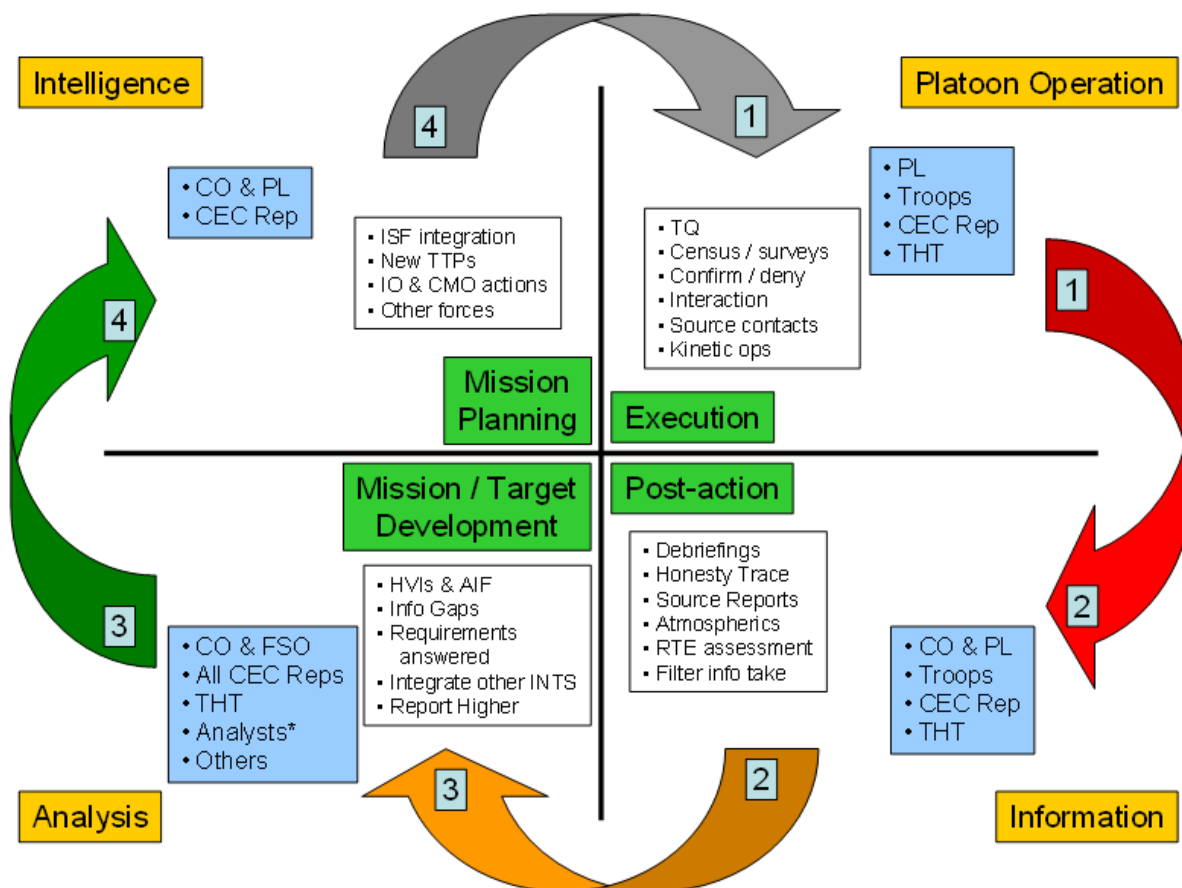
8.0 Intelligence Fundamentals

8.1 INTELLIGENCE FUSION CYCLE

COMPANY INTELLIGENCE CYCLE



8.2 OPERATION CYCLE



9.0 CoIST Sources of Intelligence

9.1 Iraqi Army/Iraqi Police (IA/IP/NP/ERU). Iraqi Security Forces coupled with the Military Transition Teams (MTT) are a valuable source of intelligence because of the proximity these organizations have with the local population. The local population sees these units on a daily basis and trusts that they are helping the local population. The MTT's are American units placed with the ISF to assist them in transitioning the responsibility of the security of Iraq to host nation forces. Since the MTT's are American units, the CoIST's can directly ask them questions and CoIST's will be able to debrief both the MTT's and the ISF patrols as they return.

9.2 Patrols. These are key sources. Troopers 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 person who tasks a patrol should brief participants just what information the intelligence cell is looking for, where the patrol should look for it, and what the indicators will look like. When the patrol returns, the same individual that briefed the patrol should conduct a detailed debrief; and the fusion cell should always be involved.

9.3 Guard Posts. Toopers on post typically observe the same areas around FOB's or key facilities over extended periods of time. These soldiers can—and should—notice patterns and identify variations to them. In addition, those on post 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 fusion cell should train the guard force in observation techniques—and routinely debrief them. Each guard mount should be briefed and debriefed just like a patrol.

9.4 Small Kill Teams (SKT). SKT's have a *secondary* mission to collect information for intelligence purposes. Snipers are trained observers and typically maintain a close relationship with the S-2 at the battalion level. The CoIST should seek the same type of relationship in order to take advantage of such capabilities as short to mid range surveillance of targets or named areas of interest. Snipers are trained to provide observation logs, sketches, and are usually proficient in the use of cameras. As much as possible, spread these skills throughout the company. SKT's will play into the Battalion Intel Support matrix (ISM) and the overall collection plan – ensure that they are tasked with clear IR's and PIR's to answer.

9.5 Civil Affairs Teams (CATs). As a matter of their regular duty, CATs establish and build relationships with key individuals within the company and battalion area of responsibility. While they are identifying the infrastructure or government needs of the local community, CATs also gain insight into the prevailing attitudes and current sympathies of the local populace. This can be valuable intelligence information. CAT Soldiers often gather crucial information but are mistakenly left out of the brief/debrief process.

9.6 Local Translators. 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 fusion cell. 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.

9.7 Convoys. Coalition Forces conducting convoys through the company's zone may observe things that organic units do not. You should do your best to collect debriefs from these personnel if they encounter anything in your AO.

9.8 Organizations. These include anyone stopping or passing through the area of operations. For example:

9.8.1 Nongovernmental Organizations (NGOs). NGOs are transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations.

- NGOs may be professional associations, foundations, multinational businesses, or simply groups with a common interest in humanitarian assistance activities (development and relief).
- NGOs work very closely with parts of the local populace.
- "Nongovernmental organizations" is a term normally used by non-United States organizations.

9.8.2 Private Voluntary Organizations (PVOs).

- PVOs are private, nonprofit humanitarian assistance organizations involved in development and relief activities.
- PVOs are normally United States-based.
- "Private voluntary organization" is often incorrectly used synonymously with the term "NGOs."

Although NGOs and PVOs may carefully guard their neutrality, they may become aware of local security information that is important both to them and the FOB. Even though you cannot "debrief" them, casual conversation with them often nets key bits of important information for the CO.

9.9 HUMINT Collection Teams (HCTs). These soldiers are trained and skilled in drawing data and developing information from local sources. With their organic

interrogation capability, they are an excellent source of detailed and actionable intelligence. Include them in the CoIST.

- 9.10 **Explosive Ordnance Disposal (EOD).** The EOD teams are constantly seeing the latest enemy techniques used with mines, improvised explosive devices (IEDs), and booby traps. The fusion cell must seek out this information so that patrols can identify enemy emplacement and triggering techniques. This information can aid the company in reducing key friendly force vulnerabilities.
- 9.11 **Medical Units.** The medical platoon can provide insight on the effects of enemy munitions. Combined with information from the scene of an enemy activity, this information can help reconstruct enemy actions, and possibly identify new enemy TTPs.
- 9.12 **Weapons Intelligence Teams (WIT):** WIT are special units attached to Brigades and Battalions whose mission is to exploit enemy sites such as raid houses, cache sites, IED sites, and any other place where enemy weapons are present. They have the capability to lift fingerprints, ID bomb signatures, and do extensive sensitive site exploitation. This asset is critical to building target folders because of the incriminating evidence that they can provide against a target.
- 9.13 **Provincial Reconstruction Teams (PRT):** PRT's know and understand spheres of influence (SOI) better than anyone on the battlefield. They have contact with the population on a daily basis, even more than HUMINT collectors. The teams work with the police, army, government, and civilian contractors. The local population trusts the PRT's because they are giving assistance to the population they the locals in turn want to help the PRT's.
- 9.14 **Law Enforcement Professionals (LEP's):** LEP's are former local, state, and federal law enforcement personnel who are currently working with the army to help stop the extensive criminal networks in Iraq. They bring years of real world experience to the fight and allow the brigades and battalions to pursue the enemy from an entirely different angle.
- 9.15 **Chaplain** – Chaplains can provide insight into local community values and attitudes via their contacts with local religious leaders. COIST's should avoid the

perception of using them as collectors but they are in a position to provide atmospherics and transmit messages.

9.16 Human Terrain Teams: Typically reside at Brigade and in some situations, Battalion Headquarters. They are specialists that focus in social sciences and in particular, human interactions and networking. They can provide a great deal of expertise in attempting to diagram tribal networks and explain human interactions.

10.0 Intelligence Preparation of the Battlefield:

10.1.1 At a minimum units should identify

1. Population (demographics)
2. Tribal (leaders and locations of tribes)
3. Ethnic groups
4. Local components such as IA and IP
5. Politicians
6. Civilian press

10.1.2 Terrain:

1. ASCOPE
 - a) Local markets
 - b) Mosques or religious facilities
 - c) Social structures (schools, hospitals, social gathering points)
 - d) Facility structures (banks, power plants, bridges)

10.1.3 Weather

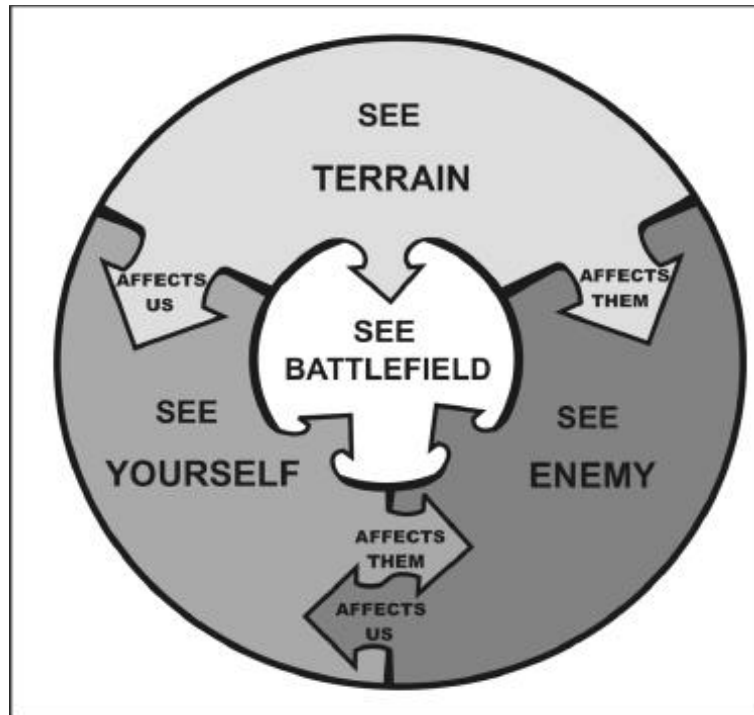
1. Identify local weather for mission operations

IPB DEFINED



10.1 Intelligence
Prep of the Battliefiek

11.0 Situational Understanding of the Operational Environment



11.1 The commander achieves situational understanding when he understands the relevant terrain and the relationship between friendly and enemy forces in time and space and foresees opportunities for mission accomplishment as well as potential threats. He does this by applying his experience, judgment, and intuition to his knowledge of the battlefield and the COP. Simply stated situational understanding is not only seeing the battlefield, but also understanding the actions, reactions and counteractions of the impending engagement. The commander's situational understanding of the current state allows him to visualize his desired end state (mission accomplishment) and a sequence of events that will achieve it.

11.2 Graphic representation of the Operational environment

11.2.1 Company Intel Support Teams will create a graphic analysis of the operating environment containing but not Limited to:

1. Tribal Overlay:
 - a) Break down AO by tribal areas (most tribal areas are not 100% pure; this tracker shows the majority tribe in an area)
 - b) Some tribes are not 100% Sunni or Shia even in a small area; identify sectarian enclaves on the tracker
 - c) Identify all tribal and informal leaders: Sheikhs, Muqtars, influential local leaders

2. Political Overlay:
 - a) Break down the AO by town or regional names (the names used by the local nationals)
 - b) Identify local and regional dividing lines
 - c) Identify government leaders: Mayors, IP leaders, influential political leaders
3. Key Infrastructure Overlay:
 - a) Include road names using Iraqi naming conventions (not all roads in Iraq have are locally named)
 - b) Include significant infrastructure, to include:
 - I. Schools
 - II. Public utilities
 - III. Government buildings
 - IV. Bridges
 - V. Medical facilities
4. Ongoing CA projects
 - a) Neighborhood Overlays (if required by the BN S-2 or ColST Company/Troop/Battery CO):
 - b) Only required if the AO includes towns or cities with too much detail to include on the political and key infrastructure overlays
 - c) Include neighborhood names, landmarks, and road names
5. Religious Overlay:
 - a) Break down the AO by religious/sectarian lines to include sectarian enclaves
 - b) Identify significant sects or sub-groups
 - c) Imam and mosque pictures can digitally hyperlink to existing digital reports and previous mosque monitoring reports using TiGR, or can be tracked using an Excel spread sheet.
6. Enemy SITTEMPs:
 - a) Basic SITTEMP should include generic information about the enemy situation in the AO
 - b) Detailed SITTEMPs cover one group or threat in much more detail

- c) Ensure local nationals who should be detained on sight are identified on the SITTEMP
- d) Pictures can digitally hyperlink to more detailed information, using Tiger Net or can be tracked using an Excel spreadsheet
- e) Association analysis tools and link diagrams can be used as required to further analyze enemy information as presented on specific SITTEMPs

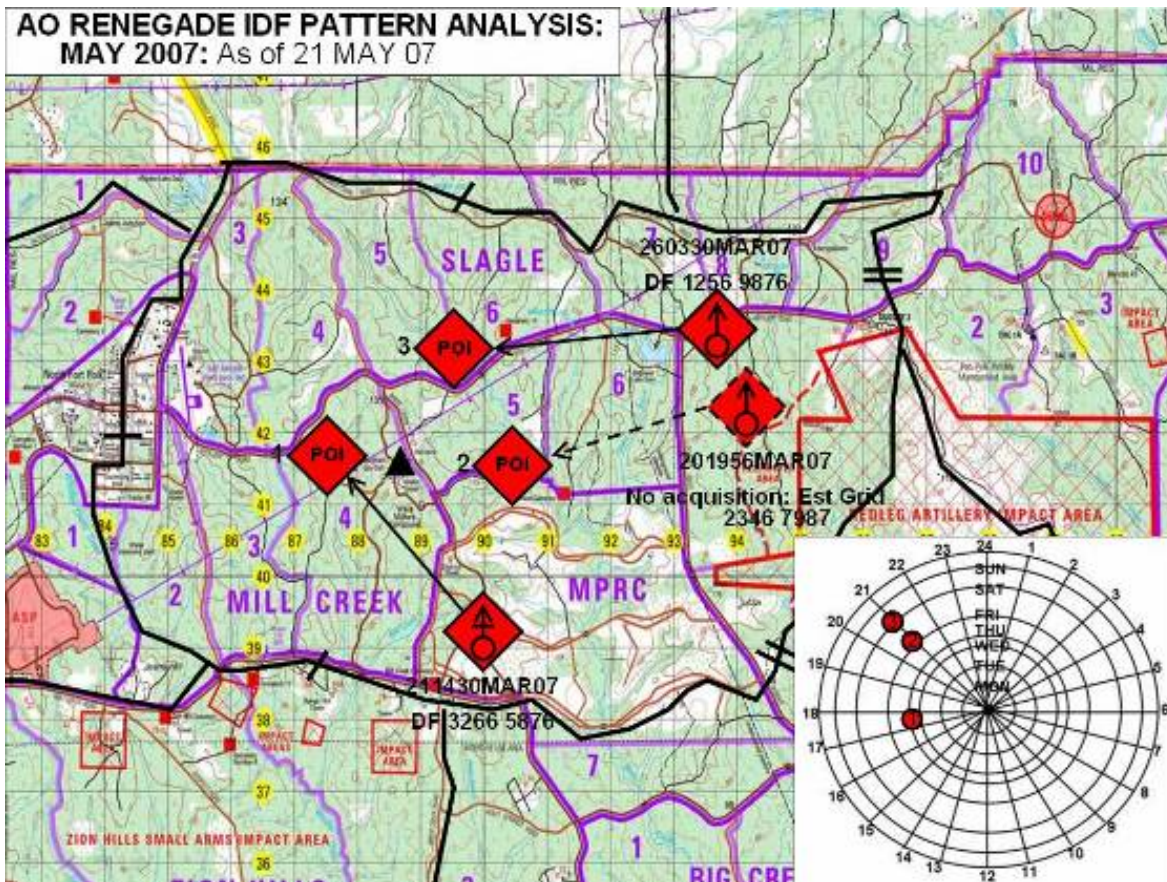


11.0 Situational
Understanding of the

12.0 Pattern Analysis/Link Analysis

12.1.1 Pattern Analysis

1. Pattern analysis of attack times and locations will be conducted at the company level
 - a) Mission and commander's preference will dictate how pattern analysis is conducted at the company level; this SOP is meant to guide rather than specify exactly what tools are used
 - b) Predictive analysis is the end state for effective pattern analysis; specific analysis beyond what is presented in this SOP should be conducted whenever the CoISTs believes that another external factor may be driving enemy patterns (i.e. nightly illumination may influence IED emplacement at a certain location, joint U.S./ISF patrols may draw more small arms fire than pure U.S. patrols, etc.)
 - c) Pattern analysis can be conducted with separate time analysis wheels and location analysis maps, or the two can be combined into one product covering one specific form of enemy attack; this type of pattern analysis is represented below:

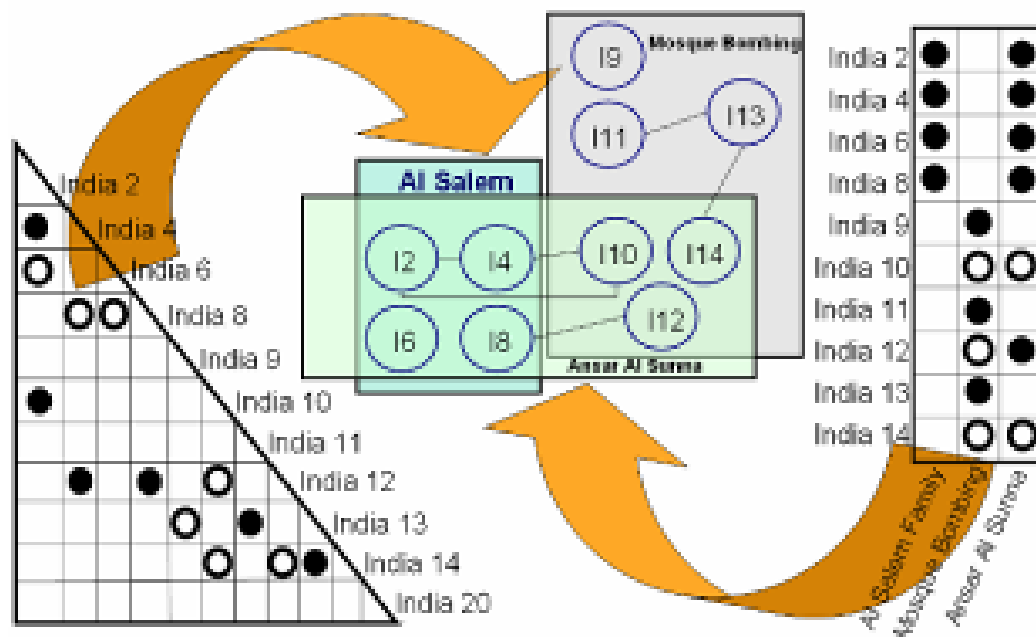


EXAMPLE (TiGR) (IDF PATTERN ANALYSIS)

2. IDF: Tracks acquired points of origin (POO) and points of impact (POI); un-acquired POOs will be estimated when possible and represented in dashed lines
3. IED: Tracks IEDs found and IEDs detonated; IED symbols should be hyperlinked to associated IED reports
4. SAF: Tracks SAF engagements, snipers, drive-by shootings, and short-range rocket fire; SAF symbols should be hyperlinked to associated SAF reports
5. Iraqi-on-Iraqi: Tracks known and suspected insurgent activities against civilians; symbols should be hyperlinked to associated reports
6. Will be conducted through Annalist Notebook/AXIS PRO on a continual basis and should be plotted as required.

Link Analysis

Link Diagram



7. Will be conducted through Analyst Notebook/AXIS PRO and should be done on a continual basis.



12.0 Pattern
Analysis_Link Analysis

12.2 Predictive Analysis

12.2.1 Intelligence Analysis Requirements:

1. The CoISTs will assist patrol leaders in conducting all patrol debriefs in accordance with the HBCT Patrol Debrief.
 - a) The CoIST will continuously update all intelligence trackers and databases (see Annex B) and maintain situational awareness within the company AO and AI
 - b) The CoIST will conduct predictive analysis and maintain a predictive analysis board identifying likely enemy activities both over the next 48 hours and over the next few weeks
 - c) The CoIST will analyze friendly trends from the enemy's perspective and identify unnecessary vulnerabilities and patterns the company is setting
 - d) The CoIST will request assistance from the Battalion S-2 to

e) The ColST will assist the battle captain in enforcing OPSEC

-
- Military COA with EVENTEMP for Wadi-al-Tarif raid**
- North Arrow**
- NAI 4**
- NAI 3**
- SE**
- 0-5 pax**
- 4 pax**
- SE**
- 24 Sec pax**
- TGT**
- NAI 1**
- H + 15**
- TGT Exfil Route H + 3**
- H + 15**
- 5-8 pax**
- SE**
- NAI 2**
- End state**
- 16-24 pax establish cordon around meeting.
Avenues of approach guarded with wire and ICCs.
SE collapses toward center of town to allow exfil of TGT as we approach LZ.
SE defends for 5-10 min after TGT exfils.
MTR begins firing once SE displaces.
- Enemy Security Element (SE)**
- T: Protect Abu Masif
P: IOT continue jihad
- High-value targets**
1. Command and control
 2. SE
 3. Mortar (MTR)
- Timeline**
- H - 2min SE hear helicopters
H - 30sec SE start to displace
H SE collapse
H + 5min Target (TGT) exfils
H + 15min SE displaces
H + 15min MTR fires
- Specifics**
1. 14-20 SE passengers (pax) in outer cordon
 2. 2-4 Close protection on TGT
 3. 6-8 Rocket-propelled grenades
 4. 2 x RPK
 5. 1 x 82mm MTR
 6. 2-4 Improvised explosive devices (IEDs)

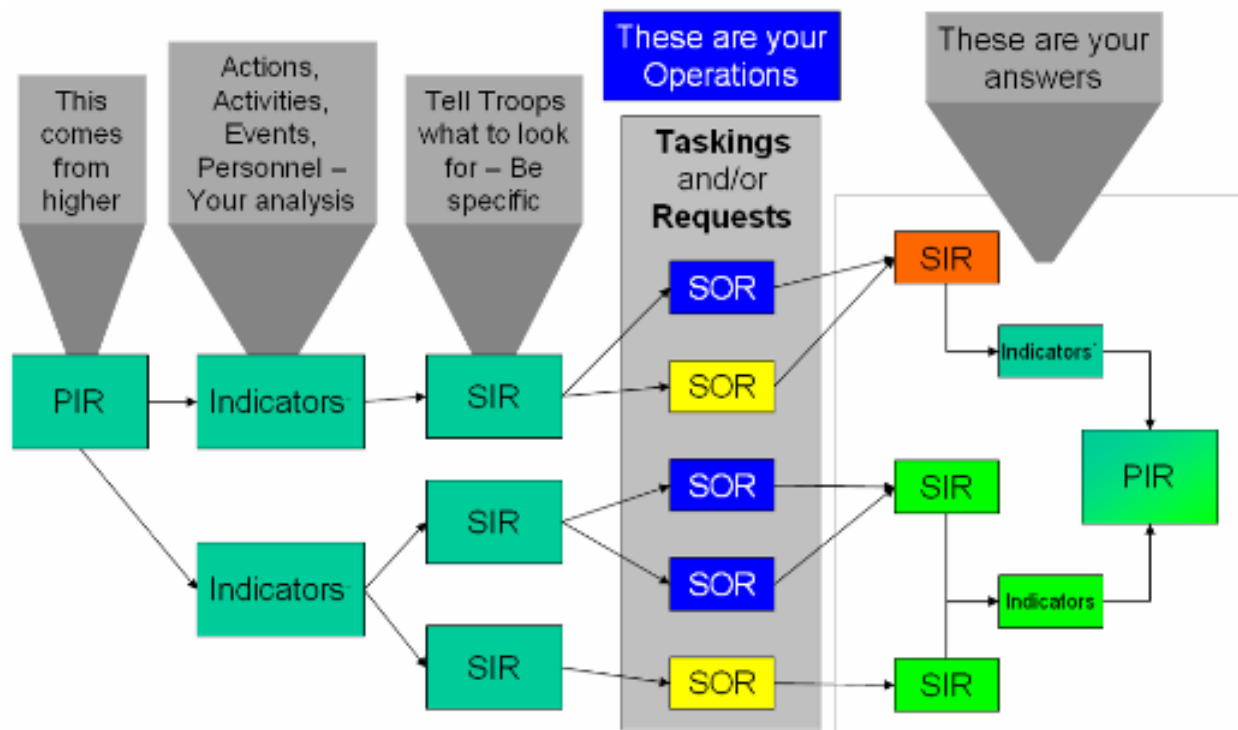


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13.0 Developing Intelligence Requirements

13.1.1 Intelligence Collection Requirements:

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



2. The ColST will identify little-known areas within the

company/troop/battery 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.

- a) The ColST will coordinate for and liaison with any external intelligence collection assets working with the company
 - b) The ColST will ensure that company-level tactical questioning (TQ) does not inadvertently become unlawful.
- 3. Reference paragraph for ISR processes and procedures
 - 4. Company/Troop/Battery tactical questioning (TQ) will involve direct questions only:
 - a) Company TQ will not use interrogation approaches, defined as “any means used to entice a detained person to give information he would not normally give”.
 - b) At no time will TQ involve threats directed at the detainee or his family.

13.1.2 The ColST will ensure that company-level informant operations do not inadvertently become unlawful source operations.

- 1. Company informant operations are defined as passive versus active HUMINT collection.
- 2. Company informants may be sensitized to general information useful to the unit, but may not be tasked, either directly or implied, to collect specific information (“ask, don’t task”).
 - a) The ColST will ensure that all casual and regular informants are entered into the Informant Contact Log (see Annex G) and have updated Informant Personal Information Sheets (Annex F), the Intelligence Cell will coordinate with the BN S-2 and HCT (HUMINT Collection Team, formally known as HCT) for review of these products and the assignment of contact tracking numbers.
 - b) The ColST will assist the commander in ensuring that regular informants are paid and accounted for in accordance with theater policy.

- c) The CoIST should make every effort to hand reliable informants over to the unit's HCT as soon as possible to become legitimate sources.

13.1.3 COIST will refer to the COIST HUMINT SOP in regard to COIST/HUMINT operations. COIST TEAMS will not perform **Vetting/Informant Reliability or SCREENING OPERATIONS**, in regard to HUMINT INTEL operations. But may assist HCT/ HUMIT TEAMS with these operations with the AO/AI.



HUMIT CoIST SOP
2003.doc

13.1.4 To facilitate walk-in informants, the CoIST should establish an informant meeting and debriefing area and ensure that security personnel are prepared to receive local national informants:

- a) The meeting room should have chairs or couches, a table, drinks available, an ashtray, large-scale unclass maps for map-tracking purposes, and no windows
- b) When walk-in informants are expected, ensure that security personnel are well briefed on what to expect and what to do when an informant arrives



ANNEX G_BCT
INFORMANT CONTACT



ANNEX F BCT
INFORMANT PERSON

14.0 Reconnaissance, Intelligence, Surveillance, and Target Acquisition (RISTA)

Intelligence synchronization is the process that ensures the intelligence system provides answers to intelligence requirements in time to influence the decisions they support. Synchronization begins with the decision making and targeting processes. Taken together, these processes identify the decisions that must be made during execution of a COA and its branches and sequels. It is these decisions which drive the command's intelligence requirements. Every identified decision should be supported by an intelligence requirement.

14.1.1 ISR planning starts with the commander's identification of critical information requirements (PIR's) (SIR). This process may be conducted while the unit is planning or preparing for an operation; in many cases, it

will continue during the conduct of the operation.

14.1.2 The ISR collection management process itself consists of the following six steps. Chapter 3 (**FM 34-2**)

1. Develop requirements.
2. Develop collection plan,
3. Task or request collection.
4. Disseminate
5. Evaluate reporting.
6. Update collection planning

14.1.3 COIST will track current ISR assets through the BN S-2/S-3 FECC, ISR Management, in order to request ISR assets based upon COIST level PIR/SIR. Additionally, COIST must be able to identify Company/Troop/Battery level ISR assets and task them for target reconnaissance surveillance, and target Acquisition.

DTG: _____

MISSION: _____

ISR MATRIX

PRIORITY	NAI	START STOP	SIR/ Instructions	1-23 IN	5-20 IN	2-3 IN	RSTA	AVN	GSR	REMBASS	A TRP	B TRP	C TRP	LRAS	TROJAN SPIRIT	EN RECON	NBC RECON	COLT	Q3837	ADA	UAV	FA BN	AT CO	MPS	Coordination	Remarks

(CLASSIFICATION)

DRAFT Figure 3-4. Sample ISR tasking matrix.

15.0 Targeting (Lethal/Non-Lethal)

15.1.1 Lethal Targeting Operations:

1. COIST will develop TERI 4 and TERI 5 Company level targets based upon the Commanders PIR/IR
2. Lethal Operations must be conclusively researched through all SIPR/NIPR sources.
3. At a minimum COIST teams will provide three separate reports before committing to lethal operations
 - a) Identifying Historical Individual Reporting
 - I. SIPR (CIDNE) contains all theater reporting through HUMINT/SIGINT and Significant acts. Historical and recent reporting may be gained through this means
 - b) Local Sworn Statements
 - I. Sworn statements and reporting through IA/IP is an acceptable means of Identifying lethal targets
 - II. Tactical HUMINT Teams (THT) may provide Source documentation for lethal operations.
 - c) Local Detention Facilities
 - I. Statements furnished to US Army Interrogators may also be used to identify lethal targets.
4. All Lethal target operations must be approved through BN operations and BN S-2, and assigned a target tracking number before Operations.

EXAMPLE LETHAL TARGET PACKET:



15.1.1_TARGET
SHELL.ppt

15.1.2 Non-Lethal Target Operations:

1. Non-lethal operations encompass all civil affairs, engineering, medical, political and social structures. Non-Kinetic operations are not only an effort to win hearts and minds. But may be used to shift local power from anti-coalition forces to a local population that supports anti-insurgency activity.
2. All Non-lethal target operations must be approved through BN operations and assigned a target tracking number before execution.

EXAMPLE NON-LETHAL TARGET PACKET:



15.1.2_Non-Lethal
Example Packet.ppt

16.0 Mission Briefing/Debriefing

16.1.1 Mission Briefings shall be performed by COIST for all out going Missions

1. Without exception and as a minimum each brief shall contain:
 - a) Analyst Prediction (AO Analysis)
 - I. Current number of attacks
 - II. AO Analysis of the last 24 hours
 - III. MLCOA/MDCOA
 - IV. Emerging enemy TTP's and upcoming Religious or social events.
 - b) SIGACTS PAST 24hrs
 - I. Including: Tier 1 IED hot spots
 - II. Blacked out routes/ Current route clearance mission's
 - III. Tactical reports indicating Possible attack points
 - c) TAC REP SLIDE
 - I. Current and most relative tactical reports
 - d) A White/Gray/Black list SLIDE
 - I. Including Baseball cards when possible
 - e) Current BOLO LIST
 - f) Available ISR Assets at the time of Mission
2. All out going patrol elements will receive a Patrol Card to record any relevant information.

EXAMPLE PATROL BRIEF:



Patrol Brief Shell.ppt PATROL CARDS.ppt

16.1.2 Mission Debriefings shall be performed by COIST for all incoming Missions

1. Each returning mission element will be debriefed.
2. Any Mission Patrol Cards used will be collected; relative information then will be cataloged through Tiger Net or recorded on an Excel Spread sheet.

3. All Mission Debrief collection shall be documented and cataloged through tiger/ excel or Mission Story Boards, and reported to BN/BDE.

EXAMPLE FORMATS:



Patrol Debrief.doc

16.2 Debriefing Guide Example – The following provides a detailed example of a CoIST facilitated debrief with talking point, formating and agenda.



Debriefing Guide.doc

17.0 Tactical Site Exploitation

17.1.1 COIST's are responsible for management of target site exploitation and reporting/ dissemination of all exploitable material.

1. TSE Material shall be tracked and processed in a manner which is distinguishable for each target or report.
2. All TSE shall be documented and cataloged, then turned into each proper authority (I.E. units detention facility or Cell-X)

EXAMPLE TSE:



DETAINEE
OVERVIEW.ppt



Optimized SSE 16
July 06.ppt



SENSITIVE SITE
EXPLOITATION.ppt

18.0 Product Formats