Intelligence, Surveillance & Reconnaissance (ISR) Synchronization Handbook

(Disclaimer: While this handbook may be applicable to any COIN conflict it is designed for the type of ISR synchronization that should occur in the OIF and OEF theatres. This handbook is meant to be a non-doctrinal approach to ISR synchronization however it does make use of some doctrine from current U.S. Army manuals.)

Created by ISR TOPOFF Mobile Training Team
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This document was created by the ISR TOPOFF Mobile Training Team (MTT) as a guidebook to complement the Intelligence, Surveillance & Reconnaissance (ISR) Synchronization module of instruction.

The United States Army Training & Doctrine Command's Deputy Chief of Staff for Intelligence (G2) is directly involved in a variety of efforts in support of ISR training for deploying units. ISR TOPOFF was created to fill a critical information gap on non-organic and Joint ISR capabilities and their support to the Warfighter.

The ISR TOPOFF is an MTT based at Joint Training Counter-IED Operations Integration Center (JTCOIC) in Newport News, VA. The ISR TOPOFF MTT's mission is to provide tailored home-station training to deploying ground units at the Army Brigade Combat Team and Marine Corps Regiment level. TOPOFF also provides training, on request, to other organizations on Joint ISR training gaps, synchronization, and best practice from the OIF and OEF theater of operations. This includes the analysis of ISR training gap, lesson learned and after action reports and the identification of appropriate solutions.

POCs:

For scheduling contact

ISR TOPOFF Operations Manager:
Joann B. Gardner
NIPR: joann.b.gardner @us.army.mil
SIPR: joann.b.gardner@us.army.smil.mil
Phone (757)240-2730 Office
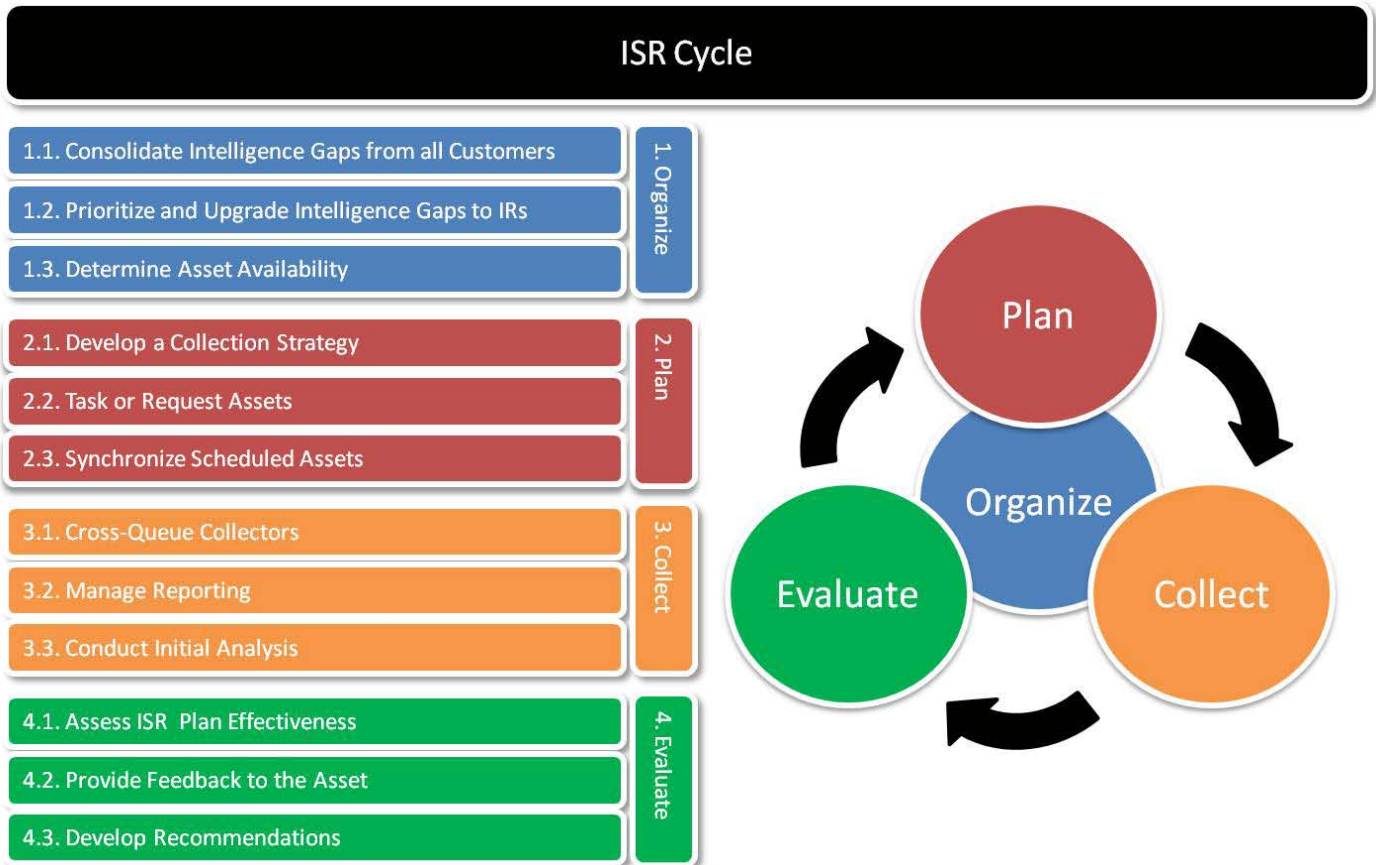   (757)771-3060 Blackberry

NIPR Web Access: https://www.intelink.gov/sites/isrtopoff/default.aspx

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ISR Sync Table of contents

Introduction to ISR Synchronization

The ISR Synchronization cycle, known simply as ISR Sync, defines the inputs, procedures, and outputs of ISR collection through a Collection Manager's perspective. ISR Sync is a Brigade level function that filters down to the Battalion and Company levels and filters up to Division, Corps, and Theater.

Most of the information in this book is not doctrinal. This information has been compiled based off of experience in the theater of operations, and trial & error. The information is presented in a "Best Practices" approach and is not the defining line of how ISR Synchronization works for everyone.

Everyone who had a part in compiling this information used the ISR Sync cycle in one way or another for their ISR Collection.

Chapter 1: Inputs to the ISR Synchronization cycle

Before we can begin the ISR synchronization cycle there are several inputs that need to be reviewed to ensure we are following the commander's intent and answering intelligence requirements within the lines of effort for our organization. Some of these inputs are static and almost never change while others are updated cyclically or routinely. Without these critical inputs, the ISR cycle cannot remain relevant nor can it be refined by the frequent introduction of new technologies and information.

1.   **Military Decision Making Process (MDMP):**
The MDMP contributes several important items to the ISR Sync cycle and although these inputs do not often change they are necessary to review before beginning your cycle to ensure relevant collection emphasis.

1.1   Campaign Plans:
Campaign Plans are designed to encompass the full spectrum of operations that are necessary to accomplish a mission. In COIN, Campaign Plans play an even more significant role since most desired endstates are long term and population centric goals (Fig. 1). The Campaign Plan is important to review because it offers us a guide to ensure our collection plan is nested with the overall Lines of Effort. Without a Campaign plan to guide it, the collection plan is often focused on the enemy and short term symptoms rather than the underlying factors that contribute to our success or failure.
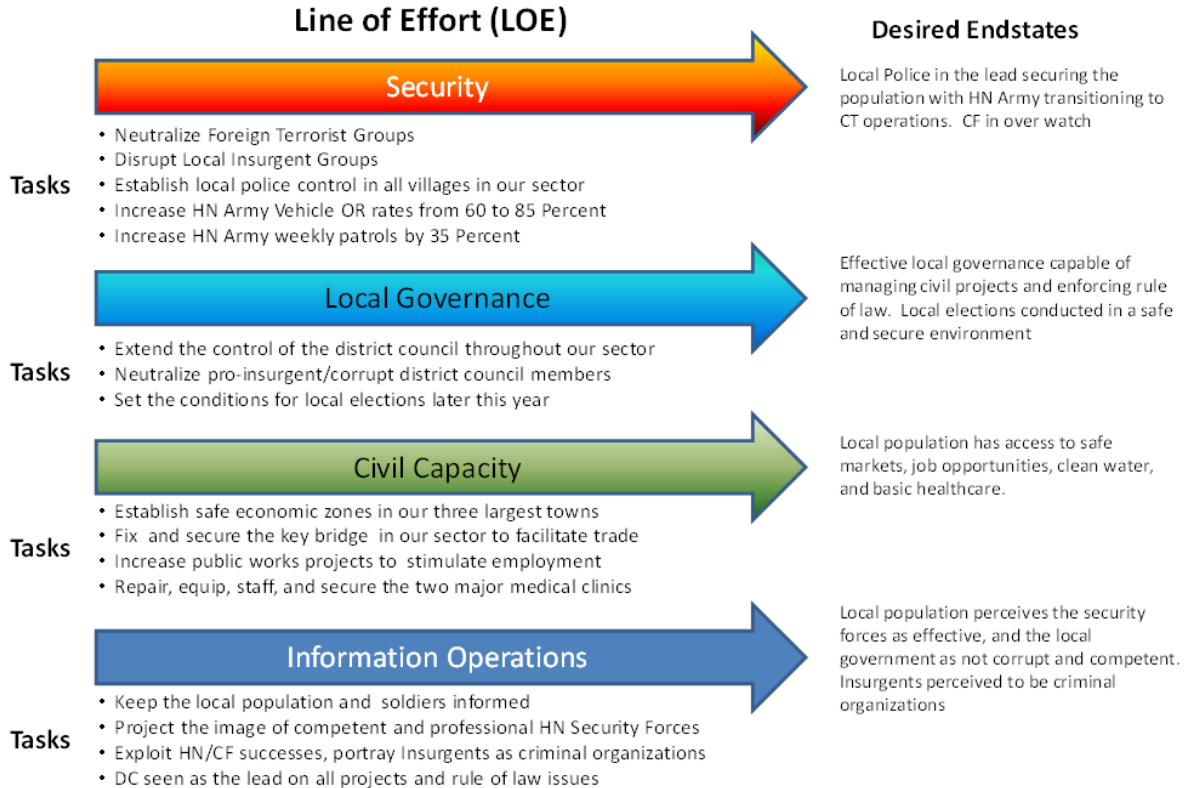

Fig. 1 Lines of Effort

1.2 Commander's Critical Information Requirements (CCIR):
The second and probably the most important input are the Commander's critical information requirements. Specifically the PIR since every good collection plan should be created in support of the PIR.

1.2.1 Priority Intelligence Requirements (PIR):

PIR Evolution:
Traditionally and doctrinally PIRs are focused on the enemy and answers the question "How do I see the enemy?" In order to remain relevant to a COIN mission, intelligence professionals should adapt their PIR to answer not only the question of how we see the enemy but how we see the population as well. Since the key terrain or center of gravity for any COIN mission is the population then why is intelligence collection still focused almost entirely on the enemy and lethal targeting? When COIN warfare initially began in OIF, all intelligence collection and targeting efforts were focused on "What" was attacking us (Fig. 2). This mindset focused our time and energy on predicting and preventing IED attacks. Although this is a necessary part of the conflict, it still did not answer the most important question. Secondly we began to focus on "Who" was attacking which enabled us to prevent attacks by eliminating the attacker (Fig. 2). However, each time we eliminate one emplacer/attacker there was always a pool of recruits waiting to take his place. The problem with this mindset is that we were still not collecting on the heart of the issue. The question we should have asked from the beginning is "Why are we being attacked?" (Fig. 2). This is a simple question but encompasses much more than the enemy situation can explain.
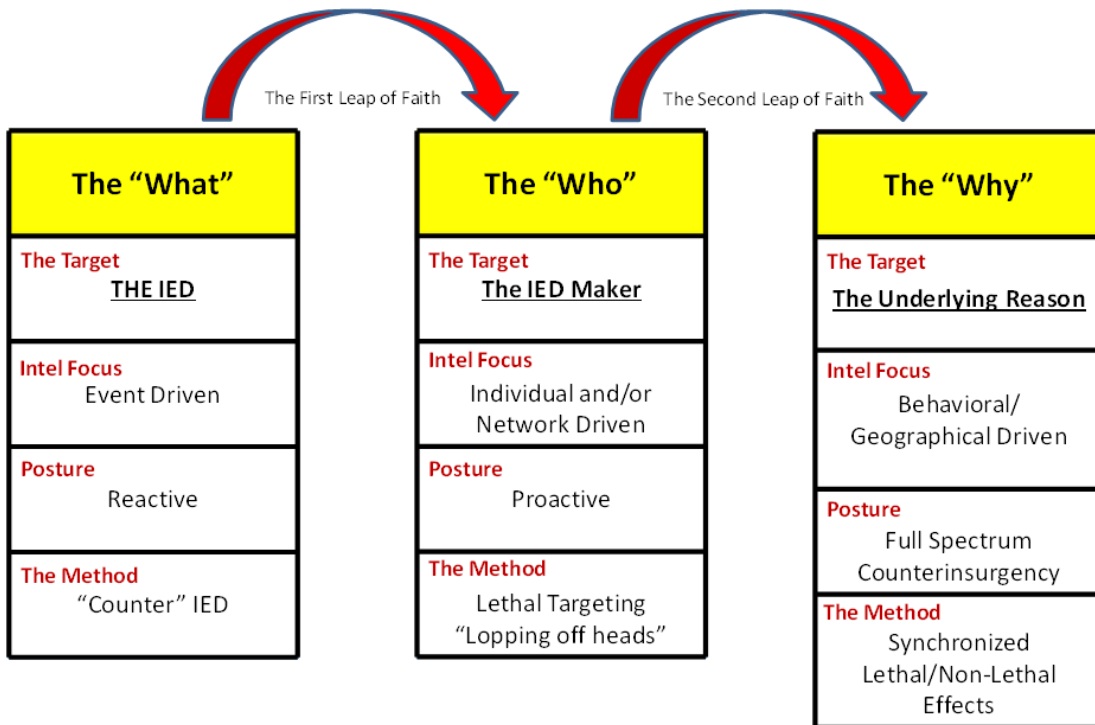

Fig. 2 PIR Evolution

Strategic, Operational, Tactical IRs:

As we begin to understand the PIR as a tool to support full spectrum operations, we must also change our mindset about the subsets of PIR (SIR, IR, Indicators, etc.). We must begin to think in non-doctrinal terms in order to understand how to write effective and static PIR. Taking Strategic, Operational, and Tactical out of the doctrinal context is a good way of explaining how the different IRs support our campaign. Think of Strategic as a long term goal instead of a theatre operation. In this way we can start to see how a PIR should support a commander's long term (Strategic Fig. 3) goals which should remain relatively static over time. Secondly, a commander's SIR should support short term or large scale operations or enduring/framework operations (Operational Fig. 3). Lastly, IRs are one time requirements in support of on-going operations or time sensitive requirements (Fig. 3).

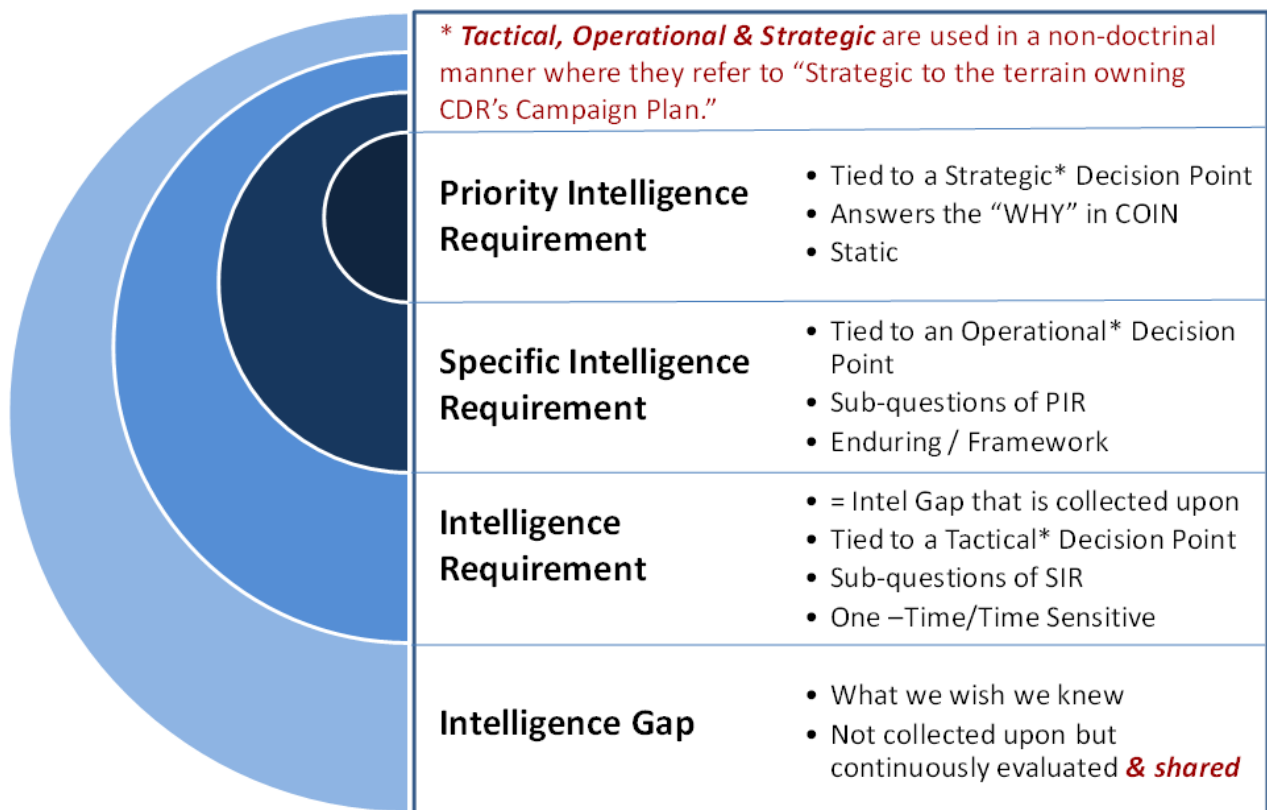|	
* **Tactical, Operational & Strategic** are used in a non-doctrinal manner where they refer to "Strategic to the terrain owning CDR's Campaign Plan."	
Priority Intelligence Requirement	• Tied to a Strategic* Decision Point • Answers the "WHY" in COIN • Static
Specific Intelligence Requirement	• Tied to an Operational* Decision Point • Sub-questions of PIR • Enduring / Framework
Intelligence Requirement	• = Intel Gap that is collected upon • Tied to a Tactical* Decision Point • Sub-questions of SIR • One –Time/Time Sensitive
Intelligence Gap	• What we wish we knew • Not collected upon but continuously evaluated **& shared**

Fig.3 Intelligence Requirements

COIN PIR:

Now that we understand what a PIR should answer and how that PIR is tied to decision points in the full spectrum campaign plan, we can explore examples of good COIN PIR. As we discussed previously a COIN PIR should not be entirely focused on the enemy but instead tied to the Lines of Effort established in the Campaign Plan (Fig. 4). The example below offers PIR that truly answer the commander's tough dilemmas within his Lines of Effort.

1. Why is the 5th Army Battalion unable to effectively control the flow of insurgent logistics in its area of responsibility? **(Security)**

2. Why is the District Council unable to take the lead in managing essential services projects? **(Governance)**

3. Why are we unsuccessful in neutralizing the insurgent's control of Black Marketeering and extortion in our economic zones? **(Civil Capacity)**

4. Why are our IO efforts ineffective in the insurgent controlled areas of our sector? **(IO)**

Fig. 4 PIR in support of LOE

1.3   Friendly Forces Location and Task Organization:

The final MDMP products we should be concerned with are the locations of friendly forces who can aid our collection cycle and the task organization of every echelon which can support our effort. This comprises not only the list of CFLCC assets in theatre but also the CFACC assets which support ISR. We must understand adjacent units who need our information but to whom we can also send our own RFIs (ODA teams, PRT, MiTT, other BCTs, OGA, etc.). Lastly we must understand our own task organization to know what subordinate units and enablers can provide ISR support (ePRT, EOD, TPT, MICO, etc.).

2. Intelligence Preparation of the Operating Environment (IPOE):

The other essential elements to review continuously as part of the ISR synchronization process are IPOE products such as the current Enemy SITEMP, Population SITEMPs, Modified Combined Obstacle Overlays, etc. Each staff section within a BCT must contribute to this process with its own SITEMP or Running Estimate product. The IPOE defines what we know about an environment or network and helps us develop a list of intelligence gaps which comprise everything we don't know. Fig. 5 shows an example Local Security Force SITEMP.
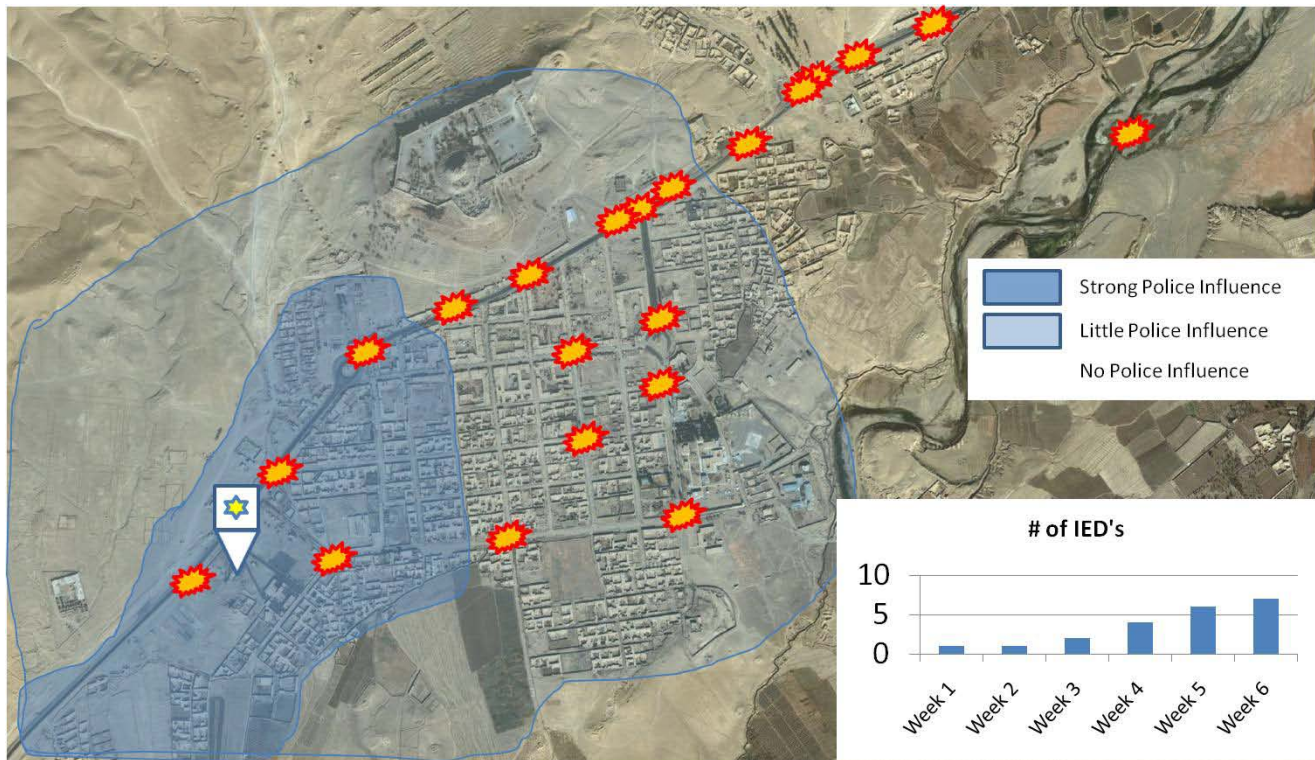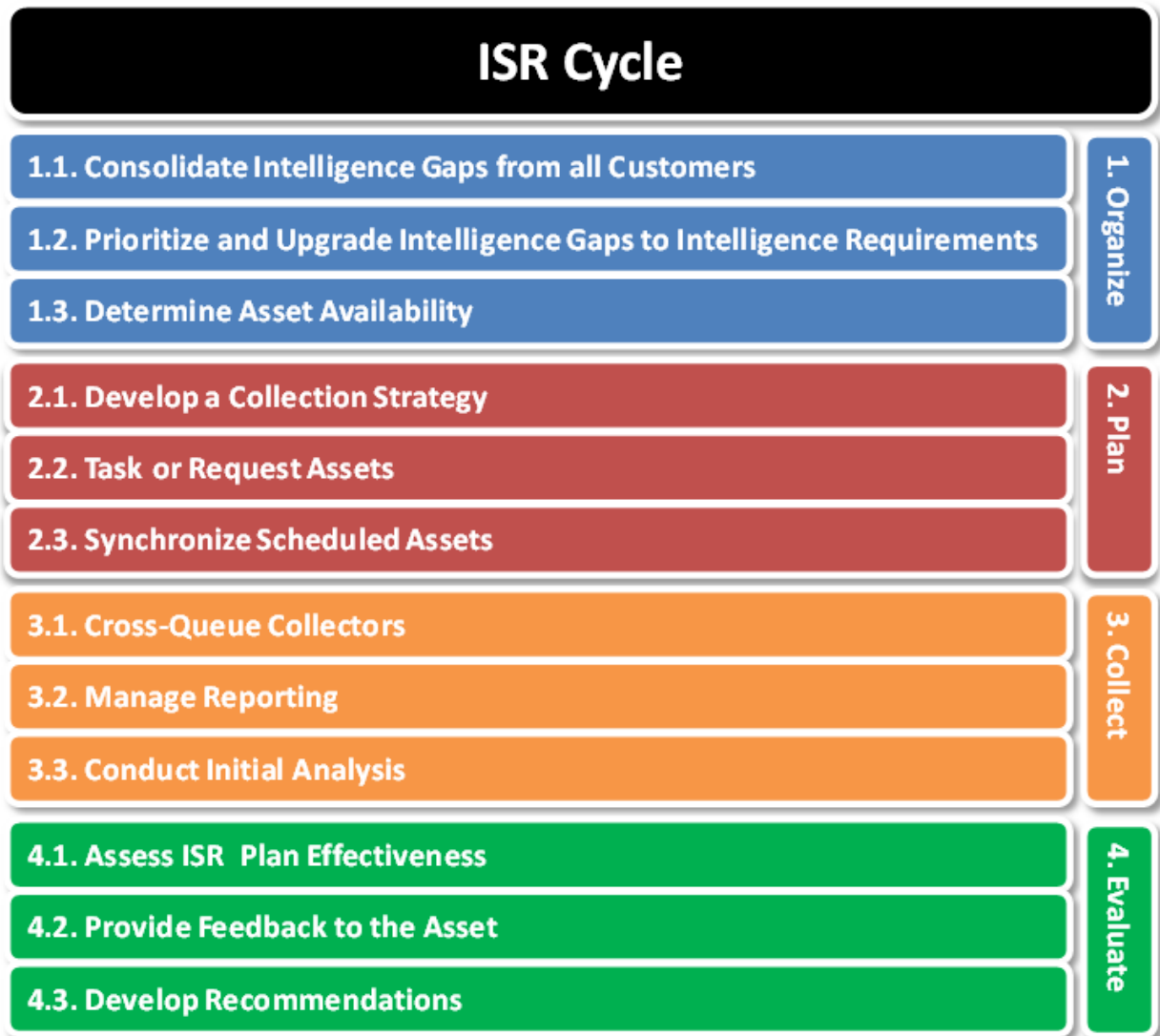

Fig. 5 Effectiveness of Local Security Forces

Based off of this SITEMP, we can see that the local police are struggling with IEDs within their Area of Operations. There could be several factors, or intel gaps, that can contribute to this. What does the Local Security Force Patrol Schedule look like? Can joint patrols be conducted to lessen the effectiveness of IEDs? Are they well equipped? Are they understaffed? And so on.

3. Operations Assessment Brief/ CDRs Decision Brief:

The final inputs to our ISR sync cycle are the Commander's priorities for operations cycle. A commander will routinely assess his situation and provide guidance during the decision brief or other key meetings. This guidance should be captured and turned into IRs for collection during the upcoming operations cycle. If the commander gives collection guidance that is outside the scope of his PIR then you as the intelligence professional should re-assess the current PIR to decide whether they need to be updated to stay relevant to your commander's intent. As with the previous example (Fig. 5) a commander's decision brief could include "Let's conduct joint patrols with Local Security Forces to help lessen the effectiveness of IEDs in our AO".

Chapter 2: ISR Synchronization Cycle

Now that we understand the inputs to our ISR cycle, the steps of the cycle can be quickly explained.

ISR Cycle

1. Organize
- 1.1. Consolidate Intelligence Gaps from all Customers
- 1.2. Prioritize and Upgrade Intelligence Gaps to Intelligence Requirements
- 1.3. Determine Asset Availability

2. Plan
- 2.1. Develop a Collection Strategy
- 2.2. Task or Request Assets
- 2.3. Synchronize Scheduled Assets

3. Collect
- 3.1. Cross-Queue Collectors
- 3.2. Manage Reporting
- 3.3. Conduct Initial Analysis

4. Evaluate
- 4.1. Assess ISR Plan Effectiveness
- 4.2. Provide Feedback to the Asset
- 4.3. Develop Recommendations

Phase 1 – Organize

1.1   Consolidate Intelligence Gaps from all Customers:

This answers the question "What do <u>WE</u> want to know?" Every member of the staff should submit intelligence gaps which can be collected upon by ISR assets or answered by RFIs. Gaps can also come from lateral/collocation units, BDE CDR, higher headquarters, and most often from subordinate units.

1.2   Prioritize and Upgrade Intelligence Gaps to Intelligence Requirements:

This answers the question "What do we need to know first?"

1.2.1   Prioritize Gaps:

To prioritize most effectively you need to create a tracking mechanism to help visualize what needs to be answered first (Fig. 6) and encourage everyone to update that tracker with new intelligence gaps on a regular basis. How do we prioritize the gaps once they are identified? There are several ways but most important is your commander's intent or guidance for that collection period. In the absence of guidance you should apply the Lines of Effort from the Campaign Plan since they also follow your commander's guidance and should be nested within the Campaign Plan of your higher headquarters. Finally, you can group some low priority intelligence gaps with higher priority gaps as long as they can be answered together.

Intel Gap	ETIOV	LTIOV	Impact	PIR	Area, Network or Target	POC
How many patients can the hospital serve?	None	D+30	Low	3	Ministry of Health	Surgeon
Where are the safe-houses of the local enemy cell?	None	D+5	Low	1	Tribe Cell	Security
What do the locals think about the radio station?	D+14	D+90	Medium	5	All	IO
Who is the most influential member of the tribal council?	None	D+45	Low	2	Tribal Council	Governance
Why are the local security forces not responding to civil disturbances?	None	None	Medium	1	District Security Forces	Security
How many new businesses are popping up per month?	D+30	D+90	High	4	Chamber of Commerce	Economics
How effective are tribal councils in finding detained locals?	D+15	D+180	Medium	2	Tribal Council	Governance

Fig. 6 Intel Gap Prioritization

1.2.2   Identify existing Intelligence (Fig. 7):

Sometimes existing intelligence can answer the gaps you've identified as high priority. As part of this step you must conduct Intelligence Reach-back, Intelligence Reach, and Requests for Information to ensure you aren't wasting assets to answer gaps that have already been answered. Intelligence reach-back is the process of reaching back to agencies or organizations designed to provide support to the warfighter. Intelligence Reach is the process of datamining existing databases and websites to discover the information you need to fill the intelligence gaps. Finally, Requests for Information should be submitted to lateral, subordinate, and higher units to find out if they already have the information we seek.
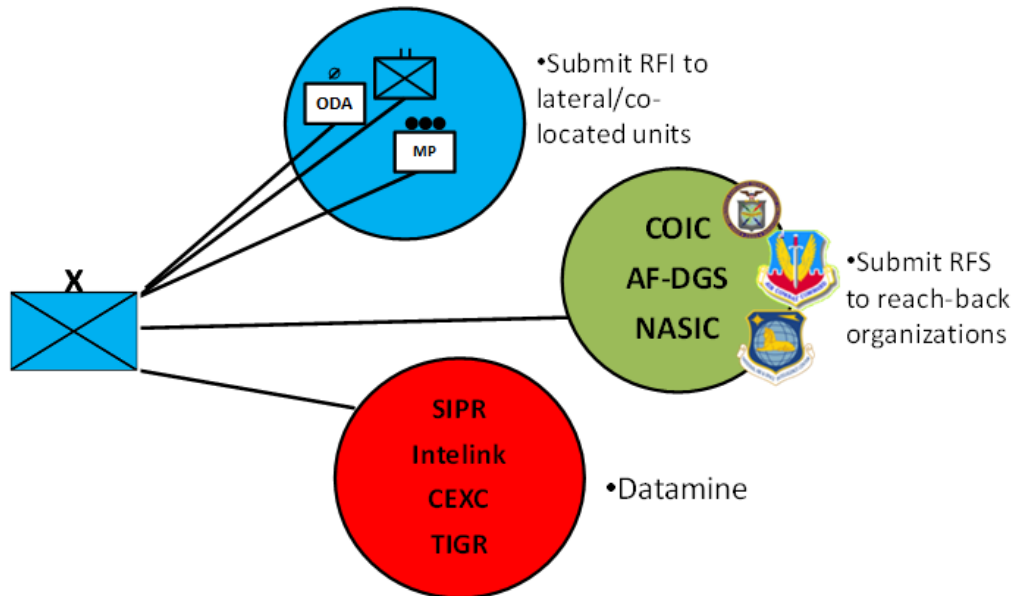

Fig. 7 Identify Existing Intelligence

1.2.3   Upgrade Intelligence Gaps to Intelligence Requirements:

Now that you have a list of high priority intelligence gaps, you can recommend to the Operations Officer that they become Intelligence requirements. Intelligence requirements are the only items that will be collected upon within the operations cycle so choose carefully. You will work with S3 to task organic assets to answer your newly upgraded Intelligence Requirements but that comes later.

1.3   Determine Asset Availability:

This answers the question "Who could help us answer our IRs?" Each echelon including your own unit has an annex or collection plan which helps us determine which assets are available to us in the current ISR cycle. Find out where the collection plans and annexes are for your BCT, CFLCC, CFACC, and your division headquarters and use them to determine asset availability.

Phase 2 – Plan

2.1 Develop a Collection Strategy:

This answers the question "How might we learn the answers to our IRs?" Developing a collection strategy is the most time-consuming portion of the ISR Sync cycle and involves as much of the staff and S2 section as possible. Since everyone has a hand in developing the intelligence requirements they should also be involved in the collection and creation of indicators for their IRs.

2.1.1 Create Indicators:

Each IR should have a corresponding list of indicators which contribute to answering the question. For each IR the originator should help brainstorm Indicators to feed an Indications Matrix (Fig. 8). Some are less complex to answer than others but these indicators will be written as ISR tasks which are eventually collected upon.

Intel Requirement	Indicators
IR 3.3.1 How many and what type of new businesses are opening on Haifa Street.	1. Economic Survey
	2. Consumer confidence index for new business growth.
	3. Changes to infrastructure on Haifa Street.
	4. Changes in electricity usage on Haifa Street.
	5. Changes in work-day vehicular traffic towards Haifa Street.
	6. Reports of intimidation of or threats to Haifa Street entrepreneurs.

Fig. 8 Indications Matrix

2.1.2 Develop NAIs:

Each indicator on the matrix should have one or more Named Areas of Interest which provide a location that could answer the IR. In order to track the numerous NAIs needed to answer your IRs you should create a Named Area of Interest Tracker (Fig. 9). It is also important to track your NAIs graphically so you can easily disseminate or share your graphic control measures.

Indicators	NAI	UNIT	COM MGRS	TYPE	PIR	NETWORK /TARGET	DESCRIPTION
#1 Intimidation reports	001	BCT	38S MB 34 5678	POINT	3	Haifa St. Economy	District Area Council BLDG
#2 Consumer Confidence	002	BN	38S MB 34 5768	AREA	3	Haifa St. Population	Neighborhood
#3 Changes to Infrastructure	003	BN	38S MB 34 5687	ROUTE	3	Haifa St. Economy	Haifa Street

Fig. 9 NAI Development and Tracking

2.1.3 Decide Collection Window:

Each NAI should have a predetermined collection window as well as an ETIOV and LTIOV to ensure that the information is collected in a timely manner (Fig. 10).

Indicators	NAI	ETIOV	LTIOV	Collection Window	DESCRIPTION
#1 Intimidation reports	001	N/A	16DEC	1300-1500 13DEC	District Area Council BLDG
#2 Consumer Confidence	002	10DEC	12DEC	0900-1200, 1600-1800 10-12DEC	Neighborhood
#3 Changes to Infrastructure	003	10DEC	12DEC	1100-1500 10-12DEC	Haifa Street

Fig. 10 Collection Window

2.1.4 Identify Assets:

Identify Organic Assets, CFLCC Assets & CFACC Assets with the necessary capabilities to collect on the NAIs within your collection window (Fig. 11).

| Indicators	NAI	ETIOV	LTIOV	Collection Window	Asset
#1 Intimidation reports	001	N/A	16DEC	1300-1500 13DEC	PRT, BN CDR, BDE CDR
#2 Consumer Confidence	002	10DEC	12DEC	0900-1200, 1600-1800 10-12DEC	Patrols, THT, Psyop
#3 Changes to Infrastructure	003	10DEC	12DEC	1100-1500 10-12DEC	Patrols, IMINT, FMV

Fig. 11 Identify Assets

2.2   Schedule the Asset:

This answers the question "Who will help us answer our IRs?" Once you have all the necessary elements to build your ISR tasks, you need to write detailed instructions for each ISR asset to ensure that your collection requirements are satisfied.

2.2.1   Write ISR Tasks for organic assets:

For each organic ISR asset required, a specific ISR tasks should be written which detail the NAI, collection window, and Essential Elements of Information (EEIs) (Fig. 12).
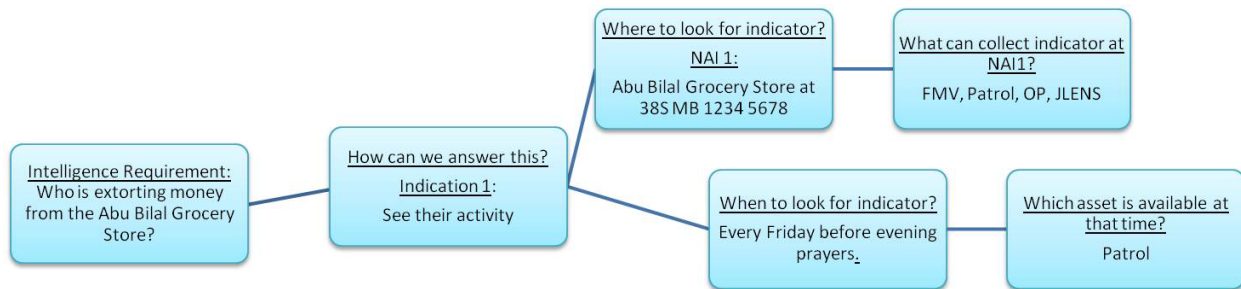
ISR Task 1: Report description of 2-4 personnel gathering near or entering NAI 1, who are causing locals to ***behave apprehensively*** 1500-1700. Take a photograph of these personnel and associated individuals or vehicles, when possible. Conduct ***passive collection*** as store owners and customers are ***wary of retribution*** from ***extortionist***.

Fig. 12 Writing an ISR Task

2.2.2 Develop Organic ISR Tasking and FRAGO:

The written ISR tasks should be coordinated with the S3 for use in the FRAGO. ISR tasking matrices are an easy way to provide FRAGO information to the S3 for straightforward dissemination. At a minimum the FRAGO should contain the ISR Task, ETIOV/LTIOV, reporting method, and reporting time (Fig. 13).

ISR Task	ETIOV	LTIOV	Asset	Repeat	Report When	Report Using
Determine the times when intimidation is occurring at Abu Bilal grocery store	None	D+4	HCT	One time	Within 4 hrs of collect	DIIR, SPOTREP
Report description of 2-4 personnel gathering near or entering the Abu Bilal grocery store, who are causing locals to behave apprehensively	D+4	D+18	Shadow	TBD	NRT	SPOTREP, mIRC
Take a photograph of these personnel and associated individuals or vehicles, when possible. Conduct passive collection as store owners and customers are wary of retribution from extortionist.	D+18	D+90	Patrol	TBD	Upon RTB	TigerNet & Storyboard

Fig. 13 Organic ISR Tasking FRAGO

2.2.3 Write ISR Requests for Non-Organic capabilities:

In order to schedule non-organic ISR assets we have to write ISR requests for each capability. These ISR requests must contain detailed EEIs. In order to write a good EEI it must be descriptive enough for anyone to understand what is being requested. Asking an asset to look for "a large group of people" isn't descriptive enough to elicit a desired response. We must ask for exactly what we want "a group of 5-10 people" in order to receive the correct feedback.

2.2.4 Receive an ISR Backbrief:

A backbrief in the form of a Collection Emphasis Message (CEM) or a BN ISR plan should be received for each scheduled organic asset. You should also receive the collection plans, air tasking order, target deck, or RSTA from non-organic assets. These backbriefs are necessary to ensure that the assets understand the purpose of the collection.

2.3 Synchronize Scheduled Assets:

This answers the question "How can everyone collaborate?" This step is necessary during the planning process to ensure that assets can be properly tracked, monitored, and cross cued.

2.3.1 Develop ISR Sync Products:

There are both internal and external ways to synchronize our ISR collection efforts. Internally we must develop sync products that are available to everyone. An ISR Sync Plan should be written so we can see what IRs are being collected on in the current ISR Cycle. At a minimum it should contain the IR, ISR task associated with that IR, NAI, and the collection window for the NAI. Once we have a Sync plan we can develop an NAI event template to visualize what assets are collecting on each NAI throughout a 24 hour period (Fig. 14). Other helpful but not necessary products are ISR Schemes of Maneuver (SoM) and ISR Kneeboards. ISR SoMs are helpful for one-time large scale operations such as clearing operations. They are used to sync the BLUFOR operations with ISR support and ensure that ISR assets have a clear picture of the ground operations they're supporting. ISR Kneeboards are developed by the ISR section for use by combat patrols and other internal collection assets who may require background information on the NAI or network they're targeting.

	0700-0800	0800-0900	0900-1000	1000-1100	1100-1200	1200-1300	1300-1400
NAI 001			Shadow UAV				
NAI 002			Combat Patrol			Hunter Greendart	
NAI 003	Combat Patrol						
NAI 004					Shadow UAV		
NAI 005		HUMINT Team					
NAI 006							Shadow UAV
NAI 007	Shadow UAV						
NAI 008	Predator UAV						
NAI 009				Hunter Greendart			
NAI 010					Predator UAV		
NAI 011			Combat Patrol				
NAI 012		Hunter Greendart					
NAI 013						Combat Patrol	
NAI 014			Predator UAV				

Fig. 14 NAI Event Template

2.3.2   Conduct an ISR Working Group:

Now that you've created the products necessary to sync your internal operations with the overall effort you can conduct an ISR working group. The ISR WG is useful to sync your efforts with your internal ISR assets and subordinate units (See Fig. 15). It also serves as a forum to discuss lessons learned/best practices from past ISR cycles. However, the main purpose of this meeting is to sync the upcoming collection cycle.
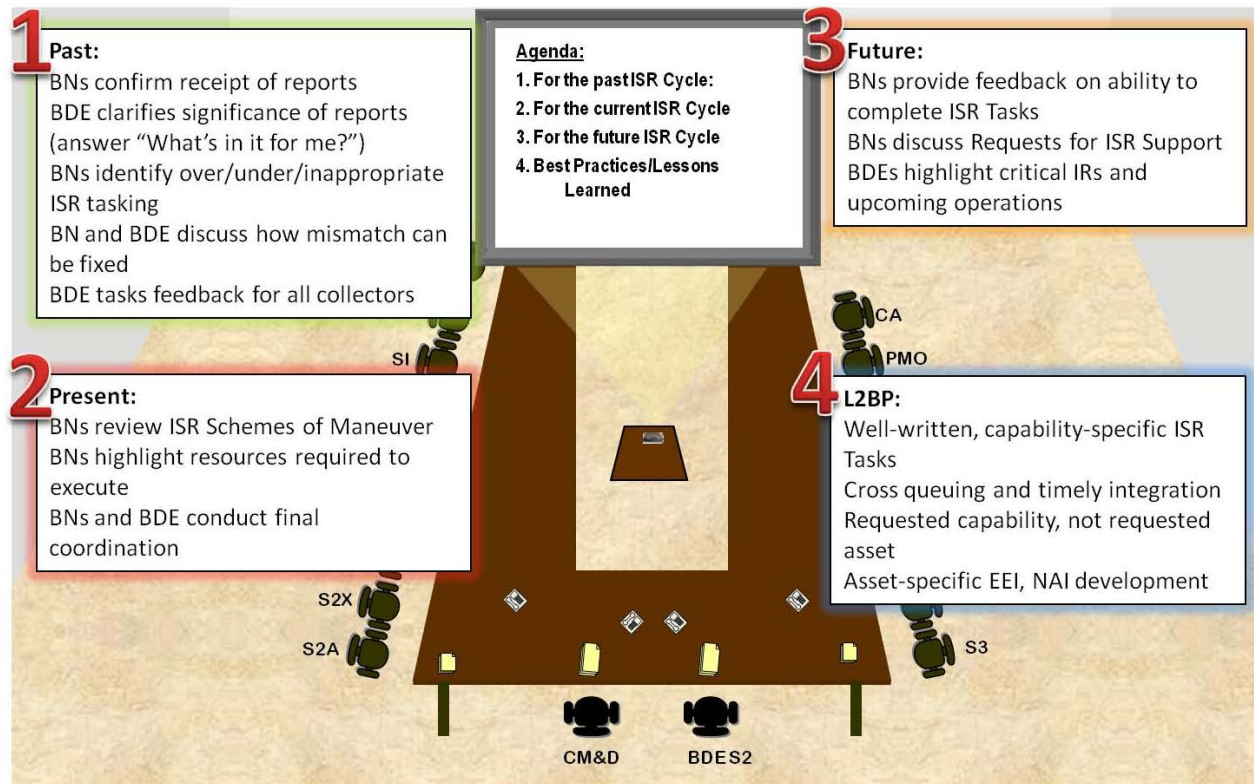

Fig. 15 ISR Working Group

2.3.3   Synchronize ISR SoM with Operations:

This step serves as a reminder to synchronize your ISR SoMs with the operations section to ensure that you're disseminating correct information to CFACC, CFLCC, and organic collection assets.

Phase 3 – Collect

3.1 Cross-Queue Collectors:

This answers the question "How can one asset trigger another?" The S2 operations section should bear most of the burden during the collect phase since they have the direct link to dynamically cross-queue other assets. They are also essential to funnel time sensitive/urgent information to subordinate units and force protection operations centers. S2 operations is your first line of defense against the fire hose of reporting that begins to ensue.

3.1.1 Cross cue as many ISR Disciplines as possible:

During this step your S2 operations/ISR section should endeavor to cross-queue as many capabilities as possible to ensure that information is verified by multiple sources.

3.1.2 Conduct Cross-queuing in a Pre-Planned, Ad Hoc, or Dynamic manner:

While the previous step primarily involves your S2 operations section, this step involves the ISR section requesting capabilities from higher level organizations such as CFLCC or CFACC. Assets are often available for re-tasking as long as you request them using the proper procedures. You should identify these procedures early and be ready to request assets as needed.

3.1.3 Receive Raw Intelligence Reports:

This step is pretty self explanatory but you need to identify exactly where you're receiving reports and from whom. Are they posted to a portal? TIGRnet? CIDNE? Are they emailed? mIRC'd? How are you alerted to new reports? This is all part of a good knowledge management system which we'll discuss in chapter 3 as a required process for the ISR Sync Cycle to function.

3.2   Manage Reporting:

This answers the question "How can I funnel the fire hose of reporting?" Now you have a steady stream of reporting flowing into your intelligence section. There are certain steps that need to be taken to ensure that important information isn't lost and time sensitive information gets to those who need it.

3.2.1   Screen/Correlate Raw Intelligence:

As reports begin to appear, your team of analysts and operators must begin to screen the reports based on several factors to determine if the IRs were answered properly (Fig. 16). First, we must screen the report for relevance to see if it answered the ISR task. Second we need to review the information for completeness so we can create future intelligence gaps. Next we should assess the timeliness of the report to ensure that the information was collected in at the right time before the LTIOV. Finally we'll need to evaluate whether we have the ability to cross-queue other ISR assets to verify the information.

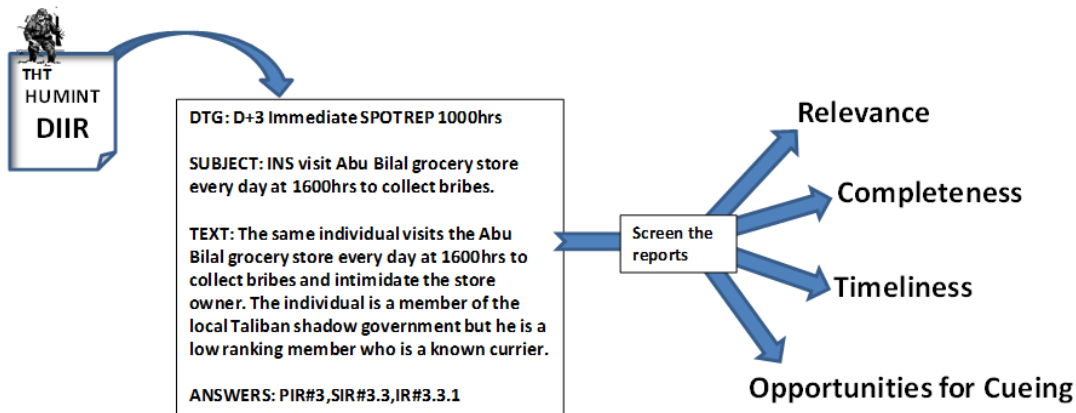| ISR Task	ETIOV	LTIOV	Asset	Repeat	Report When	Report Using
Determine the times when intimidation is occurring at Abu Bilal grocery store	None	D+4	HCT	One time	Within 4 hrs of collect	DIIR, SPOTREP

Fig. 16 Correlating & Screening Reports

3.2.2 Combine Intelligence Reports to create Daily Products:

As we continue to collect reports, the need to organize daily products to capture analysis and reporting to disseminate laterally, higher, and lower. Daily products include but are not limited to INTSUM, GRINTSUM, OPSUM, HUMSUM, SIGSUM, etc. (Fig. 17)
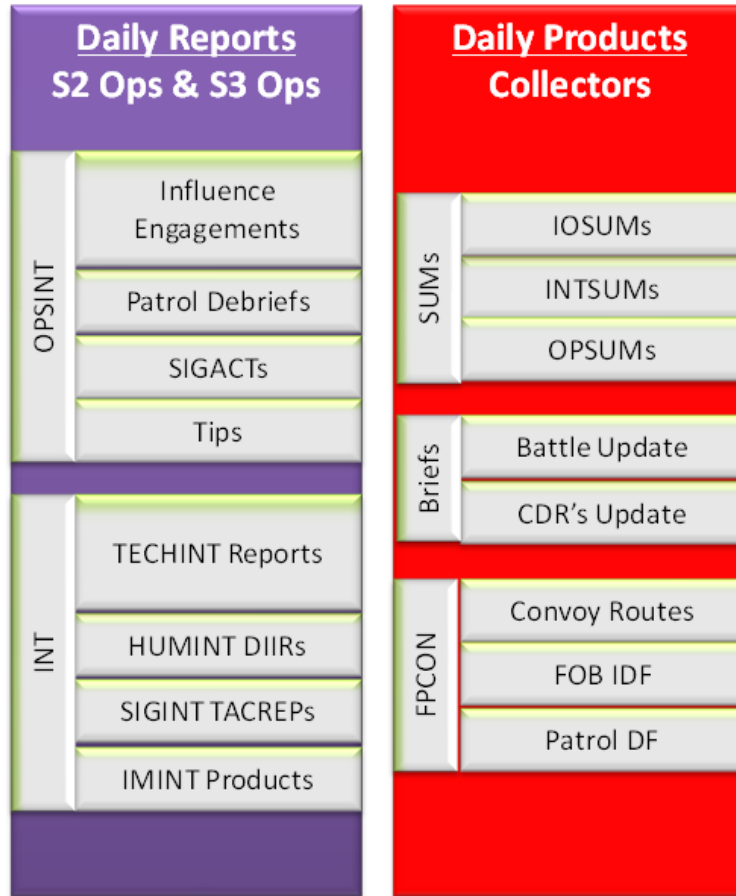

Fig. 17 Regulating the Fire Hose

3.3 Conduct Initial Analysis and Notify Chief of Operations:

This answers the question "What information is time-sensitive and tactically relevant?" This should be done by the S2 operations section as they are the first element to receive unrefined intelligence and they are co-located with S3 operations in the TOC.

Phase 4 – Evaluate

4.1 Assess ISR Plan Effectiveness:

This answers the question "What is the answer to the PIR?" Now we've come full circle to the main purpose of the ISR cycle, to answer the PIR. Not only must we continually evaluate the effectiveness of our collection practices but we should also use the collected information to answer PIR.

4.1.1 Combine Daily Products to make PIR Running Estimates (RE):

Analysts must sort through the reporting and correlate/tag reports which answer certain PIR. There are several ways to evaluate the PIR answers but an effective method is creating a PIR RE to assess our ability to answer each PIR (Fig. 18). Sometimes an analyst can be in charge of developing the PIR RE and in other situations staff officers will be selected to refine the running estimates since the PIR should be tied to Lines of Effort across the staff. The PIR Running Estimate should be a tool to assess how much is known about each Line of Effort and its corresponding PIR.
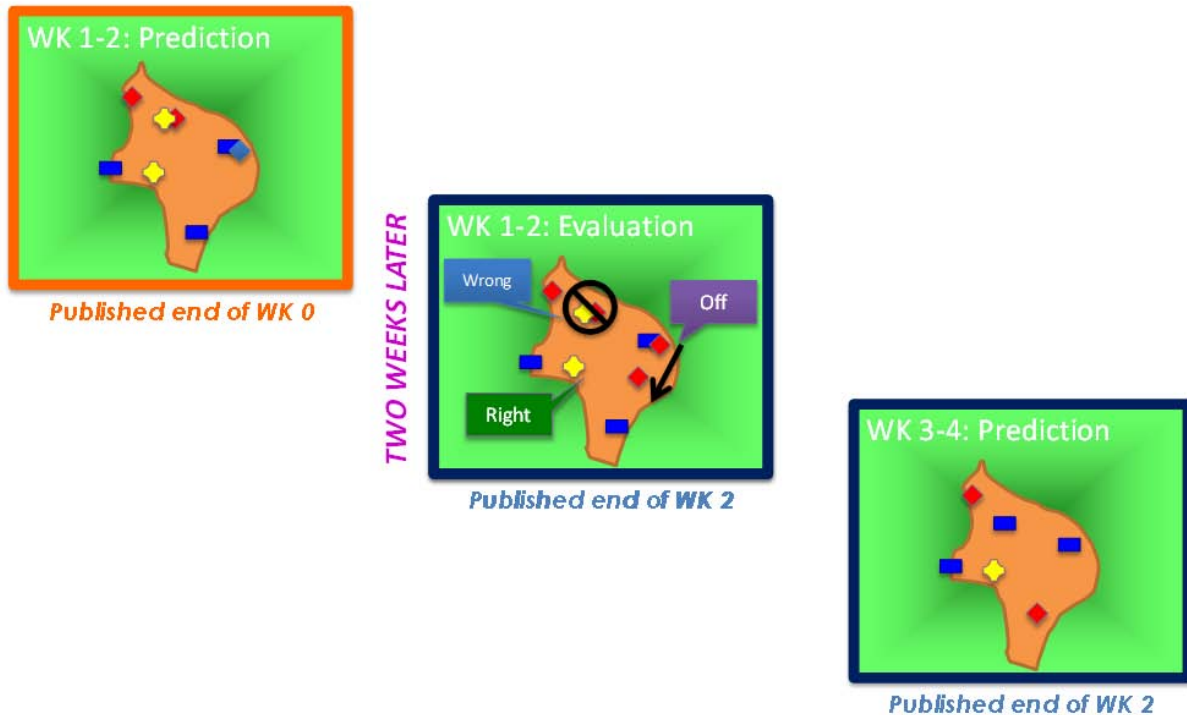

Fig. 18 PIR Running Estimates

4.1.2 Update Products and Assessments:

We should also update our network analysis and target packets based on the new reporting (Fig. 19). Remember that these networks can be non-lethal such as a tribal council or a certain segment of the population. Likewise, Target Packets can be created on a number of things to include: infrastructure. Kev Leader. adversarv. etc.
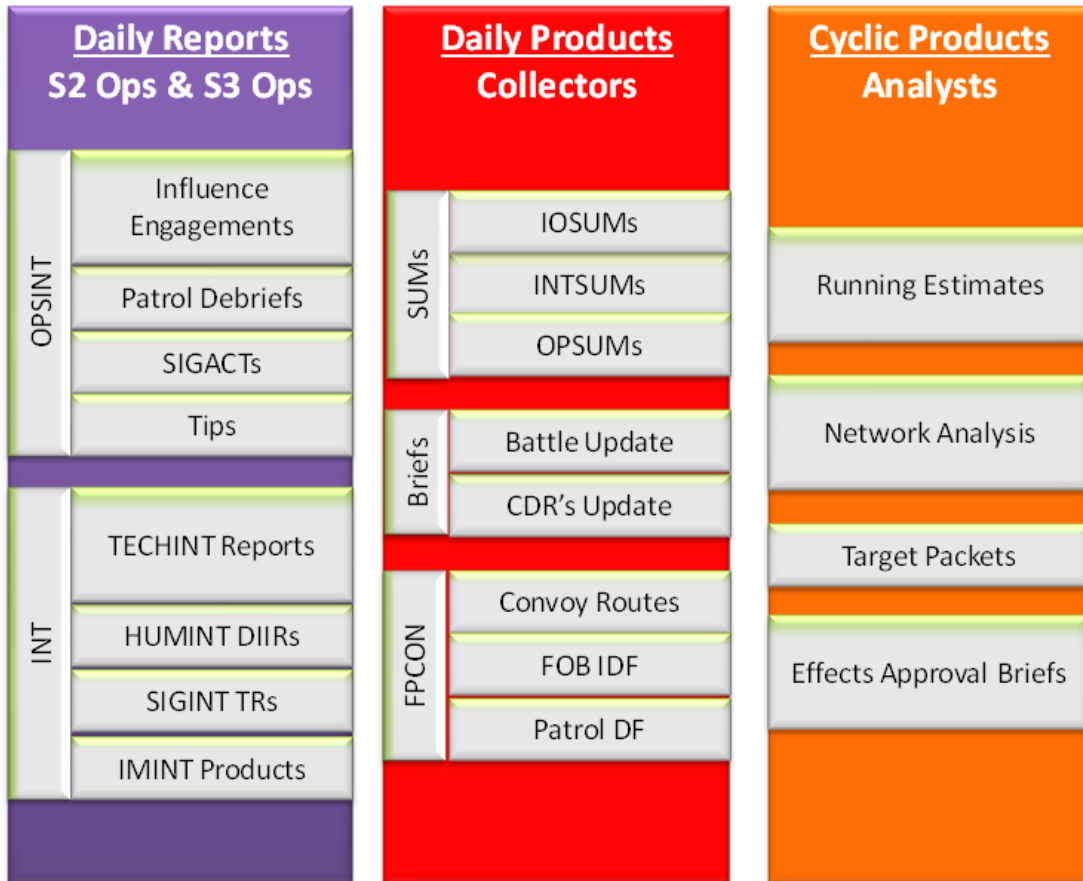

Fig. 19 Regulating the Fire Hose Further

4.2 Provide Feedback to the Asset:

This answers the question "How effective was the asset in learning the information?"

4.2.1 Fill out INT-Specific Feedback Forms:

Each asset has a specific need for their feedback; HUMINT sources need to be evaluated to upgrade their tier, SIGINT targets need to be evaluated for relevancy, UAVs need feedback on best practices, and MASINT needs to know if the analysis they provide results in action. The point remains that we should take the time to fill out these "INT" specific feedback forms in order to become more effective over time.

4.2.2 Provide subordinate units analysis based on their collection:

We should always endeavor to provide subordinate units with detailed and relevant analysis based on the information they collect. How many times have they asked the question "What's in it for me if I do what you ask?" We need to answer this question to get the most detailed information in the future.

4.3 Develop Recommendations:

This answers the question "How can we do this better next time?"

4.3.1 Update Intelligence Gaps based on new analysis and update Intelligence Gap Tracker:

Each report we review should force us to ask several more questions in response (Fig. 20). These questions should be captured as intelligence gaps and inserted into our intelligence gap matrix to be answered at a later time based on priority.
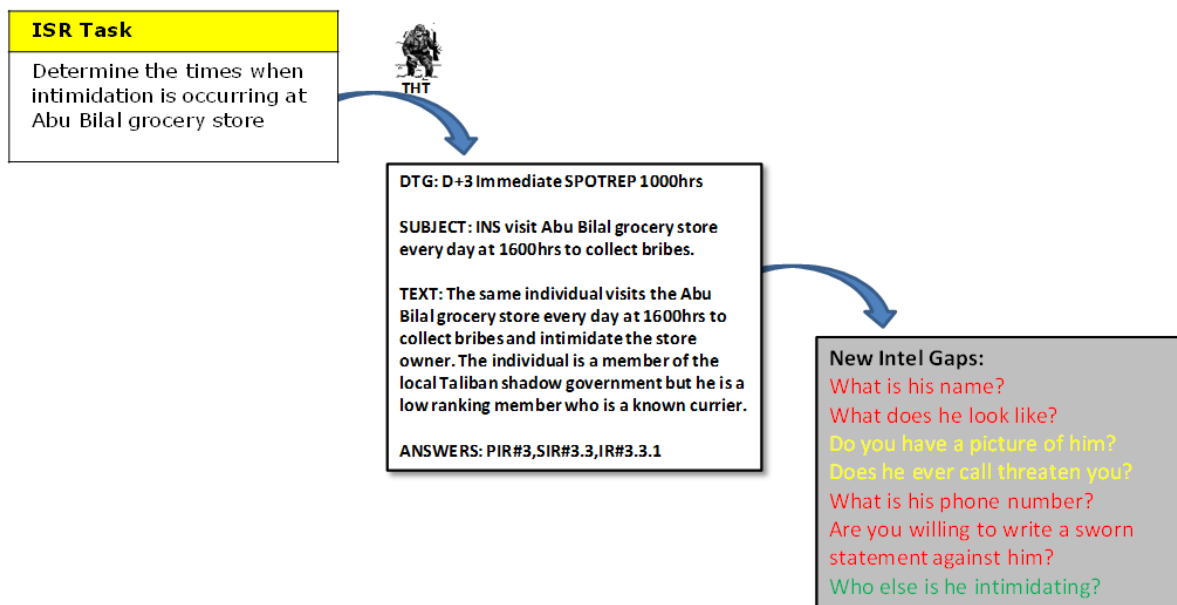

Fig. 20 New Intel Gaps based on collection

4.3.2 Gather Best Practices to sustain:

As we conduct AARs to constantly improve ourselves we should examine certain elements of the ISR cycle (Fig. 21). We should examine whether the ISR tasks were well-written, capability-specific, and collected in the correct NAI. Whether we cross-queued as many assets as possible in a timely manner. And if the EEI we developed were detailed and comprehensive.
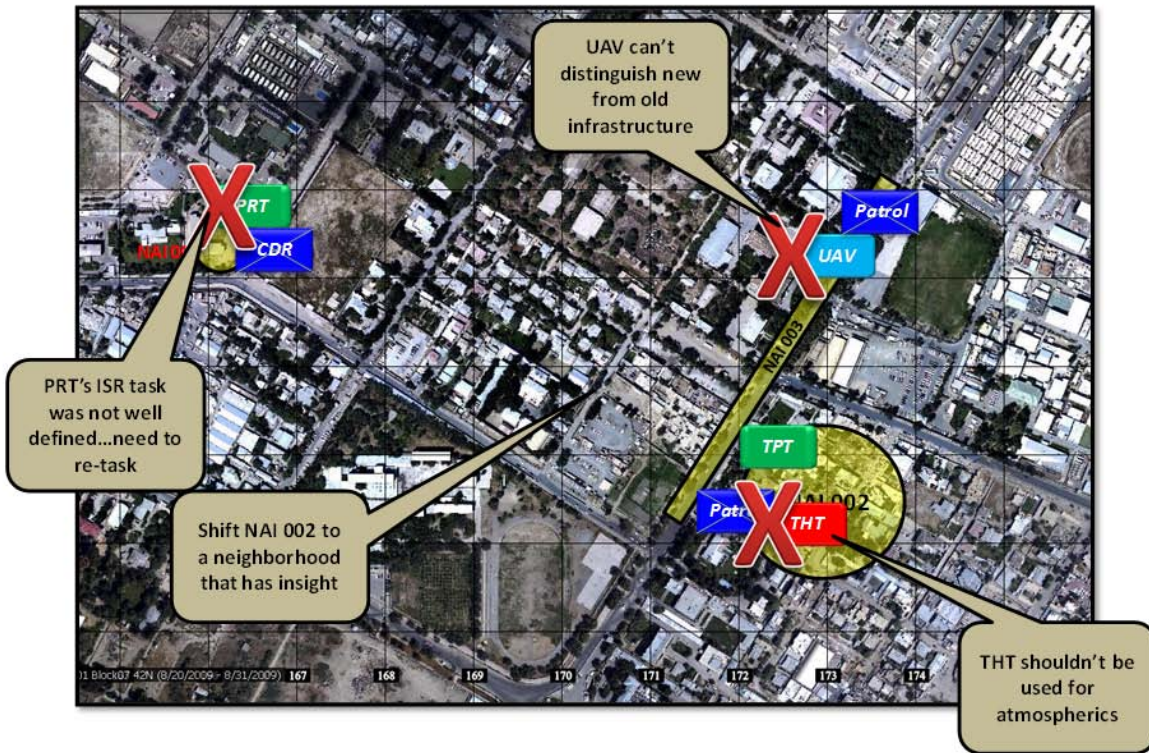

Fig. 21 Best Practices

4.3.3 Identify Lessons Learned to improve:

Now that we've completed the ISR Sync Cycle (Fig. 22) we need to evaluate whether our collection achieved our desired effect, to answer the PIR. We need to evaluate our approach to see if it needs to be refined based on our operational environment or needs of the mission. Is there a better way of conducting ISR synchronization? That is the question we should ask ourselves at the conclusion of every cycle.
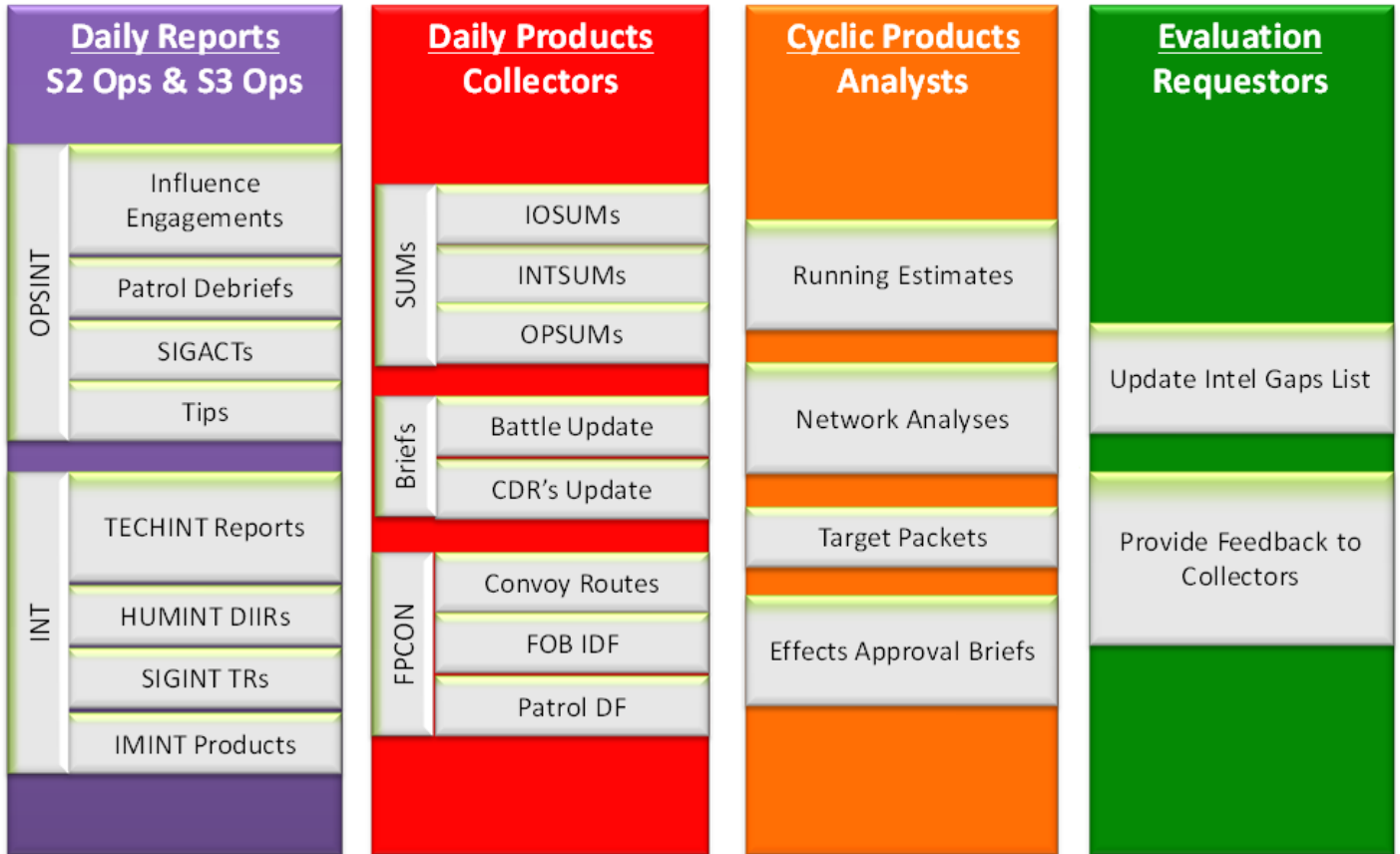

Fig. 22 Regulating the Fire Hose Final

Chapter 3: Required Processes for a functioning ISR Sync Cycle

For an ISR Synchronization cycle to be quick and effective we need to establish processes and SOPs to manage the information. We've identified six processes that we believe are necessary to manage the cycle.

1. **Establish intelligence boundaries:**
   To avoid collecting the same information from several different entities we need to define the boundaries for each echelon and staff section. There are many boundaries to define, especially in OPSINT, since intelligence can come from many different sources. We must define collection boundaries politically, economically, security, HUMINT sources, asset control, etc.

2. **Create a knowledge management process:**
   This is perhaps the most important required process since the knowledge management system reduces the time and effort it takes to share information. An effective knowledge management system should have an intuitive user interface with easy access to all necessary information. Your KM should also be available to the greater intelligence community so your information can easily be accessed by anyone with a SIPR connection.

3. **Standardize process for reach-back, intelligence reach, & RFIs**:
   This should be done to eliminate the time it takes to search for information before beginning the ISR organization phase.

4. **Understand procedures to request ISR from theater assets:**
   This needs to be an SOP to reduce the amount of time it takes to request assets during the planning phase of the ISR sync cycle.

5. **Man the ISR sync section:**
   Without a properly manned ISR section it is impossible to manage the amount of requirements which flow into the intelligence section. An effective ISR section will also aid the knowledge management process.

6. **Nest the ISR cycle within the Operations cycle:**
   Collection is a part of operations and cannot function effectively without being nested in the operations cycle. Determine your battle rhythm early so you can adjust it over time as needed.

Appendix A: Acronym List

ANA – Afghan National Army

ANP – Afghan National Police

ANSF – Afghan National Security Forces

ATO – Air Tasking Order

CA – Civil Affairs

C&S – Cordon & Search

CEM – Collection Emphasis Message

CFACC – Combined Forces Air Component Command

CFLCC – Combined Forces Land Component Command

CHOPS – Chief of Operations

CIR – Critical Information Requirement

CM&D – Collection Management & Dissemination

CSH – Combat Support Hospital

CT – Counter Terrorism

DE – Desired Endstate

DIIR – Draft Intelligence Information Report

DoS – Department of State

DP – Decision Point

EAB – Echelons Above Brigade

EEI – Essential Elements of Information

ETIOV – Earliest Time Information Of Value

GCTF – Global Counter Terrorism Force

GIRoA – Government of the Islamic Republic of Afghanistan

HA – Humanitarian Assistance

HME – HomeMade Explosives

HTT – Human Terrain Team

IA – Iraqi Army

IG – Intelligence Gap

INS - Insurgent

IP – Iraqi Police

IPOE – Intelligence Preperation of the Operational Environment

ISAF – International Security Assistance Force

ISF – Iraqi Security Forces

LEP – Law Enforcement Professional

LOE – Line Of Effort

LOO – Line Of Operation

LTIOV – Latest Time Information Of Value

MCOO – Modified Combined Obstacle Overlay

MDMP – Military Decision Making Process

MiTT – Military Transition Team

NAI – Named Area of Interest

NGO – Non-Government Organization

NIB – Non-Interference Basis

ODA – Operational Detachment Alpha

OGA – Other Government Agency

OPCE – Organize, Plan, Collect, Evaluate

OPSINT – Operations Intelligence

PAO – Public Affairs Office

PID – Positively Identify

POC – Point Of Contact

PRT – Provincial Reconstruction Team

RC – Regional Command

RE – Running Estimate

RFI – Request For Information

RFS – Request For Support

RSTA – Reconnaissance, Surveillance & Target Acquisition

SOF – Special Operations Forces

SoM – Scheme of Maneuver

SSE – Sensitive Site Exploitation

STB – Special Troops Battalion

TACREP – Tactical Report

TAI – Target Area of Interest

TCPED – Tasking, Collection, Processing, Exploitation & Dissemination

TIC – Troops In Contact

TPT – Tactical Psyops Team

TST – Time Sensitive Target

UNAMA – United Nations Assistance Mission in Afghanistan

WG – Working Group

Appendix B: Useful Websites

ISR TOPOFF Portal:
http://jtcoic.army.smil.mil/sites/ISR/default.aspx

Intelink:
http://www.intelink.sgov.gov/home.aspx

DA Information Intelligence System Website:
http://daiisportal.mi.army.smil.mil/Pages/DAIIS.aspx

480th IW:
https://intelink.480isrwg.langley.af.smil.mil/

JTAAC Server:
http://207.85.96.139/jtaac/index.html

ATO and RSTA Annex:
https://my.afcent.af.rel.smil.mil/e/cfacc/direct/609/isrd/public/Docs/Forms/AllItems.aspx?RootFolder=https%3a%2f%2fmy%2eafcent%2eaf%2erel%2esmil%2emil%2fe%2fcfacc%2fdirect%2f609%2fisrd%2fpublic%2fDocs%2f14%2dIntel%2fDaily%20Decks&FolderCTID=0x0120006E81A42C5196804B88E33B68903320F9

MASINT Portal:
http://masintportal.wrightpatterson.af.smil.mil/

COIC - User Definable Operational Picture (UDOP):
http://wwwv1.coic.smil.mil/cop/Pages/default.aspx