

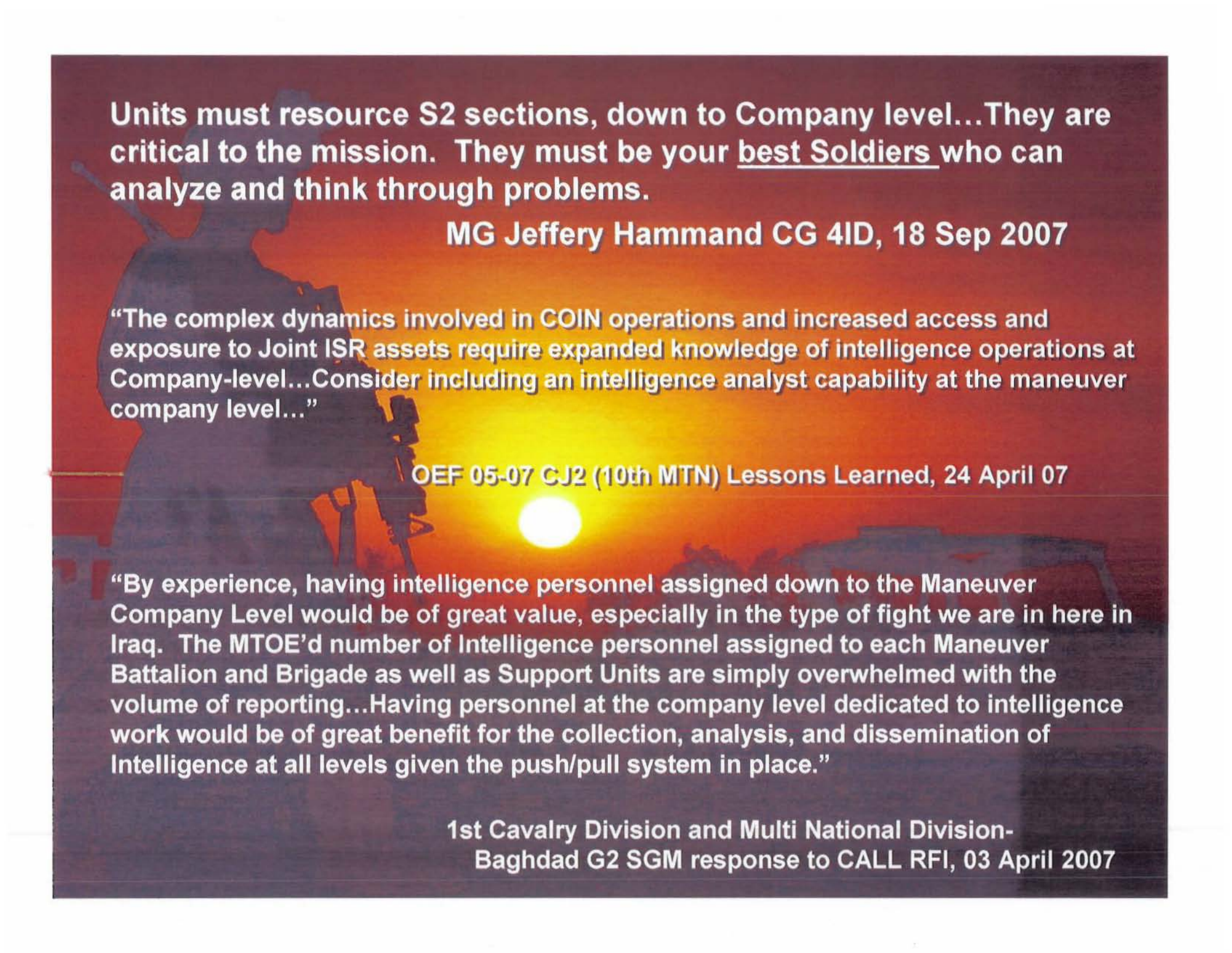


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# Company Intelligence Support Team (COIST) Development

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The background of the slide features a silhouette of a soldier in full combat gear, including a helmet and a rifle, standing against a vibrant sunset. The sun is a bright yellow circle in the center, with the sky transitioning from orange to a deep red. The soldier's silhouette is dark and detailed, showing the texture of the uniform and the shape of the equipment.

**Units must resource S2 sections, down to Company level...They are critical to the mission. They must be your best Soldiers who can analyze and think through problems.**

**MG Jeffery Hammand CG 4ID, 18 Sep 2007**

**“The complex dynamics involved in COIN operations and increased access and exposure to Joint ISR assets require expanded knowledge of intelligence operations at Company-level...Consider including an intelligence analyst capability at the maneuver company level...”**

**OEF 05-07 CJ2 (10th MTN) Lessons Learned, 24 April 07**

**“By experience, having intelligence personnel assigned down to the Maneuver Company Level would be of great value, especially in the type of fight we are in here in Iraq. The MTOE’d number of Intelligence personnel assigned to each Maneuver Battalion and Brigade as well as Support Units are simply overwhelmed with the volume of reporting...Having personnel at the company level dedicated to intelligence work would be of great benefit for the collection, analysis, and dissemination of Intelligence at all levels given the push/pull system in place.”**

**1st Cavalry Division and Multi National Division-  
Baghdad G2 SGM response to CALL RFI, 03 April 2007**



# Why do we need Company Intelligence Support Teams?

- COIN vs “Cold War Krasnovian Threat” dictates a new shift
- Intelligence drives operations, largely executed at the Platoon/Squad and Team levels– managed by the Company Commander
- All maneuver Commanders require an organic intelligence collection, exploitation and analysis capability

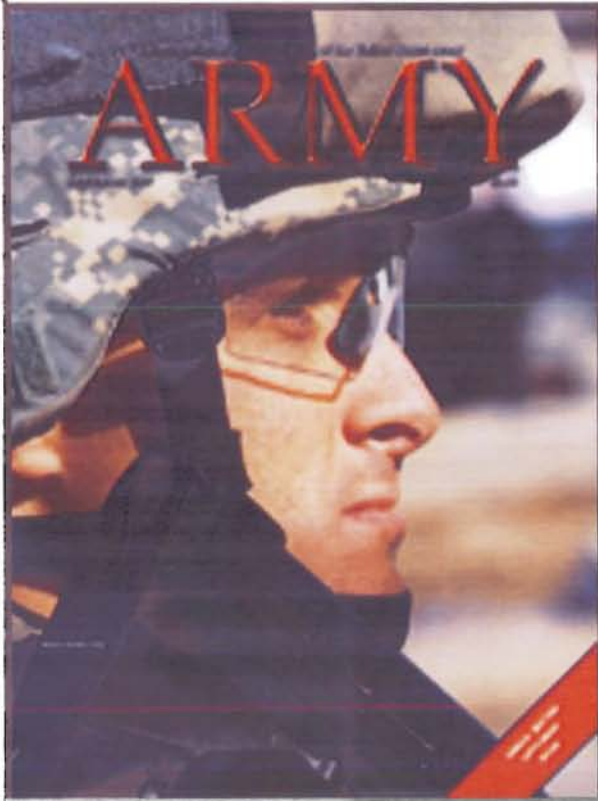


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# Feedback From Deployed Units

There is overwhelming support from the deployed force to implement the IST Concept



## Top Challenges of Army Company Commanders in Iraq

The CompanyCommand team surveyed 84 combat-experienced company commanders in Iraq from April through June 2007, as well as 25 company commanders from previous Operation Iraqi Freedom rotations, a total of 109 combat-tested commanders.

Which of the following wartime experiences of Company Commanders do you think would be most valuable to gain a deeper understanding of as a profession? Select up to 10.

Frequency	% citing	Challenge
62	57%	Having a Soldier killed or seriously wounded.
58	53%	Developing your own company-level intelligence cell or processes.
53	49%	Training and/or working alongside indigenous security forces.
51	47%	Dealing with burnout in yourself and others.
48	44%	Engaging with the local population.
39	36%	Interacting with indigenous political or social leaders.
38	35%	Dealing with Family Readiness Group issues.
38	35%	Coaching/mentoring a struggling subordinate.
37	34%	Performing non-METL missions.
37	34%	Dealing with combat stress/PTSD among your Soldiers.
36	33%	Managing risk, in terms of mission accomplishment versus force protection.
36	33%	Working with ad-hoc task organizations.

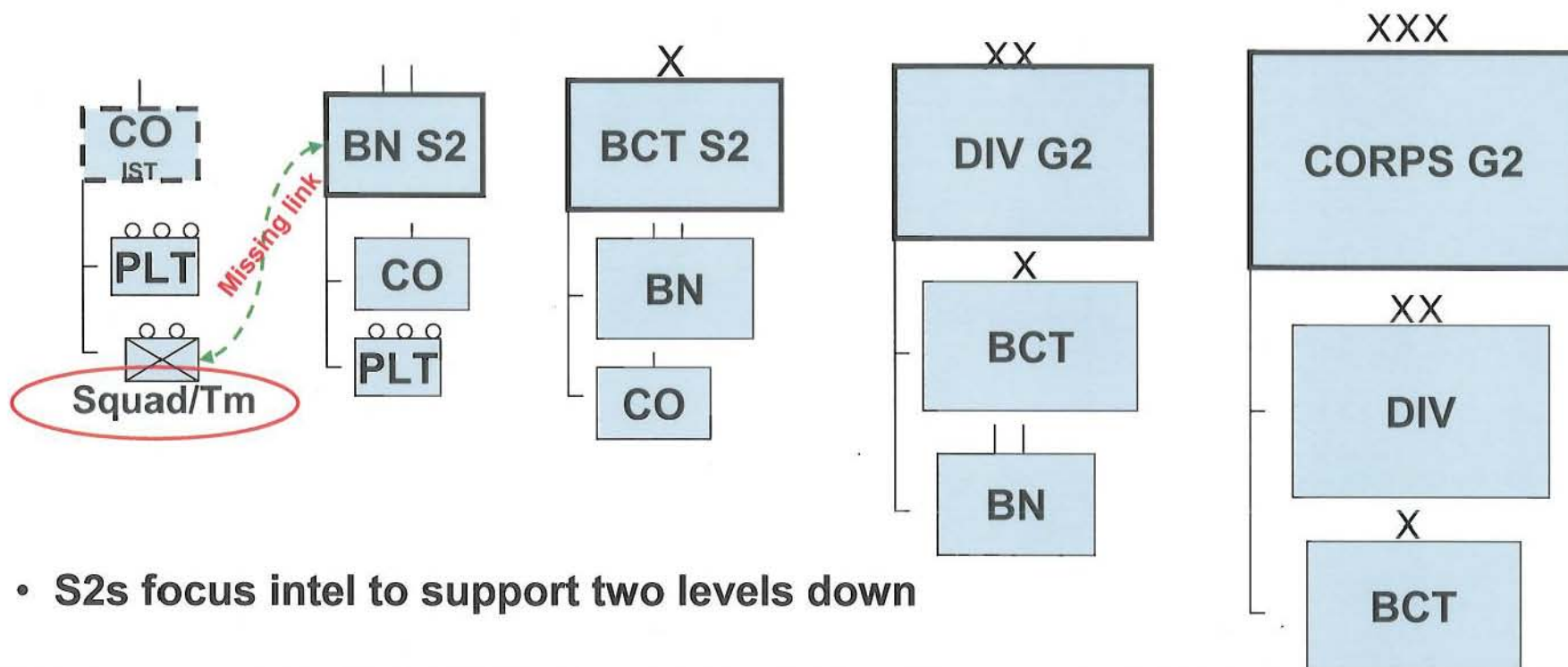
September 07 Issue of Army Magazine highlights Top 10 Company Commander Challenges – “Need for CO Intel Cell”

Units are forming adhoc cells to fill the gap in company intelligence requirements

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# Level of Intelligence Support by Echelon



- S2s focus intel to support two levels down
- Intel support to the Squad/Team especially applies to COIN operations; it also increases capability in high intensity operations
- Current BN/BDE MTOE's are missing the capability to provide intel focus at the Squad/Team level; Company Intel Support Team's would fill this critical gap
- Assignment for 96Bs (35Fs) to a Company intel section would be a career enhancer; positive move for the Army



# CG TRADOC Findings

- CG TRADOC, GEN Wallace, traveled to Jordan, Kuwait and Iraq **10-17 FEB 07**
- Major points of emphasis from Brigade and Battalion Commanders included: (note: Company Intel Teams would support all findings below)
  - **Battalion Staff size and composition not adequate for the tasks and information that they must manage. Need additional S2 capability (most units have internally shifted personnel to create company intel analysts)**
  - Units must understand, synch, and exploit the entire suite of C4ISR systems. Comfort level must be established at all levels from PVT to LTC. Requires increased training pre-deployment
  - Must increase Soldiers understanding of SSE and basic crime scene procedures
  - Improve targeting training at CTC's and bottom-up intel driven scenarios.
  - Must train to use combination of targeted ISR, running estimate, clear intent and available C4I technology to empower patrol leaders



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# USAIC&FH Findings



- USAIC&FH is conducting a DOTMLPF Assessment for Intelligence Support Teams at the maneuver Company Echelon
- Field identified Intelligence-related functions at Company level:
  - Document and materials handling/processing
  - Patrol briefing/debriefing
  - Processing and tracking detainees
  - Tactical questioning
  - Nodal and pattern analysis
  - ISR Synchronization
  - Interpretation of intelligence products (analysis)
- Need dedicated SIPRNET (broadband) below Battalion
- Future Manning COA Recommendation: USIAC&FH proposals may recommend increasing the Battalion S2 section by six Intelligence Analysts (MOS 35F [96B]) which will support the attachment (task organization) of analysts to the maneuver Company level.

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# COIST BATTLE TASKS

- Conduct IPOE (Intelligence Preparation of the Operating Environment– aka IPB)
- Perform situation development
- Support Tactical Site Exploitation
- Conduct target development (lethal & non-lethal)
- Disseminate combat intelligence (requires exploitation and analysis)

**COIST must develop TTPs to collectively integrate these critical tasks into Battalion and Brigade Operations**

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# 2/25<sup>th</sup> SBCT COMPANY IST CONOP- EXAMPLE

## COLLECTION

## ANALYSIS

## COMMUNICATIONS

### COMPANY EXPLOITATION CELL

**TECHNICAL**

CELL PHONE  
COMP HD  
DOCUMENTS

EXPLOITATION TEAM

**HUMINT**

HIIDE

HCT

**PLATOON PATROL DEBRIEFS**

SQD LDR   SQD LDR   SQD LDR   PLT LDR

Cell phone/DOCEX  
CELL/HD DATA

SPOT/IR  
BIOMETRICS

PATROL DEBRIEFS

OSRVT per Platoon

BAT

Dell M70 w/AXIS PRO X 2 allows  
DCGS-A Web Portal Access (Flat Network)



CO      BN

HARRIS (RF-300W) LOS  
AUGMENTATION to JNTC-S



- Critical connections created from company to/from higher; Lateral collaboration with adjacent companies
- Distributed digital collection and analysis enabled link to DCGS-A
- Company commanders get improved ability to "See and Understand First"

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## Minimum Recommended Equipment Requirements per COIST

- 4 x dedicated personnel (per COIST)
- 2 x Dell M-90 Mobile Workstations with AXIS Pro analysis tool
- Printer and scanner
- 1 x OSRVT
- 1 x BAT
- 10 x HIIDE (provides one per squad)
- 1 x CELLEX
- 10 x CELLEBRITE (provides one per squad)
- SIPRNET solution: TBD -- ??

### **Recommended set of equipment for a COIST organization:**

- 4-7 personnel led by 1LT or SFC and one 96B (35F) analyst from BN/BCT S2 (internal manning solution)
- 4 x OSRVTs per Company ( 1 x Co HQ; 1 per Platoon)
- Must have a SIPRNET capability – possibilities are:
  - Harris Radio: Redline AN-90 or Harris RF7800W LOS with KG-175 and CISCO 2650 switch
  - Global Rapid Response Information Package) GRRIP

SIPRNET is required for access to DCGS-A and BCT/DIV IDMT SIPRNET server. Also, affords ability to send classified e-mail (i.e. FRAGOs), AXIS Pro, CELLEX/CELLEBRITE and biometric (via BAT) files to/from higher HQ.

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# Things to Consider for Establishing Company Intelligence Support Teams (COIST)

- Personnel:

- Dedicated manning of COIST must be developed, supported and emphasized by the Commanders and CSMs at battalion and brigade.

- COIST should be hand picked based on Soldier's ability and experience only. Do not put poor performing Soldiers in the COIST. Strong E6/E5 leadership is a must.

- COIST OIC is typically the Company Forward Observer (FO) or XO Lieutenant; but a strong Senior NCO can also fill the requirement.

- Recommended personnel per COIST is a minimum of 4, maximum of 7. Non-MI MOS Soldier's must be locked in early enough to get proper intel analyst training.

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# Things to Consider for Establishing Company Intelligence Support Teams (COIST)

## • Equipment:

- DELL M-90 (recommend 2 per COIST) with one printer and scanner.
- AXIS Pro license for each Dell laptop; AXIS Pro is the standard for database interface with DCGS-A and for developing link analysis (replaces old Analyst Notebook software)
- SIPRNET Connectivity: Verdict is still out on the best system. 2-25 SBCT used a LOS radio from Harris Corp. Limited success, but none-the-less, it did prove the ability to provide broadband SIPRnet to Company JSS/COPs. SIPRNET is critical for real time information sharing and interoperability with DCGS-A. Limited options for Airborne/mobile operations.
- FMV: COIST access to Full Motion Video will help provide over-watch and targeting development/support for a variety of missions. Theater TPE stocks will eventually equal 15 x OSRVTs per BCT. PM for MRAP and M114s would have to be consulted for installation (A) kits required for OSRVT configuration with these vehicles. PM UAS would have to be consulted for discussions on man-packed OSRVT, as the system requires a series of antennas, power supplies and DAGR GPS system.
- CELLEBRITE: Foot patrol version of CELLEX for special "target device" exploitation on the objective. \$4K per system. CELLEX can continue use a fixed base locations.
- HIIDE: Theater is appropriating ~210 HIIDEs per BCT. CTCs will only carry ~40-70 devices for training. Must have equipment for Biometric survey, recording/databasing, of the Human Terrain.
- BAT: Vehicle portable only. Recommend one BAT per COIST, BN and BCT. Databases all biometrics for HIIDE and national reporting.

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# Possible COIST Training Model

(USAIC NSTIO provide all MTTs)

Time	Location	Audience	Remarks
1 Week (5-7 days)	Unit's Home-station	- 24 Students (max) - Unit Leadership OPD	Designated COIST members identified <u>prior</u> to first BN/BCT FTXs
2 – 3 Weeks	CTC - Pre MRE (RSOI) - MRE (Over-the-shoulder)	- COIST teams - BN S2 - BCT S2 CTC O/Cs	COIST teams are locked in for the CTC rotation; BCT S2s plan COIST during RSOI; coord training with CTC Ops Group
1 Week (5 – 7 days)	Unit's Home-station - Post MRE/ Pre-Deployment follow up	- COIST - S2s	Follow up Refresher training Should have less than 20% changes in COIST manning before deployment

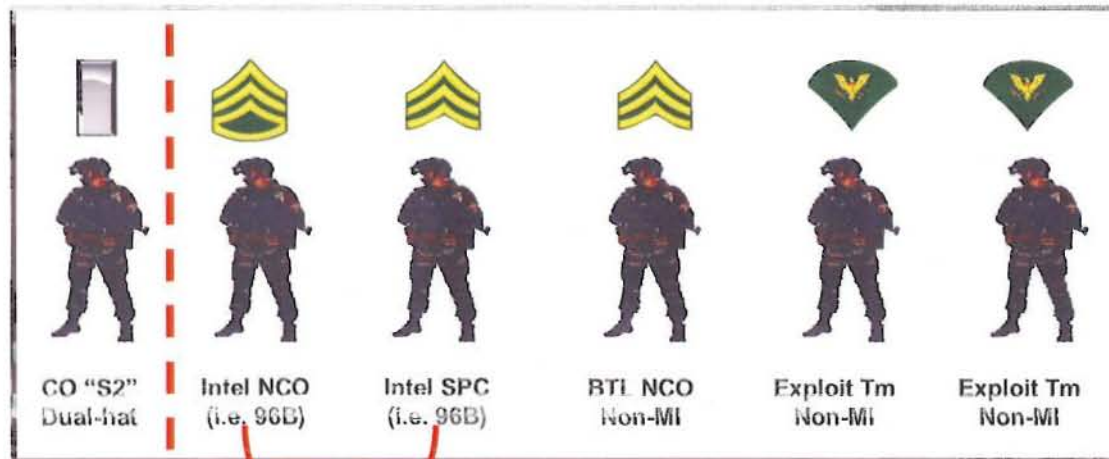
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# POTENTIAL IST STRUCTURE (one possibility)



**DP** ~ Future DCGS-A (BAL) capability at CO IST must require MI Analyst MOS (96B)

- DA G2 to work with TRADOC (Intel, Infantry and Armor Schools) for change to TAA 10-15; TRADOC is critical link in this process
- Dedicated Intel Analyst (1-2) should be part of IST
- FSO (LT) is dual-hatted as IST OIC
- Man for a 24/7 Capability and Capacity
- Requires "buy in" from Co and BN leaders (CDRs, CSM, 1SG and PSGs).
- THT (HCT) can augment/support CO IST, but should not be tasked to man it
- Add CWO or additional network specialist (25 series) to BN S6 shop

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**COIST EQUIPMENT REQUIREMENT**

**COST DATA**

**SYSTEM**

Possible  
S  
I  
P  
R  
N  
E  
T  
options

DELL M-90 Mobile Workstation (2 per COIST)	\$3800 per workstation (high-end)	
AXIS PRO software (loaded on DELL M-90)	Cost UNK- Army G-2 currently has ~150 licenses; may be able to fund more	
SIPRNET Connectivity (Harris Radio) <b>OR</b>	\$6.6M (for entire SBCT)	
SIPRNET Connectivity (Global Rapid Response Information Package) GRRIP <b>OR</b>	\$\$ UNK- KlasPioneer is the lightest, fully featured, mobile SIPRNET case designed for the first-in communicator.	
SNAP VSAT 7 x hardware transit boxes- for fixed facility	~\$255K per system (52 systems = ~\$13.26 M) MNC-I JUONS submitted for OIF	
One System Remote Video Terminal (OSRVT)	~\$55K per system	
CELLEX/CELLEBRITE	\$7.5K/Cellex; \$4K/Cellebrite	
Handheld Interagency Identify Detection Equipment (HIIDE)	\$6.5K per device. (note: ~210 per BCT for OIF/OEF- remains TPE)	
Biometric Automated Toolset (BAT)	\$16K per system	

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## Army Way Ahead



- Adjust doctrine to provide an additive solution for dedicated IST manning (i.e. increase intel analysts at BN S2 or within Co HQ PLT)
- Continue the 2/25<sup>th</sup> SBCT IST assessment throughout their deployment (i.e. ATEC will continue evaluation in May 2008)
- Continue to improve and increase biometric play during CTC rotations (requires an increase of HIIDE)
- Develop IST or ISR STX Lanes as part of CTC MRE rotations
- Provide IST training to NCOs and Officers at the Armor, Infantry, and Field Artillery schools
- Provide SIPRNET broadband capability to the Company (MTOE change)

**IST is a force multiplier and should be developed for all BCTs**





# AR2B GOSC Feedback- 31 May

- G3: Need at least a 75% chance that this will work if executed—there is some risk, but payoff if it works could be huge
- G3: Fills a critical gap with proven technology
- G3: Get ATEC involved; Theater must look at network risks
  
- G2: Strongly believes this to be a great pilot program for BCT/SBCT focus; Proves a principle and will inform how we think of future BCT structures
  
- G6 SES: Wi-Max technology is proven; Technologically speaking, this is low risk; Has military application— good idea, so let's test it out

## **Other Comments from 3-star GOSC:**

- This concept would be the first time a Company Commander could pull all this together at that level
- A powerful combination extended to the Company



# PROBLEM STATEMENT AND SOLUTION

## PROBLEM:

- NO SIPR CONNECTIVITY TO COMPANY LEVEL UNITS
- DATA COLLECTED AT THE COMPANY NOT BEING EXPLOITED
- RESULTS IN LOSS OF CONTACT WITH THE ENEMY

## SOLUTION:

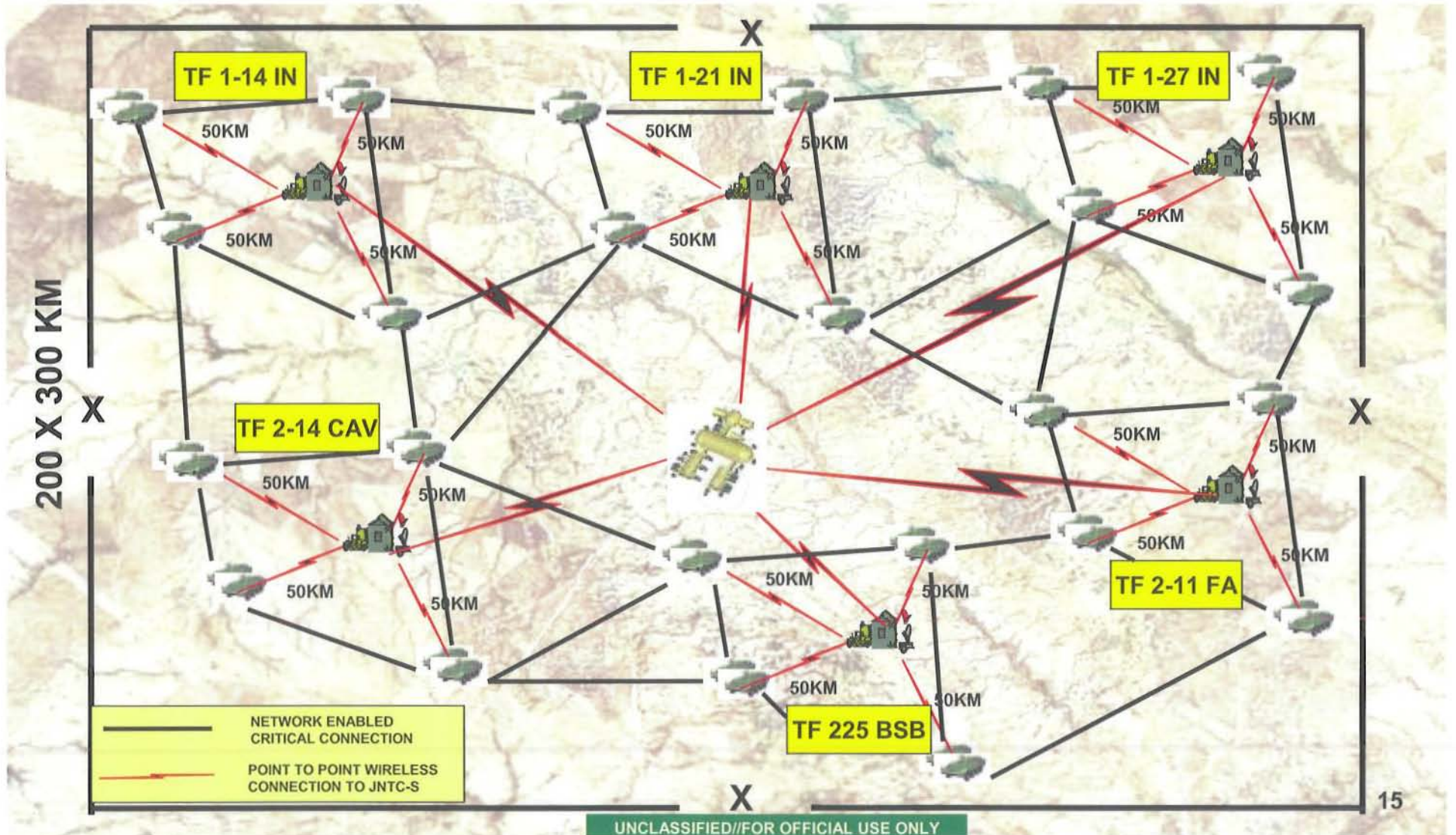
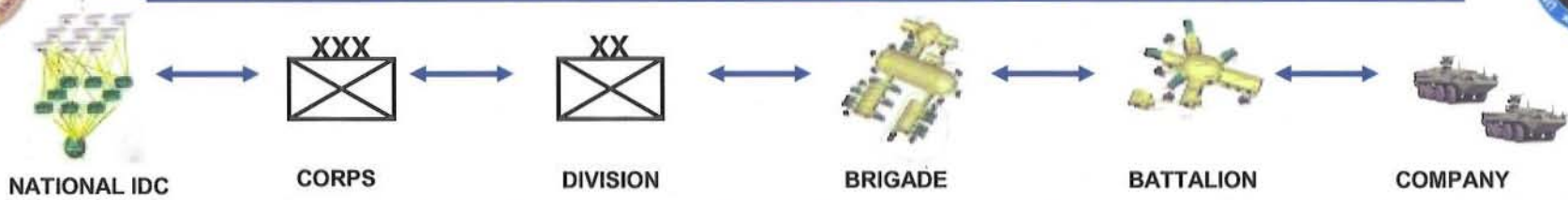
- PROVIDE A SECURE DATA LINK TO COMPANY LEVEL UNITS
- MUST BE CAPABLE OF TRANSMITTING LARGE DATA FILES
- FILES INCLUDE VIDEO, COMPUTER HD DATA, PHONE DATA DOCUMENTS, BIOMETRICS ETC...

## EXPECTED OUTCOME:

- COMPANY COMMANDERS ABLE TO COLLECT DATA
- DIGITALLY SEND TO BDE EXPLOITATION / FUSION CELL
- RECEIVE TIME SENSITIVE ANALITICAL SUPPORT
- COMPANY CDRS ABLE TO "SEE AND UNDERSTAND" THE BATTLEFIELD WITH THE SAME CLARITY AS THEIR HIGHER HQS
- \_COMPANY CDR HAS REAL TIME ACCESS TO HIGHER DATABASES (i.e., DCGS-A; BCT/DIV IDMT WEB PORTAL; BIOMETRICS DATA, etc...)

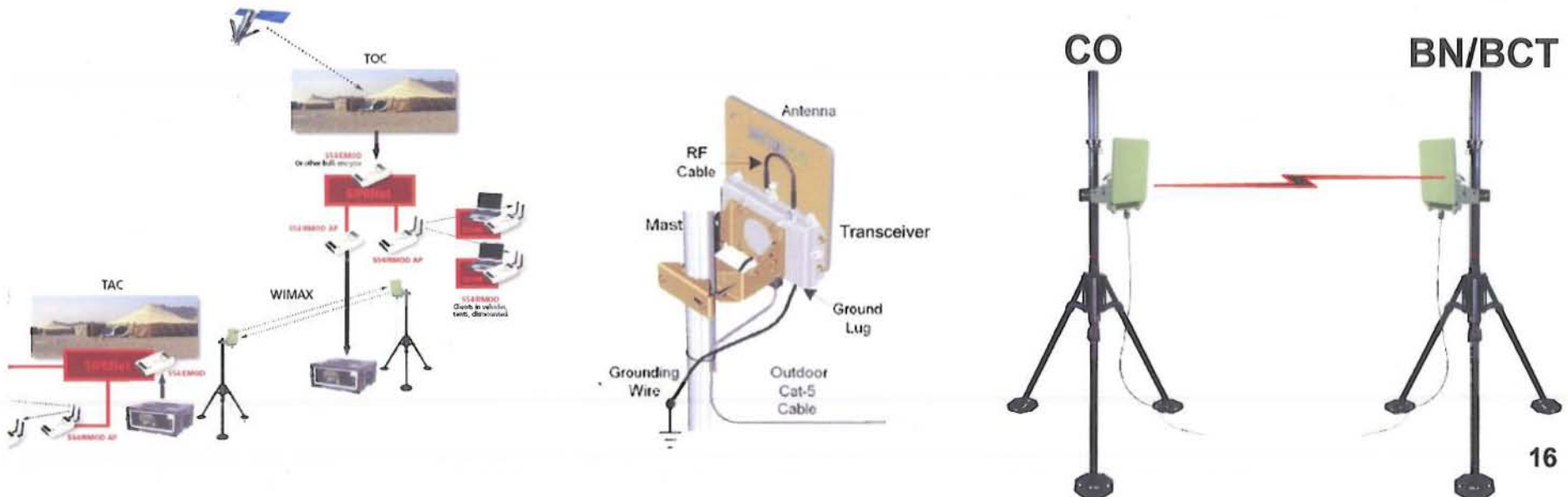


# COMPANY TO NATIONAL SIPRNET CONNECTIVITY PLAN



# SIPRNET system being evaluated by 2/25<sup>th</sup> SBCT: HARRIS LOS SYSTEM

- COTS 802.16d technology
- Specifications
  - Frequency: Military Band 4 (4 GHz) (OCT 07)
  - Channel Bandwidth: 20MHz
  - Data Rate: up to 40 Mbps (28Mbps at 50km)
  - Range: up to 50km
  - Encryption: SECNET-54
- Antenna: 1, 2, 4ft dish / panels
- Cost: 21K per w/ SECNET-54 Encryptor





# UNCLASSIFIED / FOUO 2/25<sup>th</sup> COMPANY IST ARCHITECTURE

NATION



PATROL DEBRIEF



LOWER TI  
FBCB2 REPORTS

BN S2 ANALYST CONVERTS  
FBCB2 SPOT REPORT TO  
ASAS-L DATABASE ENTITY



CELLEX DATA SENT TO  
NATIONAL dB. USED TO  
UPDATE LINK DIAGRAMS



ENTERED  
INTO AXIS BY  
COMPANY IST

**COMPANY IST**

**Functions**

- AXIS Pro X 2
- CELLEX
- BATS
- HIIDE X 12

**Functions**

- Threat Scanning
- Threat Intelligence
- Threat Recognition
- One Station per Squad
- Medical Operations Collection

CELLEX DATA E-MAILED TO SIGINT CELL

AXIS PRO FILES

GO TO EN AND BDE, ANALYZED INFO FROM BDE TO ENA CO

NIGHTLY UPDATE OF  
DATABASE & WATCH LIST



BATS DATA ATTACHED AS  
MULTIMEDIA FILE IN dB



DATABASE  
MANAGER  
CORRELATES  
DATA AND  
SYNCS TO  
MICO ASAS-IFS



COMMUNICATIONS VIA  
HARRIS RADIO



HUMINT/HCT

REVIEW & QA/QC



OMT

REVIEW & QA/QC



S2X

DIIRS ATTACHED AS  
MULTIMEDIA FILE IN dB



UAV REPORTING WILL BE  
ENTERED INTO THE dB  
AFTER EACH FLIGHT



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INFORMATION PAPER

03 December 07

SUBJECT: 2/25<sup>th</sup> Stryker Brigade Combat Team (SBCT) Company Intelligence Support Team Concept

1. (U) Purpose. To provide information on 2/25<sup>th</sup> SBCT's Company Intelligence Support Team (IST) Concept and its associated ISR capabilities and benefits.

2. (U) Fact

a. (U) 2/25<sup>th</sup> SBCT's IST concept was created to increase intelligence collection, exploitation and analysis at the maneuver Company level and below. Equipment will enable digital exploitation of HUMINT, SIGINT, IMINT and All-Source intelligence from the objective, up to higher HQ, and back down to maneuver Company Commander. The IST concept allows lateral collaboration (digitally) without stovepipes. The initial set of specified IST equipment will support Company level exploitation/analysis:

- Cellular Digital Exploitation Kits (CELLEX)- (30 each)
- Harris RF-300W LOS Mobile/Wireless SIPRNET radios- (55 each)
- One System Remote Viewing Terminal (OSRVT)- (54 each)
- Biometric Automated Toolsets (BAT)- (17 each)
- Handheld Interagency Identity Detection Equipment (HIIDE)- (1/squad; 210 TPE)
- Access to DCGS-A Web Portal (2 x Dell M70 laptops per Co with Axis Pro)

b. (U) Feedback from the field indicates that counterinsurgency operations require intelligence expertise and improved exploitation capability at the Company level. The 2-25 SBCT has internally manned and trained IST soldiers to support their maneuver Company commanders' bottom up intelligence exploitation, targeting and threat situational awareness.

c. (U) In addition to the initial set of IST equipment, TACTICOMP (Tactical Handheld Digital Device- THDD) has been added as a new requirement, primarily driven by the SBCT Commanders' PDSS visit with 3/2 SBCT in Baqubah, July 2007. The 2/25<sup>th</sup> Commander feels TACTICOMP will greatly enhance battlefield situational awareness and distributed intelligence/ISR fusion at the lowest level, advancing the "last tactical mile" efforts. 356 x THDD units, along with 6 x Wide Band on the Move nodes, have been included to enhance the SBCT's overall IST capability.

d. (U) The added ISR benefits with the 2/25<sup>th</sup> IST concept are as follows:

- Increased biometrics collection and exploitation capability at Company and below
- Increased secure digital communications (Harris radios) at the Company level
- Increased Full Motion Video exploitation via OSRVTs at the Platoon/Company level
- "Flat network" intelligence access to DCGS-A portal at Company level
- Improved Squad/Platoon battlefield SA via THDD with the ability to link UAS (via OSRVT) and LRAS and Remote Weapon System (RWS) video to Squad/Fire Team dismounts and Stryker vehicles using the T6 and T1.5 mounted and handheld THDDs.
- Improved intelligence reporting from Company to higher HQs via new IST comms
- THDD (TACTICOMP) with Wide Band on the Move (WBOM) provides interoperability between two deployed SBCT's in OIF (2SCR and 2/25<sup>th</sup> SBCT)

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Approved by \_\_\_\_\_

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INFORMATION PAPER

DAMI-OPP

19 December 2007

SUBJECT: 2/25<sup>TH</sup> SBCT Company Intelligence Support Team (COIST) at NTC (U)

1. (U) Purpose. To provide information on 2/25<sup>th</sup> SBCT's recent implementation of the Company Intelligence Support Teams during their National Training Center (NTC) Mission Readiness Exercise (MRE) (7 - 28 SEP 07) and preparation for deployment to OIF (SBCT began deployment on 29 NOV 07).

2. (U) Facts.

a. (U) The 2d Stryker Brigade (SBCT), 25<sup>th</sup> Infantry Division conducted its predeployment training and MRE at Southern California Logistics Airfield (SCLA) and NTC from 20 AUG 07 - 28 SEP 07. During these training events, the SBCT was able to move the Company Intelligence Support Team concept to reality.

b (U) 2/25 SBCT has achieved a basic level of COIST integration and proficiency that should continue to improve over time. Initial feedback from NTC is that more analytical capacity needs to be built in the future (FDU/TAA). The COIST "toolkit" (One System Remote Video Terminals (OSRVT), Harris Radio SIPRNET LOS, Handheld Interagency Identity Detection Equipment (HIIDE), Biometric Automated Toolset (BAT), Axis Pro and CELLEX) provided the 2/25<sup>th</sup> increased intelligence collection, exploitation and analysis at the Company-level.

c. (U) 2/25<sup>th</sup> NTC Rotation 07-11 highlights noted below.

(1) (U) Biometrics. This was the first time biometrics of this scale was integrated into a NTC rotation at the Company team-level with 20 Company/Battalion BATs, DIV-Level BAT Server and 62 HIIDEs.

(2) (U) Harris LOS SIPRNET radios. Initial results are promising. The commercial Harris Radio (SIPRNET LOS) variant successfully provided low cost secure broadband capability to forward deployed Company COP/JSS posts. This improved the ability to quickly share actionable intelligence and operational products (via ABCS files, PowerPoint, Word) with company commanders—thus moving one step closer in bridging the last tactical mile. 2/25<sup>th</sup> was the first unit to field this SIPRNET LOS Radio. 2/25<sup>th</sup> successfully passed biometric database updates from Division (NTC OPS Group BAT Server) to Company BATs and Axis Pro link diagram files using the Harris Radio LOS SIPRNET radios. This reduced time needed to transfer or disseminate data to/from Company-level without relying on convoys to move the information. 52 Harris RF7800W LOS radios will be fielded in Kuwait.

(3) (U) Full Motion Video (FMV). Nine OSRVTs were installed in Stryker Command Vehicles and Battalion Tactical Operation Centers to increase RSTA capability and equipment familiarization and to enhance UAS dissemination and

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DAMI-OPP

SUBJECT: 2/25<sup>TH</sup> SBCT Company Intelligence Support Team (COIST) at NTC (U)

actionable intelligence. As of 26 OCT 07, a total of 28 OSRVTs have been installed and tested in Stryker Command Vehicles with 40 soldiers trained. 26 more OSRVTs will be fielded and trained in Iraq.

(4) (U) CELLEX. This was the first rotation where NTC OPS GROUP incorporated "target devices" for units to conduct Document and Media Exploitation (DOMEX). Each Company COIST was fielded equipment and training to conduct digital exploitation during the MRE, another first for a NTC MRE rotation.

(5) (U) TACTICOMP. 2/25<sup>th</sup> fielded one Battalion (1-21 IN) with Tactical Handheld Digital Device (THDD) (aka TACTICOMP) during SCLA and the MRE. THDD successfully interfaced with OSRVT, Long Range Advanced Scout Surveillance System (LRASS) and the Stryker Remote Weapon System (RWS) allowing Full Motion Video (FMV) to be pushed down to squad leader T1.5 handheld devices and vehicle/TOC mounted T6 workstations. The initial feedback from the Brigade Commander and Battalion leadership was very positive. The SBCT Commander feels TACTICOMP will greatly enhance battlefield situational awareness and distributed intelligence/Reconnaissance, Surveillance, Targeting and Acquisition (RSTA) fusion at the lowest level. A total of 356 x THDD units (77 x T6; 269 x T1.5 handhelds), with six WBOM nodes will be fielded for operations in Iraq.

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Approved by \_\_\_\_\_