X-File 2-1.1

Company Intelligence Cell in Stability and Support Operations Tactics, Techniques and Procedures (TTPs)

Marine Corps Warfighting Laboratory
(MCWL)

U.S. Marine Corps

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Throughout this X-File, we use masculine nouns and pronouns for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either gender.

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7 November 2006

FOREWORD

1. PURPOSE: This X-File gathers, organizes and synthesizes knowledge gleaned from experimentation and pre-deployment training exercises conducted with units from the Operating Forces during the first half of 2004. It is in a format that can be quickly read and easily transported—in the cargo pocket of the utility uniform—so easy-to-use information is immediately available at all levels of command.

2. SCOPE. This X-File is focused on the design, development and employment of an intelligence cell within a rifle company operating from an urban firm base that is not collocated with battalion headquarters. It also assumes very limited continuous access to intelligence assets available to any higher headquarters.

3. SUPERSESSION. This X-File, supersedes the one by the same name originally dated 17 December 2004. The information in this X-File has recently been categorized as controlled unclassified information (CUI) in accordance with SECNAV M-5510.36 of June 2006. Therefore, it is now designated as FOR OFFICIAL USE ONLY (FOUO).

4. FEEDBACK. We want to know how units and individuals use this X-File. Please submit any user feedback and suggestions to the above address or submit recommendations electronically to:

syncenter@mcwl.quantico.usmc.mil

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5. CERTIFICATION. Reviewed and approved this date.

R. D. Alles
Brigadier General, USMC
Commanding General

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Introduction

First and foremost, intelligence should support the commander's decision making process by reducing uncertainty about the hostile situation.
MCWP 2-1 Intelligence Operations

In the asymmetrical threat climate of the 21st century, stability and support operations (SASO) are often conducted from a company-level firm base (FB). These company and platoon size units need immediate, on-scene 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. And, because of the noncontiguous nature of SASO, it is unrealistic to expect that higher echelon staffs will consistently be available to support them. Therefore, Marines in small units must establish and maintain a limited, but effective, capability for themselves.

During experiments and training exercises conducted by the Marine Corps Warfighting Laboratory (MCWL) with Operating Force units, we have seen that a company intelligence cell can be formed, developed and successfully employed. They can gather information from patrols and other local interactions to synthesize actionable intelligence for the company commander and the S-2.

This approach is not new. Marines used a version of the company intelligence cell in small wars preceding World War II—a fact documented in the 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.

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Intelligence is an inherent and essential responsibility of command. **Commanders must come to think of command and intelligence as inseparable, just as they commonly think of command and operations as inseparable.**
MCWP 2-1 Intelligence Operations

The Intelligence Cycle

Intelligence Drives Operations
General A.M. Gray, USMC 32d Commandant

Intelligence Development. Intelligence is developed through the intelligence cycle as shown in Figure 1. This sequence of related activities translates requirements for various types of information into intelligence for use by the commander in the decision making cycle. It's key elements are:

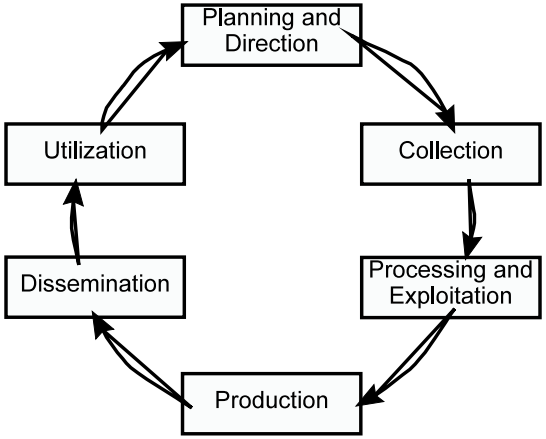

Figure 1 Intelligence Cycle

1. Identify intelligence needs.
2. Formulate a plan to satisfy those needs.
3. Collect and process data.
4. Exploit data for usable information.
5. Transform information into a tailored, useful intelligence product.
6. Disseminate the product.
7. Utilize the product at the command/unit level.

No single phase of the cycle is more important than the others. All of the phases are interdependent. Without proper direction, the other phases will not focus on the correct objectives. Without effective collection, there may be too much or too little information and what information there is may prove to be irrelevant. Without processing and production, there is a mass of random data instead of the knowledge needed for the planning and execution of operations.

Intelligence is meaningless unless it reaches the right people in time to affect the decisionmaking process and in an understandable form.

All personnel involved in the development and use of intelligence must be aware of their role in the process and understand the relationship between the steps. This ensures a focus on the mission and facilitates rapid decisionmaking in the combat operations. See Figure 2 for an illustration of the relationship among all facets of the process. Note that the ultimate purpose of collection and analysis is for the commander to achieve understanding to enable high quality decisionmaking.

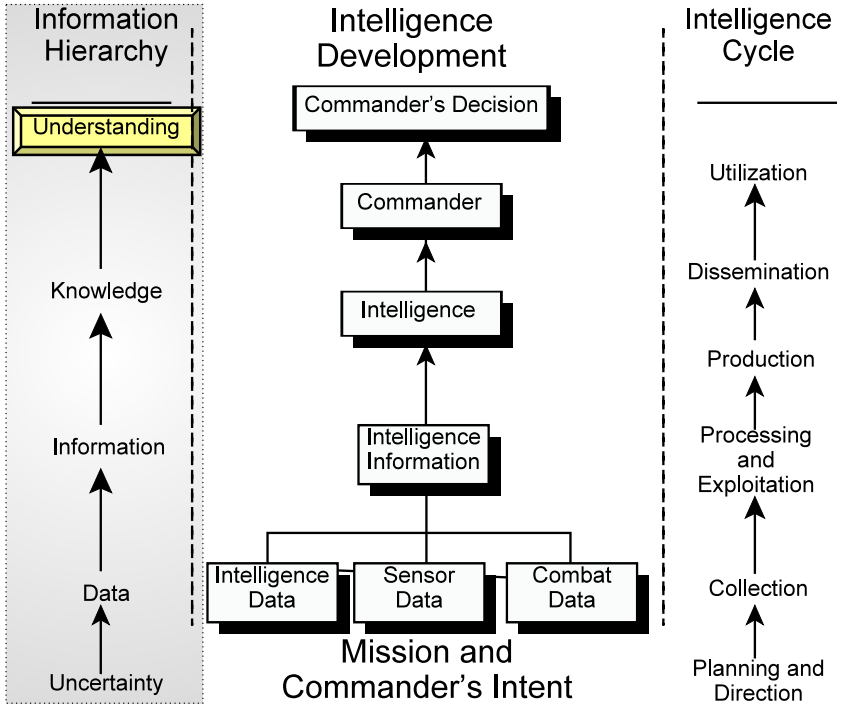

Figure 2 Intelligence Development/Intelligence Cycle

Summary of the Intelligence Cycle

- Planning and Direction:
  - Identify intelligence needs.
  - Develop a plan for satisfying those needs.

- Collection:
  - Imagery systems.
  - Electronic intercept equipment.
  - Human intelligence (HUMINT) sources.
  - Sensors
    - surveillance or target acquisition,
    - air surveillance radar,
    - counterbattery radar, and
    - remote ground sensors.
  - Combat data from reporting by operational units.

- Processing and Exploitation:
  - Convert collected information into an understandable form suitable for the production of intelligence.
    - Done during collection or production.
  - Data collected in a form suitable for analysis is processed automatically during collection.
  - Other types of data require extensive processing, which can affect the timeliness and accuracy of the resulting information.
  - Because processing and production are often accomplished by the same organization, production management generally encompasses processing functions that are required to convert raw data into a usable format; e.g.:
    - Film processing.
    - Document translation.
    - Signals intercept.

- Production (Analysis and Synthesis).
  - Convert data into intelligence.
  - Create the knowledge needed for planning and execution of operations.

  - Deliver knowledge, in context, in time, and in a form usable in the decision making process.
  - Provide timely, accurate, and relevant intelligence to commanders and planners.
  - Can be complex or simple, such as direct answers to rapidly changing questions needed to support FB operations.
  - *Deliberate* production makes full use of available information to provide a complete and extensive product that satisfies non time-sensitive intelligence requirements.
    - Normally supports operations planning.
  - *Immediate* production identifies information directly applicable to current operations. Information is subjected to a compressed version of the production process, and the resulting product is rapidly disseminated to those affected.
    - Normally associated with mission execution.

- Dissemination:
  - Convey intelligence to users.

- Utilization:
  - Processed intelligence is used to influence the conduct of operations.

See: MCWP 2-12 *MAGTF Intelligence Production and Analysis* for full discussion of this topic.

NOTE

Disciplined, intuitive organization of your information provides the commander the best means to turn information into intelligence.

Company Firm Base

Need to Establish

The SASO mission in the urban environment presents a daunting challenge to maintain situational awareness in support of nearly constant noncontiguous operations—primarily patrolling—at the rifle company level. In order to make this tactically feasible, rifle companies normally establish a "firm base" (FB) from which they operate patrols even as they stabilize their area of operations with the presence of the firm base. (See *X-File 3-11.11 The Company Commander in SASO* for complete discussion if this.)

The decision on where to locate the FB is based on the mission and enemy situation. The commander of the occupying unit, in this case the company, makes the final decision on the exact location of the firm base. He bases the decision on mission, enemy, terrain and weather, troops and support—time, space and logistics (METT-TSL) available. Above all, the company commander's focus remains on ensuring the FB supports the assigned mission and, to the extent that they support the mission, enable the conduct of patrols in the area.

NOTE

We do not deploy in order to occupy a FB. We occupy a firm base to conduct offensive operations in our zone. FB ops should not be the primary focus of the Company Commander.

The only way to do this while reasonably assuring the company commander's situational awareness is to establish, develop, and employ a company intelligence cell in the FB.

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Company Intelligence Cell

Background. This organization does not exist in a rifle company Table of Organization (T/O), but its existence is essential to the SASO mission of the rifle company operating from a FB. During MCWL experiments and training—to include feedback from experiment participants who have deployed to Iraq, and staff observations in Iraq—we have formed these recommendations for formation of an effective intel cell.

Importance of the Intelligence (Intel) Cell. All levels of command should have a good understanding of the importance of intelligence support in the firm base. Information flow can often inundate a company command post (CP), leaving little time to separate the important information from "noise." But, an intel cell can reduce some of the information ambiguity and provide analysis to build situational awareness to enable mission accomplishment. For example, the intel cell can reduce a tendency to get drawn into *react* 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 to intelligence that helps achieve understanding about the enemy. This can also often answer higher commander's critical information requirements (CCIRs) and priority intelligence requirements (PIRs), while giving insight into company level CCIRs and PIRs. Note that the CCIRS are broader that "just" intelligence requirements.

Mission of the Company Intel Cell. The mission of the company intel cell is to describe the effects of the weather, enemy, terrain and local population upon friendly operations in order to reduce the commander's uncertainty and aid in his decision making. This mission is accomplished by application of collection assets, gleaning intelligence from the information gathered, recommending a course of action to the commander, and disseminating any intelligence to the small unit leaders.

In addition to coordinating the collection effort, the company intel cell is the *filter and analysis* center for the raw data that comes to the FB from a variety of sources. The intel cell gathers input, then filters, organizes and analyzes data in order to develop recommendations. Figure 3 illustrates the pathway within this process that focuses on providing timely, actionable intelligence for the commander's situational awareness and decision making.

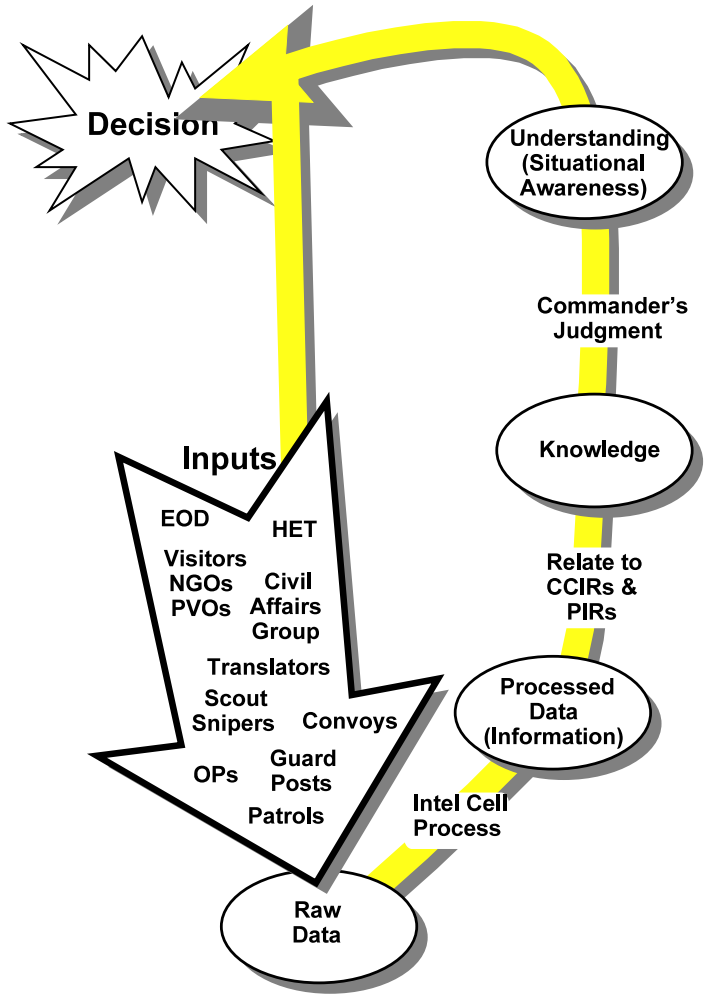

Figure 3 Company Intel Cell Process

Functions of the Company Intel Cell

These include:

- Receive direction from the battalion intelligence officer and the company commander.
  - This drives the company intelligence collection plan.
- Establish a briefing/debriefing process for organic and attached units.
- Supervise the collection effort.
- Coordinate with the commander in order to task collectors with information requirements.
- Brief and debrief patrols including attachments.
- Ensure proper equipment and training for assigned mission.
- Debrief collectors.
- Process or analyze and organize information.
- Use intelligence analytical tools to continuously update a company-level Intelligence Preparation of the Battlespace.
- Identify:
  - Patterns and trends.
  - Threat TTPs.
  - Threat organizational relationships.
  - Battlefield effects.
  - Civilian population.
  - Infrastructure.
- Supervise the production of these intelligence products; e.g.,
  - Intelligence Summaries.
  - Enemy activity overlays.
  - Situational maps.
  - Link analysis diagrams.
- Disseminate intelligence to the commander and the battalion intelligence officer.
  - Radio, digital, verbal.
- Advise the commander on use of intelligence in operations.
- Coordinate or contribute to the targeting process.
- Describe potential environmental advantages and limitations.
- Ascertain enemy strengths to be avoided.
- Uncover enemy vulnerabilities that can be exploited.
- Recommend Courses of Action (COAs);
  - based on weather, enemy, and terrain.

- Enable rapid decision making and generation of tempo.
- Train the company intel cell members.
  - Company Intelligence Chief.
  - Intelligence Clerk(s).

Manning the Intel Cell

In the absence of T/O billets, the manning of the intel cell has to be assigned as a collateral duty for suitable members of the existing company staff. You are well served to staff the intel cell with about six (6) Marines. For example, artillery forward observer (FO) teams make great intel cells. The necessary billets are:

- Intelligence Cell Leader;
  - Company XO or Weapons Platoon Commander.
- Intelligence Chief.
- Intelligence Clerks.

If the company FB has a Marine trained in the Intelligence field, do your best to capitalize on his unique training. Avoid the temptation to use him on radio watch or guard. Ensure that he is provided both the time and opportunity to debrief posts and patrols, prepare reports and track patterns and information. Give him the opportunity to frequently and consistently talk to indigenous personnel in and around the FB. And, provide him the opportunity to accompany foot and mounted patrols within your tactical area of responsibility. In addition to giving him "on the ground" awareness, it will also enhance his tactical credibility with all members of the FB.

FB Intel Cell Sources of Intelligence

Patrols

These are key sources. Marines 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 tasked the patrol should conduct a detailed debrief; and the intel cell should always be involved.

Guard Posts

Marines on post typically observe the same areas around firm bases or key facilities over extended periods of time. These Marines can—and should—notice patterns and identify variations to them. In addition, those on post are often the first Marines 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 FB. To overcome this tendency, the intel 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.

Scout Snipers

Scout Snipers 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 company intel cell 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.

Civil Affairs Groups (CAGs)

As a matter of their regular duty, CAGs 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, CAGs also gain insight into the prevailing attitudes and current sympathies of the local populace. This can be valuable intelligence information. CAG Marines often gather crucial information but are mistakenly left out of the brief/debrief process.

Local Translators

When used by the company, local translators are a valuable source of information. While Marines 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 intel cell. Marines 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.

Convoys

Marines or friendly forces conducting convoys through the company's zone may observe things that organic units do not. You should do your best to debrief these personnel just like any of your own patrols.

Visitors

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

- 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.
- 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 them and the FB. Even though you cannot "debrief" them, casual conversation with them often nets key bits of important information for the CO.

HUMINT Exploitation Teams (HETs)

These Marines 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 company intelligence cell.

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 intel cell must seek out this information so that patrols

can identify enemy emplacement and triggering techniques. This information can aid the company in reducing a key friendly force vulnerability.

Medical Units

The shock trauma 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.

Intelligence Evaluation Ratings

When information is collected, analyzed and you are ready to disseminate it, use a proven, standard system as shown in Table 1 to report it to users.

Reliability		Accuracy	
Rating		**Rating**	
A	Completely reliable	1	Confirmed by other sources
B	Usually reliable	2	Probably true
C	Fairly reliable	3	Possibly true
D	Not usually reliable	4	Doubtfully true
E	Unreliable	5	Improbable
F	Reliability cannot be judged	6	Truth cannot be judged

Table 1 Evaluation Rating System

For example, when using the criteria from the Table 1, assigning a **C-1** rating to information that you are disseminating would mean that it is fairly reliable and has been confirmed by other sources.

Collection Tools

There are several tools available for use by collectors to help build the intelligence picture within the company's zone. Some of these tools are just now becoming common at the battalion level, while others are traditional skills.

Digital Cameras

The battalion digital cameras can be outstanding surveillance and recording tools for patrols. A patrol armed with a digital camera can bring back dozens of images to the intel cell which provide detailed data and additional information and insight. For example, as shown in Figure 4, operational use of digital cameras has proven valuable to identify key personnel—both friendly and enemy.

Figure 4 Sample Labeled Photo

This photo comes from the Patrol's Photo Log, updated after each photo when practical. Note that the DTG, unit identifier and MGRS are on the photo. The direction and photo series number are also printed on the photo. The narrative that accompanies this digital photo could read as follows:

> *PltSgt SMITH: Picture of INDIA Company western ECP. The AL NAFFAR Tribe is protesting the lack of water in the town. The Police Chief and his Lieutenants are being escorted into the Company reception area. The main instigator of the protest is circled and is believed to be ABU HANEFFA. A close up picture of him is provided in this DTG file labeled "#2."*

Digital cameras can also provide timely images of new graffiti, posters, and signs for translation/interpretation when on-scene linguists are not with the patrol. For example, this collection tool provides significant insight to a report that might have otherwise read something like, "new graffiti noted within neighborhood XX along route YY." When, upon analysis of the words and context, the graffiti may give warning of future danger or hint at a change in mood—positive or negative—of the populace.

Reconnaissance and surveillance teams can show a commander actual color photographs of his objective. In addition to greatly enhancing detailed planning, an exact image can be passed along to HHQ for further exploitation.

To support this mode of collection, the company intel officer should establish a picture log. This log will have a company/patrol identifier with date, picture number, and location using the military grid reference system (MGRS). It also indicates where the picture was taken from, general direction of the photo, and any other amplifying remarks. The picture number may have a unit coding system, so that other people who may view the photo can easily identify which unit took the photo. See the MCWL X-File 3-11.11, *The Company Commander in SASO*, for a good description of a proven system to store and retrieve all types of digitized data.

Control of Photographs

Treat photos as sensitive information with strict controls and guidance for their handling. For example, if the object of a FB photo knows that he is being collected against, he may relocate. This may disrupt other collection methods in place such as HUMINT and signals intelligence (SIGINT) that are not under the control of the company intel cell. And, there is always the possibility that our own photos could somehow be used for propaganda against us or to possibly tip off some of our TTPs.

Video Cameras

Although it is not as easy to carry as a digital camera, a video camera can record exactly what happened during significant events witnessed by Marines. Instead of relying solely upon a verbal debrief, a patrol can now show the intel cell exactly what happened, and review each event in sequence. This data can also be easily passed on to HHQ in its original format, ensuring that the analysts at the battalion, regimental, or division level can see everything just as the Marines on the deck saw them.

Dragon Eye (DE)

This is a back-packable unmanned aerial vehicle (UAV) that is designed to provide over-the-hill / around-the-corner reconnaissance for use at the lowest tactical level in any phase of operations. Its sensors provide the company commanders with an organic surveillance, reconnaissance and intelligence capability. DE flights can potentially respond to opportunities and specific tactical requirements.

Figure 5 is a picture of the DE components and one (1) UAV.

Dragon Eye sensors include full motion color, low light black and white, and infrared (IR) cameras, each having the capability to transmit video. DE battery endurance at normal speed is approximately 60 minutes. It has the capability to capture still images as digital photos for later use in the intelligence process.

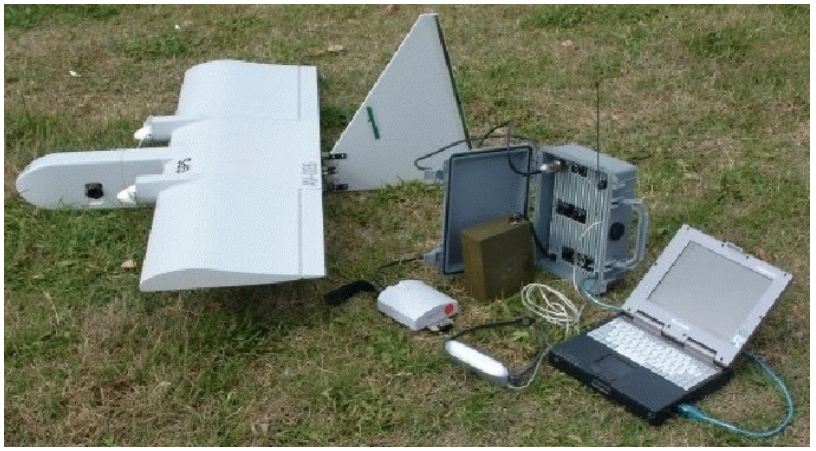

Figure 5 Dragon Eye Components

Among the tactical DE missions that can support the company FB intel cell are:

- point and area reconnaissance,
- confirm other intelligence sources,
- survey city area, before the entry of forces,
- support mounted and foot patrols,
- identify suspected enemy forces,
- avoid fratricide,
- very limited battle damage assessment, and
- deceive the enemy of our intentions in an area.

The entire system can be assembled, readied for flight, and launched in 10 minutes. It is operated by a two-man team.

The DE system is transportable to the field by any of the surface vehicles in the Marine Corps inventory. Two Marines can backpack, launch and operate the system with one or two UAVs, one ground control station and ancillary equipment.

DE Supporting the Company. Dissemination of information and intelligence to small unit leaders is significantly enhanced when DE is in direct support of a company. DE's compact footprint and ease of use facilitates effective operations for the company. Although it may create some troop-to-task challenges, all of our experimentation results and operational feedback confirm that this is the best way to use DE to get actionable information to the small unit leaders who need it.

There will be instances when information is clearly important to higher HQ and/or adjacent units. On these occasions, the company will be responsible for information flow not only within its own unit, but up to the battalion and possibly across to adjacent units.

NOTE

A proven success is to attach the DE operator team to the company Fire Support Team (FiST). This reduces operator separation because the FiST usually travels together. This arrangement also facilitates rapid engagement of targets detected by DE.

Map Improvements

There are several environments where standard 1:50,000 maps or even satellite imagery collected years ago are insufficient, inaccurate, or simply not available. Marines operating in these areas will instinctively scout them in order to increase their familiarity with their new surroundings. When this is done, Marines must record the information they find and report it for appropriate dissemination; i.e., within the company, as well as to higher and adjacent units. They do this by improving either existing maps or creating usable sketch maps of key areas. Then, to prepare units that may have to patrol or fight in this area in the future, the intel cell should update their maps of the area and disseminate this information up, down, and laterally.

Overlays and Separate Sketch Maps

This basic scouting skill should be known and practiced at the squad level. A Marine can produce an adequate sketch map using a

sheet of paper, a pencil, a straight edge, and any known reference point. This can be as simple as tracing grid lines from an existing map, and adding details such as new trails, bridges, or anything of importance that is not on the issued map. For example, a 1:50,000 map may not contain a series of irrigation canals that severely restrict cross-country mobility, alongside an important main supply route (MSR). When this is known, the intel cell might designate this a potential site for future enemy ambushes. Graph paper is particularly useful for this.

In this case, a patrol can be dispatched to the area with the current map, paper and pencils, a straight edge and other tools such as the Precision Lightweight GPS Receiver (PLGR), compass, graph paper, etc., and sketch in the details about the irrigation canals and bypass routes. The intel cell can then reproduce this sketch map on overlays or separate sheets of paper for dissemination within the company as well as to higher and adjacent units. The next step is to update the maps within the company CP.

Field Sketches

This is closely akin to a sketch map but, in the absence of a digital camera, it will include sketches of an objective, key facility, or other important area in order to aid commanders in planning. An example of this would be an OP producing a sketch of a compound suspected of containing enemy forces. This sketch can be given to the commander in order to identify details that require additional planning, aid the assault force in identifying the target building, and possibly even save time by eliminating the need for a full leader's reconnaissance. Field sketches are obviously not as good as digital photographs in terms of presenting a picture, and they are certainly more difficult to disseminate, but they are another tool available for collectors to pass on information to those that need it.

Enemy Activity/Significant Event Tracking

Establishing a system to track and analyze enemy activities and significant events will help you identify patterns and predict future actions. Within the system, it is very important to organize each matrix, overlay, and database in such a way that you can quickly reference information from one tool, and check it against another.

For example, the intel cell may detect a pattern emerging from a series of enemy ambushes by studying the enemy activities overlay. This is refined by checking the times the ambushes were conducted, weapons used and their effectiveness, or any relevant pieces of information not written on the overlay (to save space). In this case, the intel cell analyst needs either a matrix containing this information, or an effective filing system—computer based or hard copy—that enables him to quickly find the incident report. When the company intel cell does not have a computer for their use, there are several techniques described below that can be done by hand.

Filing

First, establish a filing system for incident reports.

- Example #1:
  - A simple way to organize the reports is to file them chronologically by day, and assign each one a tracking number.
  - This can be as simple as using the date/time group on the report.
  - So a report describing an ambush that took place at 1500 on 6 June 2003, would be tagged 061500xJun03, and put in the folder for 6 June.
- Example # 2:
  - An alternate filing method might be to consolidate all of the reports about enemy ambushes, small arms engagements, indirect fire attacks, and other easily differentiated actions into separate folders, and file chronologically within them.

An analyst can use either method depending upon the number of activities being tracked, and personal preference. The important piece is building a filing system that is easy to use, since it can contain dozens of reports from organic units as well as attached units such as Scout Sniper Teams and HETs.

Enemy Activities Matrix

Within your filing system, you can build a database or spreadsheet matrix using key information from each report. This spreadsheet, using the same tracking system outlined above, can be much simpler and faster to use than original reports. For example, you can use the spreadsheet while reviewing the enemy activities overlay, instead of shuffling through files looking for related reports. Table 2 is an example containing a few of the fields an analyst would include in the spreadsheet.

Tracking	Type	Location	Remarks	Unit
061500 Jun03	Amb	38SMB123456	Logpac ambushed by squad sized element using small arms, mmg, and RPG. Effective use of small arms and crew served weapons, ineffective RPG fire. Engagement lasted approx 7 minutes. 2 vehicles damaged.	LOGPAC

Tracking	Type	Location	Remarks	Unit
131800 Jun03	Small Arms	38SMB234567	Infantry patrol engages enemy fire team sized unit attempting to load ambush site along MSR. Team carried small arms, IEDs, and cell phones. Papers from enemy KIA turned into S-2. 1 enemy detained.	Smith Patrol 1st Plat
151400 Jun03	Cache	38SMB234568	4 enemy captured while removing weapons from cache site. Cache contained 12 x AK-47, 3 x RPG w/rockets, IED materials.	Jones Patrol 3rd Plat

Table 2 Enemy Activities Matrix for C Company

Note that the tracking number indicates *when* the events took place and where to find the original reports in the file. The spreadsheet gives the location, what happened, and any results. Additional information is up to the user's discretion.

Tracking Graphically

The next step is to graphically display each enemy activity or significant event that takes place within the company's zone in a useful and meaningful manner. One way is to use an enemy activities overlay, as described above. Using an overlay will keep the intelligence map free from clutter and easy to view if there has been a significant amount of enemy activity. However, if you want to depict enemy actions directly on the situation map, the techniques are identical to those used on the overlay. Use different symbols, marks, or pins, so that each action is depicted so that

whoever is studying the map can quickly identify the significance of each marking. For example, you could position green pins on the map to represent enemy ambushes. There will not be enough room on the map to write in all the relevant information about the event, so you need an easy way to find the information in either the original report or the enemy activities matrix. This is where the tracking number comes in.

The example in Table 2 (above) uses the date/time group as the tracking number. You can either write the tracking number on the map next to the pin or mark designating the location where the event took place—or—draw a line from the pin to the margin of the map and write the tracking number there. Depending upon the number of events depicted, it will probably be easier to simply write the tracking number neatly next to the symbol.

Using Command and Control Personal Computer (C2PC)

If the company intel cell has a dedicated computer—and has some trained operators—the tracking system can be done almost entirely using C2PC and Microsoft Office applications. In order to set this up, you will need the S-2 to load digital maps onto the computer so that they can be displayed in C2PC.

Use Microsoft Excel to create a spreadsheet or spreadsheets to build an enemy activities matrix that can be printed or simply viewed on the computer. Also, you can create a hyperlink that will automatically bring up any reports that have been stored digitally. To do this, simply highlight the tracking numbers assigned to each incident, (e.g., patrol reports, CI reports, IntSums from HHQ, etc.) and use the right mouse click to create (and label) the hyperlink. Additional hyperlinks can link the spreadsheet to other analysis tools such as a time association matrix or summaries and assessments produced based upon the information in the matrix.

Use the *overlays* function on C2PC to create and easily manipulate enemy activities overlays, lines of communication overlays, lines of division overlays, or any other analysis tool used with the situation map.

By using digital products you can quickly and easily display relevant data without having to deal with acetate, paper maps, tape, and pins.

The overlays on C2PC have another important function. Each object that is added to an overlay is not only easily named and tracked in the margin, but has an optional area for additional remarks under properties. Using this feature, you can click on any object on an overlay, call up the properties of the object, and read all the additional comments that were entered when the object was added to the overlay. This feature eliminates the need to switch back and forth from C2PC to the enemy activities matrix.

Using digital products—especially C2PC—greatly facilitates exchanging products with higher. The key here is to recognize the potential inherent in a tracking system that is easy to use, and connects all of the tools the analyst is using.

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Link Analysis

Background. In link analysis, you can use symbols (or pictures) to show relationships. Figure 6 shows the symbols used in link analysis as follows:

- Circles are used to represent people.
  - Each suspect is displayed with a single circle.
- Lines are used to represent connections between people.
  - A solid line indicates a confirmed relationship.
  - A dotted line represents a suspected relationship that has not been confirmed.
- Rectangles represent organizations, cells, and action teams.
  - One rectangle represents one organization.

Symbol	Definition
A	Individual
	Organizations, cells and action teams
———	Confirmed Connection
- - - - -	Suspected Connection
A — B	A knows B - Confirmed
A - - - B	A might know B - Connection Unconfirmed
A B	A & B might be the same person - Unconfirmed

Figure 6 Basic Link Symbols

D

Figure 7 illustrates a grouping with confirmed connections, a suspected connection, and an individual whose connections are not known.

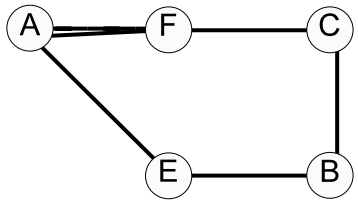

Figure 7 Sample Connections

- Combination symbols.
  - Circle in a rectangle represents membership in that organization.
  - Circle in overlapping rectangles represents membership in both organizations.
  - Overlapping rectangles represent an inherent connection between the two groups.
  - Single line between two rectangles also represents a connection between two organizations.
    - Lines between members of the same organization are omitted since association is assumed.
  - Line between a circle and a rectangle represents a general relationship between a non-member and that organization.
  - Line between a circle and a circle within a rectangle represents a relationship between a non-member and a specific member of that group. (See Figure 8.)

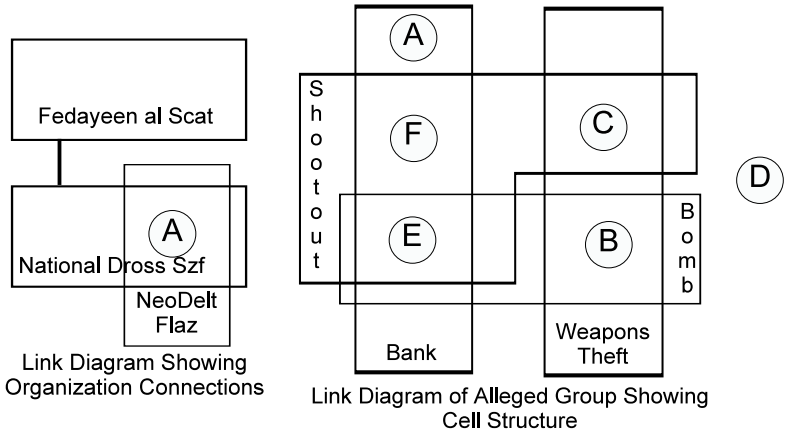

Figure 8 Sample Combination Link Diagrams

Using Link Diagrams

The three (3) basic steps in constructing link diagrams are:
- Organize raw data.
- Construct association matrix.
- Determine relationships between individuals and organizations.

Constructing Link Diagrams

These three basic steps consist of nine (9) sequential exercises.
- Collate and organize all raw data related to a situation.
  - Put in a narrative or report format.
  - This step is important because the basic data may come from many different sources, ranging from news clippings, to interviews, or reports from surveillance units, photo analysis teams, undercover operatives, or informants.
- Identify relevant data points.
  - In this case, the data points are the names of suspects, the people they know, phone numbers they call, locations they frequent, organizations they belong to, and/or activities in which they have been involved.
  - Underline these references in the reports, and make lists.
- Construct matrices from the lists.
  - Organize the data points (the names of suspects and organizations or activities) into rows and columns.
- Put contact or association points (e.g., A knows B) in the matrix where the corresponding rows and columns intersect. The diagram in shown in Figure 9 can help you visualize these association points.
  - When working with both confirmed and unconfirmed contacts among suspects, use different symbols to represent the strength of evidence.

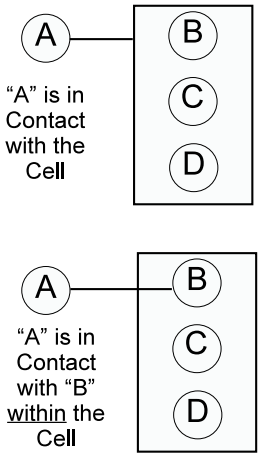

Figure 9 Sample Diagram of Association Points

  - For example:
    - Use a "1" for a confirmed contact between two data points.
    - Use a "2" or any other symbol for unconfirmed contacts.
    - Use zeros at matrix intersections where no known contact between suspects exists.
- Analyze the matrix to determine the number of links associated with each suspect or activity.
  - Count through each row to find out how many entries appear in it.
  - Do the same for the columns.
- Draw a draft link diagram, grouping suspects together into rectangles representing cells, actions, or organizations.
  - Start with the individual with the largest number of contacts and work outward.
  - Use circles to represent individuals and rectangles for organizations or cells.
- Draw additional drafts of the link diagram to clarify the relationships, avoiding crossed lines.
- Complete a final draft.
  - Examine the relationships that appear.
  - Study the diagram carefully and make assessments about patterns in contacts and cell memberships.
    - Is there a uniform size to the cells, or does size vary?
    - Do suspects belong to more than one cell?
    - Are the cells linked tightly together, sharing a number of suspects, or are they spread out, with few connections?
- Make recommendations about the group's structure. Identify areas for further analysis.
  - Are there suspected connections that need verification?
  - Are there people who appear central to the organization, without whom the structure would collapse?
  - Are there a few individuals with contacts to many others who would be the best targets for surveillance?
  - Be prepared to substantiate logically the conclusions and assessments drawn from the link analysis.

Patrol Briefing and Debriefing

Actions Before Patrol

The Patrol Leader (PL) and—to the extent that they available—all relevant billet holders going on the patrol, get an "intelligence dump" focused on the specific mission for that patrol. At a minimum this includes the PL, the assistant PL (APL) and element leaders. The intel brief should come from the person who tasked the patrol, and it includes, but is not limited to:

- CHALLENGE and PASSWORD.
- Significant events and relevant activities past 24 hours.
- Current assessments and future expectations.
- Updates on key personalities,
  - friendly, noncombatant and threat.
- Collection assignments.
- CCIRs, PIRs, IRs,
  - battalion and company.
- Higher's required collections; e.g.,
  - graffiti report,
  - information included in the call to prayer, traffic.
- "Be on look out"(BOLO) for.
  - NAIs to which these are linked.
- Size and location of the Quick Reaction Force (QRF).
- Name(s) of Watch Officer(s),
  - Include watch standers and those manning guard posts.
- Convoy commander and section leaders as applicable.

  Note: The Marine Corps *Urban Generic Intelligence Requirements Handbook* (GIRH) is an excellent reference for inexperienced personnel on "what to look for." It provides a primer on the blend of horizontal and vertical construction styles and materials. It also outlines key aspects of urban subterranean features.

Patrol "Service Station"

Figures 10 though 13 illustrate a way to efficiently organize an area inside the FB for patrol preparation that will enable everybody to get the word. This method will help ensure good preparation for combat, shared SA and quick adaptation to the enemy. It will not slow down the prep for combat process when it is done properly.

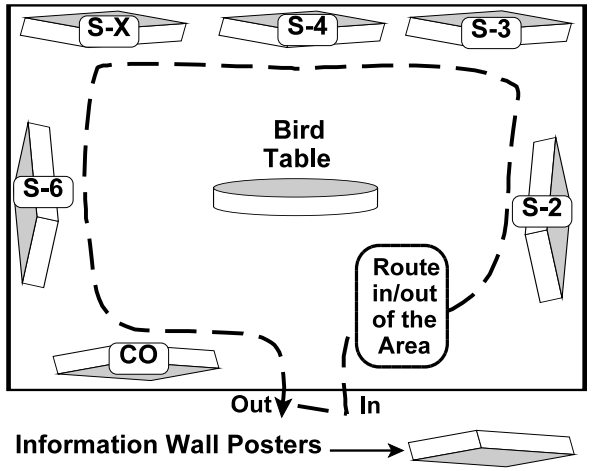

Figure 10 "Service Station" Setup

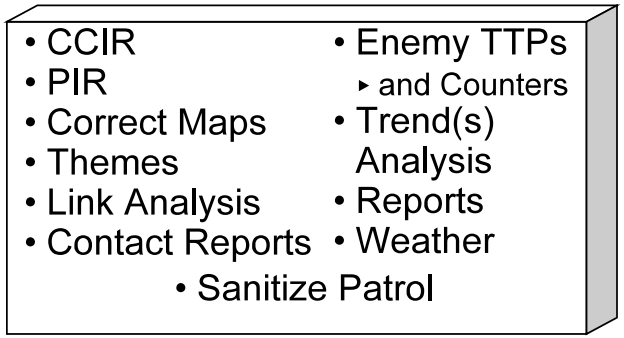

Figure 11 Wall Poster / Station #1: S-2

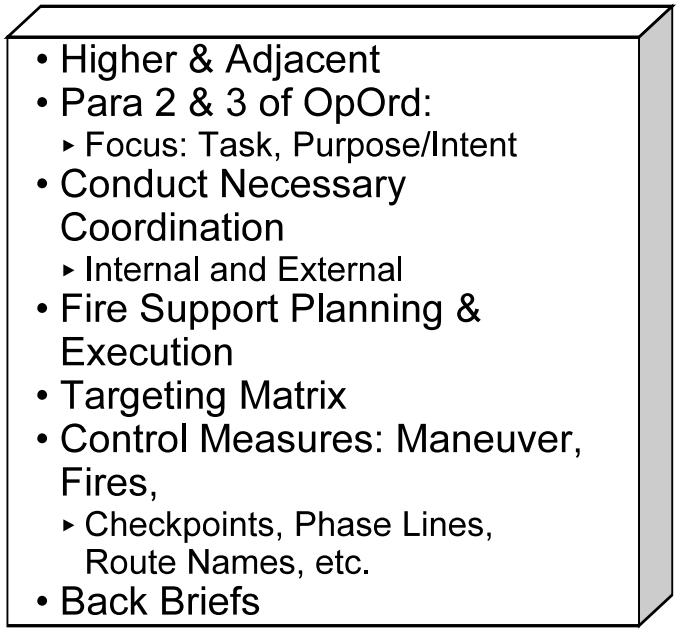

Figure 12 Wall Poster / Station #2: S-3

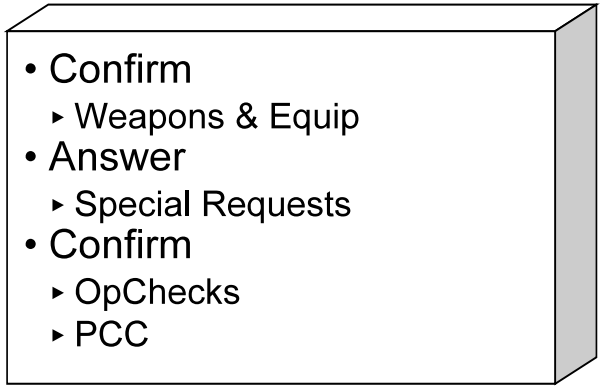

Figure 13 Wall Poster / Station #3: S-4

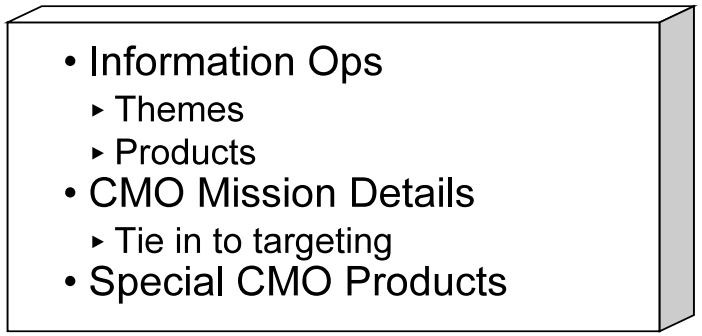

Figure 14 Wall Poster / Station #4: S-X

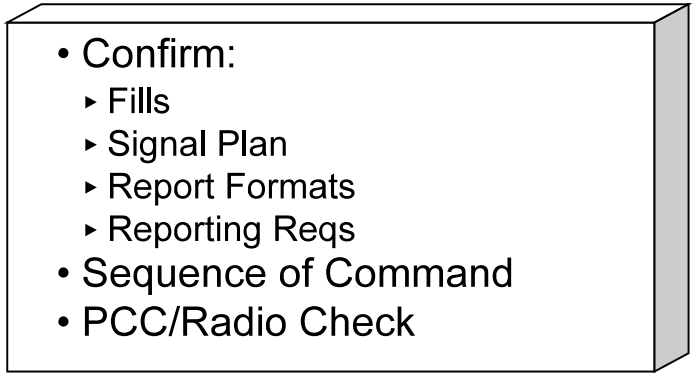

Figure 15 Wall Poster / Station #5: S-6

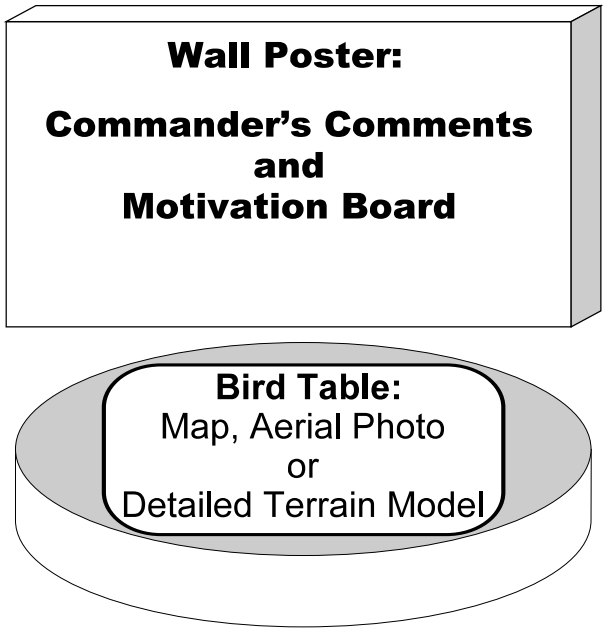

Figure 16 CO's Comments and Bird Table

Proven Debriefing Techniques

Checklists of the material to be covered in a debrief are important. But it is almost as important that you set the conditions for a meaningful and detailed debrief. This includes the following considerations:

- Establish a debriefing format in your SOP and update as needed to use as a checklist or guide during debriefing.
- Pick a comfortable location where the group can be debriefed without interruption or congestion.
- Establish and maintain a rapport with the individual or group.
- Establish a "no rank" debrief.
  - Even the most junior man is expected to speak up freely.

- Ensure that all relevant billet holders are present.
  - PL, APL, and element leaders.
  - Recorder and talker.
  - Any Marine who personally witnessed significant events.
- Ensure all products, tools, or items of interest collected by patrol are present and displayed.
  - Includes pictures, recordings, sketches, map improvements, things picked up.
- Maintain the focus on drawing information from the individual or group being debriefed.
  - Avoid trying to confirm pre-patrol assumptions or suspicions of any debriefer.
- Do not ask leading questions.
- Ask one simple question at a time that requires a detailed response.
- Do not accept simple "yes" or "no" answers.
- Follow your established routine (SOP) for debriefs; e.g.,
  - PL gives start-to-finish narrative.
  - Note key events in sequence.
  - Each event debriefed before moving to the next.
  - Every key leader or individual provides input.
  - Go through each event with every individual.
    - Have them describe what they saw.
  - Debriefer pulls additional detail.
  - Debriefer walks patrol through collection requirements in order to match collection requirements against what was actually collected.
  - Additional wrap up questioning from checklist/format.
  - Maintain focus during questioning, but do <u>not</u> discourage patrol members from giving input.
- Find a balance between objective and subjective observations.
- Limit debriefing time *only* when it is absolutely necessary.
- NOT A CRITIQUE.
- NOT AN AAR.

Output of the Debrief

- Patrol Report.
  - Catalogued and filed for ready reference.
- Updated matrices, databases and assessments.
- Distribution to appropriate users;
  - including higher and adjacent units as applicable.

NOTE

Whenever possible, make sure that the patrol that was debriefed gets a copy of the final product that is distributed. This both confirms that the information is correct *and* encourages the patrol because they see their efforts supporting the collective operations of the unit.

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Information Management

Classes of Information

Once debriefing and collection of digital data is completed, the intel cell has to manage the information. An effective way to do this is to apply the doctrinal (MCWP 3-40.2 *Information Management*) information hierarchy as follows:

- raw data,
- processed data (information),
- knowledge, and
- understanding.

Each class of information has its own distinct role in the decision making process. The differences between the different classes may not always be clear, but as information moves through the information hierarchy, it becomes more valuable to the decision maker. Information management's goal is to facilitate the development of quality information throughout the information hierarchy, thus increasing its value and relevance and ensuring the development of understanding by the commander.

Developing accurate situational awareness (SA) with limited and uncertain information under severe time constraints is the fundamental challenge of information management. Some level of SA can be achieved with raw data, but SA tends to strengthen as information moves through the information hierarchy. Enhanced SA enables the commander to be better prepared to accurately assess situations and effectively visualize future conditions and operations.

The two elements of a leader's situational awareness are:

- Information.
  - Provided by individuals and units in the form of feedback.
  - To help build understanding of the situation.

- Skill.
  - Personal understanding of the situation.
  - Based on leader's experience, judgment, and intuition.

When combined, these elements provide an image of the situation upon which to base future decisions.

Raw Data

These are the facts and individual pieces of information (data) that are the building blocks of processed information. This initial class of information is rarely of much use until transformed and processed in some way to give it meaning.

Processed Data

This comes from organizing, correlating, comparing, processing, and filtering raw data and making it readily understandable to the potential user. The act of processing gives the information a limited amount of value. Processed data may have some immediate, obvious, and significant tactical value but it has not been evaluated or analyzed.

Knowledge

Knowledge is the result of analyzing, integrating, and interpreting processed data. It brings meaning and value to a situation or event. It is a representation of what is happening.

Understanding

Understanding means we have gained situational awareness and it allows the commander to be better prepared to anticipate future events and to make sound decisions, even in the face of uncertainty. It is the highest level of information and the most valuable. It is an appreciation for why things are happening. Understanding occurs when personnel synthesize bodies of knowledge and then apply experience, judgment, and intuition to reduce gaps generated by uncertainty in order to arrive at a complete mental image of the situation.

Characteristics of Quality Information

Quality information adds value to the decision making process. Information is susceptible to distortion, both by the enemy (intended) and by friendly sources (unintended). The characteristics of quality information are as follows:

- Accuracy—conveys the true situation.
- Relevance—applies to the mission, task, or situation at hand.
- Timeliness—available in time to make decisions.
- Usability—common, easily understood formats and displays.
- Completeness—all necessary information for decision maker.
- Brevity—only the level of detail required.
- Security—afforded adequate protection where required.

Information Format

Whether visual, textual, or verbal, the presentation format should be commonly understood. It is tailored to the commander's needs and used consistently to minimize confusion and facilitate understanding. We know that sight is the most used human sense and 75 percent of all environmental stimuli are received through visual reception. We also know that retention of graphic presentations is greater than that of verbal presentations. This suggests that we should use a visual presentation format whenever possible. However, some commanders prefer visual products, yet other commanders prefer textual information, while still others may prefer a combination of several products. It is important for the staff to clearly learn which form of information is most useable to the commander. It is equally as important for the commander to identify to the staff the format he finds most useful.

Focusing Information Management

We use CCIRs and commander's judgment to effectively manage large volumes of available data. Focusing and sorting information in logical ways will help to facilitate efficient flow of quality information through the information hierarchy. A proven way to do this is to use visual information arrays to help satisfy priority information requirements linked to key decisions at the execution level; i.e., battalion, company and platoon.

And, to the extent it is possible, using simple but vivid visual displays of categories of information provides a clear and timely user-level focus.

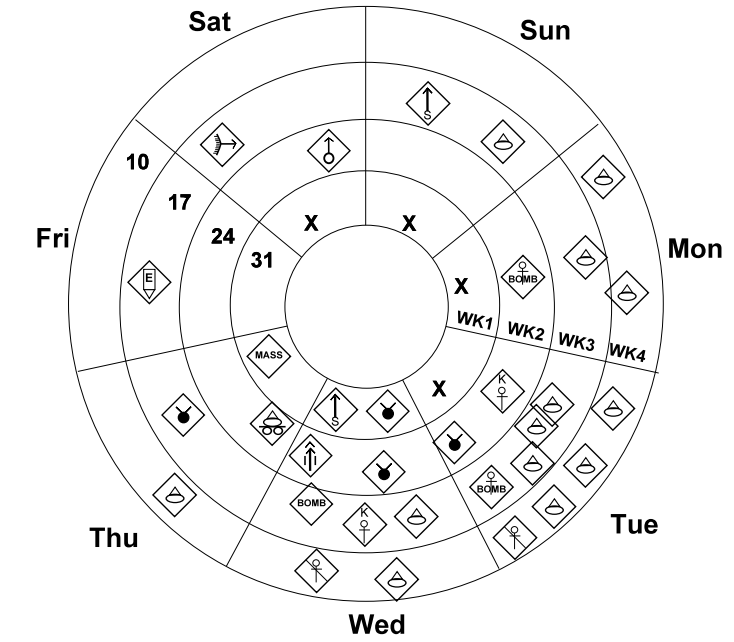
Event / Incident Related Arrays

Figures 17, and 18 are examples of easy-to-make arrays that logically and visually focus event / incident related information. Because they link events with time windows, they facilitate a rapid pattern analysis that can guide operational decisions.

Relationship Arrays

Figure 19 is an example of a way to visually display interactions among key local residents. Marines who observe frequent interactions can use this chart to illustrate the apparent relationship between individuals. For example, the interaction between Louis and Fred appears to be solely based on selling, buying or delivering gasoline; and the relationship between George and Ernie appears to be based on their participation with the militia. However, Louis and Fred are enemy, but are also somehow linked to gasoline activities. This probably bears watching.

Insurgent Activity, Days in Week: 10-31 Oct



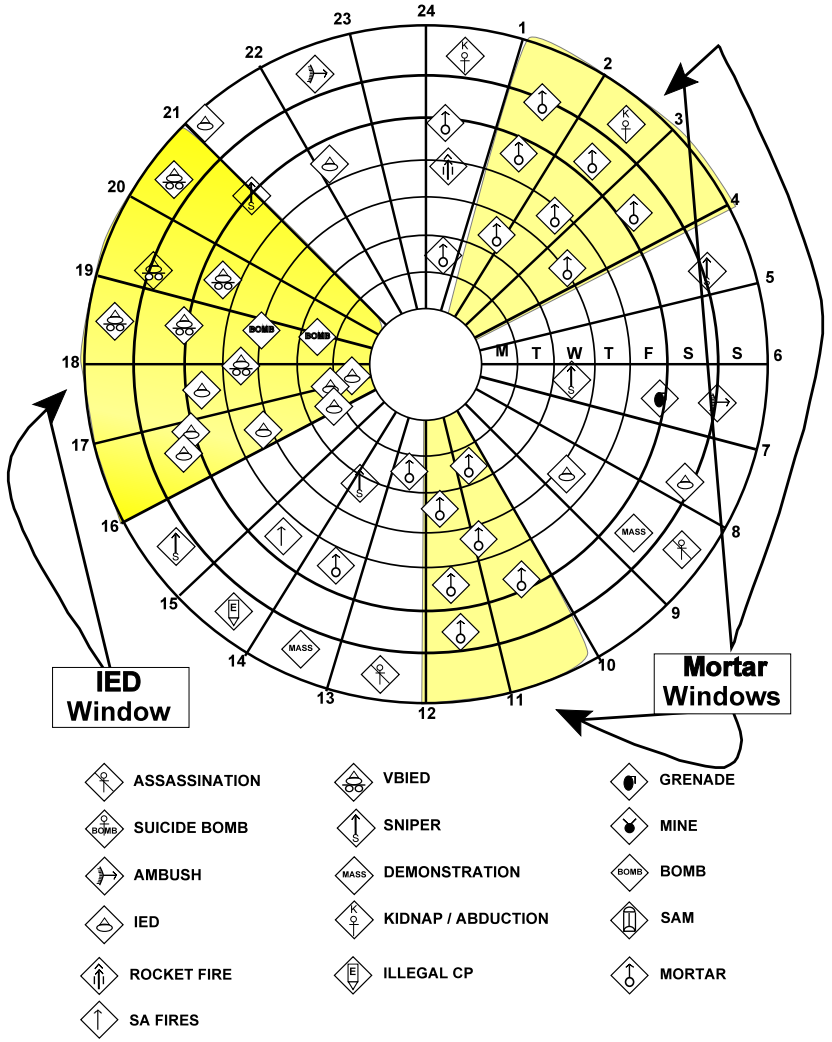
Assessment: Majority of activity Tue & Wed

AS OF 042350LNOV03

ASSASSINATION
SUICIDE BOMB
AMBUSH
IED
ROCKET FIRE
SA FIRES
VBIED
SNIPER
DEMONSTRATION
KIDNAP / ABDUCTION
ILLEGAL CP
GRENADE
MINE
BOMB
SAM
MORTAR

Figure 17 Daily Insurgent Activity Array

Insurgent Activity, Hours (Z) In Days (03



ASSASSINATION
SUICIDE BOMB
AMBUSH
IED
ROCKET FIRE
SA FIRES
VBIED
SNIPER
DEMONSTRATION
KIDNAP / ABDUCTION
ILLEGAL CP
GRENADE
MINE
BOMB
SAM
MORTAR

As of 090200ZNOV03

Figure 18 Hourly Insurgent Activity Array

	Abe	Bill	Chris	David	Ernie	Fred	George	Howard	Iggy	Joel	Karl	Louis
Abe		1,4, 5	9 12		12	4			4	2	2	
Bill	1,4, 5			2, 4				3	4			
Chris	12 9				12		1					
David		2, 4					11			11		
Ernie	12		12				12					7
Fred	4								4			7, 9
George			1	11	12					11		10, 9
Howard		3									6	
Iggy	4	4				4				2,4		
Joel	2			11			11		2,4			
Karl	2							6				
Louis					7	7, 9	10, 9					

1	Family	9	Gasoline
2	Friend	10	Cooking Oil
3	Acquaintance	11	Government
4	Tribe	12	Militia
5	Clan	13	Etc.
6	Business	14	Etc.
7	Enemy	15	Etc.
8	Police	16	

Figure 19 Relationship Matrix of Key Local Residents

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Intelligence Products

There are Intelligence Preparation of the Battlespace (IPB) products that can be available to you from HHQ. Clearly, the company FB has neither the assets nor the expertise to prepare them. However, you are well served to be aware of what the IPB products are and how they can support you when needed.

- Modified Combined Obstacle Overlay (MCOO). (Figure 20.)
  - Graphic of the battlespace effects on military operations.
  - Normally depicts all obstacles to mobility.
  - Modified as necessary to include cross country mobility classifications, objectives, avenues of approach and mobility corridors, likely obstacles, defensible battlespace, likely engagement areas, key terrain, and built up areas and civil infrastructure.

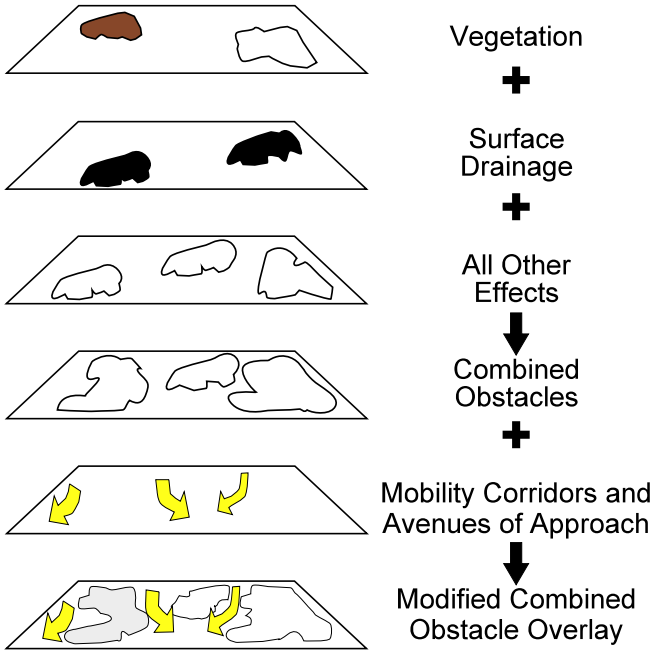

Figure 20 MCOO

- Doctrinal Template. See Figure 21.
  - Models based on postulated threat doctrine.
  - Illustrate the disposition and activity of threat forces conducting a particular operation arrayed on ideal terrain.
  - Depict enemy's nominal organization, frontages, depths, boundaries, and control measures for combat.
  - Usually scaled for use with a map background.
  - One part of a threat model.

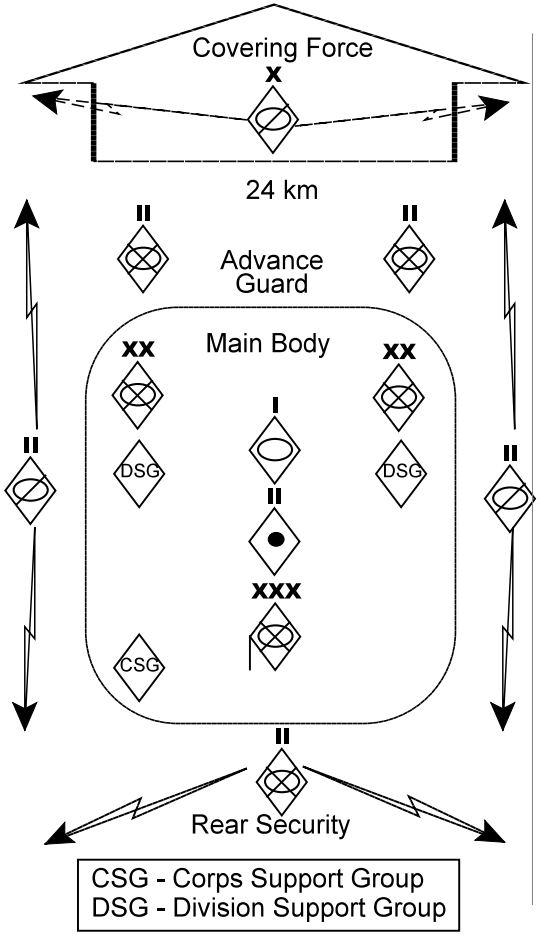

Figure 21 Doctrinal Template

- Situation Template.
  - Doctrinal template modified to depict enemy dispositions based on effects of the battlespace and the pursuit of a particular COA.
  - Accounts for enemy's current situation with respect to the terrain, training and experience levels, logistic status, losses, and dispositions.
  - Normally depicts threat units two levels down and critical points in the COA.
  - One part of a threat COA model.
    - Models may contain more than one situation template to depict locations and formations at various times.

- Event Template.
  - Derived from situation template.
  - Depicts the Named Area of Interest (NAI).
  - Depicts time phase lines that indicate movement of forces and the expected flow of the operation.
  - Guides collection planning.

NOTE

Both the Situation Template and the Event Template are very difficult to construct for the noncontiguous urban battlespace where threat and friendly dispositions may be separated vertically; e.g., by floors/stories in the same building.

Other Higher Level Planning Outputs

These outputs of the Marine Corps Planning Process may be available. Their content may help the company intel cell frame their thinking for FB ops.

- Event Matrix.
  - Depicts types of activity expected in NAI.
    - When NAI is expected to be active.
  - Any additional information to aid in collection planning.

- Decision Support Template and Matrix.
  - Normally developed during COA wargaming.
  - Derived from doctrinal, situational, and event templates.
  - Depicts decision points, time phase lines associated with movement of threat and friendly forces, the flow of the operation, and other information required to execute a specific friendly COA.
  - Key planning tool for use during transition and execution.
  - Provides a recap of expected events, decision points, and planned friendly actions in a narrative form.
  - Shows where and when a decision must be taken if a specific action is to take place.
  - Ties decision points to NAIs, targeted areas of interest, CCIRs, collection assets, and potential friendly response options.
  - May be refined as planning progresses after the war game.

- Targeted Area of Interest (TAI).
  - A geographical area or point along a mobility corridor where successful interdiction will cause the enemy to either abandon a particular course of action or require him to use specialized engineer support to continue, where he can be acquired and engaged by friendly forces.
  - Not all TAIs will form part of the friendly COA.
    - Only TAIs associated with high payoff targets are of interest to the staff.
    - These are identified during staff planning and wargaming.
  - TAIs differ from engagement areas in degree.
    - Engagement areas plan for the use of all available weapons; TAIs might be engaged by a single weapon.
  - TAIs will also require some form of observation to allow further targeting.

- Decision Point (DP).
  - A battlespace event or location where a tactical decision is required during mission execution.
  - Relate to critical events and linked to NAIs and TAIs.
  - May have an associated CCIR.
  - Becomes the trigger to make a decision.

- Named Area of Interest (NAI).
  - A point or area along a particular avenue of approach through which enemy activity is expected to occur.
  - Activity or lack of activity within an NAI will help to confirm or deny a particular enemy course of action.
  - This also requires some form of observation from a sensor in order to cue subsequent targeting.

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