Operational Reference
Company Intelligence Support Team (CoIST)
A Guide for U.S. Forces · December 2010

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Disclaimer: This is not current U.S. policy. Always rely on existing doctrine. Examine and use the information herein in light of your mission, operational environment, the Law of War, and other situational factors.

Considerations for Leaders

The CoIST is the *commander's* asset:
- Provide daily guidance and clarify intent.
- Be willing to listen to your "Intel advisors."

Pick the right people:
- Must be capable of performing company missions; must have credibility within the company.
- *Minimum* of 2 personnel, but 4–6 is ideal.

Be flexible and stick to it:
- It will take time to develop the CoIST to its fullest capability.
- It will take time to adequately understand the counterinsurgency (COIN) terrain and the enemy.

Do you know everything about the "terrain" in your operating environment?
- If not, you should have many questions—information requirements—about your terrain.
- Information requirements translate into missions to gather more information to enable better operations.

Intelligence drives operations; operations are conducted to gather more intelligence.
- Find the enemy—THINK to contact!

Must Do's:
- Share information. How will you move information vertically and horizontally?
- Have a method for cataloging, data-basing, retrieving, and analyzing data over time.
- Conduct prebriefings and debriefings. You have to set the standard and enforce it.
- Work closely with the Battalion S2.
- Determine your information gaps.
- Train and cross-train!

CoIST Must Do's
Report information vertically (battalion) and horizontally (other companies).

Show a graphic display of the information.

THINK OUTSIDE OF THE BOX!!!

Think asymmetrically and frequently ask yourself, "If I were an adversary, what could/would I do?"

The Art of the Possible.

Company-level intelligence development is internal to your military decision-making process and troop-leading procedures.

Step 1: Develop/reevaluate specific information requirements (SIRs)
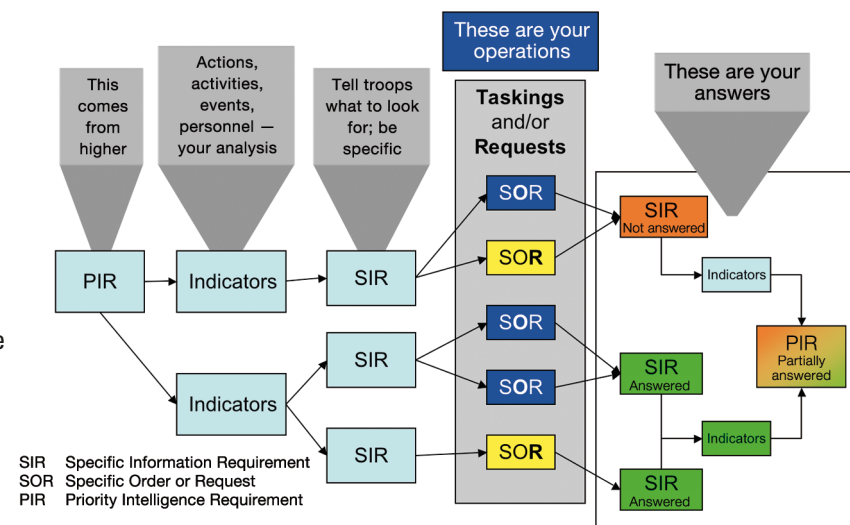
Develop SIRs
Ask yourself the following questions:
- What are the commander's SIRs (purpose and intent)?
- What don't you know about your lethal and nonlethal targets?
- What information completes the targeting process?
- What information do you need to find, close on, and adequately engage the target?

Find the information gaps.

Reevaluate SIRs
- On the basis of the new data, you will need to reevaluate your SIRs.
- The enemy will adjust their operations to counter yours. Because of this, you must constantly re-evaluate requirements and develop new SIRs.
- Always be flexible and adjust your focus to ensure that you are collecting the most relevant data.
- Always gather feedback from the commander and other staff to determine whether you are providing the right information. If not, why not?

SIR — Specific Information Requirement
SOR — Specific Order or Request
PIR — Priority Intelligence Requirement

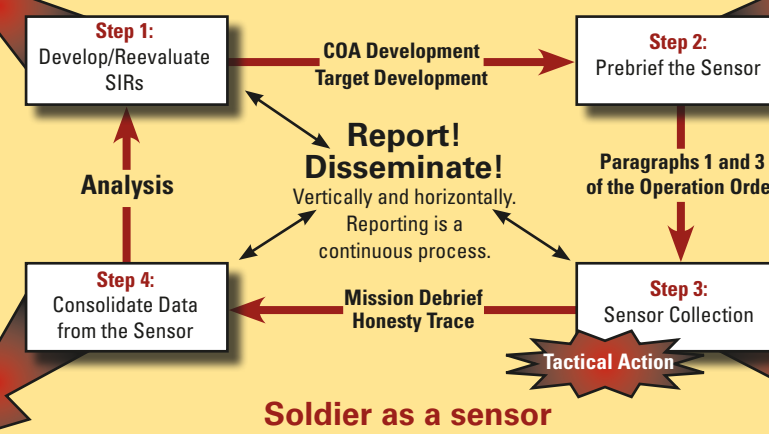## Step 4: Consolidate data from the sensor

The sensors have returned! This is the standard for EVERY debrief:
- EVERY member of the patrol participates. (The less experienced team member might have seen something the more experienced member did not.)
- Establish a "no rank" debrief.
- Get answers to tasked information requirements first.
- Each individual will go through each event.
- Have a relaxed place (if possible) to hold the debrief. It is going to take some time to complete; be comfortable.
  – NOT an after action review.
  – NOT a critique.

When conducting the debrief, use the following hints:
- DO NOT ask leading questions.
  ✗ WRONG: Did they go left?
  ✔ RIGHT: Which way did they go?
- DO NOT accept "yes" or "no" answers.
- Use the chronological method (from the time the patrol exited to the time it returned, no matter how long or what occurred). What happened from start to finish?

Abbr	Meaning		Abbr	Meaning
CMO	Civil-military operations		IO	Information operations
CO	Company		PL	Platoon
EF	Enemy forces		RTE	Route
FSO	Fire support officer		TQ	Tactical questioning
HCT	Human intelligence (HUMINT) collection team		TSE	Tactical site exploration
HVI	High-value individuals		TTPs	Tactics, techniques, and procedures
INTS	Intelligence systems (e.g., HUMINT)			

Combat Intel Cycle

Step 1: Identify what you know and what you need to find out.
- Develop targets, both lethal and nonlethal.

Step 2: Tell the sensor what to look for during prepatrol briefs.
- BE SPECIFIC. Use plain language. Explain why it is important.

Step 3: Employ the sensor.
- Plan and conduct missions to gain information and feed target development.

Step 4: Debrief the sensor.
- What did they collect that answers your specific questions?
- Pull any and all data from the sensor by using patrol debriefs.

Analyze data and reassess what you know and what you still need.

Soldier as a sensor

- Record actual movement vs. planned movement—honesty trace (GPS track).

Honesty trace
- Track all company elements' movements over time (actual vs. planned).
- Identify friendly patterns before the enemy can exploit them.
- Look for friendly actions that correlate to enemy activity.

Target development

The SIRs and COAs are developed; target development is your next focus.

Look at the target list and determine what information you have and what information is still needed. Add potential targets as necessary.

Examples of information to research or collect for target development:
- Enemy locations and activities (e.g., grids, imagery, types and methods of attacks, etc.).
- Types, quantity, quality, and capability of equipment used.
- Persons associated with an individual, group, event, location, or object of interest.

Courses of action (COAs)

ENEMY: The potential enemy COAs
- The CoIST tells the commander what, according to the information, the enemy can/might do.
- Multiple COAs should be considered so that your collection and analysis focus is not single-minded.
- Predicting the enemy's COA is an ever-evolving process.
  – Look for patterns in their actions.
  – Be predictive! What is the enemy likely/unlikely to do next?
  – It is a graphic illustration of what you expect to happen.
  – It should be constantly updated along with all other SIRs.

FRIENDLY:
- COA development follows target development so that the most current threat data are used in developing friendly COAs for unit missions.

Step 2: Prebrief the sensor

After the SIRs are determined, the sensors must be briefed on what to SPECIFICALLY look for and collect.

The following information should be included (at a minimum):
- Last 24 hours' significant activities.
- Current assessments and future expectations.
- Updates on key personalities, groups, events, and threats.
- Collection assignment (recon focus).
- Be-on-the-lookout (BOLO) lists.

Address the COIN terrain:
- *Population*
- *Infrastructure*
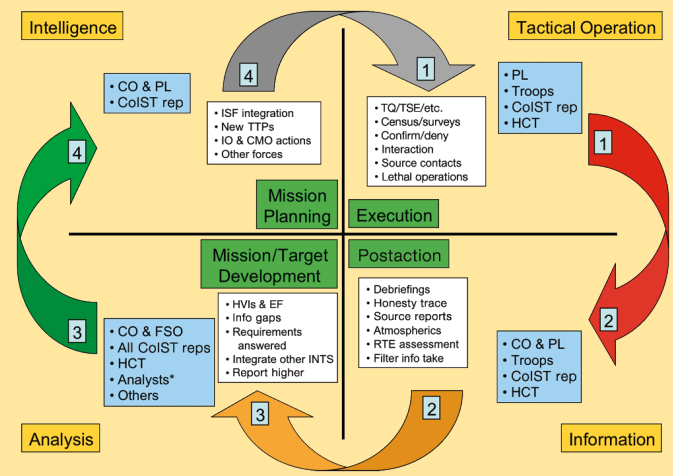- *The actual terrain*

No briefing = No data!

Prebriefing the sensor is included in the enemy situation and execution paragraph of the operations order.

Step 3: Sensor collection

During the prebrief you told them what to collect and why it's important.

While the sensors are collecting (e.g., conducting missions), prepare for the data return—**Battle track!**
- Prepare the debriefing area by gathering all items and tools needed.
- Research any data that may have been disseminated since the sensor prebrief.
- Prepare an outline of topics and questions for the sensor debrief.

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Analysis

The debrief is over and you have a mountain of information; it's now time to analyze.

When analyzing new information, you must remember to do the following:

- Review the information thoroughly!
- Cross-reference the information with past reporting and events.
- Do not try to manipulate or change information to correspond with a theory you are trying to prove.
- Think about other assets you can draw information from.
- Share your data laterally and higher!

The purpose of analyzing information is to PREDICT what will happen next.

It is important to remember the following about predictive analysis:

- It is based on established patterns.
- It only determines the LIKELIHOOD of a future occurrence.
- It is influenced by external and internal events.
- It is not 100 percent assured.
- It is not risk free.

When conducting research and analysis, you must store the information so that it is easily retrievable. Building databases is the best option.

Analysis Tools

Graphs	Association matrix	Event maps
Timelines	Activities matrix	Time–event charts
Pattern wheels/grids	Link diagrams	

- Graphically display all pertinent information from your area of operation and area of interest.
- Pictures, diagrams, etc., ensure that the entire company has the same common operating picture and situational awareness.
- Analysis tools are effective briefing tools.

TOOLS ARE NOT ANALYSIS

References and URLs

- FM 3-24—Counterinsurgency, Dec 06
- FM 2-91.4—Intelligence Support to Operations in the Urban Environment, Aug 05
- FM 2-19.4—Brigade Combat Team Intelligence Operations, Nov 08
- MNC-I Passive HUMINT Collection TTP, Aug 04
- 2-91.6—Soldier Surveillance and Reconnaissance, Oct 07
- X-File 2-1.1 MCWL—Company Intelligence Cell in SASO, undated
- CALL 10-20: Company Intelligence Support Team Handbook, Jan 10

NIPRNET Sites
- AKO Intelligence page—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > Home
- DA IIS-Portal—From your AKO Home Page, select Site Map - AKO Home > Army Organizations > Intelligence > DA-IIS Research Portal > DA-IIS Portal :: Home
- KnIFE https://uhqerm01.jfcom.mil/KnIFE
- CALL http://call.army.mil

SIPRNET Sites
- NGIC https://www.ngic.army.smil.mil
- KnIFE http://KnIFE.jfcom.smil.mil
- NGA http://www.nga.smil.mil
- INTELINK Central http://www.ismc.sgov.gov
- JIEDDO COIC http://22.2.183.35/
- DA IIS-Portal http://dadpm.inscom.army.smil.mil
- GVS http://gvshome.nga.smil.mil/gvs
- DCGS (Iraq) http://S-JIOCWEB.S-IRAQ.CENTCOM.smil.mil
- MNCI (Iraq) http://MNCI.res.S-IRAQ.CENTCOM.smil.mil

Iraq SIPRNET Sites
- CIDNE http://22.30.3.81
- CIOC Baghdad http://22.30.117.155/ciocbaghdad/default.aspx

Afghanistan SIPRNET Sites
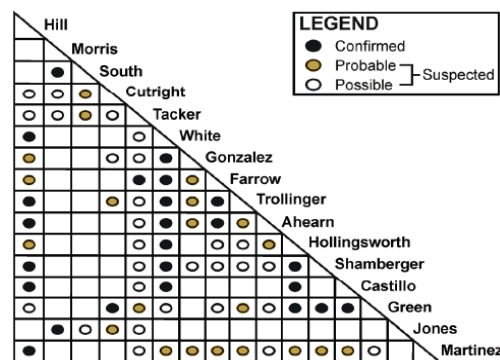- CJTF-101 http://www.cjtf76.centcom.smil.mil

Analysis Tools

Association matrix

The "WHO"

- Shows WHO is associated with WHOM.
- Display both known and suspected associations. Be conservative.
- Maintain for longevity.
 – Use as basis for the link diagram.

FM 2-91.4, paragraph 6-13

Source of graphic: FM 3-24

Activities matrix

The "WHAT"

- Shows WHO is associated with WHAT.
- The WHAT can be a/an
  – Event – Group
  – Location – Item
  – Activity – Position
- Display both known and suspected associations. Be conservative.
- Maintain for longevity.
  – Use as basis for the link diagram.

FM 2-91.4, paragraph 6-18

Source of graphic: FM 3-24
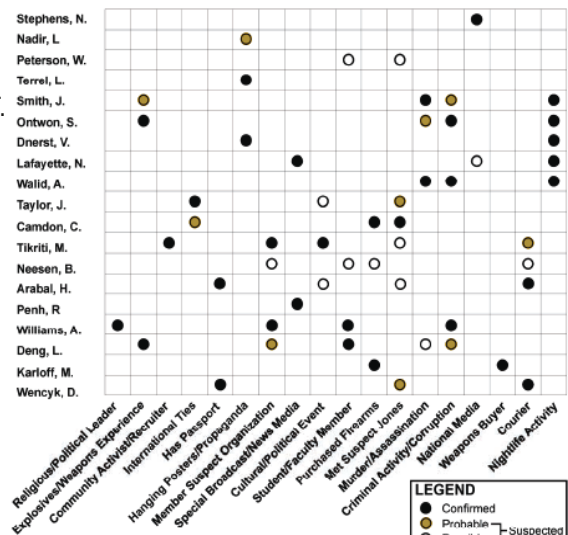
Link diagram

The "HOW"

- Combines information from the association and activities matrices.
- Shows interrelationships that would otherwise not be clearly understood.
- Makes it easier to read and interpret large amounts of information.
- Should not be created until after matrices are built.
- Can be built and rebuilt to display information in different ways.

Source of graphic: FM 3-24
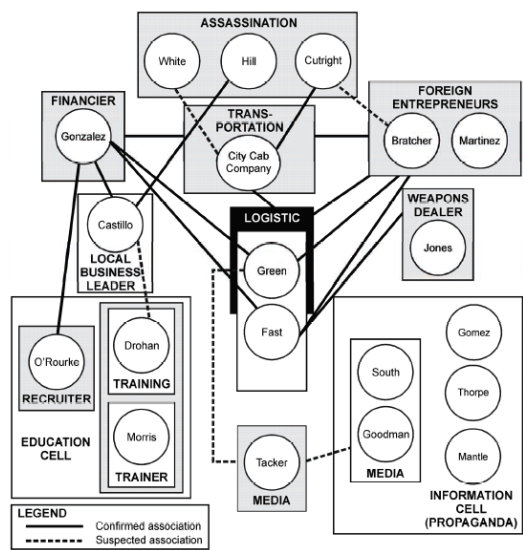
Identifying command and control/lines of communication

The association and activities matrices feed into the link diagram. With these you can see a clearer picture of not only WHO the enemy is but also WHAT he does and whom he KNOWS.
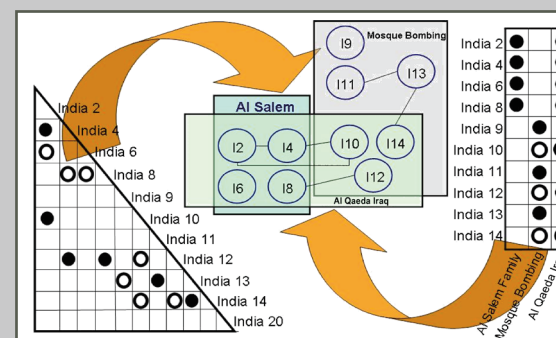
## Identifying patterns and event relationships

Using different pattern-analysis tools, you can identify when an event does/does not occur and when it might happen again.

Coordinate register (incident map AKA incident overlay)

The "WHERE"

- Track threat activity in a given area over time.
- Use and layer various overlays to create different pictures of the terrain.
- Use multiple coordinate registers. Can encompass the following:
  – One grid square to several kilometers
  – Towns or other urban areas
  – Tier 1 sites, high-value targets, etc.

FM 2-91.4, paragraph 6-10
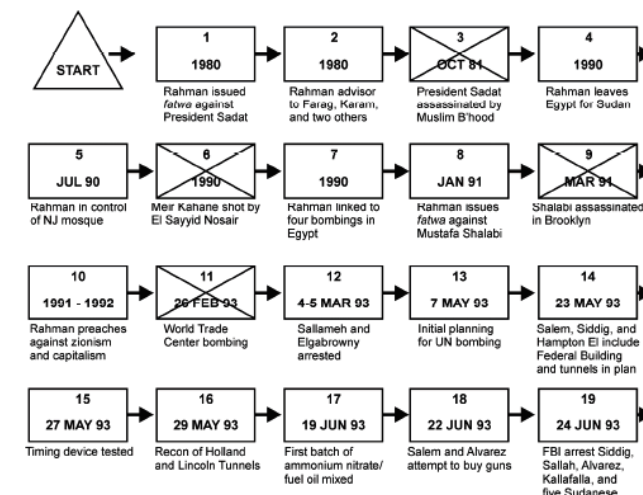
Source of graphic: FM 3-24
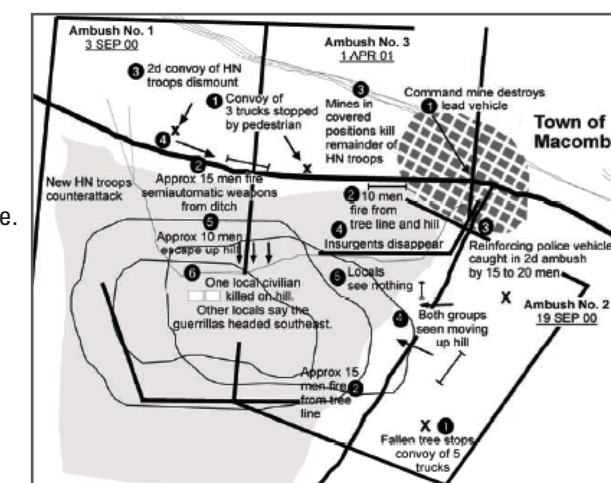
Time-event charts

The "WHEN"

- Semigraphic chronological listing of activities or events.
- Charts a historical perspective of larger-scale patterns.
- Reveals patterns in time and place and time between events.
- Reveals patterns in activities.

FM 2-91.4, paragraph 6-19

Source of graphic: FM 3-24

Pattern wheel and table

The "WHEN"

- Rings = days.
- Wedges = hours of the day.
- Table = days of the month.
- Must use the wheel and table together.
- Periods of inactivity are just as important as clusters of activity.

FM 2-91.4, paragraph 6-11

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