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FIELD MANUAL 34-2

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COLLECTION MANAGEMENT AND SYNCHRONIZATION PLANNING

Table of Contents

Page

PREFACE iii

CHAPTER 1 — INTRODUCTION 1-1
Collection Management 1-1
Collection Management Sub-Functions 1-2
Collection Management Process. 1-4
Collection Management and Joint Operations 1-4
Doctrine Versus Tactics, Techniques, and Procedures 1-5

CHAPTER 2 — COLLECTION MANAGEMENT SUPPORT TO COMMANDERS 2-1
Collection Management and the Decision Making Process 2-1
Collection Management and the Targeting Process 2-3
Collection Management and Intelligence Synchronization 2-4

CHAPTER 3 — THE COLLECTION MANAGEMENT PROCESS 3-1
Step 1. Develop Requirements 3-3
Step 2. Develop Collection Plan 3-9
Step 3. Task or Request Collection 3-17
Step 4. Disseminate 3-20
Step 5. Evaluate Reporting 3-24
Step 6. Update Collection Planning 3-27

CHAPTER 4 — COLLECTION MANAGEMENT APPLICATIONS 4-1
Scenario One - Corps Conventional Offense 4-1
Scenario Two - Brigade Force Projection (Peacekeeping) 4-19

CHAPTER 5 — COLLECTION MANAGEMENT CONSIDERATIONS 5-1
Joint, Combined, and Interagency Operations 5-1
Collection Management at Various Echelons 5-3

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Page

APPENDIX A — THE COLLECTION PLAN A-1
Collection Plan Worksheet A-1
"Non-Linear Battlefield" Collection Plan Worksheets A-8
Summary A-14

APPENDIX B — TASKING AND REQUEST FORMATS B-1
CM Administrative Support Messages B-1
Product Reporting Messages B-1
Requirements and Tasking Request Messages B-2
Other CM Resource Capability and Availability Messages B-2
Other CM Product Reporting Messages B-2
Other CM Requirements and Tasking Messages B-2
V2, CM Administrative Support Messages B-3
Other CM Resource Capability and Availability Messages B-3
CM Resource Capability Messages B-4
Other CM Product Reporting Messages B-4
Other CM Requirements and Tasking Request Messages B-5
APPENDIX C — COLLECTION AND PROCESSING ASSETS C-1
IEW Collection Systems C-1
IEW Processor Systems C-9
IEW Dissemination Systems C-12
APPENDIX D — DEVELOPING PRIORITY INTELLIGENCE REQUIREMENTS D-1
Examples of Poor PIR D-1
Examples of Good PIR D-1
Common Excuses For Doing It The Easy Way D-2

GLOSSARY Glossary-1
Section I. Acronyms and Abbreviations Glossary-1
Section II. Definitions. Glossary-8
REFERENCES References-1

INDEX Index-1

PREFACE

The purpose of this manual is to provide a doctrinal framework to support collection management (CM) operations.

This manual describes the CM process from joint task force (JTF) through battalion level across the scope of military operations. It outlines CM functions, the relationship with the decision making process and intelligence and electronic warfare (IEW) synchronization, and the tools used in developing and executing CM strategies.

It provides guidance for intelligence staff officers, warrant officers, noncommissioned officers (NCOs), and analysts at all skill levels and echelons. It is designed for use by the active Army and Reserve Components (RC).

This publication implements International Standardization Agreement (STANAG) 2149 and Quadripartite Agreement (QSTAG) 511. It also complies with STANAGs 1059, 2033, 2044, 6004, and 6010; QSTAGs 170, 295, 354, 492, 523, 528, and 593; and Air Standardization Coordinating Committee (ASCC) Air Standards Agreement 101/3D. This manual conforms to guidance given in FM 100-5 and FM 34-1.

The proponent of this publication is the United States Army Intelligence Center and Fort Huachuca. Send comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, US Army Intelligence Center and Fort Huachuca, ATTN: ATZS-TDL-D, Fort Huachuca, AZ 85613-6000.

Unless this publication states otherwise, masculine nouns and pronouns do not refer exclusively to men.

CHAPTER 1

INTRODUCTION

Normally, the greatest challenge for commanders is to focus the intelligence effort, and to gain dissemination of intelligence to the right place in time for key decisions.

—FM 100-5

This manual provides the doctrinal framework for synchronizing the Intelligence System of Systems (IS0S), maximizing collection technologies in support of commanders.

The IS0S is a flexible and tailorable architecture of procedures, organizations, and equipment that supports the combat commander by meeting his intelligence needs. Key to this concept is the recognition that current and evolving collection, exploitation, and dissemination technologies provide commanders with an unprecedented capability to truly see the battlefield.

Collection Management

What Is It ?

Definition:

The set of procedures that orchestrate IS0S organizations and systems to focus the intelligence effort in support of warfighting and operations other than war.

Intelligence soldiers perform collection management at all echelons, across the scope of military operations.

For Example:

An Army collection manager at a theater Joint Intelligence Center (JIC) supports a JTF deployment with imagery coverage of an aerial port of debarkation.

A staff sergeant in the Corps Analysis and Control Company initiates action to task the Corps MI Brigade to report any increase in radar emissions from a series of tactical surface-to-air missile (SAM) sites.

An S2 briefs the scout platoon leader to perform reconnaissance along route ZEBRA and report any indications of enemy reconnaissance activity at named areas of interest (NAIs) 6 and 7.

Desired End Effect:

The collection manager acquires information that satisfies the command's intelligence requirements within timelines that support operational decisions.

Success Results In:

Commanders receive the intelligence they require in time to make and execute operational decisions.

Consequences of Failure:

Commanders do not receive the intelligence they need to make informed decisions, forcing them to accept risk.

Collection Management Sub-Functions

CM includes three distinct sub-functions:

- Requirements management (RM).
- Mission management (MM).
- Asset management (AM).

These sub-functions distinguish between internal and external relationships among collection managers, requesters, and collectors during CM operations. Figure 1-1 shows these functional relationships.

- RM: Requester-collection manager interface occurs during RM, when intelligence questions are first asked and subsequently answered.
- MM: MM assigns intelligence requirements to the available collection units or agencies best able to provide a timely answer.
- AM: Direct collection manager to collector interface occurs during AM when the asset manager plans and executes collection activities that lead to an answer to the original intelligence question.

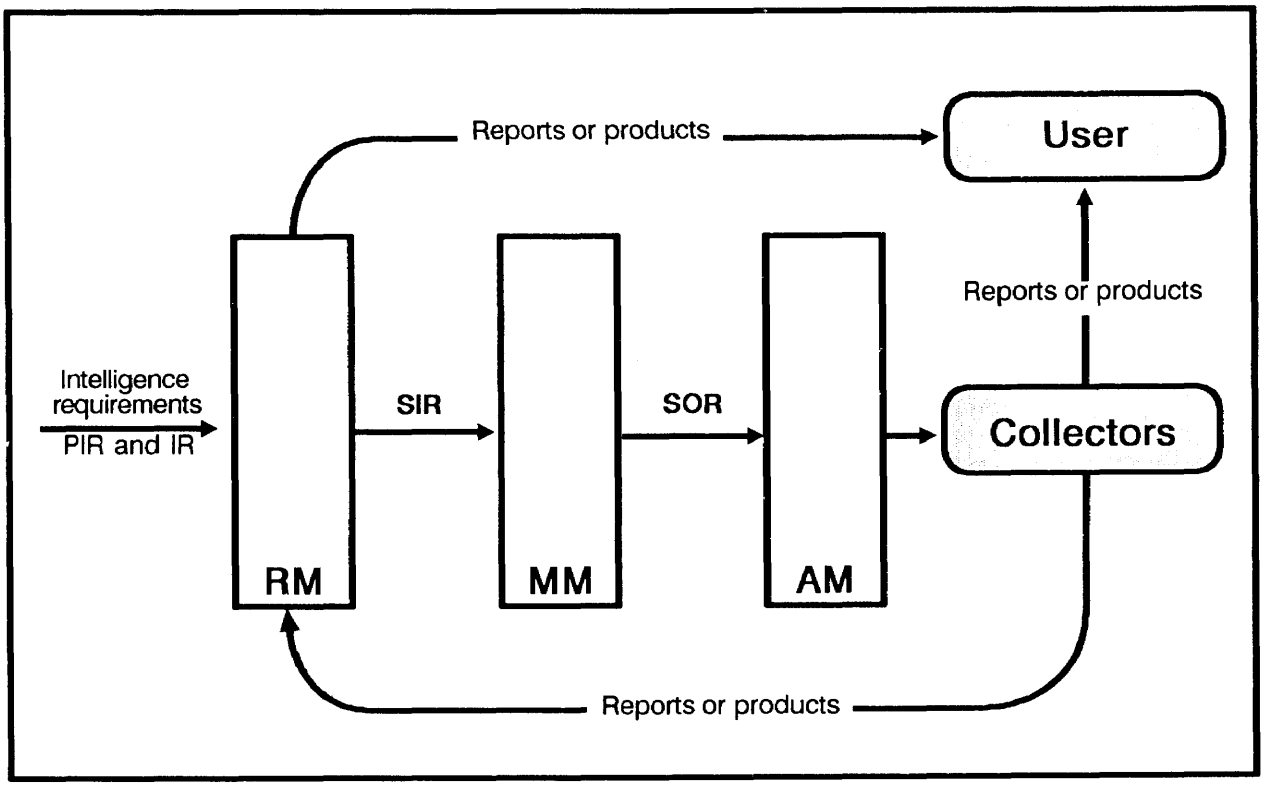


Figure 1-1. Collection management relationships.

At division, corps, and echelons above corps (EAC) there are individual "managers" and sections responsible for each sub-fiction. At brigade, and echelons below brigade, the S2 performs RM and MM, and sometimes AM, himself--often simultaneously.

Requirements Management (RM)

RM defines *what* to collect, *when,* and *where*.

The command's intelligence collection requirements-both priority intelligence requirements (PIR) and information requirements (IR)--are initially developed during the "decision making" process. As planning continues and during the operation itself, these requirements are continuously updated based upon collection results and changes to the operational concept.

In addition to the intelligence requirements of his own command, the collection manager receives requests for information from outside agencies. The requirements manager screens each request to ensure that it has been forwarded properly and that it is valid in terms of pertinence, feasibility, and completeness.

The requirements manager checks local data bases to determine if information satisfying the request is already on hand. If not, he creates a new requirement for collection or exploitation. The requirements manager integrates new orders and requests for intelligence with the command's own requirements, prioritizes the entire set of requirements, and refines them into specific information requirements (SIRS). Effective RM results in a "what to collect" that is clear, concise, and collectible.

Correlating intelligence reporting to the original requirement and *evaluating* that reporting are key sub-functions of RM. This is the quality control effort that helps ensure timely satisfaction of intelligence requirements. RM includes *dissemination* of reporting and related information to original requesters and other users. All of these functions require a recording system that allows the requirements manager to track the progress of each requirement and cross-reference incoming reports to outstanding requirements.

Creating and updating the *collection plan* and *synchronization planning* are a shared responsibility between the functions of RM and MM (see Chapters 2 and 3).

Mission Management (MM)

MM defines *how* to employ collection resources to satisfy requirements.

MM evaluates the suitability of systems, units, and agencies based upon capability and availability. It maps out the *collection strategy,* synchronizing collection schedules to PIR and deriving specific orders and requests (SORs) from SIRS. This strategy is captured in the collection plan. MM generates the actual collection task and requests and continually monitors resource readiness and performance.

MM is also exploitation management. Exploitation management uses intelligence processing equipment to make intelligence collected by theater or national agencies available to tactical users. Exploitation management is part of collection planning; it answers requirements without the commitment of additional collection resources. Exploitation management implements the "push and pull" concept behind intelligence echelonment (see FM 34-1).

Asset Management (AM)

AM executes collection and/or exploitation in accordance with collection plan requirements and tasking. AM combines the "what, when, and where" to collect from RM with the "how" from MM, and executes the collection mission with specific assets and resources. AM involves, for example, the resource-specific planning required to launch an aerial exploitation

battalion mission or emplace a long-range surveillance (LRS) team. Unit commanders conduct AM.

The fielding of "shared" systems, such as Joint Surveillance Target Attack Radar System (Joint STARS), presents new perspectives on AM. For example, the presence of multiple Joint STARS ground station modules (GSMs), each capable of directly "tasking" Joint STARS, requires that tasking authority (and thereby AM authority) be clearly stated in the appropriate operations and air tasking orders. This authority may be time phased, as one command "hands over" tasking or targets to another.

AM tactics, techniques, and procedures (TTPs) are addressed in various echelon manuals (FMs 34-10,34-25, 34-37, and 34-80).

Collection Management Process

The collection management process itself consists of the following six steps. Chapter 3 discusses these steps in detail.

- Develop requirements.
- Develop collection plan,
- Task or request collection.
- Disseminate.
- Evaluate reporting.
- Update collection planning.

The sub-functions of collection management overlap in these steps. Requirements development, report evaluation, and dissemination are the exclusive domain of RM. However, RM and MM both contribute to collection plan development and update. MM and AM both task collection and exploitation resources.

Chapter 3 of this manual discusses in detail each step in the collection management process. We intentionally address RM and MM as functions performed by separate individuals and sections to clearly delineate responsibility. At some echelons this may not be the case; sometimes, one individual or section performs both functions. Chapter 5 discusses who does what at each echelon.

Collection Management and Joint Operations

Joint doctrine (Joint Publication 2-01) divides collection management into two sub-functions: Collection requirements management (CRM) and collection operations management (COM). CRM corresponds directly to RM, with one exception--dissemination. Joint doctrine moves the responsibility for dissemination to COM, the joint equivalent of MM. Chapter 5 addresses conducting collection management in a joint, combined, or interagency environment.

Doctrine Versus Tactics, Techniques, and Procedures

Doctrine, at its broadest reach is descriptive, not prescriptive.

FM 100-5

This manual does not serve as a definitive "desktop" handbook for collection managers. Collection management TTP may vary according to mission, organization, echelon, and theater. While we provide current collection, exploitation, dissemination system descriptions, collection "problem set" scenarios, and a representative example of tasking and request formats, the IS0S "revolution of coverage" continues. This, and the complexity of the various problems collection managers face, makes the inclusion of TTP to cover every situation impractical. Every collection manager must adapt the doctrine to his mission, available systems, echelon, and theater of operations.

CHAPTER 2

COLLECTION MANAGEMENT SUPPORT TO COMMANDERS

The primary purpose of collection management is to answer the commander's intelligence requirements while making the best use of scarce intelligence collection resources. The secondary purpose is to answer intelligence requirements of other intelligence users.

Intelligence requirements generally focus on intelligence required to prevent surprise, support planning, support decisions during execution of' a friendly course of action (COA), and engage high payoff targets (HPTs) in support of that COA. They are products of the decision making and targeting processes. Collection management satisfies these requirements by synchronizing the activities of intelligence collectors and processors with the command's operations.

Collection Management and the Decision Making Process

The decision making process leads to the selection of a friendly COA. The selected COA includes a list of' intelligence requirements, some of which the commander will designate as PIR. **Each intelligence requirement supports a decision expected to occur during execution of the selected COA.**

Mission Analysis

In this step, intelligence preparation of the battlefield (IPB) products enable the commander to assess facts about the battlefield and make assumptions about how friendly and threat forces will interact on the battlefield.

Mission analysis, supported by IPB, identities gaps in the command's knowledge of threat forces, the battlefield environment, and its effects on potential COAs. Based on the commander's guidance, some of these gaps become the collection manager's initial priorities for intelligence collection.

During mission analysis, the IPB process generates a set of threat COA models. which include situation templates. The significant differences between these COAs are the basis of the initial event template and its supporting matrix. The collection manager uses this initial event template and matrix to focus collection on identifying the COA the threat will adopt.

Develop Courses of Action

In this step the staff develops friendly COAs based on the facts and assumptions identified during mission analysis. Among other things, they ensure that the potential friendly COAs they develop have realistic expectations of the intelligence system.

Analyze and Compare COAs

During wargaming the staff "fights" the set of threat COAs against each potential friendly COA. This enables them to assess when and where they might require intelligence about possible enemy activities or other events at key areas within the area of interest (AI). These areas are NAIs.

Activity at NAIs helps to confirm or deny a particular enemy COA relevant to the friendly COA. When, as a result of wargarning, the commander discovers he must make a decision based on intelligence from an NAI, that NAI becomes a decision point (DP) or creates a DP related to that NAI. The information required to make the decision becomes an intelligence requirement.

The staff uses several tools to record the results of wargaming:

- The decision support template (DST) normally depicts—
  - The location of the DP where activity will confirm or deny that the event which will cue a decision has occurred.
  - Time phase lines (TPLs) associated with the event and associated decision, and the command's expected response or options.
- The battlefield operating system (BOS) synchronization matrix, which is shown at Figure 4-4, supports the DST and is usually included on the DST itself. It normally depicts—
  - The threat activity or other event that keys a decision.
  - The times by which the commander needs to know of the event's occurrence (latest time information of value [LTIOV]).
  - The friendly command's expected response or execution options (for each BOS).
  - Timelines associated with the event and the command's responses.
- The event template is refined to include NAIs that support each decision as well as target development discussed below in **Collection Management and the Targeting Process** and the TPLs associated with them.
- The event matrix is similarly refined to include the results of wargaming each COA. It depicts the indicators and timelines associated with each NAI and target area of interest (TAI).

During this process the collection manager advises the staff on the ability of the intelligence system to provide the intelligence required to support anticipated decisions. Participating in this process helps the collection manager better understand the concept of the friendly operation and the intelligence required to support it.

The collection manager uses the tools developed during wargaming to develop and evaluate rough outlines of collection strategies against each identified intelligence requirement; ensuring that intelligence collection is capable of supporting the friendly COA. He develops and depicts these strategies for each potential friendly COA using his own synchronization tools--the intelligence synchronization matrix (ISM) and collection plan.

Decision

Following staff recommendations, the commander decides upon a COA and issues implementing orders. He also approves the list of intelligence requirements associated with that COA, developed before and during wargaming, and identifies the most important as PIR.

During this step of the decision making process, the collection manager normally briefs the intelligence collection strategies that support each intelligence requirement. Once the commander selects and approves a COA, he also approves the collection manager's collection plan. The collection manager then implements his plan by tasking and requesting collection.

Execution

As the command executes the selected COA, the collection manager monitors execution of the collection plan. He uses the ISM to ensure that—

- Collection assets are focused on the proper intelligence requirement at each stage of the operation.
- Intelligence required to support decisions is delivered on time.

During execution the collection manager keeps abreast of both current operations and the intelligence situation. He maintains continuous coordination with asset managers to ensure effective cross-cueing and retasking of collection assets. This allows him to take advantage of presented opportunities, to prevent surprise, and to keep intelligence operations synchronized with the command's operation.

For a complete discussion of the decision making process, see FM 101-5. For a complete discussion of IPB, see FM 34-130.

Collection Management and the Targeting Process

The targeting process results in targeting guidance that supports the command's COA. This guidance generates additional intelligence requirements in support of each potential friendly COA the targeting process supports.

Decide

As part of COA analysis and comparison, or immediately after, the staff generally starts the targeting process with a targeting conference. Using the results of staff wargaming and IPB as a guide, they decide—

- What targets to acquire and attack HPTs.
- What target selection standards (accuracy and timeliness) to use.
- Where and when these targets will likely be found (NAIs and TAIs).
- How to attack the targets, based on the commander's targeting concept.
- Whether battle damage assessment (BDA) on each target is required to support the commander's intent or the command's COA, and bow detailed it must be.

During the conference the collection manager advises the targeting team on the ability of available collection systems to acquire, identify, track, and assess BDA on HPTs. As needed, he assists them in developing an architecture that relays target intelligence to the attack systems in near-real time (NRT).

The targeting team further refines the event templates and matrices to include the information the collection manager will need to focus intelligence in support of targeting. He uses these products, as well as the target selection standards, to further develop and refine SIRS that directly support the targeting process.

Detect

During this step the collection manager develops collection strategies that will satisfy SIR which support the targeting process. He plans for synchronized collection, focusing on the proper HPT at each phase in the command's COA. If BDA is required to support the command's COA, the collection manager plans collection to satisfy that set of SIRS as well. When possible, he plans and arranges direct dissemination of targeting intelligence from the collector to the targeting cell or appropriate fire support element (FSE).

During conduct of the COA, the collection manager monitors execution of the collection plan. He uses the ISM (see Chapter 3) to ensure that collection assets are focused on the

proper HPT (and their associated NAI and TAI) at each stage of the operation. As targets of opportunity present themselves, he tips off the appropriate FSE and cross-cues collection assets to support the targeting effort, arranging BDA as needed.

Deliver

During delivery, the collection manager cues NRT collectors and reporters to continue tracking targets during their engagement. Preplanned or cued BDA collection and reporting help determine if the engagement produced the desired effects; if not, continued tracking supports immediate re-engagement.

For a complete discussion of the targeting process, see FM 6-20-10.

Collection Management and Intelligence Synchronization

Intelligence synchronization is the process that ensures the intelligence system provides answers to intelligence requirements in time to influence the decisions they support.

Synchronization begins with the decision making and targeting processes. Taken together, these processes identify the decisions that must be made during execution of a COA and its branches and sequels. It is these decisions which drive the command's intelligence requirements. Every identified decision should be supported by an intelligence requirement.

Other commands (higher, subordinate, and adjacent) develop their intelligence requirements through the same processes, They communicate their requirements to the collection manager in the form of specific orders (from higher commands) or specific requests (from subordinate or adjacent commands), The collection manager integrates their requirements into his planning to satisfy his own command's requirements.

To facilitate coordination, the collection manager establishes intelligence handover lines between higher and subordinate units. Requirements for intelligence in a given area can then easily be directed to the unit with responsibility for that area of the battlefield. Intelligence handover lines are especially useful when tracking particular threat units or HPTs. "Handing over" responsibility for the target as it crosses the coordination line, accompanied by liaison, ensures that it is not lost in the transition.

Synchronization continues during the collection management process. The collection manager uses the products of IPB, the decision making process, and the targeting process to develop SOR sets that synchronize the activities of collectors with the command's DPs. He ensures—

- That all requirements are fully supported by a set of SORs.
- That the collection and reporting timelines will deliver intelligence in time to influence each decision.
- That he plans and allocates time for collection, processing, and dissemination.

During execution the collection manager follows up and monitors the collection effort and reporting to ensure synchronization. As needed, he prompts asset managers to meet timelines, cross-cueing, and retasking as necessary to keep intelligence operations synchronized with the command's operations.

An Example

While wargaming potential COAs, the division commander states: "If the enemy commits more than one regiment to secondary avenue of approach (AA) CAROL before the

1st Brigade completes its counterattack, I will want to divert the attack helicopters from the counterattack to reinforce the defense there."

The collection manager coordinates with the G2 and G3 plans officers and learns that 1st Brigade's counterattack should be completed by H + 12 (with H-hour defined as whatever time the enemy begins his main attack). The collection manager writes a draft intelligence requirement supporting the commander's decision about diverting the attack helicopters to read: "Will the enemy commit more than one regiment to AA CAROL before H + 12?"

Following the wargaming session, the collection manager coordinates with the all-source production section (ASPS) to further develop the intelligence requirement. They identify several SIRS and identify the NAIs and times, relative to H-hour, they should appear. One of these SIRS reads: "Are more than 24 artillery weapons located in NAI 17?"

This particular SIR is active only until H + 11, so the collection manager establishes an LTIOV of H + 11. (H+ 11 because the ASPS determined that the enemy would have the artillery in NAI 17 not later than (NLT) H + 11 to support the commitment of maneuver forces in AA CAROL by H + 12.) Similarly, based on current dispositions and the set of predicted enemy COAs, the ASPS deduces that H-3 is the earliest time the enemy would deploy the artillery in NAI 17 (see Figure 2-l).

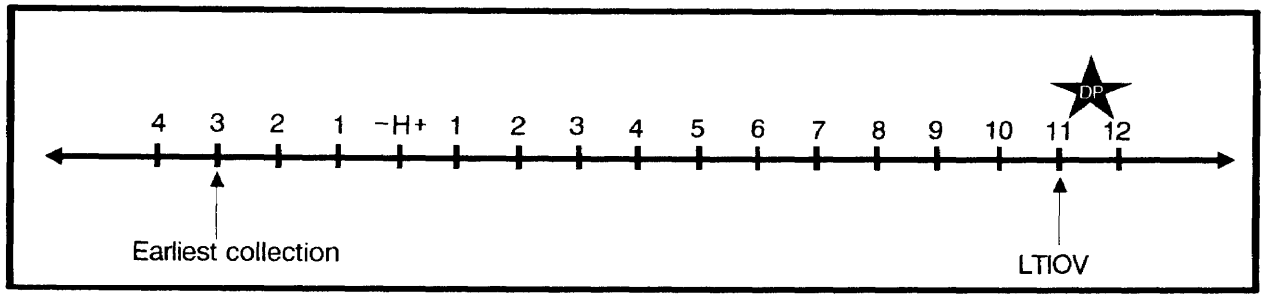


Figure 2-1. The collection manager begins an intelligence synchronization matrix.

The collection manager uses this information to focus collection on NAI 17 during a specific time window: H-3 to H + 11. This ensures the best use of assets by making them available for other missions during times outside this window.

After reviewing available collection systems, he decides to use a cueing strategy to answer this SIR. He plans to use Joint STARS coverage to monitor movement into NAI 17. If any is detected, he plans to cue unmanned aerial vehicle (UAV) coverage of the NAI to identify the specific numbers and types of equipment moving into the NAI. During those periods Joint STARS coverage is not available, he plans to use signals intelligence (SIGINT) to identify any artillery-associated activity within the NAI. Again, he will cue UAV coverage if any is detected.

Noting that Joint STARS coverage is available from H+ 2 to H+ 7, the collection manager requests moving target indicator coverage of NAI 17 during that complete period (see Figure 2-2). He follows this with an order to the division's GSM to monitor the mission results and " . . . report the arrival of more than 24 vehicles in NAI 17 ...."

For SIGINT coverage of the periods from H-3 to H +2, and again from H + 7 to H+ 11 (when Joint STARS coverage is unavailable), the collection manager develops similar SORs for his SIGINT collection agencies (see Figure 2-3). These are tailored to their specific

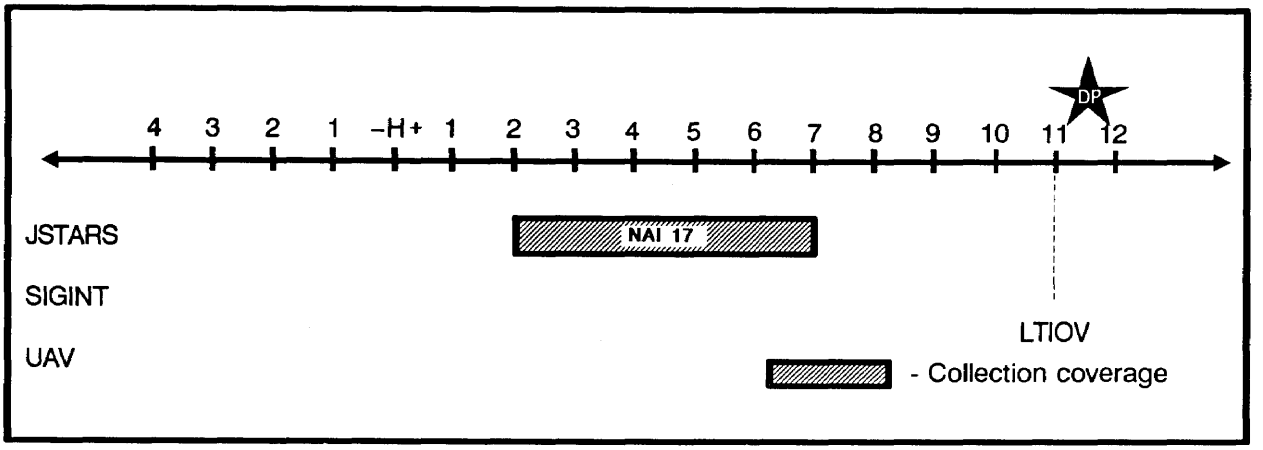


Figure 2-2. The intelligence synchronization matrix structures collection strategies.

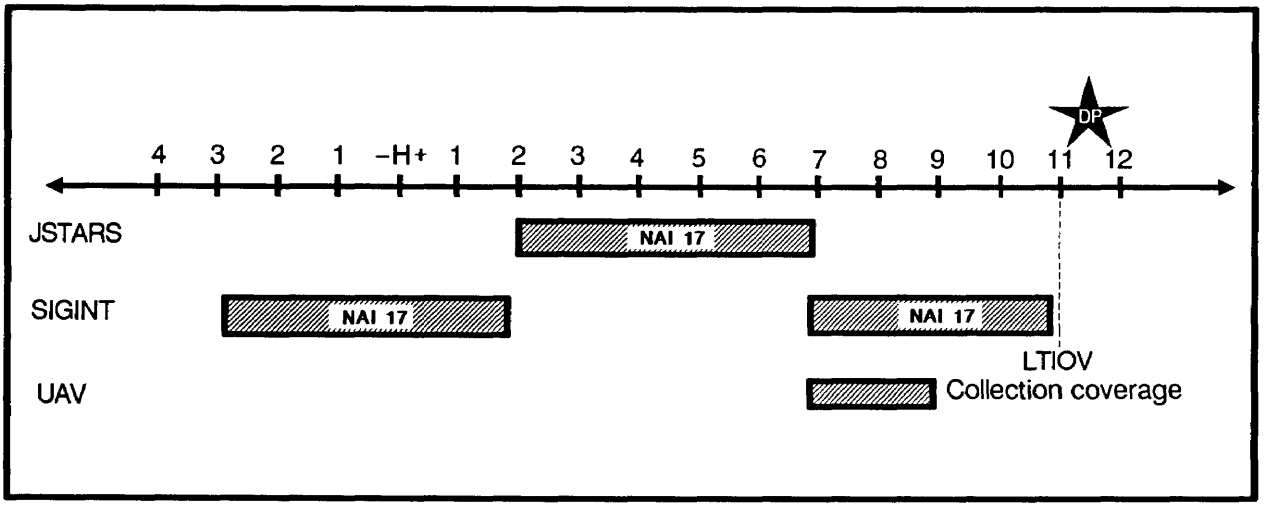


Figure 2-3. The collection manager ensures coverage of the NAI while it is active.

capabilities. For example: "Report artillery associated communications within NAI 17 between H-3 and H +2 . . . . Negative reports required NLT H+2:30..."

To ensure that the UAV will be able to respond to cues expected from the other collectors, the collection manager writes an "on order" tasking.

In this case, it reads: "Between H-3 and H+11, be prepared to conduct reconnaissance of NAI 17. Report the presence of artillery weapons or associated equipment; include number and type of equipment. Negative reports required..." He coordinates with the division's air space managers to ensure that air space to conduct the mission will be available during the entire period (see Figure 2-4).

The Collection Manager's Role

As the link between the command's intelligence requirements and the collectors that satisfy them, the collection manager is the key to intelligence synchronization.

The collection manager checks to ensure that all decisions identified during COA development are supported one-for-one by intelligence requirements. This usually involves coordination with the planning staff or ASPS. He then manages the collection management process to ensure that—

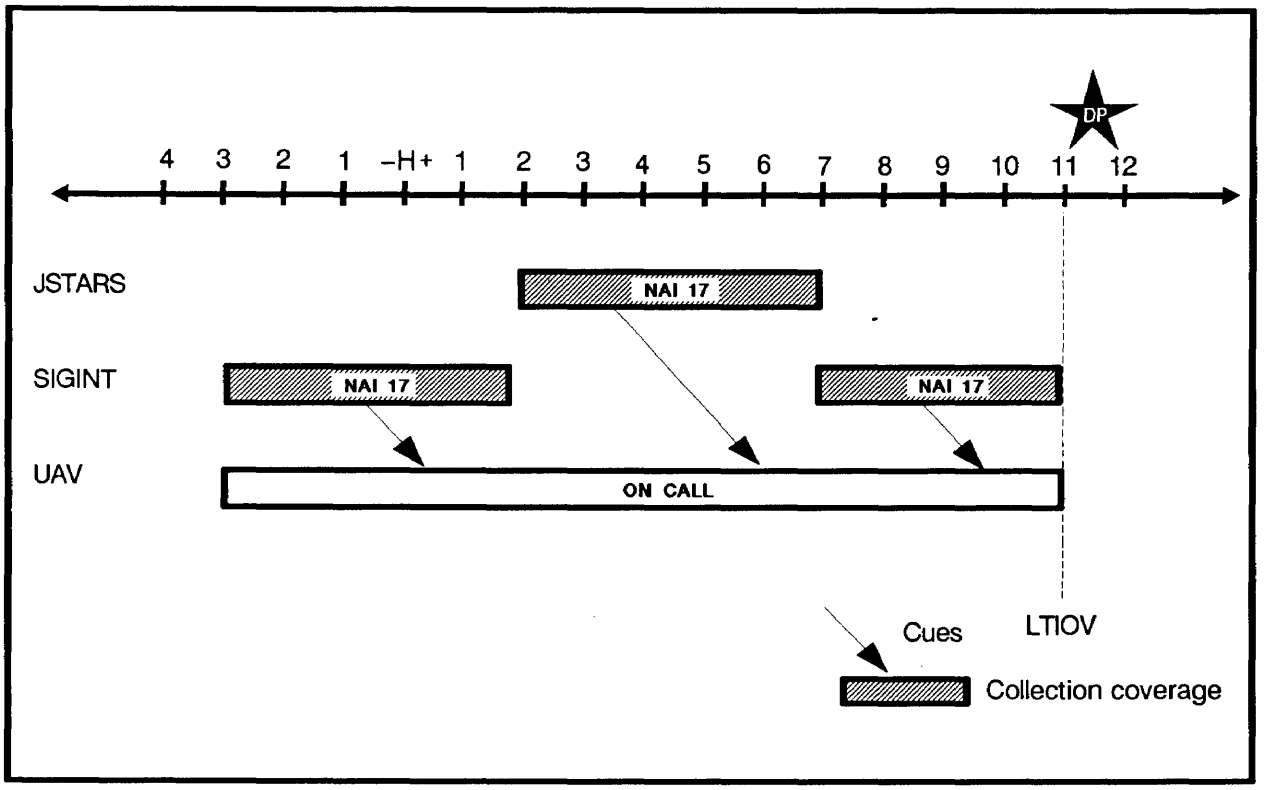


Figure 2-4. The completed cueing strategy depicted on the initial intelligence synchronization matrix.

- Collection supports all intelligence requirements.
- All SORs support some intelligence requirement.
- Collection strategies are properly "backwards planned" to ensure timely receipt of intelligence.
- Collectors and processors have dissemination guidelines.
- Collectors execute the strategies within the timelines each intelligence requirement dictates.

Desired End Effect

During planning of the command's COAs, the G2 or S2 can trace every—

- SOR to the operational decision it supports.
- Operational decision to its supporting set of SORs.

During execution of the command's COAs, the G2 or S2 ensures that the intelligence needed to support intelligence requirements reaches decision makers in time to influence their decisions.

So What?

Successful synchronization provides critical intelligence on time and on target.

Failure to synchronize results in—

- Decisions made without the benefit of intelligence.
- Collection against intelligence requirement that are no longer valid.
- Collection of intelligence that will not influence the COA.
- Under- or over-used collection systems.

The remainder of this manual addresses the application of the collection management process to accomplish synchronization. The process itself is discussed in Chapter 3. Common tools am techniques collection managers use to synchronize intelligence are in Chapter 4.

CHAPTER 3

THE COLLECTION MANAGEMENT PROCESS

The collection management process is cyclic in nature. As you use the process to satisfy some intelligence requirements, you simultaneously use it to generate new requirements or reprioritize existing ones.

How To Do It:

As shown in Figure 3-1, each step of the collection management process consists of a series of judgment decisions. Taken together, they form the "how to" of collection management.

A Doctrinal Procedure:

Use the same procedural thought process shown in Figure 3-1 regardless of echelon, type operation, or time available. However, circumstances will dictate the nature and amount of detail you will be able to develop in the resulting products. For example:

- A collection management section at the corps level might take several days to execute all the procedures described in this chapter to produce—
  - °An intelligence synchronization matrix.
  - °A number of asset evaluation worksheets.
  - °A detailed collection plan reelecting several hundred SORs.
- During an accelerated staff planning process, an experienced battalion S2 may take 5 minutes to execute exactly the same set of procedures described in this chapter.
- He then hands the event template and a simple reconnaissance and surveillance (R&S) tasking matrix to his scout platoon leader. He also asks for a copy of the platoon leader's plan to incorporate into the battalion R&S overlay.

Remember to always conduct every step. The time required to execute these steps depends upon the tools you choose to use and develop. If you are familiar with the capabilities of your assets, for example, you may speed up the process by not actually constructing asset evaluation worksheets. You will, however, consider the capabilities of your assets against the collection target before selecting them as part of your collection strategy.

Step 1. Develop Requirements

What Is It?

Definition:

The identification, prioritization, and refinement of uncertainties concerning the threat and the battlefield environment that a command must resolve to accomplish its mission.

For Example:

After receiving taskings from division, participating in staff wargaming, and coordinating with the commander, a brigade S2 publishes the following list:

- PIR #1: When will the enemy tank division counterattack through NAI 8d along AA 4? (triggers division's counter-counterattack-LTIOV 231400).

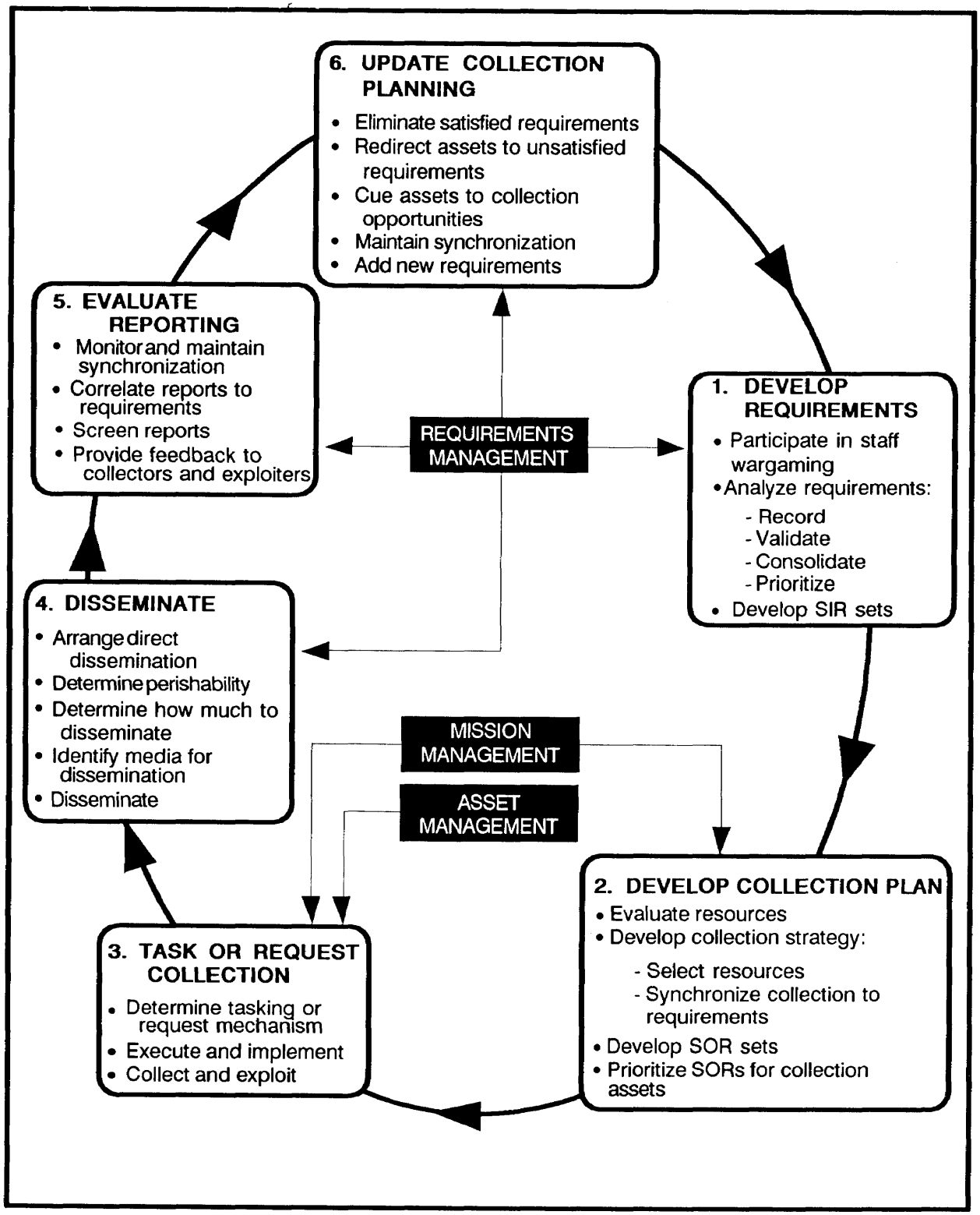


Figure 3-1. Collection management functions and process.

- PIR #2: Is the enemy defending NAI 3b with less than a battalion? (shifts brigade's main effort to 3d Battalion-LTIOV 231300).
- PIR #3: When will the enemy tank regiment counterattack through NAI 9b along AA 3? (triggers brigade's reserve to OBJ LEE-LTIOV 23 1700).

Desired End Effect:

A prioritized list of exactly WHAT needs to be collected, precisely WHERE it needs to be collected, and WHEN it needs to be collected and reported in order for a unit to conduct operations as planned.

So What?

Success Results In:

Intelligence requirements that are synchronized with the command's COA.

As collectors report, analysts receive the information they need to develop intelligence that drives the commander's decisions.

Consequences of Failure:

Analysts receive information that—

- Does not relate to the command's intelligence requirements.
- Arrives too late for commanders to use.

Participate In Staff Wargaming:

Wargaming: Units generate intelligence requirements through staff wargaming. Intelligence officers role play the enemy commander using enemy COAs developed during the IPB process.

As the remainder of the staff "fights" opposing COAs, the commander or his designated representative identifies decisions to be made during the actual execution of the mission. For each of these decisions, the staff identifies the precise intelligence criteria required to trigger the decision.

For example: During a corps wargarning session the G2, who is role-playing the enemy Army commander, commits a forward detachment of regimental size to seize a bridgehead over a major river at either bridge site #1 or #2.

The G3 responds by declaring: "Darn you, if that happens we'll have to hit them with two attack helicopter companies. We will also have to blow the bridge they're going for; but we can leave the other intact. "

After further discussion the G2 writes the following notes, which the G3 and commander verify later:

MRR or TR hits NAI 7W-- 2 x ATK Helo Co to TAI 7W Blow Bridge #1 (prior to main attack)

MRR or TR hits NAI 7E-- 2 x ATK Helo Co to TAI 7E Blow Bridge #2 (prior to main attack)

The collection manager notes the requirement for collection on the AAs to the bridges, as well as the bridges themselves. He outlines a collection strategy that will ensure early warning of a move toward the bridges and support employment of the attack helicopters in the related engagement areas.

Collection Management Participation: A collection management representative (normally the requirements manager) should participate in the wargaming session.

The CM representative determines whether the normally available collection assets can acquire the appropriate intelligence in a timely manner. If not, wargamers must plan contingencies around the predicted lack of intelligence.

The CM representative ensures that each proposed NAI can be covered by some sensor. If the command must rely on non-organic sensors to cover the NAI, he ensures that the remainder of the staff is aware of any risks and delays involved.

The commander will often designate certain decisions as more critical than others. This will enable the collection manager to appropriately prioritize requirements later in the CM process.

If wargamers identify more decisions than available collectors can support, the CM representative can prompt the commander to prioritize the decisions.

Wargamers often discuss the specific intelligence that will and will not support each decision. The details of this discussion may not appear in the intelligence requirements and SIRs sent to the CM section.

By sitting in on this discussion the collection manager will be better able to evaluate the relevance of incoming reports later in the CM process. The collection manager will also be able to develop collection strategies with higher reliability.

By sitting in on the wargaming session the collection manager will better understand the commander's intent and concept of operation. This enables the collection manager to respond faster to changes in operational priorities during battle.

Participating in staff wargaming allows the collection manager to fully integrate the CM process into the decision making process. As a result, he is better able to synchronize the command's collection operations with the remainder of its operations.

For more information on intelligence support to wargaming, see FM 34-130, Appendix A. For a discussion on how to determine the precise intelligence required for decisions, see Appendix D of this manual.

Analyze Requirements:

To ensure the most effective use of collection assets, first analyze each requirement to determine how best to satisfy it. Sometimes this does not require collection activity. Often, a newly received requirement can be satisfied by intelligence in the data base or duplicates one that has already been processed.

Use the following steps to ensure that each requirement is satisfied in the most efficient manner:

Record Requirements: In addition to the set of intelligence requirements produced during wargaming, you wilI receive intelligence requirements from—

- Higher headquarters, in the form of specific orders.
- Subordinate and adjacent units, in the form of specific requests for intelligence.

In order to track these requirements, along with those of your own command, record each requirement as received. Use this record to track each requirement from its receipt to its eventual satisfaction. See Figure 3-2 for one example of a register used to record and track intelligence requirements.

DIV IR NO.	REQUESTOR NO.	DTG RECEIVED	SUBJECT	ACTION	DTG CLOSED
92-1012	1st Bde No. 17423	091330 May	Recon activity in NAI 32	SOR Nos. 92-1462, 92-1463, 92-1464	
92-1013	Div Engineer Office	091500 May	Obstacle system at OBJ SCHMIDT	ASPS for Situation Template	091630 May

Figure 3-2. Example of one type of IR register.

Validate Requirements: After beginning an audit trail by recording each requirement, validate requirements by considering—

Feasibility: Non-intelligence staff officers sometimes have unrealistic expectations of the IS0S. This manifests itself in intelligence requests that no collector could answer in a timely manner.

Sometimes feasibility is a fine line. Given enough time and resources, for example, expert human intelligence (HUMINT) assets might be able to answer the request, "Which of the three COAs does el president***intend*** to implement?" Generally, however, the most feasible response to such requests is an ***estimate*** of which COA "el president" is ***most likely*** to select.

When a request is not feasible, notify the requester with an explanation of why the request cannot be satisfied. Coordinate with the requester to establish possible alternatives that might satisfy his needs.

Completeness: All requirements should specify—

- WHAT (activity or indicator).
- WHERE (NAI).
- WHEN (time that the indicator is expected to occur and LTIOV).
- WHY (justification).
- WHO (who needs the results).

Necessity for Collection:

Check immediate data bases to see if someone has already collected the information or produced the intelligence. If a product already exists that answers the requirement, refer the requester to the agency that produced the product; if the requester does not have access to that agency's data base, obtain and provide the product to the requestor.

Refer requests for production to the appropriate agency. In such cases the intelligence already exists, but not in the format the requestor desires. One example of this is a unit that wants a photo-mosaic put together from pictures that already exist.

Consolidate Requirements: Since you receive requirements from several different commands, you will often receive requirements which are similar to those previously

received. In particular, the specific request for intelligence from subordinate units often duplicate the intelligence requirements of their parent command.

Simplify the collection effort by merging similar requirements. Normally, replace the more poorly written requirement with the wording of the better justified or more specific requirement. However, exercise caution to ensure that in merging requirements you do not lose the intent of' either of the original requirements.

Also ensure that when merging requirements, you do not lose accountability of the replaced requirement. The audit trail must allow you to match the satisfied requirement against all requests for that intelligence; ensuring dissemination to every requesting headquarters when the requirement is satisfied.

Prioritize Requirements: After consolidation you will have a composite list of intelligence requirements. Some of these requirements are more important to mission success than others. Prioritize the list. This enables you to focus assets on the most important requirements, while economizing assets for less significant areas.

When prioritizing, do not automatically put specific orders from senior headquarters on top of the list, your own command's requirements in the middle, and specific requests for intelligence from subordinates on the bottom. A subordinate command's specific request may well be more important to the success of your command's mission than all the other requirements. Likewise, a specific order from a senior command may be ranked near the bottom of the list.

Effective prioritization requires staying abreast of the operation. When prioritizing consider—

Justification. Requirements are justified by their links to decisions. Consider the following two requirements:

1. Specific order from higher: "Identify the shoulder insignia worn by the elite 12th Armored Division. "

2. Specific request from a subordinate: "Is the enemy's reserve tank battalion assembled for counterattack in NAI 5 or NAI 6? (Triggers artillery strikes and decision to send attack helicopters to either TAI 5 or TAI 6.)"

In this case you should prioritize requirement #2 higher than #1, even though the first is a task from higher and the second is a request from a subordinate. You must accept and plan collection to satisfy the senior command's specific order (a specified task) but, naturally, its priority is determined by the importance of the decision it supports.

Specificity. Requirements should be narrowed and refined to the most specific WHAT, WHEN, and WHERE questions possible. The WHY is the justification. Consider the following two requirements:

1. Specific order from higher: "Will the enemy attack? If so, when, where, how, and in what strength?"

2. Specific request from a subordinate: "Will the enemy attack through AA 4 prior to 231900" March with more than one regiment? (Triggers repositioning of 2d Brigade to alternate sector,)"

Requirement #1 is so broad that collectors have authority to collect on just about anything. These kinds of general, unfocused questions usually generate general, unfocused answers.

Requirement #2 is a thoroughly considered, focused question. The requester knows exactly what he wants, and stands a good chance of receiving the answer to his requirement.

Once again, you should rank #2 higher than #1.

Time-phasing. Normally, each intelligence requirement has a time relative to a point in the battle when answering it will be important, and another time when it will no longer be valid. Consequently, the relative priority of each requirement may change over time.

The LTIOV is one obvious guide to shifting priorities. Other guides are the products of IPB and staff wargaming which show the times activity is expected in each NAI.

Time phasing of intelligence requirements, like synchronization, is a continuous process. The operation may progress more or less quickly than anticipated during staff wargaming. Consequently, the expected timelines based on the original staff wargaming may change as the operation unfolds. Monitor the conduct of the operation and stay alert for changes in the LTIOV.

Relative significance to your commander's intent. Some activities on the battlefield are more critical to your commander's intent than others.

The commander may give some ideas as to what he considers most important during wargaming. If not, the commander's intent is reflected in the priorities he assigns to each part of the operation. Use this as a basis for establishing a prioritized list from which to make recommendations to the commander for his approval.

After you prioritize the list and make your recommendations, the commander designates some of the most important requirements as PIR. By doing so, the commander declares that the answer to the PIR is mission essential. In other words, failure to answer the PIR endangers the command's mission accomplishment. The PIR are themselves also arranged in priority order.

For maximum effectiveness you and the commander should refine the PIR to specific questions that are linked to operational decisions as discussed above. See Appendix D for ideas on how to refine PIR.

Develop Specific Information Requirement Sets:

What is it?

Identifying the sets of specific information that will provide an answer to each intelligence requirement.

SIRs break requirements into smaller, more specific questions which, when answered, can satisfy the larger intelligence requirement. SIRs describe what information is required, where on the battlefield it can be obtained, and when it is to be answered. SIRs are as detailed as possible. To support mission management and the development of SORs the requirements manager, normally with the assistance of the ASPS, develops sets of SIRs for each requirement.

For example: During wargaming a corps commander tells the G2, "In order to commit our reserve I need to know whether that tank division will turn east or west at Griffinheim."

The requirements manager refines this into the intelligence requirement, "Will the 3d Tank Division enter NAI 8 or NAI 9 on the evening of 5 March? (triggers corps reserve).

This intelligence requirement already contains a reasonably detailed description of what the commander wants to know, where to find the intelligence, and when the event is expected to occur. However, the requirements manager needs to supply the mission manager with more detail in order to support his planning and the subsequent development of specific orders and requests. Therefore, the requirements manager and the ASPS develop the following set of SIRs, all designed to support the same basic intelligence requirement:

- Will more than 220 combat vehicles of the 3d Tank Division pass through NAI 8 or NAI 9 between 051400 and 060400 March?
- Will more than 17 reconnaissance vehicles subordinate to the 3d Tank Division or its regiments pass through NAI 8 or NAI 9 between 041800 and 052000 March?
- Will more than 38 artillery weapons subordinate to the 3d Tank Division enter NAI 8 or NAI 9 between 051200 and 060200 March?
- Are more than 2 R-xyz radios active in NAI 8 or NAI 9 before 060200 March?

How to do it:

Ideally, each intelligence requirement will contain all the information the requirements manager and ASPS section need to develop supporting SIRs. In such cases, the intelligence requirement states the "where" and "when" to collect; the requirements manager and ASPS need only refine the "what to collect" into specific items of information.

If you receive requirements which do not contain the information you need to establish the "where" and "when to collect, coordinate with the originator to obtain that information. The information you need should be contained in the IPB products that helped generate the requirement.

The event template shows the location of' NAIs on the battlefield and TPLs associated with each NAI. The event matrix shows the threat activities, o**indicators,** to look for in each NAI, and the timelines during which each NAI should be active.

As the requirements manager develops SIR, he should coordinate with the mission manager to get an understanding of the types of SIRs and exact specificity required to support his planning. A technique is to develop SIR sets while the mission manager is developing the collection strategy for each requirement.

This process begins with identifying the activities that will confirm the event specified in the intelligence requirement. These activities, called indicators, are usually stated in general terms such as "forward deployment of artillery."

The first step is to make each indicator more specific by identifying the "where to collect, " tying it to a specific point on the battlefield. For example, use a specific NAI to replace the general idea of "forward" in the indicator "forward deployment of artillery" and rewrite it as "artillery deployed in NAI 12." If the intelligence requirement is well written, it will contain the NAI that allows you and the ASPS to do this.

Use a similar technique to specify the "when to collect. " If the intelligence requirement is well written, it will contain the timelines needed to establish the "when to collect. " If it does not, coordinate with the ASPS. Their situation templates depicting the threat COA under consideration and the graphics depicting the friendly scheme of maneuver should provide the information needed to establish collection timelines for the NAI in question.

Develop more detail in the " what to collect" by identifying the specific information which supports the indicator. For example, specific information which supports the indicator "artillery deployed in NAI 12" might include—

- Presence of artillery weapons.
- Presence of tire direction control equipment or vehicles.
- Presence of artillery associated communications equipment.
- Presence of artillery ammunition carriers.

Develop each indicator further by coordinating with the ASPS to identify the specific types of equipment or other "collectible" associated with each developing SIR.

For example, replace the generic "artillery weapons" with specifics such as "M-109 or M-110 self-propelled artillery systems" if that is what should be present within the NAI. Similarly, replace "artillery associated communications" with "the QUASIT data signal" if that is the type used by the enemy unit in question. This helps asset managers to optimize their collection capabilities against the target in question.

Establish the LTIOV by backwards planning the timelines required to deliver the finished intelligence to the requester. Ensure that the LTIOV will deliver the intelligence at or before the DP it supports.

Because each intelligence requirement will generate a number of indicators, which will in turn generate a number of SIRs, finalize each SIR by labeling it with an identifier that allows the requirements manager to trace it back to the original intelligence requirement. A final SIR might be written as "SIR 2.12.7: Are there QUASIT data signals active in NAI 12 between 041200 and 060200 March? LTIOV: 060400 March. "

Remember that indicators and SIRs are analytical tools for the ASPS. Ensure that when the collector satisfies the SIR, the analyst will have information that truly does indicate enemy actions that will solve the original requirement.

Step 2. Develop Collection Plan

What Is It?

Definition:

The integrated and synchronized plan that selects the best collectors to cover each requirement. It is a graphic representation of the collection strategy. This is the first step in the CM process that involves mission management.

An example of one collection planning problem:

The corps commander's first priority is detection and tracking of the enemy's tank regiment, the principal counterattack threat. The Corps is conducting the theater's main effort and has radar service request priority during tonight's Joint STARS mission. The mission manager decides to maximize Joint STARS wide area surveillance capability to detect and track major armor movement. He also plans to activate preplanned national system imagery problem sets of key choke points (NAIs #6, #7, #8) along likely tank regiment approaches. Additionally, he prioritizes collection requirements for the corps MI brigade HUMINT company and the forward brigades with responsibility for the same NAIs, with special emphasis on enemy prisoners of war (EPWs) or refugees with knowledge of enemy reconnaissance activity.

Desired End Effect:

A collection strategy and employment scheme that will produce the intelligence required to effectively answer the command's intelligence requirements.

So What?

Success Results in:

Synchronization of intelligence collection with the command's COA through effective use of collection assets at the right time and place on the battlefield.

Consequences of Failure:

The wrong collector wastes time trying to answer a question beyond its capabilities.

A false picture of the target develops from use of an inappropriate collector.

A true picture of the target arrives too late, because you relied upon a collector with insufficient reporting timeliness.

Collection is focused on an unimportant area of the battlefield.

The commander is forced to assume unnecessary risk.

How to do it:

Evaluate Resources:

Mission management takes prioritized requirements and begins matching them with suitable collection and exploitation assets using the following criteria:

Availability: Know the collectors and processors available to you at your own echelon, and above and below. Know their capabilities and how to access them. Aside from maintenance and operator readiness issues, you have influence over the availability of organic assets. For example, the corps collection manager will alert the MI brigade to prepare for a surge in Guardrail Common Sensor missions. In turn, the Brigade will regularly report aircraft readiness, factoring in such variables as phase maintenance and crew rest requirements.

Determine higher echelon and other service asset availability by reviewing various scheduling mechanisms (for example, the air tasking order or Peacetime Application of Reconnaissance Programs (PARPRO) schedule). Airborne collectors often retain a reserve capability to respond during crises. This quick reaction capability provides an opportunity to request unscheduled collection in support of a critical requirement.

HUMINT assets are not tied to traditional "schedules"; their availability is linked to geographic access, support relationships, and workload.

Capability: This criteria is fairly straightforward with electronic collection and exploitation systems. Capability includes such things as—

- Range (both actual distance and electromagnetic spectrum).
- Day and night effectiveness.
- Technical characteristics.
- Reporting timeliness.
- Geolocational accuracy.

Physical and threat environments impact greatly upon collection system capability, both in terms of—

- The target--Can the system "see through" fog, smoke, hostle electronic warfare (EW).
- The platform--Can the aircraft launch in high winds or limited visibility? Can the prime mover cross an area of very "RESTRICTED" terrain?

Determining HUMINT collector capability is often a subjective process. Access to the target and reporting timeliness may be key qualifiers.

A tool that can help you work through the capability evaluation is the asset evaluation worksheet (see Figure 3-3) developed as part of the Joint-Service Tactical Exploitation of National Systems (J-TENS) Manual. See Appendix C for a capability quick reference guide.

Vulnerability: Evaluate the collector's vulnerability to threat forces. Consider more than threat forces in the target area. For example, the flight path of a QUICKFIX helicopter makes its role as an intelligence collection system and high-value target (HVT) obvious. Determine the threat's ability to locate, identify, and destroy the collectors anywhere their collection mission might take them.

Performance History: An experienced collection manager knows the "work horses" upon which he relies to meet the commander's intelligence requirements. Readiness rates, responsiveness, and accuracy over time may raise one collector's reliability y quotient. Certain sensors require confirmation, especially if targeting is an issue.

For example, target selection standards may require you to rely on systems capable of providing targeting accuracy, such as Advanced Synthetic Aperture Radar System (ASARS), Joint STARS, or UAV.

If experience shows that ASARS is often unavailable because of local weather patterns, the experienced collection manager considers this in evaluating the system's performance history; perhaps leading to the selection of an alternate system.

Develop Collection Strategy:

After thorough study of availability, capability, and performance history, the collection manager performs the following:

Select Resources: Plan to ***task*** organic assets, ***request*** support from higher headquarters, and ***recommend*** tasking to subordinate echelons. Organic assets are usually more responsive and, as discussed above, you may directly influence their availability. However, avoid relying solely on your own resources if other systems are, based upon your evaluation, more capable.

Each echelon has unique, organic intelligence capabilities and the resultant hierarchy of task, request, or recommend relates directly to the IS0S "push and pull" concept of "seamlessness." EAC asset reporting "pushes" intelligence down to corps. Corps collectors support the intelligence requirements of division, brigade, and battalion. As we continue to develop multiple subscriber processors that complement the unique collectors, lower echelon units are increasing] y capable of "pulling" the information they need from higher headquarters. Maximizing the "take" from those processors and the collection systems that feed them results from effective ***exploitation management.***

Some processors that facilitate exploitation include—

- Enhanced Tactical Users Terminal (ETUT).
- Electronic Processing and Dissemination System (EPDS).

SIR 9.3: Are there HETs stationary in TAI 999?

ASSETS		CAPABILITY FACTORS			ENVIRONMENTAL FACTORS			CAPABLE	REMARKS
		RANGE	TIMELINESS	TECHNICAL CHARACTERISTICS	WEATHER	THREAT	TERRAIN		
IMINT	U-2 ASARS	+	+	+	+	+	+	+	Cueing improves technical capability; excellent targeting accuracy
	JSTARS	+	+	O	+	+	+	O	MTI/FTI; cue ASARS/ UAV
	UAV	+	+	+	+	+	+	+	
ELINT	U-2 SENIOR RUBY	+	O	+	+	+	+	O	Likely ADA activity
	GRCS	+	+	+	+	+	+	+	Likely ADA activity Mission 5A; Track N70
COMINT	U-2 SENIOR SPEAR	+	+ (CTT)	+	+	+	+	+	Convoy C^3 sites Cue ASARS
	GRCS	+	+	+	+	+	+	+	Convoy C^3 sites Mission 5A; Track N70
	GBCS	O	+	+	+	+	+	O	
HUMINT	IPW	+	O	O	+	+	+	O	As available
	CI	+	O	O	+	+	+	O	
	ACR	+	+	+	+	O	+	O	
MASINT	NA								

ASSETS SELECTED: IMINT: JSTARS, ASARS, UAV
ELINT: GRCS
COMINT: GRCS
HUMINT: ACR
MASINT: NA

+ Good
O Marginal
— Poor

Figure 3-3. Asset evaluation worksheet.

- Imagery Processing and Dissemination System (IPDS)/Tactical Radar Correlator (TRAC).
- Mobile Integrated Tactical Terminal(MITT).
- Foward area secondary imagery dissemination (SID) and TRAP-Improved (FAST-I).
- Joint STARS GSM.

These systems receive, process, and exploit SIGINT and imagery intelligence (IMINT) data from theater and national level collectors. They also transmit processed data to the mobile terminals using varied communications means. See Appendix C for more information.

Some processors also allow the collection manager direct access to collection systems for new taskings. For example, given tasking authority during an ASARS or Joint STARS mission, TRAC and the Joint STARS GSM terminal can communicate new requirements to their respective collection platforms via their respective interactive data links. See **Step 3, Task or Request Collection,** for details on dynamic tasking.

In some cases, new collection tasking is not the most efficient approach to intelligence requirement resolution. Exploitation management allows you to "piggyback" on existing collection by tasking your processors to "pull" in the appropriate image or signals. For example:

A JTF requires multiple images of Shalimar Industrial Complex to determine activity levels and defensive posture. The supporting JIC knows that Shalimar is a daily Defense Intelligence Agency (DIA) target of interest (TAI) and tasks the IMINT processor to ensure priority receipt and exploitation of all frames covering the complex.

The JIC does not generate a new collection requirement; it uses the exploitation system to acquire intelligence already available as a result of ongoing missions, saving considerable time and energy. Simultaneously, the JIC submits a time-sensitive collection requirement for screening and debriefing individuals knowledgeable of the facility.

Similarly, a brigade S2 who knows that the division is conducting UAV flights within his AI may tap into the downlink on his own GSM at those times it operates over his NAIs.

Collection managers with access to these processors and terminals must establish pertinence filters to ensure the images or data received are of value to their commanders and analysts. Indiscriminate "pulling" from these systems can overload your analysts with too much irrelevant intelligence to process effectively.

Key to collection strategy development are ***cueing, redundancy, mix, and integration.***

Cueing involves the use of one or more sensor systems to provide data that directs collection by other systems. For example, sweeping the battlefield electronically with wide-area surveillance systems reveals activity that triggers direct collection by a more accurate, pinpoint sensor system. Cueing maximizes the efficient use of finite collection assets in support of multiple, often competing, intelligence collection priorities.

Plan to create opportunities for cued collection as part of your strategy. For example, you plan to use a low-level HUMINT source 24 hours prior to UAV launch to confirm or deny activity along a key corridor.

If the HUMINT source reports the absence of activity; you may redirect the UAV to another mission or use it to confirm the absence of activity, depending on the relative priority of requirements.

If the HUMINT source reports significant activity earlier than anticipated, you may accelerate the UAV launch sequence to collect supporting detail or, instead, retask it to another collection mission.

Cueing can also occur dynamically (outside the collection strategy) as one system or echelon tips the other off to an unexpected collection opportunity.

IEW collection systems also cue BOSs. For example:

- An Apache mission "tipped-off" to specific threat ADA activity.
- Indirect artillery fires "cued" to more precise target areas.
- Ground maneuver elements "tipped-off" to changes in an expected enemy COA.

These examples further illustrate the need for synchronization among the BOS and for the collection manager's active participation in the wargaming process. (See **Step 1, Develop Requirements.)**

Redundancy planning as part of collection strategy development involves the use of several same-discipline assets to cover the same target. Use redundant tasking against high priority targets when the probability of success by any one system is low. For example, if you focus several SIGINT collectors on a designated emitter at different times, the probability of intercept improves, even if the emitter operates intermittently. The chance of accurate geolocation is also improved through the use of redundant collection strategies.

Mix means planning for complementary coverage by a combination of assets from multiple disciplines. Sensor mix increases the probability of collection, reduces the risk of successful enemy deception, can facilitate cueing, and provides more complete reporting. For example, scouts report resupply activity within a known assembly area; SIGINT intercept of the associated logistics net provides unit identity, subordination, and indications of future activity.

Integration is the resource management aspect of collection strategy development. Barring a decision to use redundant coverage for a critical target, attempt to integrate new requirements into planned or ongoing missions. Integration also helps avoid the common problem of under-tasking very capable collectors. Examples of resource integration include--

- Adding requirements to an armored cavalry regiment (ACR) performing a zone reconnaissance mission.
- Inserting a new requirement during an ASARS mission or replacing an existing requirement with one of higher priority.

After selecting the resources, execute the next step in the strategy:

Synchronize Collection to Requirements: The RM function develops SIR sets from the consolidated, validated, and prioritized list of PIR and IR. The mission management function uses SIRs to complete the collection strategy by associating each requirement and its corresponding decision points and timelines. Match each SIR against the intelligence requirement that it supports to ensure that you fully understand the requirement. Starting at the point in time that the commander requires intelligence to effect a decision, backward plan to account for dissemination, analysis, processing, collection, and tasking time.

An effective tool used to link and synchronize the collection strategy with the expected flow of the operation it supports is the ISM (see Figure 3-4). In addition to the LTIOV,

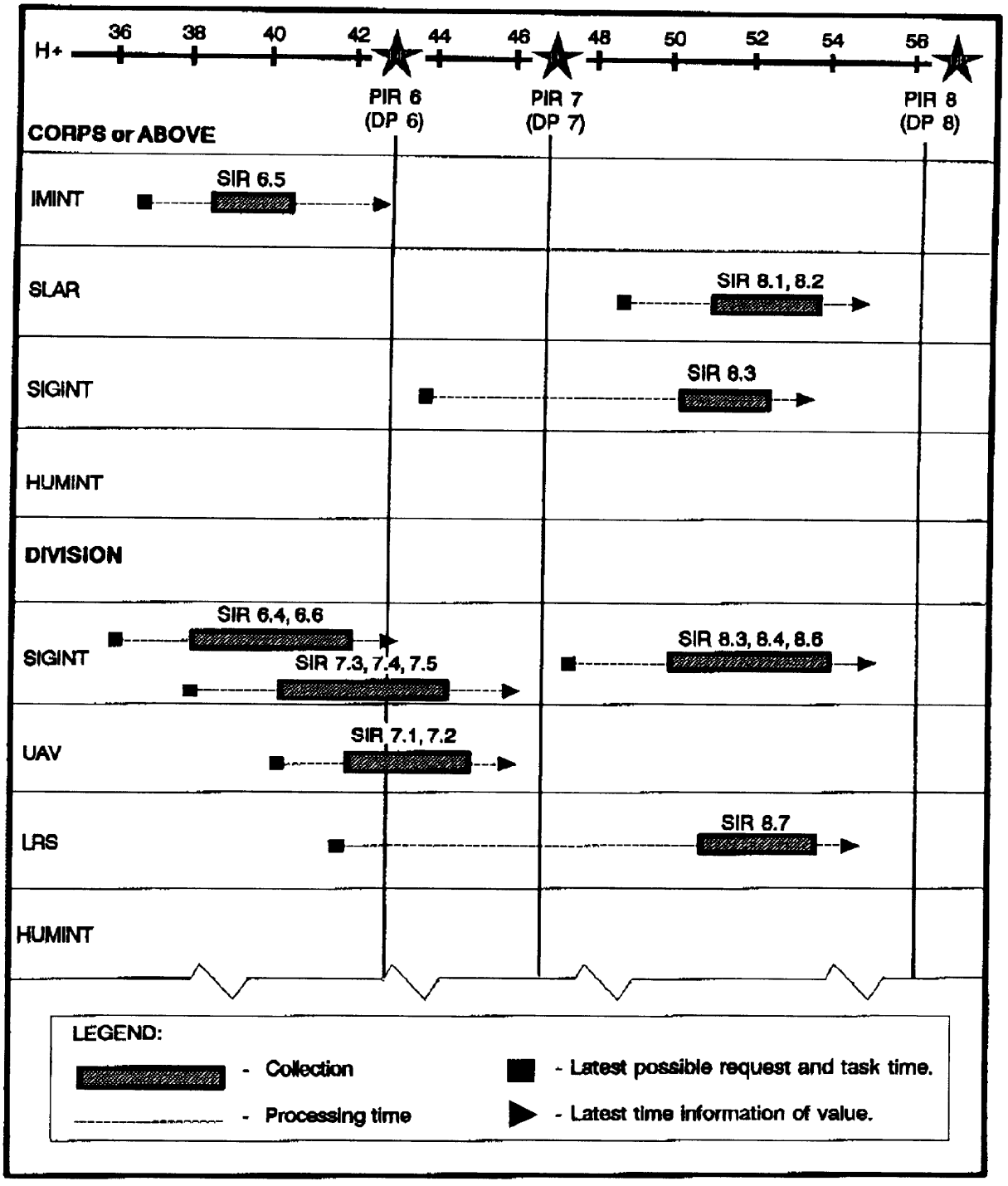


Figure 3-4. An example of one type of intelligence synchronization matrix.

determined by the prioritized requirements and associated decision criteria, the matrix records NAIs from the event template and reflects timelines of expected enemy activity from the event template and the event matrix. The intelligence synchronization matrix provides the basic structure for the more detailed collection plan, which reflects the SOR assigned to selected collectors for each intelligence requirement.

Develop SOR Sets:

The development of detailed SIR during the RM function helps develop SOR sets during the MM function. You can easily translate a well written SIR into an effective SOR by making a directive vice inquisitive statement. Tailor the reporting criteria to the collection capabilities of the asset tasked. For example:

SIR 1: Will more than 17 reconnaissance vehicles subordinate to the 3d Tank Division or its regiments pass through NAI 8 or NAI 9 between 041800 and 052000 March?

SOR 1A: Report the presence of reconnaissance vehicles in NAI 8 and NAI 9 between 041800 and 052000 March. Specify direction of movement and numbers and types of vehicles. LTIOV: 060400 March.

SOR 1B: Report the presence of communications nodes associated with reconnaissance elements of the 3d Tank Division or its subordinate regiments in NAI 8 or NAI 9 between 041800 and 052000 March. LTIOV: 060400 March.

Be specific; however, avoid overly restrictive reporting guidelines. Allow your collectors the latitude to provide information you and the analysts had not anticipated. Emphasis or amplification tasking supplies the specifics required without artificially restricting collector capability (see Figure 3-4).

Tailor the SOR to the selected collection system or organization. For example, some imaging systems require a basic encyclopedia (BE) number rather than a geographic or universal transverse mercator (UTM) coordinate for target location. Most Air Force airborne collection platforms recognize geographic coordinates only. HUMINT collectors need to have specific timeliness, reporting, and dissemination guidance. If your SOR are specific enough, they can roll over into the actual tasking or request mechanism or format.

Prioritize SORs for Collection Assets:

Collection plans are complex, with multiple requirements and collection assets. Each asset may have several SOR to which it must respond.

For example, Corps requests TRACKWOLF support to target high frequency (HF) communications associated with three deployed Army headquarters. You require DF locational data for each headquarters. You need to prioritize which headquarters is most important (perhaps a center of gravity?) according to the Corps operational concept.

Prioritization affects reporting as well as collection procedures. To avoid the “first in, first out” approach to reporting, especially if communications paths are limited, specify which answers need to be transmitted first regardless of when they were received.

3. Task or Request Collection

What is it?

Definition:

Implementation of the collection plan through execution of system-specific tasking or request mechanisms.

An Example:

The collection manager uses the multiple assets tasking message (MATM) format for IMINT taskings to pass immediate tasking to the analysis and control element's (ACE's) remote Joint STARS GSM.

Desired End Effect:

The collector receives properly formatted tasking with all necessary data fields and executes the mission.

So What?

Success Results in:

Tasking that makes immediate sense to the collector.

Consequences of Failure:

Loss of synchronization due to unnecessary delay in processing the task for collection. At worst, you miss the tasking timeline for an EAC airborne sensor or your requirement is rejected outright.

Collector focuses on the wrong priorities through misunderstanding.

How to do it:

Determine Tasking or Request Mechanism:

There are various tasking documents used to levy intelligence requirements on collection agencies. Some tasking mechanisms are theater or system unique. The J-TENS and various Defense Intelligence Agency Manuals (DIAMs) specify procedures and formats for requesting support from EAC and national systems or agencies.

JCS Publication 6-04 establishes request and response formats, such as requests for information (RI) and response to a request for information (RRI). The IEW Character-Oriented Message Catalog (COMCAT) contains the MATAM and Exploitation Requirement (ER) among other standard formats.

The intelligence annex to the operations order (OPORD) is a standardized tasking vehicle at echelons corps and below (ECB). Paragraph 3 of the intelligence annex, Intelligence Acquisition Tasks, implements the collection plan. It contains a complete list of current orders and RI. Use an appendix to the annex to relay lengthy intelligence tasking orders and requests. At brigade or battalion levels this appendix often takes the form of R&S overlays and plans.

Another effective technique is to coordinate with the G3 or S3 to list specific orders for the collection of intelligence in paragraph 3, Execution, of the command's OPORD. Supporting details are then included in the intelligence annex and additional appendixes, as required.

The intelligence annex to joint operations plans (OPLANs) contains paragraphs for collection tasks directed to each intelligence discipline. These paragraphs also provide guidance for

reporting and dissemination of intelligence. Additionally, there are separate appendixes for SIGINT, counterintelligence (CI), and HUMINT operations.

Determination of the most efficient task or request mechanism depends upon system or agency requirements (some collectors will only recognize and react to one format) and the urgency of the task. For example, you may issue immediate tasking in response to a cue via voice. Quick reaction capability missions often launch with only telephonic tasking from the collection manager; fragmentary orders (FRAGOs) over the radio often redirect the scout platoon to new or changed missions.

Execute and Implement:

The tasking process provides the selected unit with a specific, prioritized requirement. Planning and conduct of the collection operation fall within the AM functional area of responsibility (AOR). Following the appropriate tasking chains established by unit standing operating procedures (SOPs) or "how-to" manuals (J-TENS) limits the confusion caused by duplicate or misrouted tasking.

At the joint level, in addition to system or agency specific tasking (an SOR developed for a specific collector), the theater J2 issues a *statement of intelligence interest* (SII) for all theater units. The SII provides the "collection intent" for a specified period of time, ensuring collective comprehension of collection priorities in support of theater operations. SII update is the first function of joint-level collection RM.

In addition to SII, division and corps collection managers use the *collection emphasis message* (see Figure 3-5). It is the IEW synchronization matrix in narrative format. You can broadcast your collection strategy to higher, lower, and adjacent units; collectors; and exploiters in addition to providing SORs.

The primary benefit of communicating "collection intent" is the "big picture" perspective it provides organizations which may be otherwise isolated from your planning process. An informed collector can often amplify reporting to provide an answer that goes beyond the immediate question. While the report stops short of analysis, it refines raw information and may facilitate cueing.

Related to cueing is *dynamic retasking.* The IS0S technological revolution continues to develop and field collection systems that truly report in NRT. Joint STARS, UAV, Guardrail Common Sensor (GRCS), and ASARS with their respective terminals (GSM, intelligence. processing facility [IPF], TRAC) bring the battle home fast enough to effect new collection operations almost simultaneously.

Interactive data links make these systems and their capabilities immediately available to the collection manager. Dynamic retasking may include new flight orbits or tracks in addition to new requirements and coverage areas; this requires coordination with the airspace manager as well as the asset manager. The following scenario illustrates dynamic retasking:

The PARPRO schedule calls for a Corps GRCS mission and theater U2 flight. GRCS aircraft flying in a northern orbit report intercept of regimental units preparing to conduct a river-crossing in a major training area. River-crossing operations are a high priority on the SII. The IPF notifies the corps collection manager.

The collection manager contacts TRAC to check status of the U2 mission. It is currently flying the southern loop of its track and reporting minimal activity. The collection manager coordinates with the theater's collection manager to arrange retasting of the U2. The theater collection manager directs TRAC to implement an adjusted navigation plan to optimize both SIGINT and ASARS coverage of the river-crossing site.

FM COLL MGT OFC XX CORPS DEPLOYED
INFO CDR, XX CORPS/G2 OPNS
BT
UNCLASS EXERCISE EXERCISE
QQQQ
MSGID/CEM/XX CORPS/001//
NARR/COLLECTION EMPHASIS MESSAGE 080093
1. (U) XX CORPS PIR
A. WILL 3d TD CROSS FLOT BEFORE 091200Z MARCH?
B. IS ENEMY RESERVE LOCATED IN TAA WACHT?
2. (U) COLLECTION FOCUS: IDENTIFY, LOCATE AND TRACK ELEMENTS OF 3d TD. EMPHASIS ON T-86 TANKS AND M-117 ARTILLERY, REFUELING-ON-MOVE OPERATIONS AND THE ESTABLISHMENT OF FAARPS.
3. (U) COLLECTION EMPHASIS BY DISCIPLINE:
A. SIGINT
1) LOCATE ARTY COMMAND POSTS AND ARTILLERY FIRING UNITS
2) LOCATE C3 NODES RGT AND DIV ASSOCIATED WITH 3d TD
A) REPORT INDICATIONS OF MOVEMENT
1) RECON AND ENG ACTY
2) FIRE SPT PREPARATION
3) FORWARD DEPLOYMENT OF FUEL
3) REPORT INDICATIONS OF CLOSE AIR SPT
B. HUMINT
1) REPORT MOVEMENT OF 3d TD AND SUBORDINATE UNITS
2) REPORT OPERATIONAL READINESS OF TANKS AND ARTY SUBORDINATE TO 3d TD
3) REPORT INDICATIONS OF SOF OPERATIONS W/I XX CORPS AO
C. IMINT
1) MONITOR MOVEMENT SOUTH ALONG RT 415 FOR INDICATIONS OF REINFORCEMENT FROM NORTH OR NORTHEAST
2) MONITOR ENEMY XII AND XVII CORPS. SPECIAL EMPHASIS ON TANKS AND ARTY ELEMENTS
3) FOCUS NORTH AND NORTHEAST FOR LOCATION OF SSM AND MRL
4. (U) POC IS WO1 DEVIN, AV 123-4567
DECL 15AUG93

Figure 3-5. Collection emphasis message.

TRAC passes the new navigation plan and adjusted ASARS target deck to the U2 via its datalink. Within minutes of receipt, the aircraft is on the new, northern track collecting against the target area. Increased SIGINT collection and ASARS images of pontoon bridging operations combine to give the corps (and other intelligence users in theater) exceptional coverage of a priority collection requirement.

While modern technology offers greater opportunities for dynamic retasking, it also offers problems in delineating the exact limits of the CM functions. Using a Joint STARS GSM

example, the CM directly tasks through the GSM remote workstation in the ACE. The GSM directly interfaces with the airborne platform via the surveillance and control data link. His corps has Radar Service Request priority, giving him the ability to direct the radar coverage of the Joint STARS, blurring the distinction between MM and AM. In most cases, however, you task or direct collection requirements to an agency or military command with AM authority rather than to a specific collector. Within the corps and division ACE, the MI brigade or battalion retains AM authority.

Collect and Exploit:

This final sub-function of **Step 3, Task or Request Collection,** belongs to the asset manager for planning purposes and to the collection and exploitation systems themselves for execution. The final result is the production of information and intelligence that leads to the sat is faction of the initial intelligence requirements.

In addition to providing reports on the results of their collection operations, asset managers report on the status and availability of their collection systems. This ensures that the collection manager is able to make efficient use of the command's intelligence collection capabilities as he continually updates and refines the collection plan.

The echelon manuals (FMs 34-10, 34-25, and 34-80) address MI operations in detail. System handbooks and TTP manuals cover the "how to" aspect of collection and exploitation.

Step 4: Disseminate

What Is It?

Definition:

The delivery of intelligence information to users who need it.

Two Examples:

While writing an SOR to support the division's targeting plan, the mission manager specifies direct dissemination of results to the FSE and targeting cell.

The collection manager receives two messages from the division's MI battalion.

The first is an information copy of a direct response to an SOR. The collection manager notes that the information has already been sent directly to the original requestor. While closing out the requirement in his journal, the collection manager checks to determine if the report will satisfy any other open requests. Discovering that the report will partially satisfy an unrelated request by the 1st Brigade, the collection manager coordinates a retransmission of the report to the 1st Brigade.

Although not in direct response to an SOR, the second report satisfies a recently received request for intelligence from the aviation battalion. Since the report's classification level exceeds the classification level of the aviation battalion's communication system, the collect ion manager sanitizes the report and, after coordinating release with the special security officer (SSO), arranges for its transmission to the aviation battalion.

Desired End Effect:

Intelligence flows directly from collectors and processors to requesters.

All intelligence users receive, in a timely manner, the same information they would "pull" if they had the time and resources to inspect all incoming information.

So What?

Success Results in:

Any unit that might act or consider acting upon a piece of information will have the opportunity to do so.

The collection manager is sure that all units to whom the information was passed actually received it.

Consequences of Failure:

Information will "stovepipe" into individual intelligence data bases. Units that would otherwise act upon the information will not be aware of its existence.

Information not relevant to a command's intelligence needs will slow the processing and dissemination of more critical information.

How to Do it:

Arrange for Direct Dissemination:

Getting intelligence to the requester as soon as possible is key to successful CM operations. Whenever possible, write into the SOR the requirement for direct dissemination of intelligence to the original requester. Include the required coordinating information such as call signs, frequencies, and routing addresses.

Direct dissemination is especially important for intelligence that supports targeting efforts. Whenever possible, arrange for direct dissemination of targeting intelligence to the FSE and targeting cells.

Even with direct dissemination, you must arrange a system that allows you to track the status of each request. Information copies of reports already provided directly to the original requester is one technique.

Sometimes direct dissemination is impossible due to communications system limitations or the classification level of the intelligence. Using the steps which follow below, arrange for dissemination that is as direct as possible. Since information already disseminated directly to requestors can often satisfy other requests, also apply the following procedures to "information copies."

Determine Perishability:

Determining the time sensitivity of each report allows you to make decisions about the best means of dissemination. Evaluating perishability requires you to stay abreast of the current and developing situation. Continuous coordination is essential with the ASPS, the targeting cell, and the operations staff.

Identify Users:

Check the report against outstanding requirements to determine who requested the information. Ideally, this information is included in the report by way of a cross-reference to the SOR that generated the collection.

Check to determine if the report satisfies, completely or partially, the requirements of other users. Often a report contains information that helps to satisfy other requests. Since the collector is usually unaware of the needs of other users, he is not likely to disseminate information to anyone not specified in the original SOR. Establishing a cross-reference

system for each SOR early in the requirements development process helps identify requirements that support each other in this manner.

Another technique is to conduct "hindsight wargaming. " This technique is useful when determining the recipients of "unanticipated" intelligence. In this technique, the collection manager determines—

- If an intelligence user failed to anticipate the event the intelligence indicates.
- If the user would have established a DP based on that intelligence, had he anticipated it.
- If the intelligence will cause the user to modify a COA, or select a branch or sequel to a COA.

Ask yourself the following questions:

Does this information indicate an unexpected threat to a friendly unit?

Does this information indicate an unexpected opportunity for a friendly unit?

To do this well, acquire and understand the commander's intent and attack guidance for all units you support. Acquire the HPT lists and attack plans (schedules of fire, air tasking order) for attack systems. Rely on the senior analysts and those involved in staff wargaming and decision making to assist in these decisions.

Determine How Much to Disseminate:

After determining WHO to send each report to, determine HOW MUCH of the report each user requires.

First, make sure that compartmented information is not disseminated to users who are only authorized collateral information. Legal restrictions may also prohibit the dissemination of information to allied or coalition forces. This is especially true during operations other than war where political considerations may dominate collection operations.

Today's automation and communications technology will tempt you to try to send everything to everybody; resist the temptation. Competition for a limited number of communications trunks will force you to prioritize the dissemination schedule anyway. Additionally, pertinence filters at other headquarters will eliminate those elements of information that you should not have sent in the first place.

To determine how much information to send to each user, employ the same analytical techniques described above in "Identify Users." Evaluate each element of reported information against the decisions, requirements, and supporting SIRs and SORs for the identified consumer. Disseminate each "block" of intelligence accordingly.

Identify Media for Dissemination:

Voice, Graphics, and Text Dissemination: When disseminating relatively small amounts of information, use a combination of voice, graphics, and text deliveries. Each of these means has advantages and disadvantages:

Voice is most useful in situations where speed in the transmission of a small amount of information is critical. It obtains instant feedback and acknowledgement, allowing for resolution of misunderstandings or ambiguity. On the other hand, when passing large amounts of information, voice systems are slow and prone to error.

Graphics and Text dissemination is ideal for lengthy messages, but can sometimes make information too subtle, ambiguous, and confusing.

When there is an option, use the graphic solution for information on disposition, composition, and strength; use text for the other order of battle (OB) factors.

The optimal mix is to send the graphics or text immediately with a notice that a follow-up voice conference will follow. This allows for verification of receipt and gives an opportunity for recipients to resolve any questions or ambiguities.

Data Base Handling:

Automated data bases are ideal for handling large amounts of data. While the collection manager rarely manages the data base, he will have complete access to it via a local area network (LAN).

This enables you to transfer incoming digital information straight into the data base, thus ensuring instant dissemination within the command's intelligence section.

The LAN also enables you to immediately satisfy some intelligence requests. Recall that during the **Develop Requirements** step, the requirements manager checks immediately available data bases before sendng SIRs to the mission manager. The LAN enables the requirements manager to conduct instant checks of the local data base. For example:

Early in the CM process a division requirements manager receives for "... the latest location of the 3d Infanry Regiment." The requirements manager uses the LAN to acquire this information from the ACE's data base and send it to the requesting unit. The whole process takes seconds, and the collection manager does not have to disrupt ongoing analysis in the ASPS with a request for factual data already contained in the data base.

Handle simple requests of the data base, and refer more complex requests to the data base manager. For example, if a brigade wanted to merge or replace large portions of its data base with the division's data base, refer the brigade to the data base manager.

Disseminate:

Techniques: For voice communications, use a radio net call or a conference call to transmit broadcast or limited broadcast items. Point-to-point communication is best for single distribution items.

Deal with graphics and text dissemination as per voice communications. The distribution list determines whether you use broadcast, limited broadcast, or point-to-point techniques.

First try to disseminate graphics and text using file transfers between two automated systems using normal communications trunks between moderns. Failing this, try a facsimile transmission.

In terms of time required, a messenger with hard copy is least desirable. However, if the messenger is well briefed, this technique can be effective in terms of user understanding.

Considerations: Use the precedence coding system (for example, FLASH, PRIORITY) but be careful not to deflate the value of the highest precedence codes.

Ensure that the entire section is proficient in terms of operating automated systems and familiarity with message formats.

Answer questions about accuracy, source, and completeness that arise during dissemination. However, defer requests for the significance of intelligence to the ASPS.

When disseminating information, "push" items of essential information to concerned users and make them aware of what else is available. This enables users to "pull" additional information from the CM system.

Develop Audit Trail: You must know who has received what information. This optimizes dissemination by ensuring that everyone who requires information actually receives it. It is not uncommon for a concerned user not to receive information, even though the requirements manager arranged for direct dissemination and the collector has sent the information. This problem arises due to reasons such as missed broadcasts and incorrect call signs.

Audit trails further optimize dissemination by ensuring that concerned users receive each report only once. It is not uncommon for a user to receive the same report multiple times. Often this leads to false "confirmation" of a report which is only "confirming" itself.

A common technique is to provide spaces on the collection plan for "messages received that satisfy this SOR:" and "messages sent to:". This enables the requirements manager to record directly onto the collection plan. A disadvantage to this technique is that it is difficult to track messages chronologically (for example, "give me all the messages that came in yesterday morning").

Another technique is to develop a matrix separate from the collection plan, with "time received" and "sent to" on one axis, and "SORs" on the other axis. Another technique is to annotate the dissemination list directly into the **Remarks** section of each message.

A collection and dissemination journal is a simple technique to track who has seen what messages. A disadvantage of this technique is that, without automation, it is difficult to efficiently link journal entries to the requirements numbering system.

This is an area where automation is especially useful. Relational data bases and automated journals allow complete and thorough cross-indexing, solving many of the problems collection managers usually experience in relating requirements to reports and tracking dissemination.

Step 5. Evaluate Reporting

What Is It?

Definition:

Determines how well the system is satisfying the command's intelligence requirements.

An Example:

A requirements manager in a corps ACE receives two reports from the Aerial Exploitation Battalion. He determines that—

- Report #1 satisfies an SOR. He relieves the MI Brigade (the asset manager) from any further responsibility for that SOR.
- Report #2 only partially satisfies an SOR. He notifies the MI Brigade S3 that the SOR is still outstanding, and explains why.
- The Aerial Exploitation Battalion is 30 minutes away from missing an SOR suspense required to support a critical PIR. He discusses the issue with the MI Brigade S3, who assures him that the SOR will be satisfied on time.

Desired End Effect:

All SORs are *fully* satisfied in a timely manner, keeping the intelligence system fully synchronized.

The collection manager knows the status of each requirement.

So What?

Success Results in:

Analysts receive enough information to solve intelligence requirements in a timely manner. This enables them to deliver intelligence that supports the commander's decisions in time to keep the operation synchronized.

Consequences of Failure:

Asset managers will think they satisfied an SOR when they have not.

Analysts will be waiting for information that will not come, denying or delaying intelligence the commander needs.

Analysts will have to support the commander's decisions with their best guess rather than with confirmed intelligence.

How to Do it:

Monitor and Maintain Synchronization:

Track the flow of the operation against the intelligence synchronization matrix. Prompt asset managers and collectors, as necessary, to keep their reporting synchronized with the operation and the commander's needs.

The operation will seldom progress on the timelines *assumed* during planning and staff wargaming. Watch for changes in tempo that require changes in reporting times (LTIOV). Coordinate any changes with all parties concerned, especially the asset managers.

It is also very likely that the staff's assumptions about threat COAs will not prove entirely correct. The usual result is a change in intelligence requirements as well as adjustments to the time lines. The staff usually initiates abbreviated versions of the IPB and decision making processes to accommodate the changes in their assumptions. Be prepared to update collection planning as a result.

Not all intelligence will flow through you; many collectors will report directly to users such as FSEs. Monitoring synchronization and evaluating reporting require you to establish some system to evaluate all reports, including those that go directly from the collector to the user. Set up a system that allows you to monitor synchronization and evaluate how well the intelligence system is meeting requirements without unduly delaying intelligence dissemination.

Correlate Reports to Requirements:

Identify the original SOR and requirement that the reported information satisfies. This allows you to determine which SORs have been satisfied and which require more collection.

This is difficult to perform since—

- Large volumes of information will flood the CM section. The requirements manager may have trouble finding the time to correlate each report.
- Most reports will only partially satisfy a number of SORs, while other reports may have nothing to do with the tasked SOR.
- Collectors may report information without referring to the original SOR that drove their collection.

- Some assets may assign their own internal numbering system which the requirements manager might confuse with the SOR and requirements numbering system.

During the development of requirements, develop a numbering system that enables you to conduct quick audit trails linking requirements to SORs. For example, "SOR 8-h-2" might be the second SOR developed for "SIR-h" of "IR-8." Remember that all intelligence requirements should already be linked one-for-one to operational decisions.

Insist that asset managers tag all of their reports with the numbers of the SORs they satisfy.

If an asset establishes its own numbering system, insist that reports provide a key that relates the reporting asset's internal numbers to the SOR number.

Develop templates that will enable. you to quickly match incoming reports to outstanding SOR. For example:

- Match the locations on the report to the event template. The report locations will naturally appear in or near the NAIs for the concerned SOR.
- Develop key-word, key-name lists, and key-indicator lists that quickly index key elements of a report to the appropriate SOR. For example, "all reports about the 27th Regiment refer to SOR 7-y-4 or 5-a-2."

Screen Reports:

After reports have been correlated and tagged to the appropriate SOR, determine whether the SOR has been satisfied. Screen each report for—

- Pertinence: Does the information actually address the tasked SOR? If not, can you use this information to answer other requirements?
- Completeness: Is essential information missing? (Refer to the original SOR.)
- Timeliness: Has the collector reported by the LTIOV established in the original SOR?
- Opportunities for Cueing: Can this system or another system take advantage of the new information to increase the effectiveness and efficiency of the overall collection effort?

If the report fully satisfies the SOR, make the appropriate entry in the audit trail or register of intelligence requirements and disseminate the final intelligence to the requestor. Coordinate with the requestor to ensure that the requestor also considers the requirement satisfied.

If the report only partially satisfies the SOR, annotate in the audit trail or registers what has been accomplished and what remains to be done.

If the report suggests an opportunity to cue other assets, take immediate action to do so and record any new requirements into the collection plan and audit trail.

Pay particular attention to reports that state simply "nothing significant to report. " Sometimes these reports intend to report that collection occurred and that no activity satisfying the SOR was observed. This may be a significant indicator in itself. On the other hand, "nothing significant to report" may indicate collection did not occur. This has a different significance, particularly to the collection manager, and is by no means a reliable indicator of the absence of activity.

Provide Feedback to Collectors and Exploiters:

After determining how well the reported information satisfies SORs, inform the asset managers of the concerned collectors and exploiters.

- For fully satisfied SORs, relieve the asset managers of further responsibility to collect against the SOR.
- For partially satisfied SORs, notify the asset managers that the SORs remain outstanding, explaining what remains to be done.
- Notify asset managers of new SORs designed to exploit cueing opportunities.

Step 6. Update Collection Planning

What Is It?

Definition:

The adjustment of' the overall collection plan to keep intelligence synchronized and optimize collection and exploitation capability as the current situation changes.

An Example:

An analyst notifies the requirements manager that the ASPS solved IR-12 through analysis of previously submitted SORs.

When the requirements manager reviews the collection plan, he sees that he already relieved collectors of three SORs associated with IR-12. However, five SORs remain outstanding with corps and the division's MI Battalion. The requirements manager relieves the MI Battalion from their two SORs and withdraws the other three SORs from the division's request list at corps.

While updating himself on the current situation, the requirements manager notices that the operation appears to be progressing more rapidly than anticipated. He confers with the ASPS and G2/G3 Operations and determines that he will have to update the LTIOV for several of his SORs in order to keep the intelligence system synchronized with the operation. He coordinates with the ASPS to make the needed changes to the event templates and matrices and then uses them as a basis for changing outstanding SORs.

Desired End Effect:

SORs are updated to keep intelligence synchronized with the operation. Collectors and exploiters work only on SORs for unsatisfied requirements.

So What?

Success Results In:

- Collection assets are optimized to current requirements; the number of satisfied requirements increase.
- Collection activity is kept synchronized as operations and requirements shift.
- Across the board, commanders make better informed decisions.

Consequences of Failure:

Asset managers waste resources collecting information that will not influence the course of the battle.

How to Do it:

Eliminate Satisfied Requirements:

During the "Evaluate Reporting" step of the CM process you eliminate SORs that have been satisfied. In this step, eliminate SORs that are overtaken by events, even if unsatisfied. This requires continuous coordination with the agency that generated the original requirement. For example, a division requirements manager would coordinate with—

- The ASPS and G2 plans section for intelligence requirements.
- Senior, subordinate, and adjacent commands for their SORs.

When the originating agency declares an SOR satisfied, eliminate the requirement from the collection plan and update any other logs and records.

Redirect Assets to Unsatisfied Requirements:

Requirements can be satisfied by the collector to which they were tasked or as a result of collection success elsewhere on the battlefield. Hence, for limited times, an asset manager may have collection capability in excess of his taskings. The purpose of this step is to make best use of this "excess" capability.

After eliminating satisfied requirements from the collection plan, reevaluate each collection asset for excess capability. Focus the excess collection capability on the most important of the remaining unsatisfied requirements. This enables you to compensate for—

- Second and third priority requirements designated for economy of force efforts when you developed the original collection strategies and plan.
- Requirements that require more collection effort than originally planned for.
- Assets that are not performing to the capability originally evaluated (for example, the enemy destroys a system).

When redirecting assets, consider—

- The likelihood of an agency's submitting new requirements prior to the completion of the redirected taskings.
- The likely priority of the new requirements relative to those remaining unsatisfied.
- The ability of available collection systems to respond to new taskings while working on redirected taskings.

In general, minimize excess capability and maximize support to the most important requirements--new or old.

Cue Assets to Collection Opportunities:

Recall that in previous steps the requirements manager looked to create and exploit cueing opportunities. This is where the requirements manager and mission manager redirected an asset not because of excess capability, but as the result of cross-cueing or because of the opportunity that an intelligence report might generate.

The requirements manager and mission manager execute the same procedure at this stage in the process. The primary difference is that they are now responding to results of analysis, rather than combat information.

When the requirements manager receives the results of analysis, he consults the mission manager. The mission manager reevaluates his original collection strategy based upon the new intelligence. In particular, he looks for opportunities to improve collection strategies, Once identified, the mission manager retasks collection assets appropriately. For example:

A division ASPS informs the collection management and dissemination (CM&D) section that they have unexpectedly deduced the location of a second echelon regiment's CP (to within 1,000 meters) through analysis of Joint STARS moving target indicators and synthetic aperture radar imagery.

The mission manager's original strategy for locating this headquarters was to use Guardrail Common Sensor.

Since this CP is a critical HPT, the mission manager focuses on refining the locational accuracy to meet target selection standards. He evaluates the likelihood of the Guardrail Common Sensor providing more accurate locational data against the capabilities of other systems.

He decides to divert an ongoing UAV mission from a lower priority requirement to conduct reconnaissance on the 1,000 meter circle that the ASPS identified. He issues the necessary orders to the asset manager and then helps coordinate the changed flight track with the division's airspace manager.

After the UAV identifies the precise location of the CP, the mission manager withdraws the corresponding SOR from the corps requirements manager. The corps mission manager then relieves the MI Brigade (as the asset manager) of the SOR, making them available for additional taskings.

Cueing opportunities, whether prompted through combat information or analysis, allow you to satisfy requirements more efficiently than previously planned through collection strategies.

Maintain Synchronization:

The timelines associated with each decision point, which are used as the basis for establishing the LTIOV, are only estimates. As planning or execution of the command's COA progress, these estimated timelines are refined. You must stay alert to the need for changes in the collection plan that result from these refinements. These are usually changes to the LTIOV but sometimes also involve other changes.

As the need for changes becomes apparent, coordinate with the ASPS and G2 sections to update the IPB products needed to refine the collection plan. Depending on the situation, this may be as simple as updating the timelines on the situation templates, event templates, and event mat rices. It may also require that these products be completely redone.

Add New Requirements:

As planning or execution of a COA evolves and as the threat situation develops, commanders will generate new intelligence requirements. This prompts the re-initiation of the CM process.

Prioritize the new requirements against the old rather than simply adding them to the existing list. Do not simply discount previous requirements; some may still be valid.

Reinitiate the CM process, consolidating new requirements with existing requirements which remain valid.

CHAPTER 4

COLLECTION MANAGEMENT APPLICATIONS

This chapter uses two different scenarios to illustrate how the collection management process and tools may be applied to focus collection on fulfilling the commander's intelligence requirements.

The scenarios begin with a heavy corps planning an attack in an optimum collection environment in terms of weather, targets, and terrain (Figure 4-1 through Figure 4-19).

The second scenario highlights the collection considerations of a force projection brigade during a JTF deployment (Figure 4-20 through 4-34).

Both scenarios present intelligence collection challenges that call for a clear understanding of the collection management process and functions. The mission, echelon, and collection environment differ in each case, but the same process applies. The techniques and tools shown may be modified to suit any situation. This chapter offers the collection manager optional approaches to applying the collect ion management process; it does not provide "approved school solutions. "

Scenario One - Corps Conventional Offense

Operation PLAINS PUSH calls for IV Corps as a part of the Army of the Red River to make the Theater's main effort in an offense to seize OBJ TOM. The enemy's forward defensive positions, thinly held by several mechanized infantry divisions, are backed up by strong reserves (see Figure 4-1).

After receiving the commander's initial guidance, the staff develops potential friendly COAs. One of these, COA CORMIER, is shown in Figure 4-2.

The staff then wargames each potential friendly COA against each potential enemy COA developed by the intelligence staff as part of the IPB process. During wargaming the staff identifies times and places where expected battlefield events will prompt decisions to engage targets or execute branches to the main COA. They record these decisions, and the event that triggers them, on the BOS synchronization matrix.

While wargaming COA CORMIER against the set of enemy COAs, the staff determines that key to mission success is delaying, disrupting, and then blocking any counterattacks by the enemy's operational reserves (see Figure 4-3). Accordingly, COA CORMIER includes several options for interdicting and then blocking the enemy's operational reserves. Four of these are shown on the partial BOS synchronization matrix (see Figure 4-4). The staff identifies the intelligence required to support these decisions as recommended PIR.

After comparing COA CORMIER to all other potential friendly COAs, the staff recommends its adoption to the commander. After he approves the recommendation, the staff begins detailed planning to implement his decision.

Collection management began in the mission analysis phase of the decision making process with initial requirements focused on intelligence to support IPB and development of potential friendly COAs. Collection management planning to support specific friendly COAs began during the staff wargaming (COA comparison). When the commander selected COA CORMIER as the command's COA, the collection manager began developing the details of the collection plan.

Referring to the BOS synchronization matrix, the requirements manager identifies the intelligence required to support each decision expected to occur during mission execution.

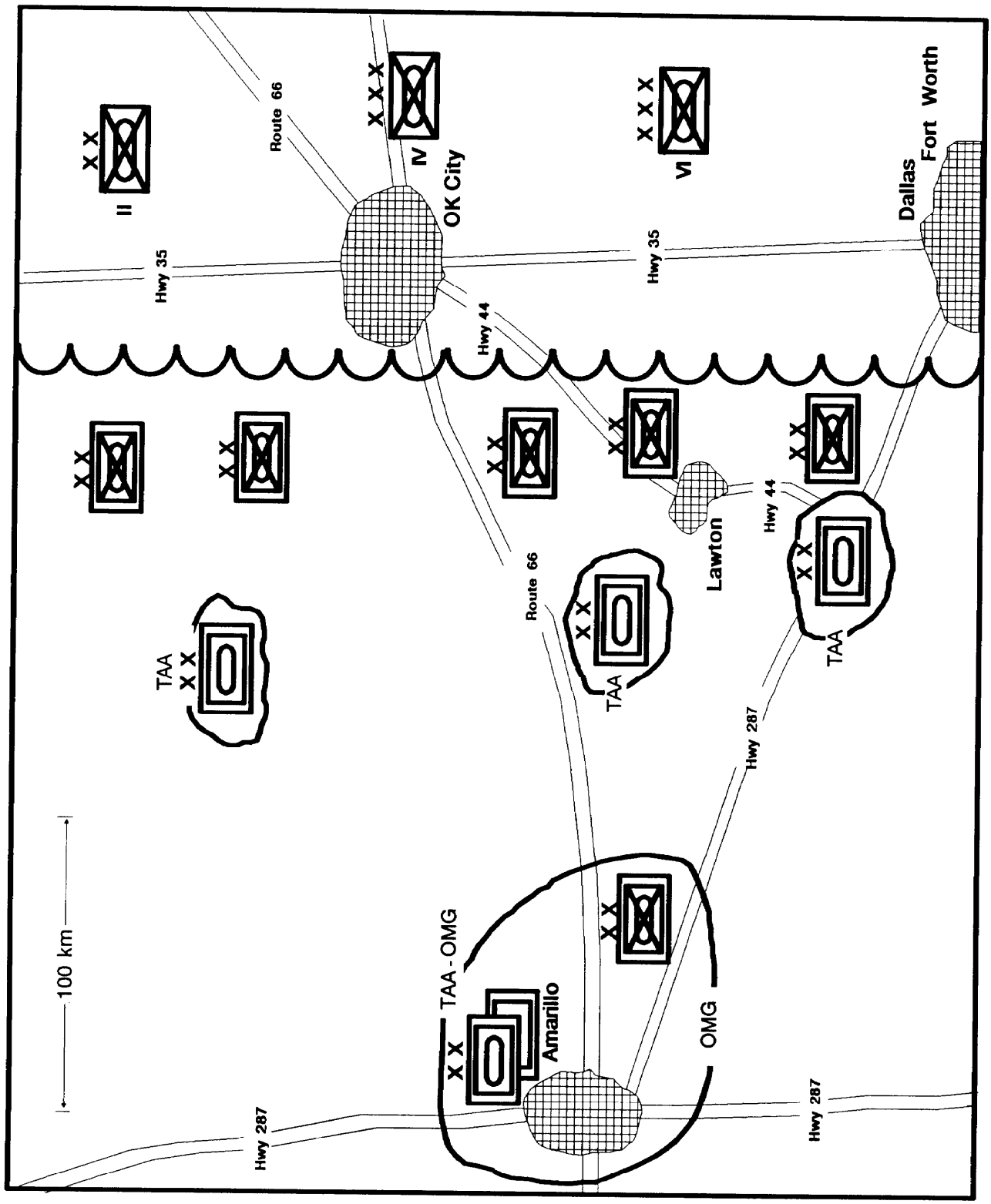


Figure 4-1. General situation.

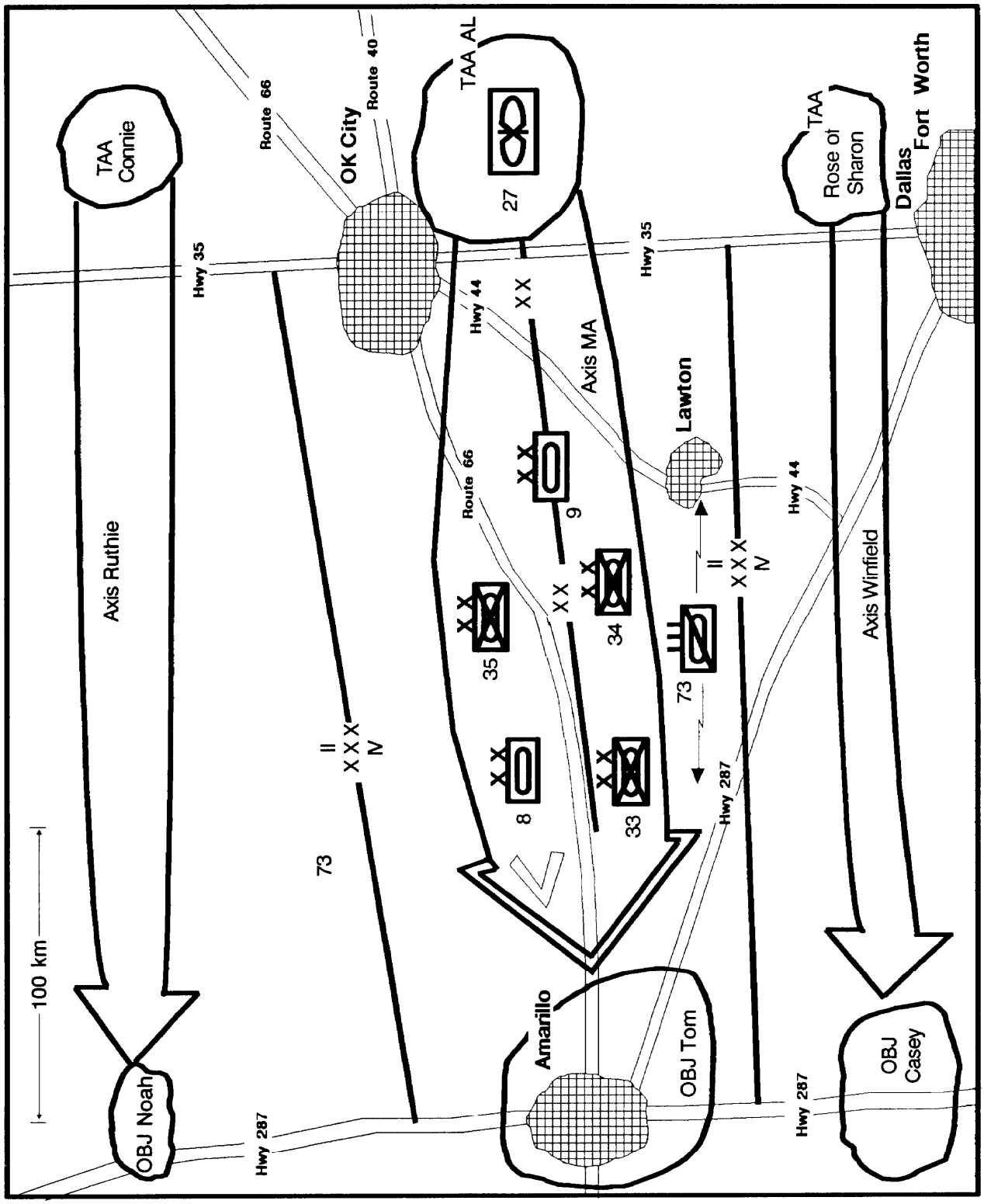


Figure 4-2. Friendly COA Cormier.

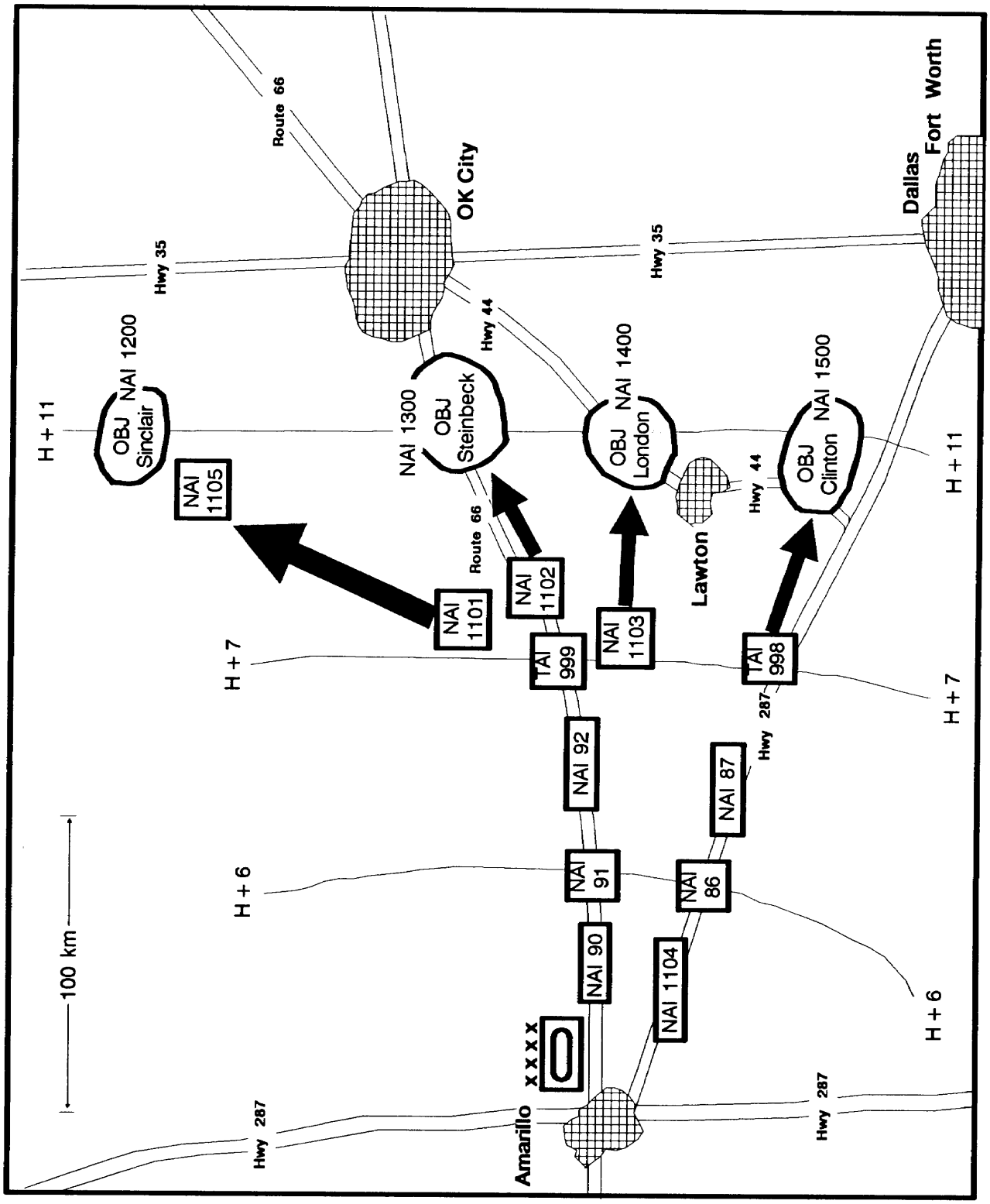


Figure 4-3. Partial event template showing enemy counterattack.

DECISION POINT		1	3	4a	4b	4c	5
INTELLIGENCE CRITERIA FOR DECISION			ID of: a. HET Dismount pts within TAA b. ROM trucks within TAA	OMG attacks to OBJ SINCLAIR	OMG attacks to OBJ STEINBECK	OMG attacks to OBJ LONDON (Very unlikely)	
SYNCHRONIZATION OF DECISION	COMMITTED MANEUVER FORCES			⇒ 8th AD establishes "BP-STOP SINCLAIR" ⇒ 35th Inf Div assumes attack ⇒ Main effort shifts to south	8th AD to BP 21 35th Inf Div to BP 22 34th Inf Div to BP 23 33d Inf Div to BP 24 (Shapes OMG to EA JOHN)	33d Inf Div to BP "STOP LONDON"	
	RESERVE — 9th AD			9th AD occupies TAA "JUST IN CASE"	O/O CATKs into OBJ JOHN	9th AD occupies TAA "JUST IN CASE"	
	RESERVE — 27th AB			27th AB screens northern flank to isolate OMG from zone	O/O CATKs into OBJ JOHN	27th AB O/O CATKs into OBJ JACK	
	FIRE SUPPORT		⇒ Massed ATACMS FIRE, ⇒ BAI	ATACMS Btrys occupy TAA "JUST IN CASE"	All Corps Fires to TAI JOHN	ATACMS and other Corps fires to TAI JACK	
	OTHER				Request commitment of Theater Reserve AB	Request commitment of Theater Reserve AB	

Figure 4-4. Partial BOS synchronization matrix.

These become the basis of the corps' list of intelligence requirements. To the corps' own requirements are added those of higher and lower units. The requirements manager prioritizes the complete list, using the planned phases of COA CORMIER to "time phase" the requirements (see Figure 4-5).

To further develop the corps intelligence requirements, the requirements manager refers to the event template that supports COA CORMIER (see Figure 4-3). The NAIs it depicts tell him where to collect in order to satisfy each intelligence requirement, while the event matrix tells him what type of activity (indicator) is associated with each NAI (see Figure 4-6).

For each prioritized requirement, the corps requirements manager works with ACE analysts to identify SRs that will satisfy each indicator. SIRs, if satisfied, will answer the original requirement, potentially providing more, and more relevant, information than initially requested.

Using PIR #9 (see Figure 4-5) as an example, Figure 4-9 shows the relationship of PIR to indicators and SIRs as displayed on the corps collection plan.

REMARKS	ORIGIN OF REQUIREMENT	INITIAL PRIORITY	REQUIREMENT	SUPPORTED DECISION
PHASE I PIR	CORPS-IR	1	Is MRD 66-N (Defends N. flank of Rt 66) defending with economy of force in the south?	Corps main effort reverts to 33d ID. (DP1)
	RI-8th AD RI-33d ID	2	What is the disposition of 2d echelon MRR defense for MRD 66-N? (Resolution required to platoon level.)	a. Main effort for both divisions will switch to weakest point. b. Supports targeting for both XXs.
	RI-8th AD RI-33d ID	3	Will the TR reserve (MRD 66-N) CATK into NAIs 42, 43, or 44?	Cues reserves for both XXs.
PHASE II PIR	CORPS IR	4	Will TD-S CATK to OBJ STEINBECK or OBJ LONDON?	a. 34th ID assumes main effort, 33d ID moves to block. b. Attack Helos/ Corps Arty OPCON to 33d ID. (DP2a)
	CORPS IR	5	Will TD-N CATK to OBJ SINCLAIR or OBJ STEINBECK?	a. 8th AD blocks, 35th ID assumes main effort. b. Attack Helos/ Corps Arty OPCON to 8th AD. (DP2b)
	ARMY IAT	6	Is the Front Air Army operating airfields at NAIs 305, 307, or 308?	Cues USAF OCA missions.
PRIORITY-7 ONLY FOR PHASE I	RI-8th AD RI-33d ID	7	Are the CPs of the MRD 66-N and its TR operating out of NAIs 61, 62, 64, 65, 67, or 68?	Cues 8th AD and 33d ID deep attack assets.
PHASE III PIR	ARMY IAT	8	Is the OMG forward TAA operating in NAIs 417, 418, 419, or 420?	Cues USAF BAI mission.
	CORPS IR	9	When will more than 10 HETs be present in TAI 999?	Triggers Corps ATACMS. (DP3)
	CORPS IR	10	Where are the OMG CPs within NAIs 417, 418, 419, or 420?	Triggers Corps ATACMS. (DP5)
O/O, PIR 1	CORPS IR ARMY IAT	11	a Will the OMG CATK to: OBJ SINCLAIR? b Will the OMG CATK to: OBJ STEINBECK? c Will the OMG CATK to: OBJ LONDON? d Will the OMG CATK to: OBJ CLINTON?	Cues Corps Reserves, Corps Attack Helos, Army Reserves, and Army Attack Helos. (DP4)
		12		

Figure 4-5. Prioritized list of requirements.

The quality and completeness of the corps' threat data base and threat models contribute to building better focused SIRs. SIRs, in turn, provide the corps mission manager his starting point for asset evaluation.

The mission manager begins by evaluating the general ability of each collection discipline to satisfy each SIR. Again using PIR #9 as an example, Figure 4-7 depicts the asset evaluation worksheet the mission manager used to evaluate collectors against one SIR.

NAI	EVENT	NET	NLT	SUPPORTS
90	Establish traffic control points	H+1	H+4	IR 9, 11 COA 1, 2, 3
	Extend ADA coverage	H+4	H+7	IR 9, 11 COA 1, 2, 3
	Begin convoy movement of reserve units to TAI 999	H+5	H+7	IR 9, 11 COA 1, 2, 3
	End convoy movement of reserve units TAI 999	H+29	H+31	IR 9, 11 COA 1, 2, 3

Figure 4-6. Partial event matrix.

The mission manager then lists the assets to which he has access by discipline. At this point in the process, availability at a specific time is not the issue. Remember, the corps collection manager can often directly influence asset availability.

Operation PLAINS PUSH does not enjoy national systems collection priority; concurrent crises in other theaters have won the competition for coverage. Therefore, the mission manager does not "evaluate" that capability, although he may include "National" on the collection plan in case priorities change. The corps does, however, have NRT access to U-2 ASARS/Senior Spear data via TRAC and commander's tactical terminal (CTT).

The mission manager notes the capability of each system to satisfy the specific requirement to locate stationary heavy equipment transporters or associated activity that might tip off another collector. Target selection criteria, in terms of location accuracy and reporting timeliness, are key considerations in evaluating the collector's capability.

For example, GRCS could intercept a convoy movement controller's radio transmission indicating off-loading activity. This could cue the mission manager to redirect a UAV flight to determine the precise location of the off-loading activity.

Similarly, although Joint STARS fixed target indicator capability is limited, tracking moving targets into the TAI could help focus the ASARS high-resolution fixed target indicator capability. A direct cue from the GSM to TRAC makes this work. (A GSM remote workstation and the presence of the MI Brigade S3 in the ACE creates an optimum environment for this kind of dynamic cueing by significantly reducing reaction and retasking time.) Thus, in addition to evaluating individual asset capability, the worksheet can form the first outline of a collection strategy resulting in specific asset selection.

Now the mission manager must match the collectors best suited to satisfy the SIRs against the corps' operational and DP timelines. The ISM does just that (see Figure 4-8).

The mission manager plans for corps organic collectors (UAV, GRCS, and the ACR) to provide redundant coverage during scheduled theater missions. This significantly increases the opportunity for cueing and is resource-smart since striking the enemy's operational reserves early is critical to the corps commander's plan.

Once the collection strategy for all requirements is synchronized with the timelines of COA CORMIER, the mission manager develops the supporting SOR and assigns them to the assets he has entered on the collection plan. Figure 4-9 depicts one technique for distinguishing

SIR 9:3: Are there HETs stationary in TAI 999?

ASSETS		CAPABILITY FACTORS			ENVIRONMENTAL FACTORS			CAPABLE	REMARKS
		RANGE	TIMELINESS	TECHNICAL CHARACTERISTICS	WEATHER	THREAT	TERRAIN		
IMINT	U-2 ASARS	+	+	+	+	+	+	+	Cueing improves technical capability; excellent targeting accuracy
	JSTARS	+	+	O	+	+	+	O	MTI/FTI; cue ASARS/ UAV
	UAV	+	+	+	+	+	+	+	
ELINT	U-2 SENIOR RUBY	+	O	+	+	+	+	O	Likely ADA activity
	GRCS	+	+	+	+	+	+	+	Likely ADA activity Mission 5A; Track N70
COMINT	U-2 SENIOR SPEAR	+	+ (CTT)	+	+	+	+	+	Convoy C^3 sites Cue ASARS
	GRCS	+	+	+	+	+	+	+	Convoy C^3 sites Mission 5A; Track N70
	GBCS	O	+	+	+	+	+	O	
HUMINT	IPW	+	O	O	+	+	+	O	As available
	CI	+	O	O	+	+	+	O	
	ACR	+	+	+	+	O	+	O	
MASINT	NA								

ASSETS SELECTED: IMINT: JSTARS, ASARS, UAV
ELINT: GRCS
COMINT: GRCS
HUMINT: ACR
MASINT: NA

+ Good
O Marginal
— Poor

Figure 4-7. Asset evaluation worksheet.

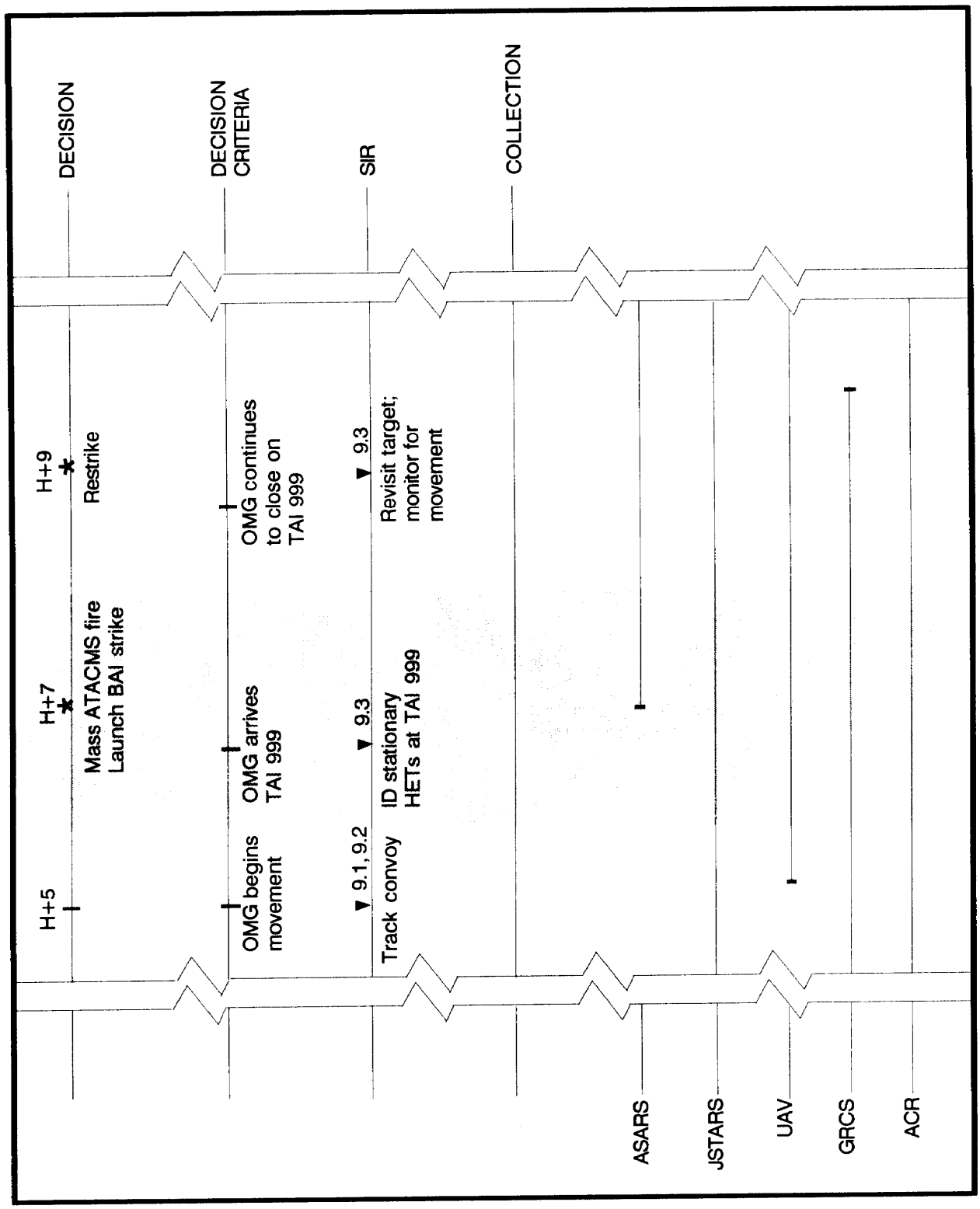


Figure 4-8. Partial IEW synchronization matrix supporting PIR 9.

PIR	INDICATORS	NAI/TAI	SIR	SOR	NATO-UAL-2	JSTARS	GUARDSVAS	GBICPW	ACCR
9. When will more than 10 HETs be present in TAI 999? LTIOV = H+12	a. HET presence and activity along MSR. b. HET presence and activity vic probable dismount point. c. Increased ADA activity vic MSR and probable dismount point. d. Presence and activity of traffic control points.	NAIs 90, 91, 92	9.1. Are there HETs moving east in NAIs 90, 91, 92? 9.2. What is the speed of HETs moving east along NAIs 90, 91, 92?	9.1.a. Detect HET convoy activity in NAIs 90, 91, 92. Report size, speed, and direction of movement. 9.2.a. Report HET convoy speed along NAIs 90, 91, 92.	X	(X) (X) (X) (X)			X X
		TAI 999	9.3. Are there HETs stationary in TAI 999?	9.3.a. Confirm or deny HET presence in TAI 999. Report numbers, dispersement, and activity.	(X)	X (X) (X)			X
		TAI 999	9.4. Has the threat established ADA coverage over TAI 999? 9.5. Has the threat established ADA coverage along NAIs 90, 91, 92?	9.4.a. Identify ADA equipment and type radar emissions along NAIs 90, 91, 92 and vic TAI 999.	X	(X) (X)			X

Figure 4-9. Partial collection plan (PIR 9).

between capable and less capable collectors. The mission manager uses a "circle X" to easily recognize the sources and systems for which he plans to draft SORs.

The collector type and its required tasking format determine which data elements are required to initiate collection. In this example, the IV Corps mission manager executes IMINT and SIGINT MATMs (Figures 4-10 and 4-11) to task the UAV and GRCS. The MATM applies to Joint STARS as well, but U-2 ASARS requires use of a Form 1684. Specific direction in the intelligence annex takes the place of a machine-generated message format for tasking the corps' ACR.

Once the mission manager completes and transmits each task or request, the appropriate asset manager begins to plan and execute the collection operation that will satisfy each requirement. Subsequently, the CM&D section starts receiving results in system-specific formats. The UAV RECCEXREP and GRCS TACREP (Figures 4-12 and 4-13, respectively) provide confirmation of heavy equipment transporter dismount activity at TAI 999.

```
FM IV CORPS G2/CM&D//
TO 404 MI BDE/S3//

U N C L A S S I F I E D

OPER/PLAINS PUSH//
MSGID/MATM/ASAS IV CORPS G2/9.3A/MAY//
HEADING/IMINT TASKING//
REQDATA/002/PRY:1/DATDES:930515/LTIOV:H+12/IMAGE/AREACO
/TOT:0300Z/EO/IMQ:V/CM:-/IV CORPS G2//
TGTCOD/2ABCDEFGH/2LMNOPQRS/2TUVWXYZA//
AMPN/ STATIONARY HET OR ARMORED CONCENTRATIONS IN BN OR
GREATER SIZE//
9AG
/RPTREQ  /QTY/
/RECCEXREP/ 1/
/SID    / 1/
TRCPLOTM/BMX..RICHLANDS 0582/12ABC3456/12ABC9012/12ABC7890
/12ABC3456/-//
NARR/REPORT ANY STATIONARY HET IN TAI 999. IDENTIFY CARGO.
REPORT NUMBERS, DISPERSEMENT, DOWNLOAD ACTVY. RPT RELATED
CONCENTRATIONS OF THREAT ARMOR//
DECL/OADR//
```

Figure 4-10. MATM IMINT tasking.

```
FM IV CORPS G2/CM&D//
TO 404 MI BDE/S3//

U N C L A S S I F I E D

OPER/PLAINS PUSH//
MSGID/MATM/ASAS IV CORPS G2/9.3.A/MAY//
HEADING/COMINT TASKING//
1KTASK
/DE/STA    /TSKACT/MSNNO /IMT /PRY/ON-TIME/OFFTIME
/01/D00901A /ADD   /000001/CDF /  1/150100Z/150700Z
/02/D00901B /ADD   /000001/CDF /  1/150100Z/150700Z//
1KCOMACT
/DE/CONOT /OCRNFREQ/DT/ACTTYP/ECH-LVL
/01/XXXXXX/EAOC    /30/MASSG /BN
/02/XXXXXX/EAOC    /30/REDPLY/BN //
1KCOMPRM
/DE/TGT-CALL-SIGN    /R-FREQ    /MOD/UK      /SIG
/01/BRAVO-10        / 97.10MHZ/SSB/12ABC3456/S
/02/AK794           / 21.55MHZ/CW /12ABC3456/W//
NARR/CONFIRM OR DENY HET PRESENCE IN TAI 999. REPORT
NUMBERS, DISPERSEMENT AND TYPE ASSOCIATED ACTIVITY//
DECL/OADR//
```

Figure 4-11. MATM COMINT tasking.

```
FM 404 MI BDE/S3//
TO IV CORPS G2/CM&D//

U N C L A S S I F I E D

OPER/PLAINS PUSH//
MSGID/RECCEXREP/IV CORPS UAV MPCS 02/9.3.A/MAY//
REF/B/MATM/IV CORPS G2/142000ZMAY93/9.3.A//
AMPN/TASKING RECEIVED VIA MATM//
MISSNID/02/IV CORPS G2/002/AA/AA001/930515//
ITEM/001/TANK RGT OFF-LOADING/BEN: TAI 999//
LOC/-/UTM:12ABC34125634//
TOT/150300Z/150330Z/150400Z//
NARR/TGT IS APPROX 25 HETS OFF-LOADING PROBABLE T-80 TANKS
IN ASSEMBLY AREA.//
IMDAT/IR/VERT/1,2,4-9/E/CL//
AMPN/5 FREEZE FRAME VIDEOS TRANSMITTED 150415Z//
DECL/OADR//
```

Figure 4-12. RECCEXREP.

```
FM 204 MI BDE/S3//
TO IV CORPS G2/CM&D//

UNCLASSIFIED

OPER/PLAINS PUSH//
MSGID/TACREP/IV CORPS GRCSIPF/9.3.A/MAY//
REF/X/MATM/IV CORPS G2/142000ZMAY93/001//
AMPN/TASKING RECEIVED VIA MATM//
ALERTWRD/OMG//
ACTY/UNLOAD/150310Z/UI TK RGT//
GNDOP/150310Z/1/XX/HTK/TANKS/-/UK:12ABC3456//
COMEW/97.10MHZ/BRAVO-10, BRAVO-17//
AUDIT/SP:IPF 135-003/150330Z MAY 93//
AMPN/SIGINT SUMMARY//
NARR: ELEMENTS OF THE FIRST TANK REGIMENT ARE PREPARING
FOR PROBABLE OFFENSIVE OPERATIONS. HEAVY EQUIPMENT
TRANSPORTERS (HETS) HAVE BEEN NOTED IN MOVEMENT TO AND
FROM AN ASSEMBLY AREA (TAI 999) LOCATED IN THE VICINITY
OF 12ABC3456. HETS ARE TRANSPORTING T-80 TANKS TO THE
ASSEMBLY AREA. PREVIOUSLY REPORTED RESUPPLY ACTIVITIES
HAVE BEEN ASSOCIATED WITH THIS TARGET.//
DECL/OADR//
```

Figure 4-13. TACREP.

The requirements manager immediately passes this critical targeting information to the target nomination team. The corps commander has the intelligence he needs to execute the ATACMS strike. In this example, the time lag between report evaluation and dissemination disappears.

PIR #9 is an internal corps requirement; therefore, further dissemination is probably not required. The requirements manager notifies the mission manager that SIR 9.3.a remains active to support restrike options until LTIOV. This requires continued monitoring and revisiting the target area.

Let's look at another example not directly tied to a targeting decision. PIR #l1.a (see Figure 4-5) concerns the potential counterattack OBJ of the enemy's operational reserves. Figures 4-14 through 4-16 demonstrate the collection management process as it progresses through the requirements and mission management functions.

Highlighting SIR 11.a.1 (see Figure 4-16) on reconnaissance activity, the mission manager recognizes the value of a long-range surveillance unit (LRSU) insertion in support of this requirement. NRT reporting and geolocational accuracy are not high priority capability criteria in this case. The mission manager evaluates and selects assets capable of collecting against mobile air and ground reconnaissance (Figure 4-14), synchronizes collection (Figure 4-15), and completes the collection plan (Figure 4-16).

The mission manager elects to use a FRAGO (Figure 4-17) to task the LRS company and specifies spot report as the reporting format (Figure 4-18). He updates the collection plan to reflect the changes in his collection strategy (Figure 4-19).

SIR 11.a.1: Has the threat employed reconnaissance assets vicinity OBJ SINCLAIR?

ASSETS		CAPABILITY FACTORS			ENVIRONMENTAL FACTORS			CAPABLE	REMARKS
		RANGE	TIMELINESS	TECHNICAL CHARACTERISTICS	WEATHER	THREAT	TERRAIN		
IMINT	U-2 ASARS	+	+	O	+	+	+	O	Requires cue
	JSTARS	+	+	+	+	+	+	+	Mission #2002; orbit OSPREY 4
	UAV	+	+	+	+	+	+	+	MI Brigade
ELINT	U-2 SENIOR RUBY	+	O	—				—	
	GRCS	+	+	—				—	
COMINT	U-2 SENIOR SPEAR	+	+	O	+	+	+	O	
	GRCS	+	+	O	+	+	+	O	Limited communications Mission #6A; Track C40
	GBCS	O	+	O	+	+	+	O	
HUMINT	IPW	+	O	+	+	+	+	O	As available
	CI	+	O	+	+	O	+	O	
	LRS	+	+	+	+	+	+	+	
MASINT	NA								

ASSETS SELECTED: IMINT: JSTARS and UAV
ELINT: NA
COMINT: GRCS and GBS
HUMINT: LRS
MASINT: NA

+ Good
O Marginal
— Poor

Figure 4-14. Asset evaluation worksheet (SIR 11.a.1).

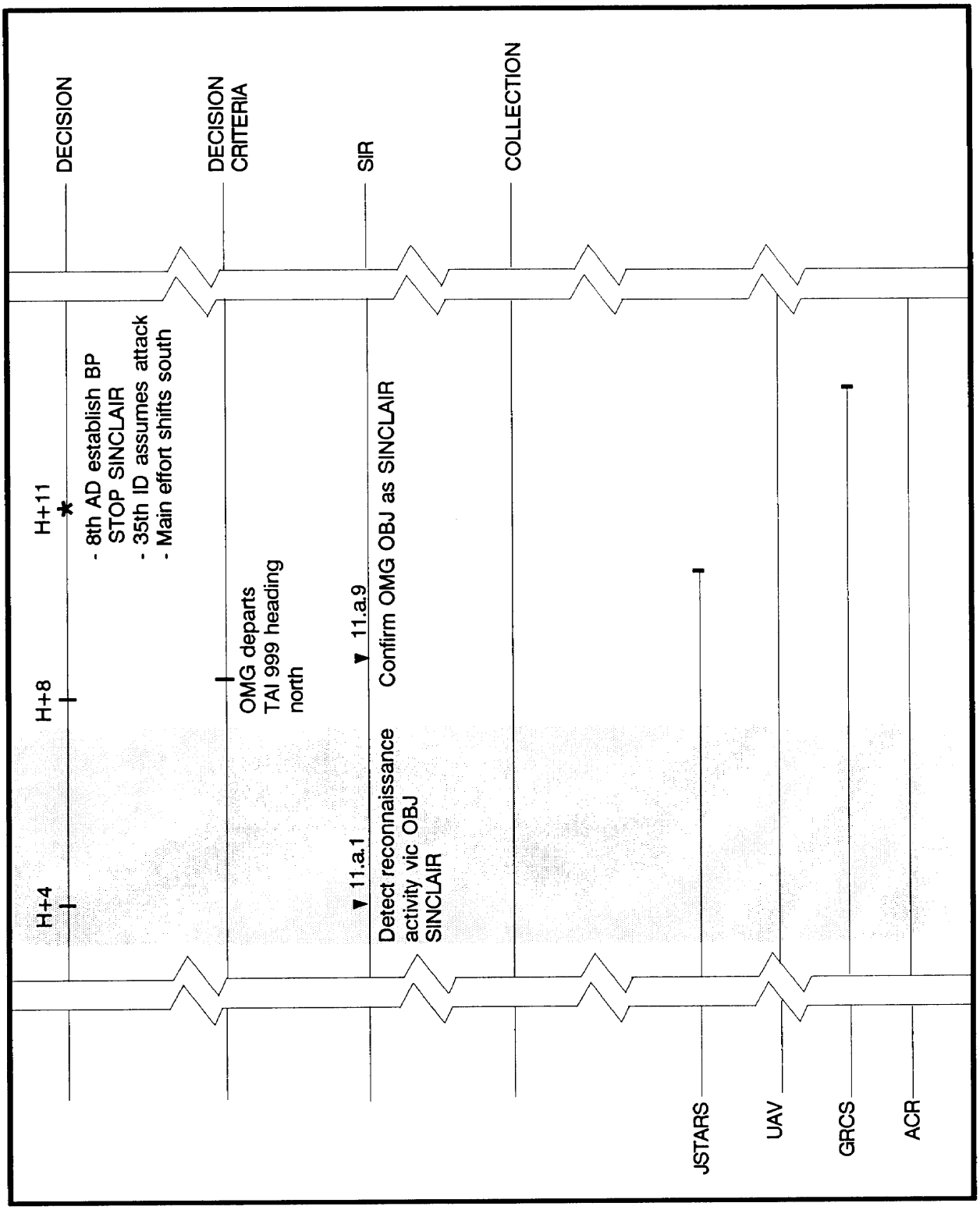
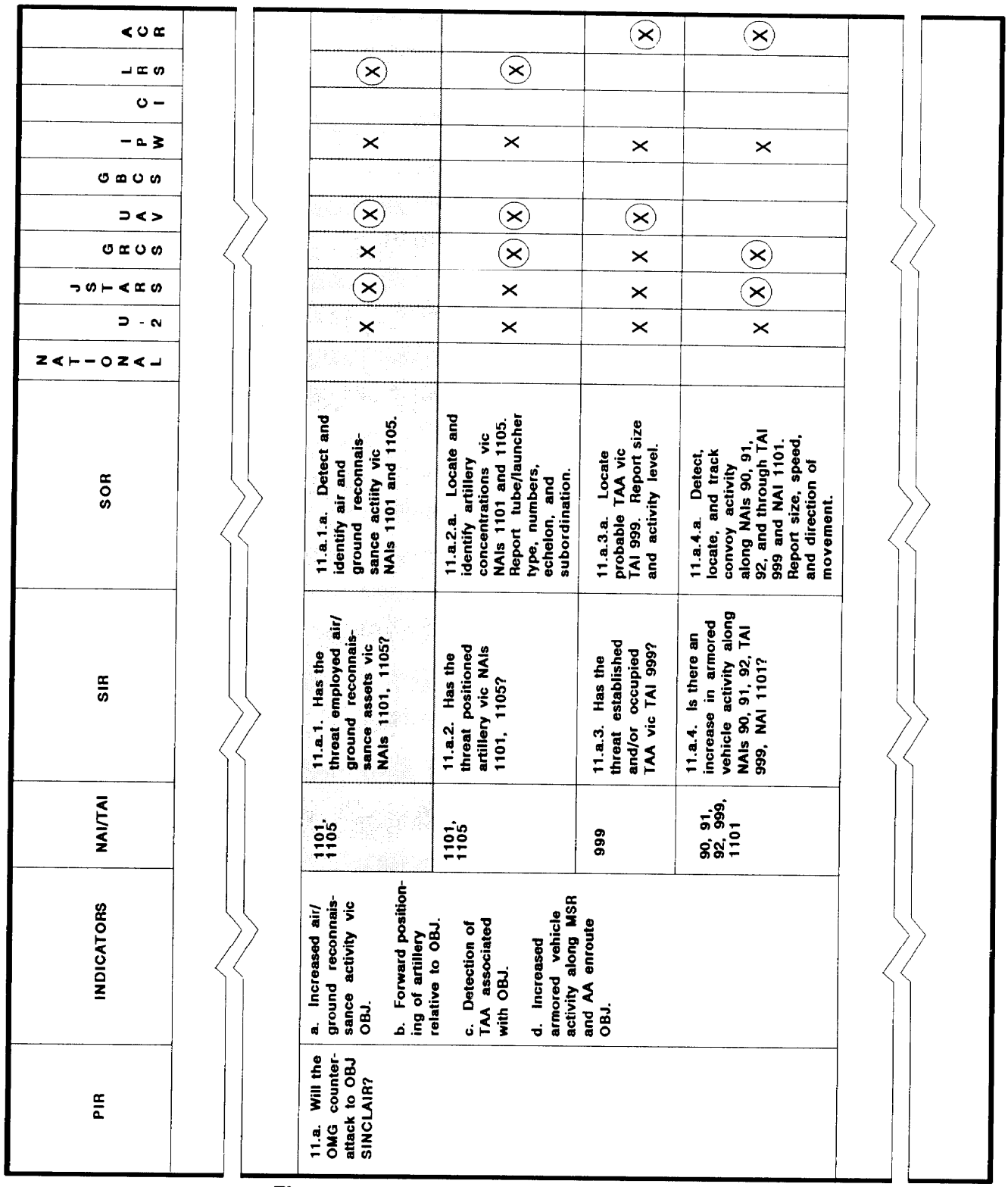


Figure 4-15. Partial IEW synchronization matrix supporting PIR 11.



PIR	INDICATORS	NAI/TAI	SIR	SOR	NATO-AL-2	JSTARS	GUARDCAVSS	GBICPWS	LACROSS
11.a. Will the OMG counter-attack to OBJ SINCLAIR?	a. Increased air/ground reconnaissance activity vic OBJ.	1101, 1105	11.a.1. Has the threat employed air/ground reconnaissance assets vic NAIs 1101, 1105?	11.a.1.a. Detect and identify air and ground reconnaissance actiity vic NAIs 1101 and 1105.	X	(X)	X (X)	X	(X)
	b. Forward positioning of artillery relative to OBJ. c. Detection of TAA associated with OBJ.	1101, 1105	11.a.2. Has the threat positioned artillery vic NAIs 1101, 1105?	11.a.2.a. Locate and identify artillery concentrations vic NAIs 1101 and 1105. Report tube/launcher type, numbers, echelon, and subordination.	X	X (X)	(X)	X	(X)
	d. Increased armored vehicle activity along MSR and AA enroute OBJ.	999	11.a.3. Has the threat established and/or occupied TAA vic TAI 999?	11.a.3.a. Locate probable TAA vic TAI 999. Report size and activity level.	X	X X	(X)	X	(X)
		90, 91, 92, 999, 1101	11.a.4. Is there an increase in armored vehicle activity along NAIs 90, 91, 92, TAI 999, NAI 1101?	11.a.4.a. Detect, locate, and track convoy activity along NAIs 90, 91, 92, and through TAI 999 and NAI 1101. Report size, speed, and direction of movement.	X	(X)	(X)	X	(X)

Figure 4-16. Partial collection plan (PIR 11a).

```
FM IV CORP
TO DRAGON TEAM//

U N C L A S S I F I E D

OPER/PLAINS PUSH/IVCORPS 101/EDEN//
MSGID/FRAGO/IVCORPS G3/11.A.1.A/MAY//
REF/NONE//
REQDAT/DATDES: 9305140330Z/9305150600Z/PRY:2//
TRCPLOT/32UNV123123/RAD: 10KM//
NARR/REPORT STATUS OF AIR/GROUND RECON ACTIVITY IN
ABOVE AREA (OBJ SINCLAIR); REPORT EQUIP TYPE, TACTICS,
NUMBERS, ECHELON, SUBORDINATION//
GENTEXT/METHOD OF RESPONSE/REPORT USING SPOTREP VIA
DRAGON NET.  REQUEST INTERIM REPORTS//
DECL/OADR//
```

Figure 4-17. Request for intelligence.

He intends to use the LRS company reporting to cue UAV and Joint STARS for bigger pictures of the OBJ area. When the report arrives (see Figure 4-18), the requirements manager evaluates it and determines that continued monitoring is required and disseminates the data within the ACE and to the Army of the Red River.

The IV Corps attack demands continuous coverage of fixed and moving targets across a wide area. The corps is equipped to conduct collection through efficient exploitation of the ISOS.

```
FM DRAGON TEAM//
TO IV CORPS G2/CM&D//

U N C L A S S I F I E D

SPOTREP #11.A.1.A01
RECON PATROL WITH SIX BMP SITED MOVING EAST ON SECONDARY
ROAD AT 12ABC12456456 AT 05150430Z.  RATE OF TRAVEL
APPROX 1O KPH.  HATCHES CLOSED.  NO UNIT MARKINGS VISIBLE.
```

Figure 4-18. Spot report.

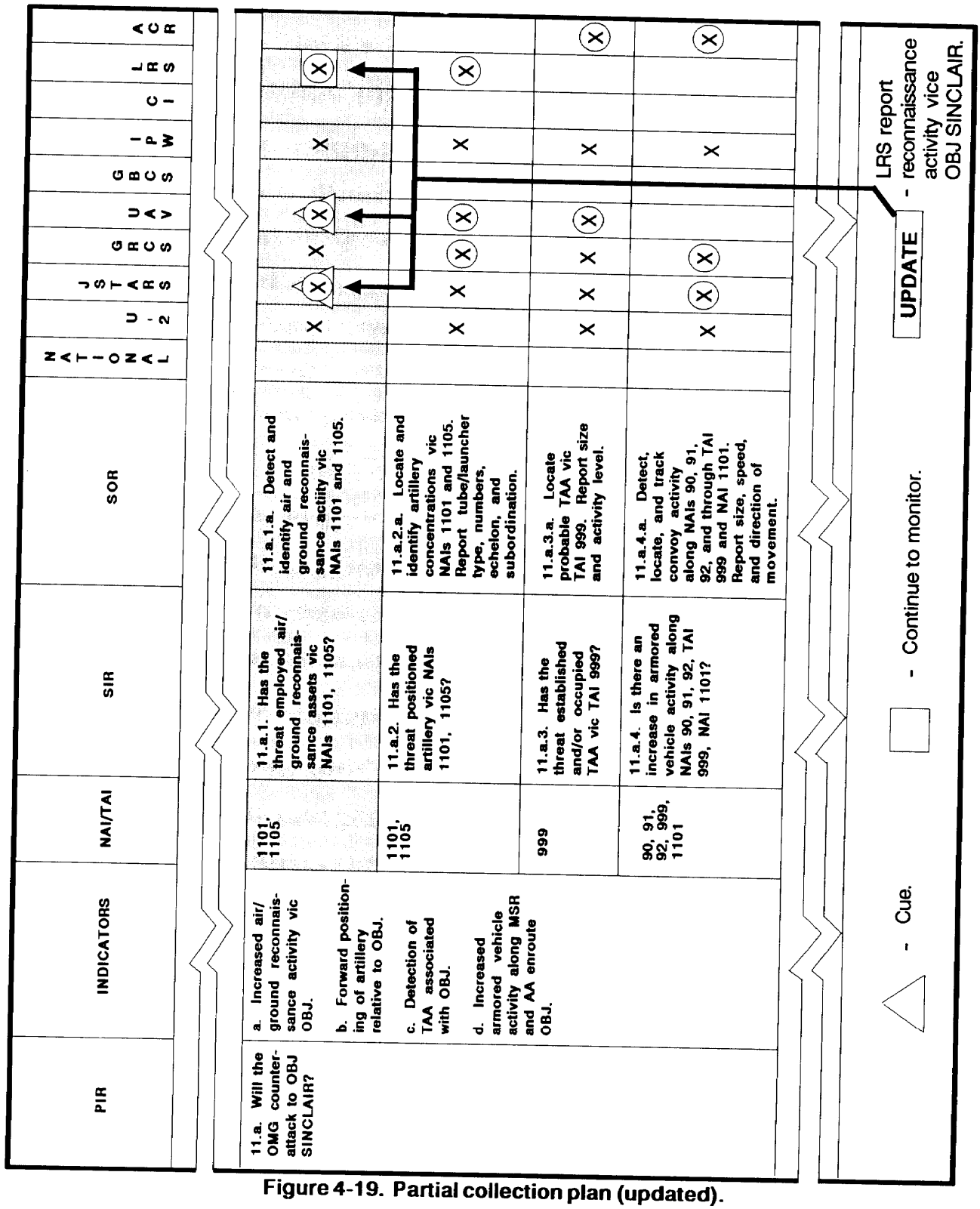


Figure 4-19. Partial collection plan (updated).

Scenario Two - Brigade Force Projection (Peacekeeping)

A diplomatic envoy from the United Nations (UN) has successfully negotiated a truce between the four warring factions of Outremer, a former satellite of the Soviet Union whose "national government" is crumbling. The month-old truce, however, is endangered by the actions of the warlord ruler of Reynald, a small but economically important province which controls Outrerner's major port and trade routes (see Figure 4-20).

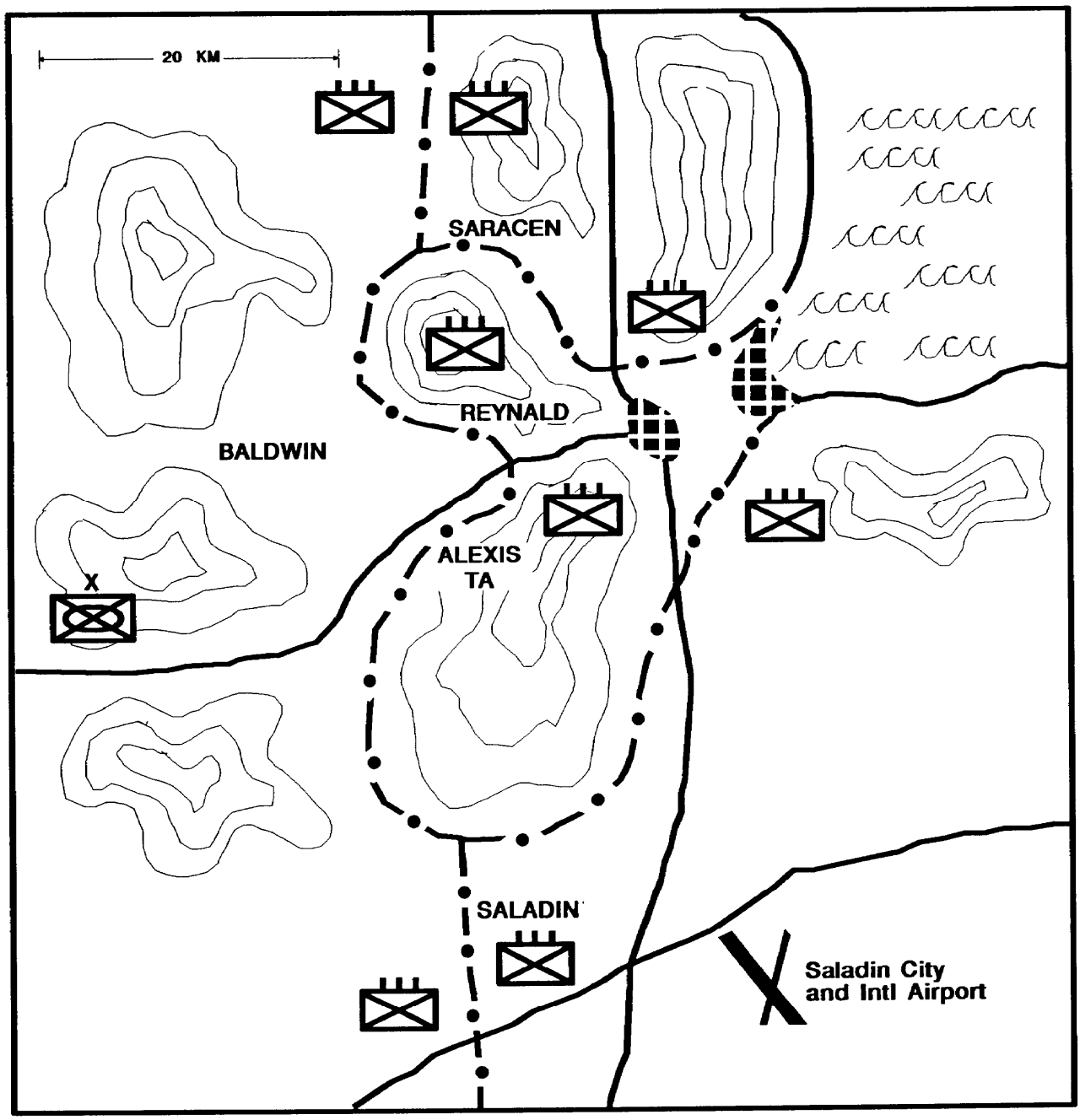


Figure 4-20. The regional situation for Outremer.

Regular plundering of trade between the provinces of Saracen and Saladin by Reynald's military has heightened regional tensions. These two Muslim provinces have threatened to re-invade Reynald and establish a corridor across the predominantly Christian province in order to safeguard their convoys. Because of the influence of religion on regional politics, any such move would force the Christian province of Baldwin to support Reynald, effectively re-igniting the four-year civil war that killed or starved 75,000 people.

Outremer military forces within the region consist of both regular and militia forces . Reynald's military consists of one active duty infantry regiment and two militia regiments. The active duty regiment is garrisoned in the two major cities on the coastal plain (Kerak and Montreal). Ostensibly responsible for maintaining law and order and protecting the province's borders, it is this regiment which interferes with trade between the two Muslim provinces. Although the two militia regiments in the mountainous regions of Reynald were demobilized a month ago, they could be quickly re-activated.

Baldwin's military includes the Tancred Brigade, a mechanized infantry brigade and the region's only "heavy" force, garrisoned at Fort Pilgrim in the western reaches of the province. The Tancred Brigade often deploys to the Alexis Training Area on Baldwin's border with Reynald, and at times trains within the mountainous regions of western Reynald.

The remainder of the forces in the region are the regular infantry regiments that Baldwin, Saracen, and Saladin post along their borders for security and early warning.

In a last-ditch effort to stave off war, the otherwise impotent "national government" of Outremer requested the use of UN forces in Reynald to monitor and enforce Reynaldian compliance with the terms of the truce, which include free trade across provincial boundaries.

1st Brigade will participate as part of a US JTF in this mission, deploying by air to Saladin City and then moving overland into Reynald as the JTF's initial entry force. 1st Brigade's mission is to prevent the two Reynald militia regiments from interfering with UN operations within the cities of Kerak and Montreal. Figure 4-21 depicts the JTF's organization and the 1st Brigade's intelligence architecture. The remainder of the JTF will deploy by sealift to the port of Hattin in Saladin over the next six weeks, moving overland to join the 1st Brigade in Reynald (see Figure 4-22). The mission of the 2d Brigade (ARFOR) and a Marine Brigade under NAVFOR control is to monitor the activities of the Reynaldian Regiment near Kerak and Montreal as well as to assist with UN operations within those cities (see Figure 4-23).

During predeployment planning, the JTF considered airlifting the MI Brigade processors to the staging area in Spain. However, the J2 decided to rely upon the in-place European theater processors (IPDS and EPDS) and to augment each brigade with a remote communications secondary imagery dissemination (SID) server. The 1st Brigade, as the early entry force, receives a Trojan Spirit equipped with an analytical software package that allows stand-alone operations until the MI Brigade ACE arrives.

The national system has been monitoring the major cities, Port Montreal, and Saladin City International Airport in support of UN negotiations. In preparation for the 1st Brigade and subsequent JTF deployment, the JTF collection manager "pulls" current photograph coverage of the area of operation (AO). In response to a 1st Brigade requirement, the JTF requests a DIA photographic mosaic of the terrain west of Kerak to assist in base camp planning.

After wargaming the force protection mission, the JTF collection manager seeks CI support from the theater MI Brigade for the intermediate staging area in Spain. Unfortunately, HUMINT collection in the target area is virtually nonexistent. The collection manager submits a time sensitive collection request for HUMINT support for operations in the target area.

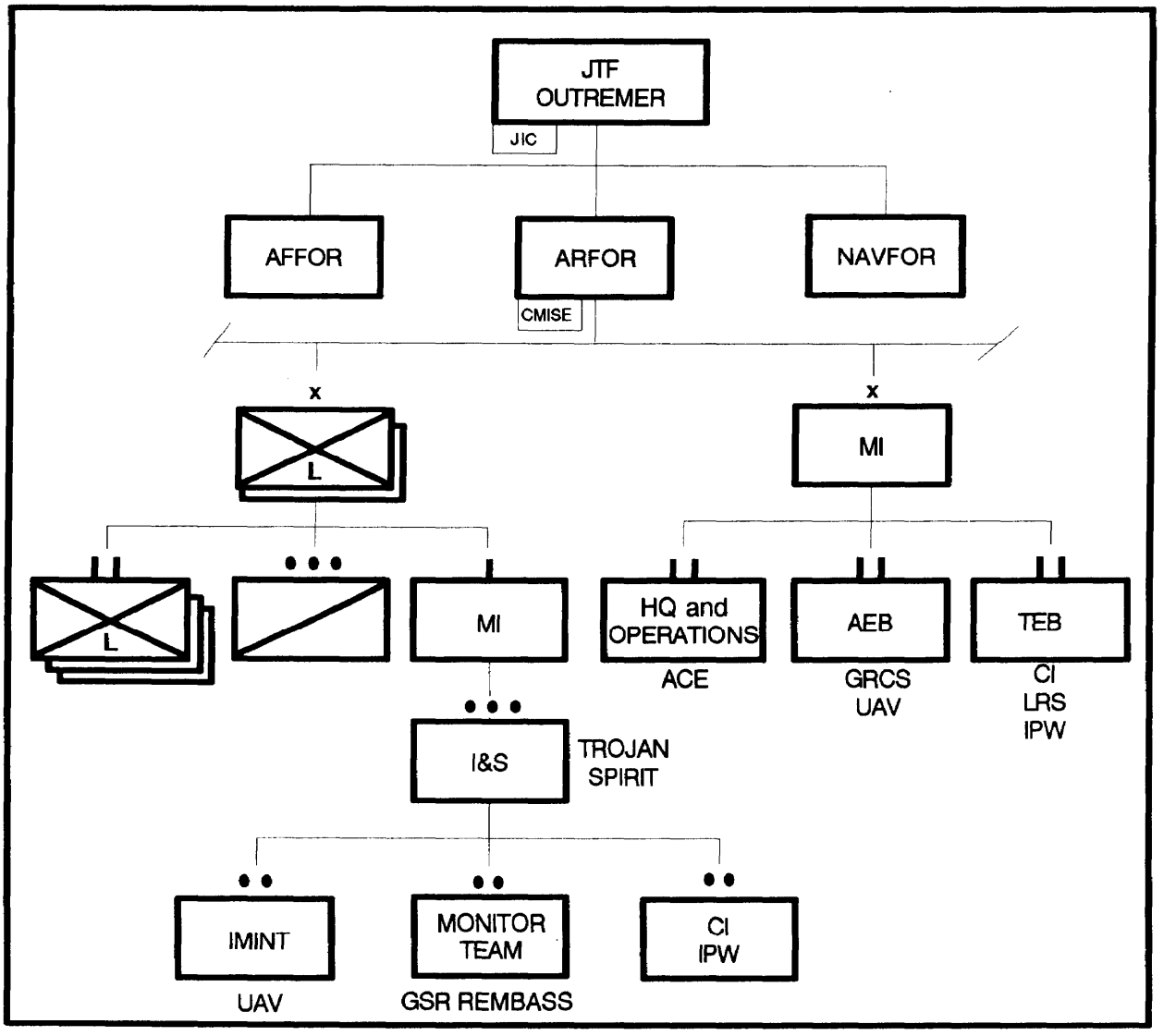


Figure 4-21. JTF and 1st brigade organization.

These actions are all part of pre-deployment planning. The JTF collection manager and brigade S2 follow the collection management process, although they may not generate any traditional tools (asset evacuation worksheet, ISM, collection plan) at this stage.

During the IPB process, the brigade's S2 determined that Reynald would mobilize its militia if it intended to confront the JTF with force. Accordingly, he identified the avenues of approach that would allow the militia to move into the coastal zone (see Figure 4-24).

After wargaming potential friendly COAs against the possible COAs of Reynald's militia, 1st Brigade's commander plans to occupy BASE HOSPITLAR and BASE TEMPLAR (see Figure 4-23) while monitoring the activities of Reynald's military forces. Upon indications of intervention by Reynald's two militia regiments, 1st Brigade will respond by occupying battle positions and initiating a set of confrontation procedures designed to intimidate Reynald's government and avert armed conflict. Should this fail, the 1st Brigade will activate designated engagement areas and destroy any intervening forces. The location of the battle positions and engagement areas is keyed to the COA Reynald's forces adopt (see Figure 4-25).

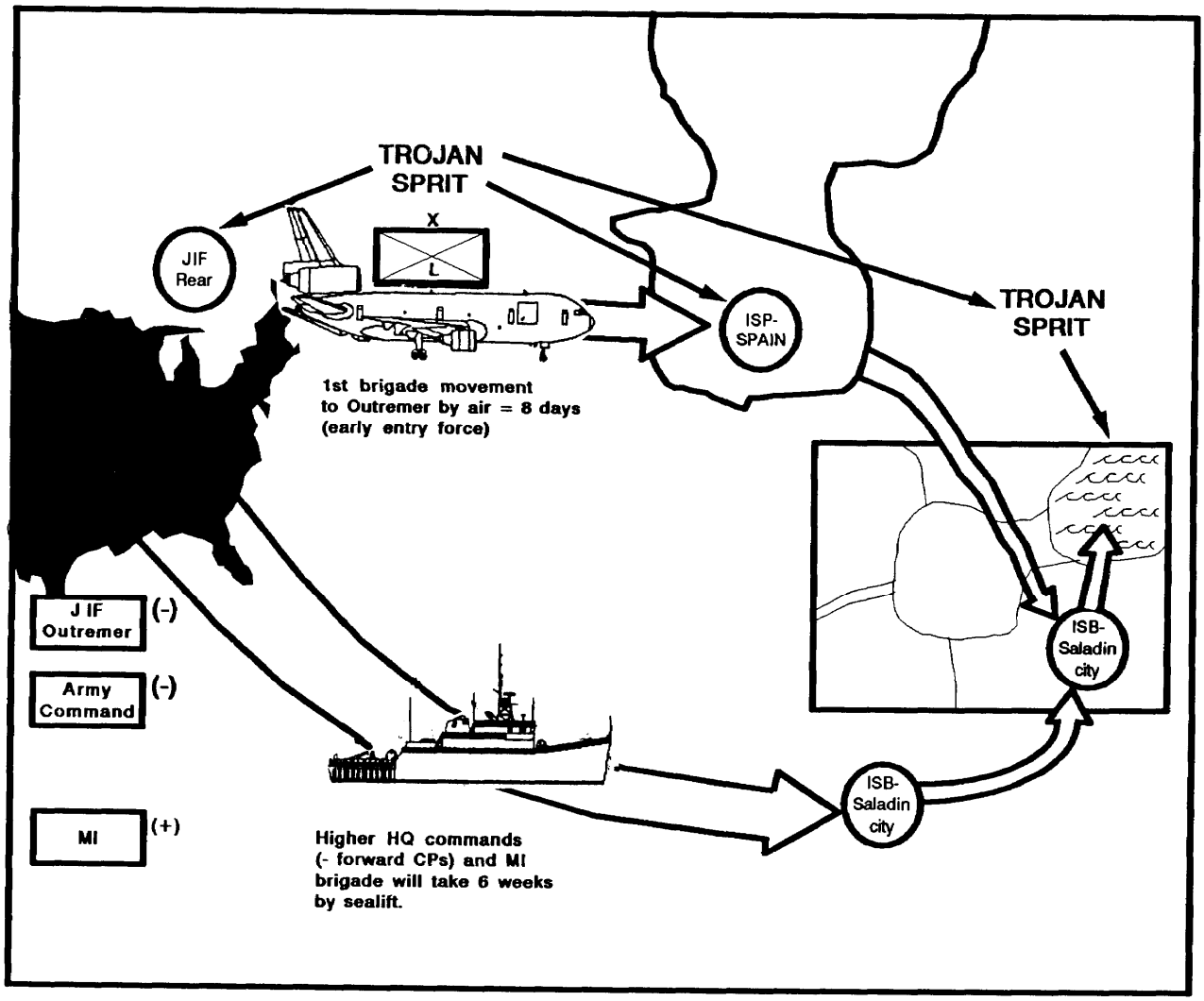


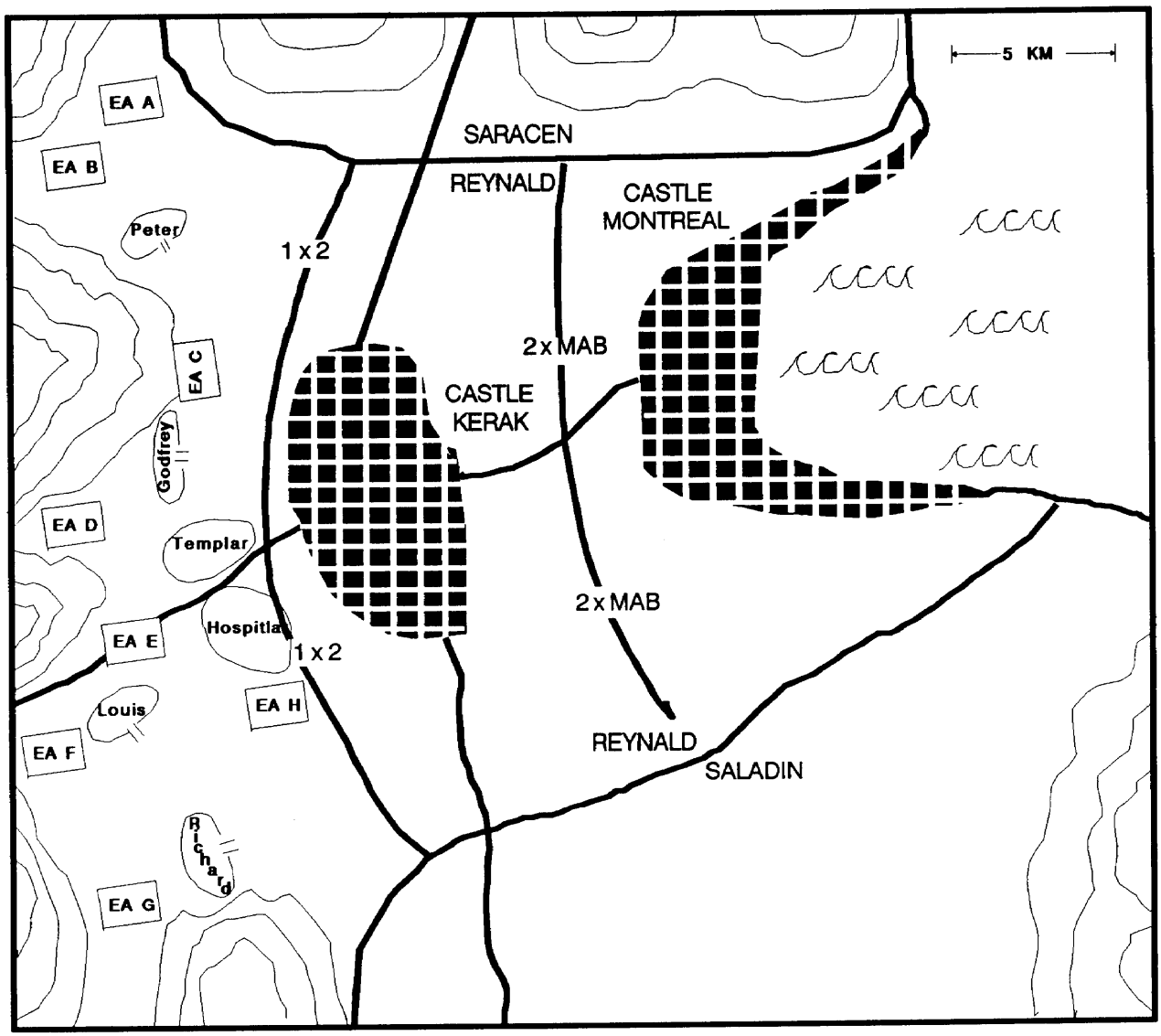
Figure 4-22. Initial split-based operation for Ist brigade.

In order to support the commander's decisions on which battle positions and engagement areas to activate, the S2 gets the commander's approval to implement the intelligence requirements shown in Figure 4-26.

The S2 then develops a collection strategy designed to determine whether Reynald's militia regiments intend to intervene with UN operations within the province. Figure 4-27 illustrates the partial ISM which depicts his strategy for accomplishing this in AA PETER.

For the same area, the S2 refines the event template to focus his collectors to specific areas within the avenue of approach (see Figure 4-28). The locations of the NAI are carefully chosen to provide enough information to satisfy the requirements while also giving the commander enough time to make a decision and move forces to appropriate battle positions.

He then develops detailed taskings for collection assets to implement the collection strategy described above. He reflects these taskings in the collection plan shown in Figure 4-29.



The brigade S2 coordinates with the JTF J2 to ensure that he is planning intelligence collection against the Tancred Mechanized Brigade. After corrdinating with the J2, the S2 uses the Trojan Spirit to issue an exploitation requirement prioritizing theater IPDS read out imagery of the Tancred Mechanized Brigade in garrison and in the Alexis Training Area (Figure 4-30). The IPDS responds with an Imagery Interpretation Report (IIR) (Figure 4-31) that indicates the Tancred Mechanized Brigade is conducting routine garrison operations.

After each of the brigade's subordinate collection assets receive their taskings, they in turn develop detailed R&S plans to accomplish their taskings. The brigade S2 collects these plans, verities that they will indeed satisfy his taskings, and publishes them as a consolidated R&S plan (see Figures 4-32 and 4-33). This ensures that each asset is aware of the others' activities and informs the friendly force of the location of these deployed assets, significantly reducing the risks of fratricide.

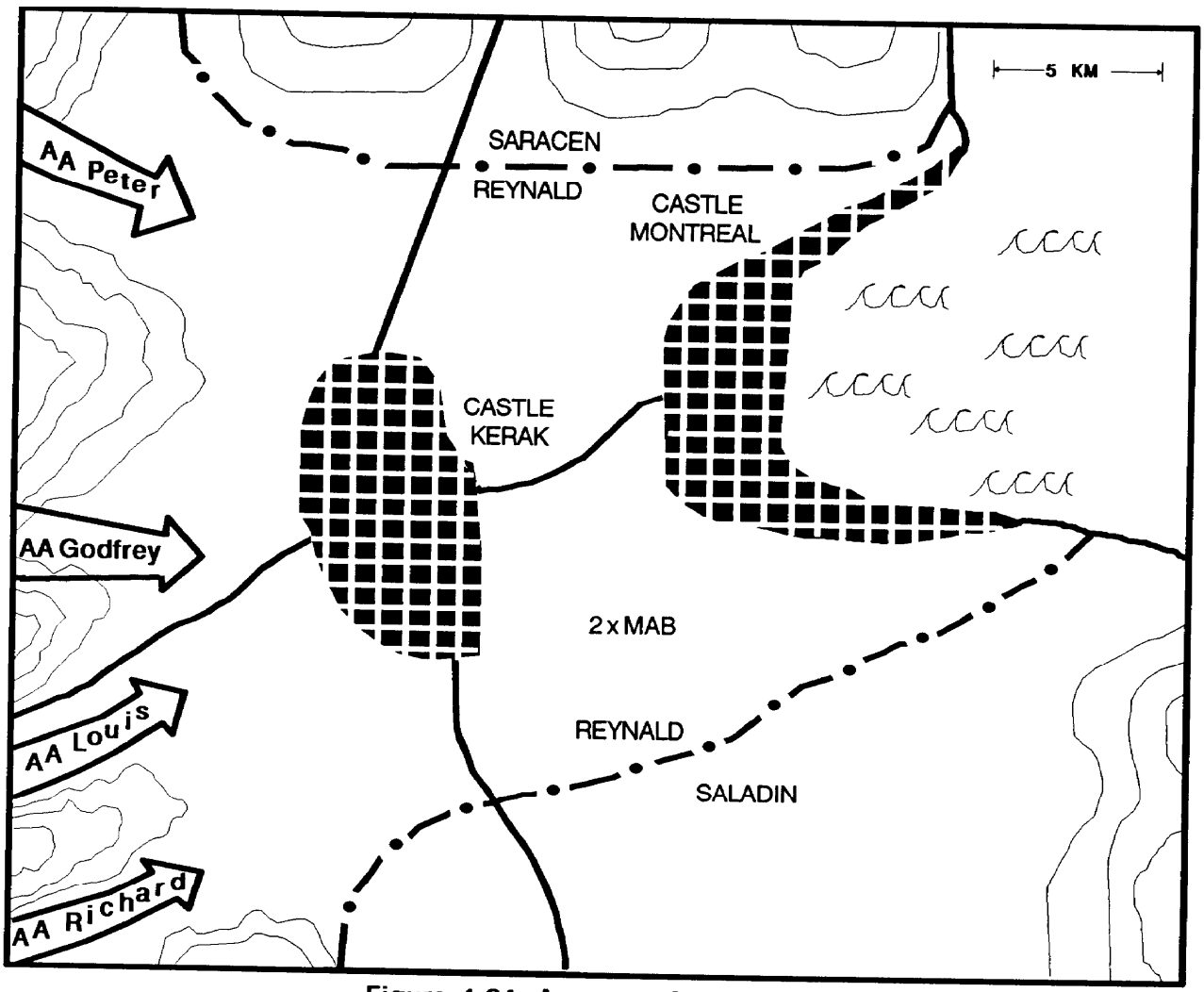


Figure 4-24. Avenues of approach.

After executing these plans for 12 days, a remotely monitored battlefield sensor system (REMBASS) operator delivers the report shown at Figure 4-34 to the brigade's S2 officer on duty:

In response, the S2 duty officer coordinates with the S3 to air insert the brigade scouts into landing zone (LZ) SOUTH and have them conduct reconnaissance along ROUTE C to further investigate activities in NAI P2 (see Figure 4-33). He also diverts an ongoing UAV mission to the NAI. The UAV reports "no significant activity" in NAI P2. The scouts report the only activity in the area to be grazing by a large number of sheep and request permission to conduct foot reconnaissance through NAI P1 on their return to base. The S2 recommends approval of their request and coordinates for their passage through NAI P1.

The next day the S2 queries the CI teams working the villages near NAI P2 and learns that sheep are often permitted to graze the mountain pass in the evenings. Accordingly, he updates his collection plan to include visual observation of NAI P2 in order to avoid constant false alarms.

DP	1	2	3	4	5
THREAT ACTION (DECISION CRITERIA)	Dismounted Infantry in AA PETER (Co to Regt)	Dismounted Infantry in AA GODFREY (Co to Regt)	Dismounted Infantry in AA LOUIS (Co to 2 Regts)	Mechanized Infantry in AA LOUIS (Plt to Bde)	Dismounted Infantry in AA RICHARD (Co to Regt)
MANEUVER	Battalion occupies BP PETER	Battalion occupies BP GODFREY	1 or 2 battalions occupy BP LOUIS	1 or 2 battalions occupy BP LOUIS Request attack helicopter support from higher HQ	Battalion occupies BP RICHARD
FIRE SUPPORT	Activate EAs A, B & C	Activate EAs C & D	Activate EAs E & F	Activate EAs E & F Request CAS from higher HQ	Activate EAs E, F & G
OTHER	Activate confrontation procedures; notify goverment of Reynald	Activate confrontation procedures; notify goverment of Reynald	Activate confrontation procedures; notify goverment of Reynald	Activate confrontation procedures; notify goverment of Reynald Also notify goverment of Baldwin	Activate confrontation procedures; notify goverment of Reynald

Figure 4-25. BOS synchronization matrix.

PIR	1	Will any of the Baldwin Motorized Rifle Brigade move through Reynald along AA LOUIS? (DP4)
PIR	2	Will one or two of the Reynald Militia Regiments move along AA LOUIS towards Kerak and Montreal? (DP3)
IR	3	Will a Reynald Militia Regiment move along AA GODFREY towards Kerak and Montreal? (DP2)
IR	4	Will a Reynald Militia Regiment move along AA PETER towards Kerak and Montreal? (DP1)
IR	5	Will a Reynald Militia Regiment move along AA RICHARD towards Kerak and Montreal? (DP5)

Figure 4-26. Prioritized list of requirements.

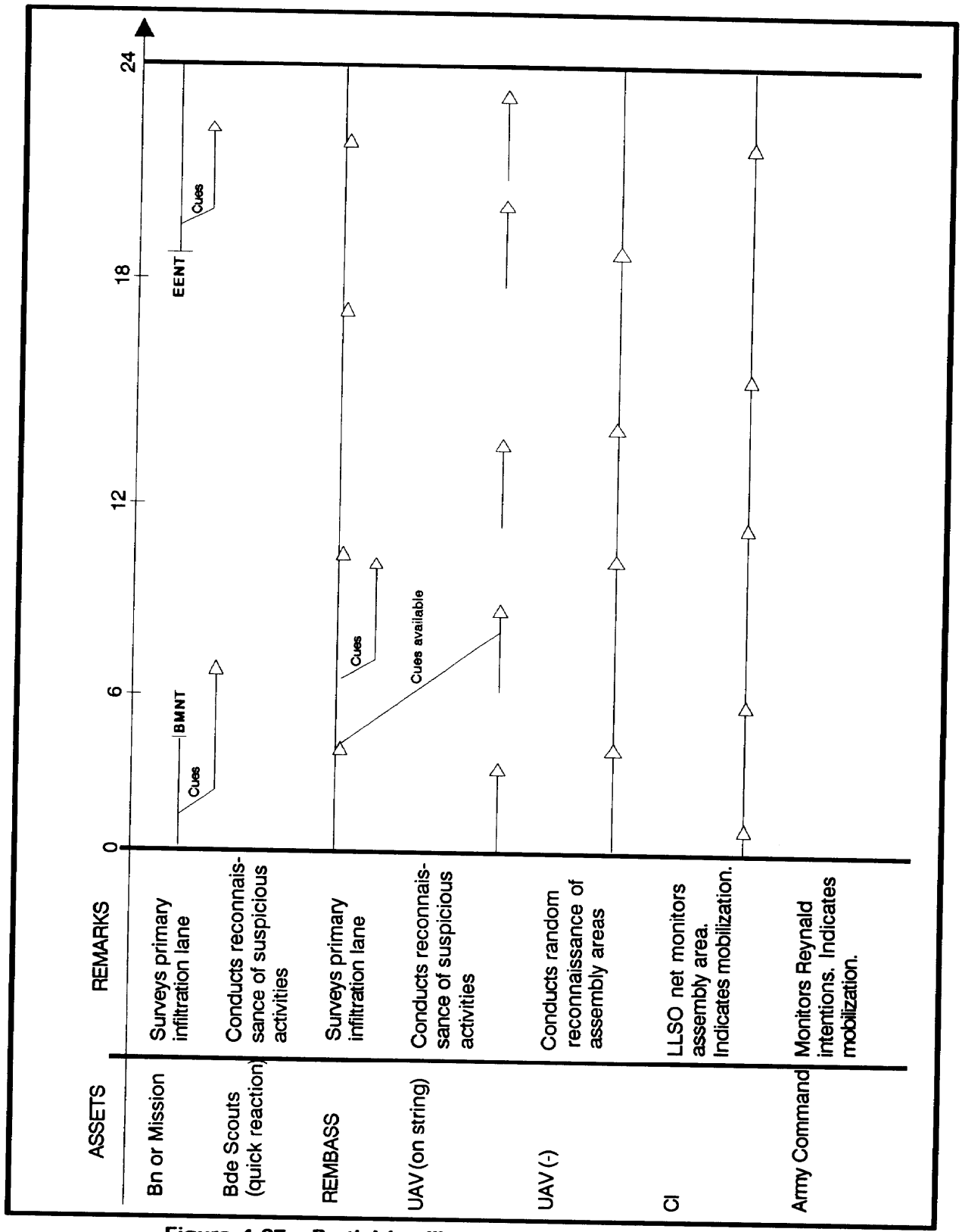


Figure 4-27. Partial intelligence synchronization matrix (requirement PETER) (repeats daily) (patrols will randomly variate).

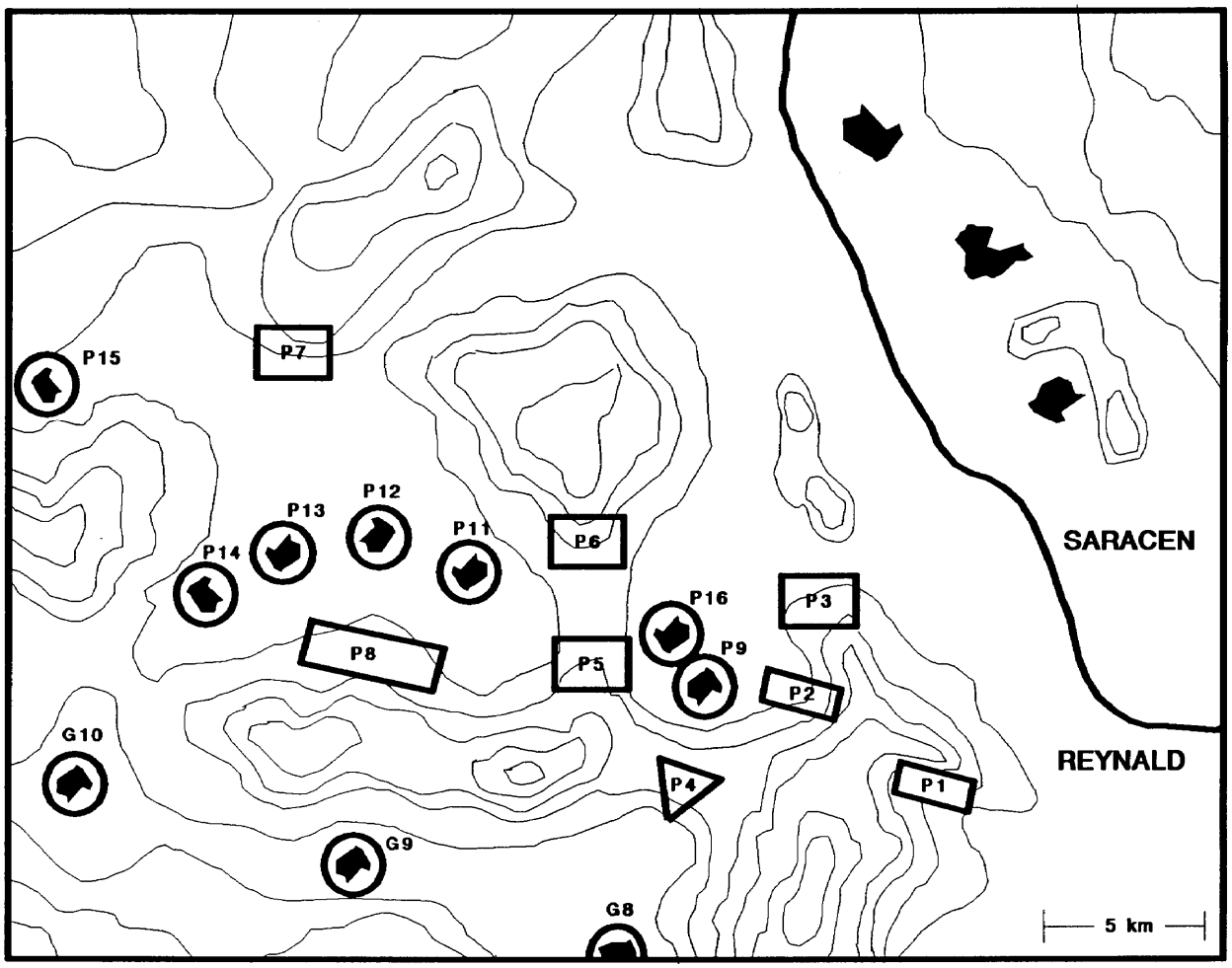


Figure 4-28. Partial event template.

NAI	DESCRIPTION (SIR)	TIME OR FREQUENCY	BATTALION ON MISSION	BRIGADE SCOUTS	REMBASS	UAV	CI	ARMY COMMAND
P1	Infiltration Lane PETER	1. Only at night 2. Continuous	X[1]	On call	X[2]	On call		
P2	Infiltration Lane PETER	1. Only at night 2. Continuous	X[1]	On call	X[2]	On call		
P3	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P4	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P5	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P6	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P7	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P8	Possible Assembly Area	Random reconnaissance once each 8 hours		On call		X		
P9	Village with Militia	Daily					X	X
P10	Village with Militia	Daily					X	X
P11	Village with Militia	Daily					X	X
P12	Village with Militia	Daily					X	X
P13	Village with Militia	Daily					X	X
P14	Village with Militia	Daily					X	X
P15	Village with Militia	Every other day					X	X

Figure 4-29. Partial collection plan.

```
UNCLASSIFIED
OPER/CRUSADER//
MSGID/ER/MITT/002/111500NOV//
XTGT/00001/2/B/MECHINFBDEHQ/9311111500Z/07/A04B/9311131800Z
/LTIOV:1800Z/ABCD//
XTGTLOC/32UAB125345//
 NARR/COMPANY LEVEL ARMORED VEHICLE FORMATIONS IN THE ALEXIS
TA AND HIGH LEVEL CHANGE DETECTION IN GARRISON (FT PILGRIM)
HAVE 1ST PRIORITY FOR EXPLOITATION//
RMKS/HIGH LEVEL TRAINING BY ELEMENTS OF THE TANCRED MECH INF
BDE MAY BE IN PREPARATION FOR CROSS BORDER ACTIVITY VIC
ALEXIS TA//
DECL/OADR//
```

Figure 4-30. Exploitation requirement.

```
UNCLASSIFIED
OPER/CRUSADER//
MSGID/IIR/VCORPS IPDS/002/NOV//
RPTID/IPIR/XXXXXX/SER:AB1234/931112//
HILITES/IMAGERY INDICATES INSTALLATIONS AND ACTIVITIES
CONSISTENT WITH NORMAL GARRISON AND TA OCCUPATION//
TEMTYP/SIGNIFICANT ACTIVITY OR OB ITEMS//
ITEM/001/TANCRED MECH INF BDE HQ/BEN:0000F00000/00/
CAT:04321/CTY:BW /Y//
LOC/-/UTM:32UAB125345//
STATACT/NRL/SGN:NRC//
OBID/GFW/931112/TOT:1530Z/AREA A-MOTOR POOL, AREA B-TA//
UNITID/TANCRED MECH INF BDE//
IMR/931112/MSN:A321B/FR/PAN/60-68,72-74/-/TOT:1530Z//
IMDATA/A/00/CL//
HEADING/COLLECTION OBJECTIVES SATISFIED//
AMPN/TARGET IMAGERY CLEAR, HIGH QUALITY//
ITEM/002/ALEXIS TA/BEN:0001F0000/CAT:54321/CTY:BW/Y//
LOC/-/UTM:32UABAB115340//
IMR/931112/MSN:A321B/FR/PAN/80-89/-/TOT:1533Z//
IMDATA/A/OO/CL//
/DECL/OADR//
```

Figure 4-31. Imagery interpretation report.

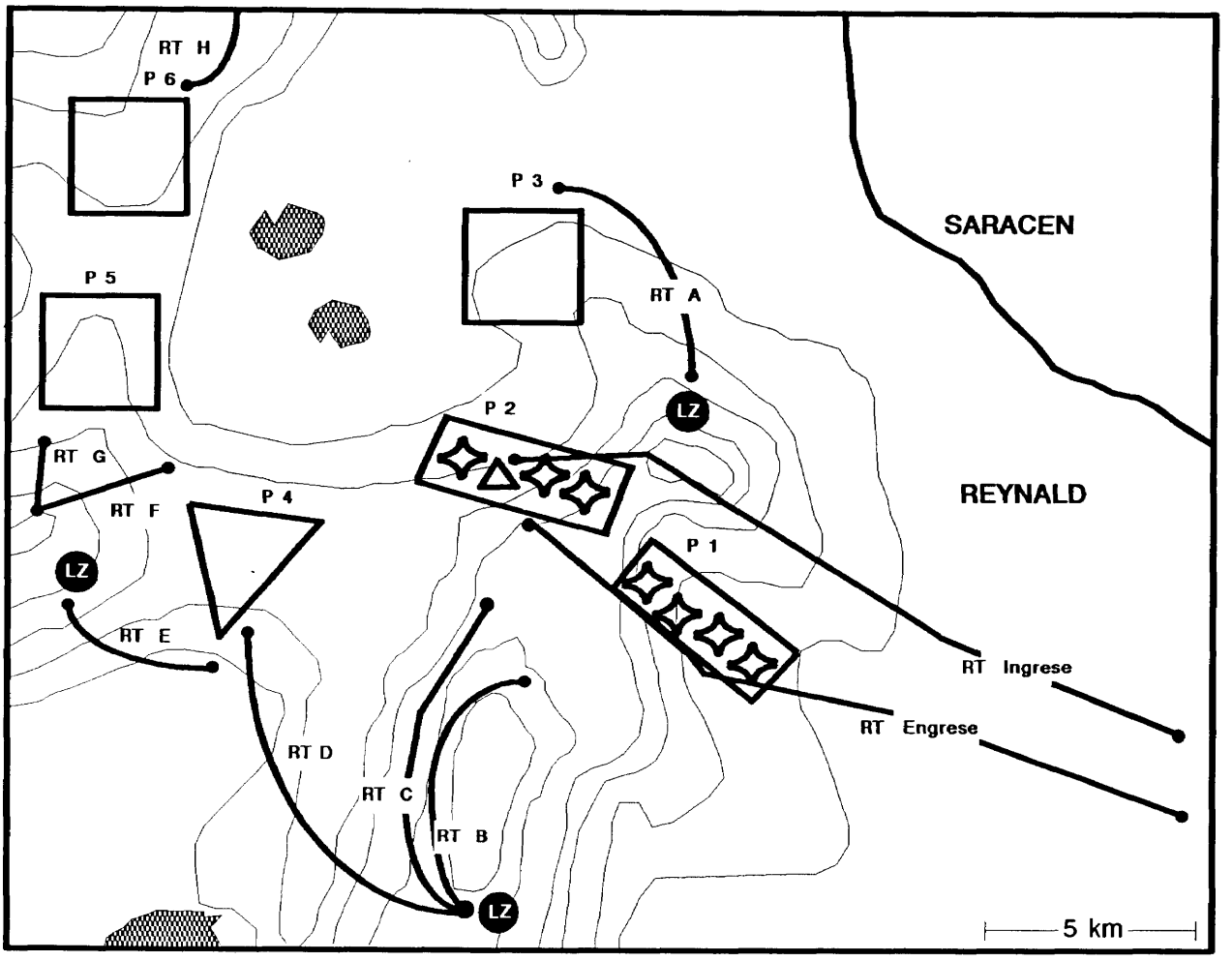


Figure 4-32. Partial brigade consolidated R&S overlay.

BRIGADE ON MISSION	DAILY: Infiltrates patrol via ROUTE INGRESS to LP/OP-PETER by EENT. Exfiltrate patrol via ROUTE EGRESS at BMNT.
BRIGADE SCOUTS	ON ORDER: Will conduct reconnaissance of NAI P1, P2, P3, P4, P5, P6, P7, or P8. They will conduct initial reconnaissance of LZs and routes to NAIs by 231600. Will back brief brigade on routes selected upon tasking. Will coordinate with brigade on mission for near and far recognition signals.
REMBASS	Four strings established in NAI P1 and four more strings in NAI P2. All sensors are within 15 minutes of the only trail.
UAV	ON ORDER: Conduct reconnaissance of NAI P1, P2, P3, P4, P5, P6, P7, or P8. Will conduct random reconnaissance of NAIs P3, P4, P5, P6, P7, and P8. Routes and times will vary daily. Each NAI will be checked daily (at a minimum).
CI	Will establish LLSO net in villages at NAIs P9, P10, P11, P12, P13, P14, and P15 to monitor indications of mobilization in the province. CI will check each NAI daily (at a minimum).

Figure 4-33. Partial brigade consolidated R&S plan.

FM REMBASS TEAM 2//
TO TF CRUSADER S2//
SPOTREP #21
LARGE AMOUNT OF FOOT TRAFFIC DETECTED IN NAI P2 AS OF
142210Z. DIRECTION OF MOVEMENT IS EAST AT APPROX 2 KM/H
APPROX CENTER OF ACTIVITY AT 142220 WAS QC34986542.

Figure 4-34. REMBASS report.

CHAPTER 5

COLLECTION MANAGEMENT CONSIDERATIONS

The collection management process does not dramatically change with echelon or operation (joint, combined, or interagency). Organization, terminology, and tools may vary, but the steps stay the same.

The following covers considerations in applying the collection management process at different echelons and during different types of military operations.

Joint, Combined, and Interagency Operations

JOINT OPERATIONS

Joint intelligence is rapidy evolving into a "pull down" system . . . when the JTF pulls, the strings reach to the top.

—Joint Pub 2-01

Organization

There is no standard collection management organization at existing joint-level commands. There are CM&D sections that perform the CRM and COM functions. This section often interfaces with a Joint Reconnaissance Center (JRC) for the conduct of airborne collection during operations other than war. Another approach is the Collection Coordination Center (CCC), organized by intelligence disciplines.

The JTF is the primary organization for joint operations, especially during force projection. The JTF performs missions of short duration with specific, limited objectives. The JTF draws units from theater components and may receive out-of-theater augmentation in terms of units, intelligence capabilities, and communications.

The collection management organization includes component collection management sections, the JTF headquarters CM&D, and JIC collection managers. Since the organization is not fixed, but is tailored to each mission, collection managers must quickly learn and become proficient at using the systems available to the JTF.

Operations

JTF service component commanders employ forces to accomplish operational tasks, including intelligence collection. There is a tasking relationship, therefore, between the JTF CM&D and service components.

The JTF also relies upon national collectors and production agencies to fill intelligence gaps. The JTF sends collection requirements and requests for intelligence to the JIC. If the JIC determines that a new collection requirement is warranted, the collection requirement goes to the National Military Joint Intelligence Center (NMJIC) for resolution.

See JCS Publication 2.01 for additional information on Joint Intelligence Operations.

COMBINED OPERATIONS

Organization

If a coalition or alliance enters into combined operations, command and control may remain essentially national or it may integrate. Either way, intelligence remains a national responsibility. US units subordinated to a non-US headquarters may require augmentation with translators and interpreters and "front end" terminals (MITT, FAST-I) or complete processors (IPDS, EPDS) to ensure their continued connectivity with US theater and national collection systems.

Operations

Intelligence collection operations in a combined environment are affected by the confusion factors of language, differing tasking and request channels and formats, information classification and releasibility concerns, and national sensitivities.

Collection managers must be familiar with allied and coalition collection and communications systems and the tasking and request channels they require. A proven technique is the use of intelligence liaison personnel to formulate effective collection strategy and facilitate rapid dissemination.

Another complication is the disparity in the collection capabilities of the US and other nations. While other nations often have greater HUMINT resources within a given region, there usually exists a large technological disparity between US and non-US collection capabilities. A combined unit commander must establish a system that optimizes each nation's contributions and provides all units a high quality intelligence picture.

US units subordinated to non-US headquarters may face unique problems in disseminating intelligence. If a direct channel is available to the next higher US headquarters, the tactical US unit may have better and more current intelligence than its controlling non-US headquarters. In that instance, liaison personnel have a responsibility to disseminate intelligence both up and down, while adhering to restrictions that deal with the release of intelligence to other nationals.

INTERAGENCY OPERATIONS

Organization

The primary consideration from an organizational and leadership standpoint is the absence of a formal command structure. Non-DOD agencies often operate with management and direction vice command, complicating any attempt at maintaining unity of effort. Each non-DOD agency—

- Will have its own collection management structure.
- May have been augmented with special collection assets.
- Will most likely enjoy exceptional access to national systems.

An excellent example of a joint headquarters operating in an interagency environment is US Southern Command (USSOUTHCOM). The Drug Enforcement Administration (DEA), Central Intelligence Agency (CIA), and a variety of economic development agencies exercise non-DOD elements of national power throughout the region.

Operations

Interagency operations require a robust liaison environment to make things work. Additionally, in the absence of command unity, commanders and agency chiefs should establish formal agreements to ensure all parties clearly understand their responsibilities and relationships within the system.

In the collection management arena, formal agreements should specify tasking and request relationships, timelines, and formats. They should identify who, or which agency, has PIR and collection plan approval authority. The responsibility for collection platform readiness and scheduling and the elements of availability should be clearly defined.

Collection Management at Various Echelons

ECHELONS ABOVE CORPS

Organization

The EAC MI brigade establishes support elements at the corps Analysis and Control Company to effect the IS0S "push-pull" concept. This organization is the Corps Military Intelligence Support Element (CMISE).

The EAC structure also supports Theater Army collection management with personnel from the echelon above corps intelligence center (EACIC) of the MI brigade.

Equipment

The EAC MI brigade provides Army all-source collection capability at the theater level. Overt and controlled collection HUMINT programs, SIGINT collection and analysis systems, measurement and signature intelligence (MASINT) and technical intelligence (TECHINT) teams, and a variety of IMINT collection and exploitation systems form a formidable family of collectors. The brigade is tailored to meet the intelligence needs of the theater and may have organic tactical exploitation of national capabilities (TENCAP) processors, airborne reconnaissance low (ARL), Joint STARS, TRACKWOLF, and single source processing-SIGINT (SSP-S). The brigade may also have access to automated collection management applications, including system-specific software.

Operations

Aside from the CMISE and theater staff augmentation, the brigade performs the asset management function in response to external tasking. The theater collection management organization exercises tasking authority through the brigade S3.

National assets and agencies provide significant support to EAC, and the theater collection manager leverages national level collectors and producers on behalf of the corps. For further discussion on EAC operations, see FM 34-37.

CORPS

Organization

The scope of corps operations requires a robust collection management structure within the ACE. In addition to requirements managers, mission managers, and the MI brigade S3,

there may be liaison personnel from organic collection units, such as the aerial exploitation battalion.

The CMISE serves as a "smart bridge" between echelons. CMISE collection managers assist the corps in pulling collection schedules, strategies, and posture reports, and in ensuring product dissemination from EAC. They also serve as subject matter experts on EAC collection system capabilities and tasking mechanisms.

During deployments, the CMISE will provide continuing direction to potential stay-behind processors such as IPDS or EPDS. They maintain focus on the corps AI while the corps is in transit and support the forward CM&D section from garrison.

Equipment

The corps has an impressive array of collection and exploitation systems and units. HUMINT collectors include the ACR, the LRS company, and CI and interrogation teams. The principal SIGINT collector is GRCS. There are TENCAP processors (EPDS, IPDS) to link the corps with national systems. Mobile terminals like the Joint STARS GSM and MITT provide mixed and redundant coverage to the corps on the move. The corps may have access to automated collection management applications, including system-specific software.

Operations

The corps conducts detailed collection management planning, resulting in "tools" (such as IEW synchronization matrix, collection plan, asset evaluation worksheets) tailored to the commander's needs. While the corps enjoys a good mix of organic collection and processing assets, collection capability is finite and must be carefully balanced between many competing missions (such as target and situation development and BDA). The corps collection manager generally tasks organic assets to satisfy the majority of his intelligence requirements, relying on requests to fill remaining voids. With a number of subordinate units, the. dissemination responsibility grows. This includes secondary imagery dissemination for those corps with an organic imagery exploitation system.

The corps collection manager requires automation and mission management applications to optimally exercise these functions. He also must have direct connectivity to organic asset managers to continuously monitor collector readiness and performance in a fast-paced operational environment. For more discussion on corps operations, see FM 34-25.

DIVISION

Organization

The division collection management structure also fits within the ACE. It is a scaled-down version of the corps organization, retaining separate requirements and mission management functions. There is no EAC augmentation element at division level.

Equipment

The division has fewer organic assets than its higher headquarters. The division's cavalry squadron, LRS detachment, and CI and interrogation teams provide HUMINT support. There is ground-based and limited aerial SIGINT collection. The UAV and Joint STARS GSM will provide the IMINT capability divisions currently lack. "Front-end" terminals (such as MITT, FAST-I) allow the division to "pull" IMINT and electronic intelligence (ELINT) from corps and EAC.

Operations

Division collection management operations resemble those at corps. Again, it is a question of scale and level of detail. The division collection management organization generates an ISM and collection plan. Asset evaluation worksheets may not be as important due to the reduced number of assets. The division collection manager ensures he develops specific and prioritized intelligence requirements for transmission to corps for action, following through until each requirement is satisfied. For further discussion on division operations, see FM 34-10.

DIVISIONAL MANEUVER BRIGADE

Organization

At division level and higher, the collection management process is shared among several elements. At brigade level the same personnel in the S2 section will usually perform all six steps of the collection management process.

Equipment

The Joint STARS GSM provides the brigade with a link to the intelligence provided by division and higher level assets. For HUMINT resources, brigades rely on their battalions' scouts and augmentation with CI and interrogation teams from division. Light brigades also receive GSR and REMBASS support.

Operations

Although the collection management process remains the same, the brigade S2 section may not generate a separate IEW synchronization matrix; consolidation with the brigade's BOS matrix may suffice. Similarly, SORs are usually less developed with SIRS often passed directly to collection assets. The brigade's collection plan is usually supplemented with graphics in the form of a consolidated R&S overlay.

The consolidated R&S overlay is the collection plan in graphic form. Its foundation is the event template, a result of the brigade's IPB and decision making process. The event template is modified to depict, as a minimum, the deployed or planned deployment of the brigade's R&S assets and control measures associated with their operations. Control measures normally include—

- Friendly boundaries.
- R&S limit of responsibility.
- Movement controls (start points, release points, and check points).
- Sectors of scan for sensors.
- Locations of primary, alternate, and supplementary positions.
- Graphics depicting route, area, or zone reconnaissance.

It can also include any information which will help R&S assets plan and conduct their intelligence collection missions. For example, it might include the known locations of obstacles and minefields as well as information from the enemy situation templates. Most units also duplicate the written collection plan in the form of a matrix within the overlay's margins.

For additional information on event templates and R&S planning, see FM 34-2-1 and FM 34-130.

BATTALION

Organization

Like brigades, the battalion S2 section performs requirements and mission management. Depending on local SOPS, the battalion S2 may also serve as the asset manager of some or all of the battalion's collection assets.

Equipment

In addition to the scouts, the battalion S2 might integrate GSR and REMBASS into his R&S planning. Frontline troops and combat patrols are other sources of organic collection.

Operations

At battalion level, intelligence requirements generally appear on the BOS synchronization matrix rather than on a separate intelligence matrix. The collection plan is normally presented graphically in the form of a consolidated R&S overlay.

Depending on local policies, the S2 may have or share responsibilities for planning collection missions and coordinating transportation, fire support, and logistical support.

APPENDIX A

THE COLLECTION PLAN

The collection plan provides a framework that collection managers can use to determine and evaluate intelligence needs. Then they use the plan to meet those needs. Because of the diversity of missions, capabilities, and requirements, ***the collection plan has no prescribed doctrinal fomat.*** However, a dynamic collection plan should—

- Have as its basis the commander's intelligence requirements (PIR and IR).
- Help the commander see as deep in depth and time as possible.
- Cover deep, close, and rear operations.
- Have a four dimensional battlefield approach: width, length, height, and time.
- Cover the collection capabilities of higher and adjacent units.
- Be flexible enough to allow response to changes as they occur.
- Cover only priority requirements.
- Be a working document.
- Contain precise and concise language.

The selection of a format by any particular command is based on the requirements of that command and the resources available for collection management. However, regardless of the format selected, it must follow the logical sequence of collection management described in Chapter 3. In addition, the plan must be easily adjustable to changing requirements, situations, and missions. This appendix provides several recommended formats, any of which may be adjusted to fit your specific requirements.

Collection Plan Worksheet

The intelligence collection plan worksheet is a valuable aid in planning and directing the collection effort. For many requirements, particularly those concerned with enemy capabilities and vulnerabilities, a written collection worksheet is advisable. The detail in which it is prepared, however, depends on the requirements collection managers need to satisfy and the overall coordination needed during the collection effort. At battalion and brigade, the collection plan worksheet is very informal. It may cansist of a list of available collection means plus brief notes or reminders on current intelligence requirements and specific information to collect.

At division level and above, collection planning is more complex. The PIR of a corps commander often require in-depth analysis, and the coordination of the overall collection effort is a major undertaking. For that reason, written collection worksheets prepared at these echelons are detailed.

Figure A-1 shows a format commonly used at division and corps level. EACs as well as brigades and battalions can modify this format to fit their own requirements.

Figure A-2 provides an example of a completed collection plan using sample entries.

Another method for maintaining a collection plan is in the form of a visual file index using 5- by 8-inch cards (see Figures A-3 and A-4). In this method, a collection requirement is displayed across the bottom of a card. The remainder of the card may contain the following:

PIR and IR	INDICATORS	SIR	COLLECTION AGENCIES	PLACE and TIME to REPORT	REMARKS
	INSTRUCTIONS				
List PIR and IR. Leave enough space to list indicators for each PIR and IR in column 2.	List indicators that will satisfy each PIR.	Then, if necessary, list specific information required to satisfy the indicator. Key requirements to NAI on the event template if possible. These requirements form the basis for SORs.	Place an "X" under each agency that can collect the required information. Circle the "X" when an agency has been selected and tasked.	Place may be a headquarters or unit. Time may be specific, periodic, or as obtained.	Include means of reporting; for example, via spot report format. Include established communications; for example, multichannel, frequency modulated, RATT, or state "by SOP" if SOP criteria applies for responding to collection requirements.
	EXAMPLE				
Where and in what strengths are threat forces?	Discovery trails within the AO.	Report increased border crossing vic 5D47-5042 to Seine River.			

Figure A-1. Instructions for filling out the major parts of a standard collection plan format.

CLASSIFICATION

UNIT: _____ **COLLECTION PLAN** PERIOD COVERED: FROM _____ TO _____

PRIORITY INTELLIGENCE REQUIREMENTS AND INFORMATION REQUIREMENTS	INDICATORS (ANALYSIS OF INTELLIGENCE REQUIREMENTS)
PIR 1. Where and in what strength are threat forces?	a. Areas of enemy activity. b. Discovery of weapons and new trails within the AO. c. Introduction of new tactics by insurgents.

AVENUE OF APPROACH COORDINATES: FROM TQ 5720 TO UQ 9273

MOBILITY CORRIDOR NO FROM _____ TO _____

NAMED AREA OF INTEREST	DISTANCE	TIME NET	TIME NLT	SPECIFIC INFORMATION OR REQUESTS	OBSERVED TIME	TASOSC ISE	SOC J2	GP MI DET	1 BN MI DET	ODA 934	ODA 932	ODA 931	ODA 930	4TH POG	96TH CA	HN Police	HN 1st BDE	HN 2d BDE			HOUR AND DESTINATION OF REPORTS	REMARKS
NAI 2	50 km	NA	D+5	Report increased border crossing vic TQ6020, TQ3218 and TQ0613.		X	X	(X)	(X)	X	(X)	(X)	X	X	(X)	(X)		(X)			As obtained	As needed
NAI 1	10 km	NA	D+5	Report discovery of caches containing weapons.		X	X			(X)	(X)	(X)	X	(X)	(X)	X	(X)	(X)				
NAI 1	10 km	NA	D+5	Report insurgent changes in recruitment.		X	X	X	X	(X)	(X)	(X)	(X)	(X)	(X)	(X)	(X)	(X)				

AVENUE OF APPROACH COORDINATES: FROM _____ TO _____

MOBILITY CORRIDOR NO FROM TQ 5901 TO TQ 8220

NAMED AREA OF INTEREST	DISTANCE	TIME NET	TIME NLT	SPECIFIC INFORMATION OR REQUEST	OBSERVED TIME
NAI					
NAI					
NAI					

AGENCIES TO BE EMPLOYED

Briefly state specific information to be sought that will substantiate each indication.

Specific information needs become the basis for orders and requests to collect information.

(List all available units that can be employed in the collection of required information.)

Place an "X" under each unit that can acquire the specific information sought. Circle the "X" under the unit actually assigned collection action.

CLASSIFICATION

Figure A-2. Standard collection plan format with sample entries.

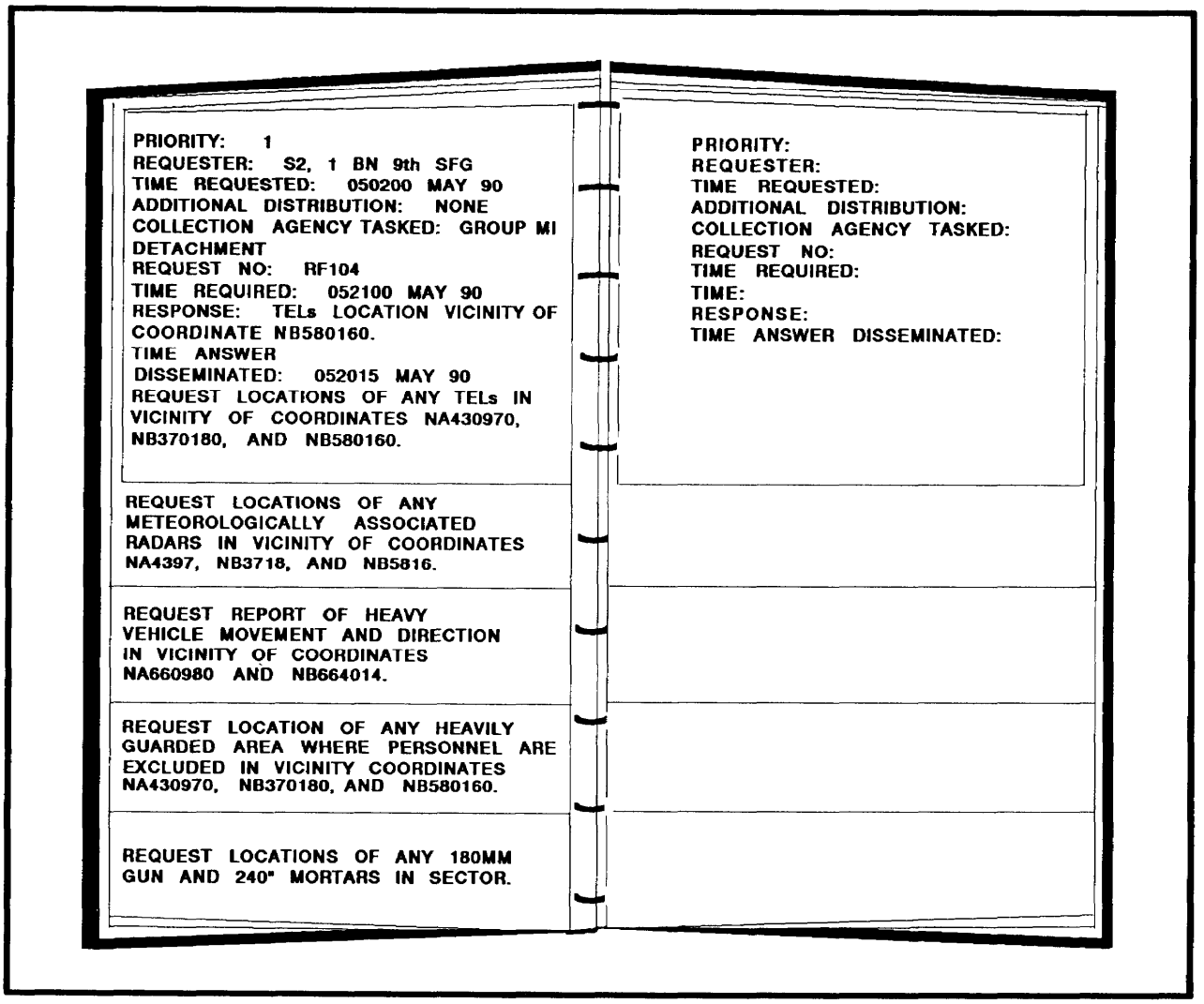


Figure A-3. Collection coordination visual file folder.

PRIORITY : 1
REQUESTER : S2, 1 BN 9th SFG
TIME REQUESTED : 050200 MAY 90
ADDITIONAL DISTRIBUTION : NONE
COLLECTION AGENCY TASKED : GROUP MI DETACHMENT

REQUEST NO : RF104
TIME REQUIRED : 052100 MAY 90
TIME : 050215 MAY 90

RESPONSE : TWO TELs LOCATION VICINITY OF COORDINATE NB580160; UNDER CAM; LAUNCHERS ERECTED.

TIME ANSWER DISSEMINATED : 052015 MAY 90.

REQUEST LOCATIONS OF ANY TELs IN VICINITY OF COORDINATES NA430970, NB370180, AND NB580160.

Figure A-4. Collection coordination visual file card.

- Priority.
- Request or request number.
- Time requested and LTIOV.
- Additional distribution of results.
- Collection agencies tasked and time.
- Time the answer was received.
- A summary of the actual answer received.
- Time the answer was disseminated to the requester.

Priorities can be shown by using different colored cards or index tabs. For example, a red card or index tab could indicate a highly time sensitive request to the collection manager, no matter how many shift changes take place.

The collection manager can group the cards in the visual files in a number of ways: OB factors, NAIs, requester, or collector. In each operation, the file may start out one way and, by necessity, change as the situation changes. This can be done quickly since the cards are easy to manipulate.

When the collection requirement is satisfied, the card is removed from the visual files. The remainder of the cards are not disrupted. The collection manager can then place the 5- by 8-inch card in a small file organized by geographic areas. This enables the collection manager to build a data base on the responsiveness of the collection agencies within specific geographical areas.

If the visual file method is used, the collection manager must maintain two charts. One depicts the PIR and IR which drive the collection effort; the other lists the available units and agencies and those tasked with each requirement. This latter chart is needed to prevent overloading or overlooking any single available collector. These two charts are shown in Figure A-5.

The collection plan worksheet at maneuver battalion and task force level is discussed below. Figure A-6 is an example of one type of modified format. Each column has a letter designator. For example, the priority column is “A,” the NAI column is “B, ” and so on. The lettering makes it easy to quickly assign a new R&S mission, or modify an existing mission. Just transmit pertinent information within each column. For example:

- Column B-4.
- Column C -1800 to 2000.
- Column D - BRDM, BMP, platoon-size (3 Soviet vehicles) with possible tanks.
- Column L - Action.
- Column P - Coordinate with Echo.
- Column Q - Report by type (light/heavy wheeled and tracked), number of vehicles, location, speed, and direction of movement.

The S2 told the attached GSR team to monitor NAI 4 from 1800 to 2000, They should expect to see BRDM or BMP vehicles (possibly reinforced with tanks) up to platoon size (3 vehicles). He also told the GSR team they must coordinate with A Company, and should

PIR	IR
1. Does the enemy intend to deploy nuclear weapons in the division sector?	1. What is the location of the second echelon? When will it be committed? 2. What avenue of approach will the enemy use into MARVILLE

AGENCIES	TASKING
MI BN	RI-01
DIVARTY	RI-03
ENGR BN	
ARMORED CAVALRY SQDN	
BRIGADES	
CORPS	RI-02, RI-04, RI-05
ADJACENT DIVISIONS	

Figure A-5. Charts used in determining commander's PIR and IR and available agencies and tasking.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
PRIORITY	NAI	START / STOP	SPECIFIC INFORMATION REQUIREMENTS/ INSTRUCTIONS	A Co	B Co	C Co	D Co	E Co	SCOUTS	MORTARS	GUNSHOOT	REMBASS			COORDINATION	REPORTS
1	1 2 3	1600-	When? Where? What type equipment does the recon element have ? Do not Engage ?						x						- With B Co for route to screen position. - With GSR TM and REMBASS TM.	Per BN R&S SOP.
1	1 2 3	1800-	How is enemy infiltrating, on foot or vehicle ? Speed and direction movement ?									x			- With B Co for passage. - SCT PLT and GSR TM.	Report on intel net when not collocated with TOC. Report every 45 minutes from 1800-2000, 2300-0200, and 0400-0630. Other hrs see SOI for alternate frequency.
1	2 3	1700-	Same as above. Establish alternate positions to answer same.								x				- With Co A&B for passage to positions. - SCT PLT and REMBASS TM. - For alternate sites coordinate with B and C companies.	Report on intel net. Negative reports required hourly. See SOI for alternate frequency.
2	6	1800-	How is enemy reconning the southern flank? (Strength and type vehicles.) Will enemy attack southern flank?			x									- With scout PLT and GSR TM.	Per BN R&S SOP and TACSOP.
2	4	1830- 0600	Conduct zone recon in zone DUCK. How is enemy reconning northern flank? (Strength and equipment.) will enemy attack northern flank?	x											- With scout PLT and GSR TM.	Per BN R&S SOP and TACSOP.
3	5	1900- 0600	Conduct scty/recon patrols along water route. Motorized rifle troops likely infiltrating.		x										- With scout PLT and GSR TM.	Per BN R&S SOP and TACSOP.

Figure A-6. Example of modified matrix.

report targets by type (light, heavy wheeled; light, heavy tracked) and number of vehicles, location, speed, and direction of movement.

Figure A-7 is a similar collection plan format. The horizontal lines are identified by number and the vertical columns are identified by letter. Use this system to modify one specific element of the matrix. For example:

- Line 3C - 8.
- Line 3D - All 434160.
- Line 3E - Refer to 7E.

In this example, the S2 told TF 1-10 to establish an observation post overlooking a particular NAI. The observation post is to observe a templated alternate position for a motorized rifle company at NAI 8.

These are just two examples of techniques the S2 can use to quickly re-task deployed R&S assets. There are many more techniques. The key is to establish a standard way to quickly and easily modify the collection plan based on the commander's changing needs.

"Non-Linear Battlefield" Collection Plan Worksheets

It often occurs that the availability of collection systems is far outweighed by the number of the command's intelligence requirements. A useful technique in such circumstances is to carefully prioritize each indicator and SIR in addition to the PIR and IR they support. The "non-linear" collection plan format especially lends itself to these techniques.

Figure A-8 shows one format, an "indicator worksheet" which aids in determining the relative priority of indicators. After identifying the complete set of indicators which will satisfy the command's PIR and IR, enter each indicator onto the indicator worksheet.

- The far left column is the indicator number (IND NO). This number is used for reference only and does not indicate priority.
- The next column is INDICATOR. Write in a short description of each indicator.
- The third column records the PIR and IR that each indicator supports. Note that one indicator often supports more than one intelligence requirement. In this example, the collection manager is using numbers to identify each PIR and letters to identify each IR. Here, indicator 1 supports PIR 1 and 5 and IR A, B, and C.
- The fourth column is the INDICATOR PRIORITY. Evaluate each indicator to determine its relative priority. Base this on the priority of the PIR or IR each supports as well as the amount of PIR or IR it supports.

In the example at Figure A-8:

- Indicator 1 answers PIR 1 and 5 and IR A, B, and C.
- Indicator 2 answers PIR 1, 2, and 5 and IR B and C.
- Indicator 3 answers PIR 1, 2, and IR A, B, D, and E.
- After evaluating the relative value of each indicator, indicator 1 is rated as the 17th priority, 2 as second, and 3 as third priority.

	A	B	C	D	E	F
	UNIT TASKING	PRIORITY	NAI	LOCATION	REPORTING REQUIREMENT EVENT/INDICATOR	REMARKS
1	TF 1-10 RECON axis speed.	1		See R&S overlay	Conditions that affect traffic-ability/maneuverability. Obstacles: Type, size, orientation, and bypasses.	Report as obtained
2	RECON		2 2A	AB474155 AB466136	2-3 x BMP2s, 1xT64B; possible obstacle (single strand wire or concertina)	Possible combat scty outpost. Report NLT 010100Z SEPXX
3	Establish OP		6A	AB427185	Surveillance of activities on OBJ CAT	Establish position NLT 312200Z AUGXX
4	RECON		4 4B 4A	AB453165 AB430145 AB453138	3 x MRPs with 7-8 x BMP2s 2, 3 x T64Bs-in prepared positions, main obstacle array from 800-1000m FWD of MRC position	Report all fighting positions. Obstacles-report type, size, orientation NLT 011200Z SEPXX
5	RECON		6	AB434160	2-3xAT5 (BRDM) system or 2-3xT64B in later site	Possible MRB reserve, report as obtained
6	RECON		8	AB410158	3 x MRPs w/7-8 x BMP2s in prepared fighting positions Obstacle array 800-1,000 m forward of MRC position	Report all fighting positions. Obstacles: Report type, size, orientation NLT 011200Z SEPXX
7			8A	AB450103	Alternate position for MRC at NAI 8	

Figure A-7. Modifying an R&S matrix.

IND NO	INDICATOR	PIR NO IR LTR	INDICATOR PRIORITY
1	Locations of threat base camps	1,5,A,B,C	17
2	Locations of threat cache sites	1,2,5,B,C	2
3	Degree of insurgent popular support	1,2,A,B,D,E	3
4	Establishment of new unexplained agricultural areas, or recently cleared fields	1,3,5,B	12
5	Size and location of threat forces	1,2,3,5,B	1
6	Unexplained weapons firing or explosions in the country side	1,5	20
7	Threat reconnaissance activity	2,C	27
8	Attitude of local populace toward government and threat forces	1,2,A,B	5
9	Threat propaganda efforts	2,A,D,E	26
10	Disappearance of populace from previously populated areas	1,2	9
11	Avoidance of certain areas by the populace	1,2	10
12	Equipment found in threat cache sites	1,3,4,5, A,B,C,D	11
13	Unexplained trails	1,5,C	19
14	Threat use of air defense weapons or small arms against aircraft	1,4	13
15	Significant changes in threat TTP	2,3,A,D	25
16	Sabotage attempts against supply depots, ammo supply points, ammo facilities, and LOC	1,2	8
17	Significant movement of civilians and refugees	1,A,C	22
18	Location and type of threat indirect fire		
19	Names and number of internal organizations supporting threat	1,5,A,B,D	18
20	Names and number of external organizations supporting threat	1,5,A,B,D,E	15
21	Failure of police or information nets to report correctly	A,D	32
22	Attacks on communications sites		
23	Damage to roads, airfields, and helipads in the operational area	1,3	14

Figure A-8. Dispersed battlefield indicator worksheet.

Figure A-9 shows another technique for prioritizing indicators that is especially useful when there is a large number of them. This format is commonly referred to as a "prioritization matrix. " Its distinguishing feature is the use of ''weighted values" for each PIR and IR.

Use judgment to assign a weighted value to each PIR or IR. You can set the value of each PIR and IR by counting the number of PIR and IR and then giving the highest PIR the highest number Each successive PIR and IR would get a progressively lower priority (as in the example in Figure A-9). Alternatively, you can place a greater weighting on individual PIR and IR to more accurately reflect its relative importance.

- Enter numbers or letters (or a combination technique as used above) which refer to your PIR and IR down the left column, Indicate the weighted value of each PIR and IR in brackets next to the reference number or letter.
- Enter the reference number of each indicator across the top, then, using a matrix technique, indicate which PIR and IR each indicator satisfies by marking the appropriate box.
- Using the weighted value allocated to each PIR and IR, add the total value of each indicator, This will give an overall weighting for each indicator. The indicators with the highest weighted values have the highest priority.

Those with lower weighted values have lower priorities. In cases where two or more indicators have the same weighted value, discriminate which has the highest priority based on the command's needs.

Both of the above techniques for prioritizing indicators are useful when using a "non-linear battlefield" collection plan worksheet format. An example of a completed collection plan using the "non-linear battlefield" collection plan format is at Figure A-10.

- The far left column of the format is the**SIR** number. It is used as a reference point. Each line is labeled numerically to quickly orientate personnel to the SIR on the worksheet.
- The next column is **TIME.** List the start and stop times that the corresponding indicator should confirm or deny a particular SIR. These SIRs may be extremely time sensitive, such as reporting a threat force leaving its post to reinforce a target. The indicator may remain in effect throughout the entire operation, such as the local populace avoiding a specified area.
- The third column is **NAI.** NAI can be shown vertically or horizontally on the chart. The NAI listed in the vertical NAI column indicates where the SIR should be observed. An NAI may pertain to one or more SIRs or vice versa. List the NAIs that each particular source is responsible for in the horizontal NAI column. A CI team may be responsible for only one NAI while an IMINT source may cover several NAIs.
- The fourth column is **SIR** description. In this column the CM&D section lists the SIRS they believe will confirm or deny particular indicators and which help to answer one or more PIR and IR. It is common to develop several SIR from one indicator or for each SIR to provide information on several indicators and PIR and IR.
- The next column is **PIR** and **IR.** Record the PIR number and IR letter that can be answered by the SIR in this column.
- The next column is **SIR PRIORITY.** In this column each SIR is prioritized; using one of the two techniques discussed above or one of your own devising.

INDICATORS or SIR / PIR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
1 (10)	x	x	x	x	x	x		x		x	x	x	x	x		x	x		x	x			x
2 (9)		x	x		x		x	x	x	x	x				x	x							
3 (8)				x	x							x			x								x
4 (7)												x		x									
5 (6)	x	x		x	x	x						x	x						x	x			
A (5)	x		x					x	x			x			x		x		x	x	x		
B (4)	x	x	x	x	x			x				x							x	x			
C (3)	x	x					x					x	x				x						
D (2)			x						x			x			x				x	x	x		
E (1)			x						x											x			
TOTALS	28	32	31	28	37	16	12	28	17	19	19	45	19	17	24	19	18	0	27	28	7	0	18
RANK ORDER	5*	3	4	5*	2	11	12	5*	10*	8*	8*	1	8*	10*	7	8*	9*	-	6	5*	13	-	9*

* TIED SCORE: Resolved by analyst.

Figure A-9. Prioritization matrix.

NON-LINEAR BATTLEFIELD COLLECTION PLAN UNIT 1 BN 9SFG(A)

SIR NO	TIME NAI	SPECIFIC INFORMATION REQUIREMENTS	PIR/ IR NO	SIR PRI	AGENCIES AND AGENCY COLLECTION PRIORITY: GRP M DET	SOT-A (1) TWO	SOT-A (2) FIVE	SOT-A (3) SIX	CITM RED A Green A	B930 ALL	A931 RED	A933 BLACK	A934 GREEN	4th POG ALL	96th CA ALL	TASO-SCISE ALL	SOC J2 ALL	HN police ALL	HN1st BDE RED	HN2d BDE BLACK GREEN	Other HN Agencies ALL
1	INDEF ALL	Report location, quantity and type of unexplained firing in the area	1,5	20		3	3	3			8	8	8		9			13	11	11	
2	INDEF ALL	Report any presence of mines, booby traps and obstacles, etc, in the area	1,5	21																	
3	INDEF ALL	Report locations of suspected nongovernment training sites and the approx No. of personnel the site can support	1,5,B,C	18																	
4	INDEF ALL	Report sighting of groups of strangers in and around the area	1,2,5,B,C	5					2						4			3			
5	INDEF ALL	Report areas showing significant signs of activity but few if any inhabitants	1,5	22																	
6	INDEF ALL	Report the number, size, equipment, composition, route and time of suspected insurgents in the area	1,3,4,5, B,C	10		2	2	2													
7	INDEF ALL	Report insurgent recruitment tactics, techniques and procedures and their effectiveness	1,4,B,D	23																	
8	INDEF ALL	Report information obtained from EPWs and civilians on insurgent locations, probable COAs, activities, strengths and cache sites	1,2,3,4,5, A,B,C,D	1	1						1	1			1			1			
9	INDEF ALL	Report the establishment of new and unexplained agricultural areas or recently planted fields	1,3,4,B	11																	
10	INDEF ALL	Report location and contents of confirmed or suspected cache sites	1,3,4,5, A,B,C,D	9																	
11	INDEF ALL	Report signs of suspected staging or areas of dead or unusual foliage	1,5,B	18	6																
12	INDEF ALL	Report strength or otherwise unusual marking of boats/equipment into a residence or business	1,5,B	19					7												
13	INDEF ALL	Report large numbers of personnel visiting a particular residence	1,5,B,C	17					6												
14	INDEF ALL	Report connections with political parties, labor unions, schools, churches, etc	1,4,B,C,D	26										5	13		19	16	16		
15	INDEF ALL	Report increased domestic/foreign media coverage of insurgent activities and insurgent sensitivities to public attitudes and reactions	1,5,A,D,E	14	5					2					9						
16	INDEF ALL	Report propaganda effort's (indicate type, target, location, time encountered, theme and effectiveness)	1,2,3,D,E	2	2				2		2	2	2	1	2		1	1	1		
17	INDEF ALL	Report the use of new words, phrases or symbols in the area	1,2,4,A,D	4	3				1				2	1	3		2	3	3		
18	INDEF ALL	Report sabotage attempts against supply depots, ASPs, ammo facilities or LOCs	1,2	8	4										6			4	4		
19	INDEF ALL	Rpt location and contents of thefts that could support activities (bulk food, clothing, boots, weapons and food bags)	1,2,B	7					4								5				
20	INDEF ALL	Rpt significant movements of civilians & refugees to include the avoidance of certain areas	1,2,5,A	6	3				3									4			
21	INDEF ALL	Report the use of air defense weapons or small arms fire at aircraft to include the type and locations of weapon	1,4,D	13					5		5	5	5				2		8		HN AF
22	INDEF ALL	Rpt damage to roads, airfields & other structures	1,3	12					5		7	7	7					8	9		
23	INDEF ALL	Report unexplained trade or increased activity on established roads, trails, rivers or streams	1,5,B,C	16																	
24	INDEF ALL	Report unusual public gatherings, strikes, riots or demonstrations	A	28	9				10					7	15			17	14		
25	INDEF ALL	Rpt any significant changes in tactics, techniques, or procedures	2,3,A,D	24	7					3				4	12						
26	INDEF ALL	Report any confirmed or suspected recon activity	2,C	25	3						10	10	10					18	15		
27	INDEF ALL	Rpt lack of cooperation from local authorities	A,D	27					9					6	14			20			
28	INDEF ALL	Rpt any radio traffic or EW activity	1,2,3	3		1	1	1	3	1										2	2

Figure A-10. Dispersed battlefield collection plan format.

- The next column is the **AGENCIES AND AGENCY COLLECTION PRIORITY.** Listed across the top of this section are all organic and supporting collection agencies. In the blocks immediately below the agency's name, its assigned NAIs are listed.
- If the collection manager determines that a particular agency is capable of satisfying a particular SIR, he places a check in the small square located in the lower left corner of the appropriate block.
- Next he determines which agency or asset, out of all that were marked capable for that SIR, can best answer the SIR. He places a number reflecting this relative capability in the small square located in the lower right corner of the block.

Using Figure A-10 as an example:

- The CM&D section determines that the CI team, Civil Affairs (CA) unit, and host nation (HN) law enforcement agencies (LEA) are capable of answering SIR 4 - Report sighting of groups of strangers in and around the area.
- The CMO places a check in the square located in the lower left corner of the block that corresponds to that particular SIR and each of the three capable agencies. After further consideration, he determines that HN LEA can best answer the SIR, followed by the CA unit, then the CI team. He then puts 1 in the square located in the lower right corner of the block that corresponds to SIR 4 and the HN LEA; 2 in the CA unit's block, and 3 in the CI team's block.

In the final step, the collection manager determines the relative priority of each of the SIR with which each agency is tasked.

Again, using Figure A-10 as an example:

- The support operations team-Alpha (SOT-A)(1) is tasked with SIR numbers 1, 6, and 28. SIR 1 has a SIR priority of 20; SIR 6 has a priority of 10; and SIR 28 has a priority of 3. This means the collection manager officer must provide the SOT-A (1) with a prioritized tasking list as follows:

1. Report any radio traffic or EW activity (SIR 28).

2. Report the number, size, equipment, composition, route, and time of suspected insurgents in the area (SIR 6).

3. Report location, quantity, and type of unexplained firings in the area (SIR 1).

Summary

There is no prescribed doctrinal format for the collection plan or its worksheets. Use whatever format is best suited to the needs of your command. Those shown above are only examples that can be adapted, as needed, or completely replaced with one of your own design.

APPENDIX B

TASKING AND REQUEST FORMATS

The formats presented here are based on the collection requirements management application (CRMA), an interim version of ASAS software, and are current as of the date of publication. Collection managers supported by other automated collection management systems may have additional requirements.

Reference Legend:

1 = Joint Publication (JPUB) 6-04.

2 = Joint-Service Tactical Exploitation of National Systems (J-TENS) Manual.

3 = Collection Requirements Management Application (CRMA) generated formats.

4 = North Atlantic Treaty 0rganization (NATO) Publication.

Message Name	MSG ID #	Reference
CM Administrative Support Messages		
Acknowledge Message (AKNLDG)	F541	1
Request for Information (RI)	F014	1
Response to Request for Information (RRI)	F015	1
System Reply of Remarks Message (SYS.RRM)	F260	1

Product Reporting Messages		
Daily Intelligence Summary (DISUM)	G131	1
Imagery Interpretation Report (IIR)	C100	1
Intelligence Report (INTREP)	C110	1
Intelligence Summary (INTSUM)	G131	1
Maritime Force Alert Message (MARREP)	C325	1
Maritime Enemy Force Alert Message (SOSUS RED)	C323	1
Mission Report (MISREP)	C130	1
Radar Exploitation Report (RADAREXREP)	NA	2
Radar Exploitation Report (RADAREXREP) (NATO)	NA	2
Recon Exploitation Report (RECCEEXREP)	C101	1
Response to Request for Information (RRI)	F015	1
Sensitive Information Report (SIREP)	C114	1
SIGINT EGRAM Report (EGRAM)	NA	2
SIGINT Spot Report (SPOT)	NA	2
SIGINT Summary (USSID 300)	NA	2
Tactical ELINT Report (TACELINT)	C121	1, 2
Tactical Report (TACREP) (SIGINT)	C111	1, 2
Technical ELINT Product Evaluation Report (TEPER)	C121	1, 2

Requirements and Tasking Request Messages		
Air Request (AIRREQ)	A802	
Air Tasking (AIRTASK)	A801	
Intelligence Request (INTREQ)	D101	1, 4 (STANAG 2149)

Other CM Resource Capability and Availability Messages		
CMSS Support Message	NA	3
ESTS Schedule	NA	3
EORSAT/RORSAT	NA	3
RECON1, Mission Nicknames	E631	1
RECON2, PARPRO RECCE Tracks	E632	1
RECON3, Mission Scheduling	E633	1
RECON4, Mission Following	E634	1
SATRAN Series	NA	3
SIGINT/EA Planning/Coordination Message (SIEPCM)	D114	1

Other CM Product Reporting Messages		
Intelligence Information Report (IIR HUMINT)	C100	1

Other CM Requirements and Tasking Messages		
AAFCE Form 8001, Air Request/Task	D671, D673	1
AFFCE Form 8002, Air RECCE Request/Task	D674	1
HUMINT Collection Support Document (CSD) Information, Objective (IO) Messages include the following:		
Collection Support Brief - CSB	NA	2, 3
Collection Support Requirement - CSR	NA	2, 3
Combined IO and CSD	NA	2, 3
Contingency Collection Support Requirement - CCSR	NA	2, 3
Information Objective - IO	NA	2, 3
HUMINT ICRNOM Format Msgs:		
ICRNOM - CSB	NA	2, 3
ICRNOM - CSR	NA	2, 3
ICRNOM - CCSR	NA	2, 3
ICRNOM - Combined IO and CSD	NA	2, 3
Recommended IMINT Collection Priorities - RICP	NA	2, 3
Standardized Collection Asset Request Format - SCARF	NA	2, 3
SIGINT Amplification - AMP	NA	2,3
SIGINT Request for Information - RFI	NA	2, 3
SIGINT Time Sensitive Requirement - TSR	NA	2, 3
Time Sensitive Collection Requirement - (HUMINT) TSCR	NA	2, 3

V2, CM Administrative Support Messages		
CCF Daily Status Message	NA	2
Coordination Reply/Response	TBD	
Coordination Request	TBD	
CRM Processing Feedback Notice	TBD	
ELINT Parameters Limits (EPL) Change	NA	2
General Adminstration (GENADMIN)	NA	2
IDB Transaction Format	NA	2
Imagery Nomination Status Feedback Message (from AIRES)	NA	2
Message Change Report (MSGCHANGEREP)	C001	1
Official IIR Evaluation INPUT (EVAL)	NA	2
Request for IIR Evaluation Input	NA	2
Requirement Expiration/Review Notification	TBD	2
SDR Input Request Memorandum	NA	2, 3
SIGINT Alert (AR - USSID)	NA	2
System-Reply of Remarks Message (SYS.RRM)	F260	1

Other CM Resource Capability and Availability Messages		
Classic WIZARD Message	NA	2
Classic WIZARD Message Supplement	NA	2
COMINT Condition (COMINT CON) Message	NA	2
Communications Spot Report (COMSPOT)	C460	1
Deployment Report (DEPREP)	C401	1
EMIGRE Joint Working Group (EJWG) Memorandum	NA	2
Intergency Defector Committee Memorandum (IDC MEMO)	NA	2
Joint Launch Report (JLNCHREP)	B704	1
Joint Remote Sensor Report/Request (JRSRR)	D120	1
Knowledgeability Brief (KB)	NA	2
Notification of Intelligence Potential - NIP	NA	2
OPREP - 3	NA	2
Planned Imaging Day (PID) Message	NA	2
Request Confirmation (REQCONF)	F657	1
Request for Requirements (RFR-HUMINT)	NA	2
Resource Status Report - RSR	NA	2
Situation Report (SITREP)	C400	1

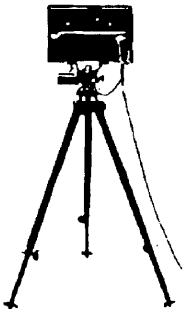
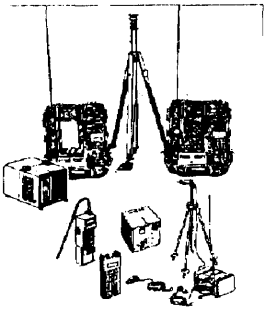
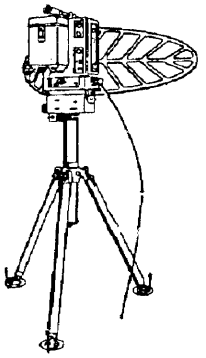
CM Resource Capability Messages		
Air Mission Status Tasking (REQSTATASK)	A661	1
Air Support Request (AIRSUPREQ)	D670	1
Air Support Tasking Order/Confirmation (ATOCONF)	A638	1
Airbase Status Report (ABSTAT)	B704	1
SIGINT/ECM Planning/Coordination Msg	D114	1
Situation Report (SITREP)	C400	1

Other CM Product Reporting Messages		
CRITIC	NA	2
Daily Intelligence Summary (DISUM)	G130	1
ELINT Operational (ELO)	NA	2
ELINT Technical Report (ELT)	NA	2
Intelligence Report (INTREP)	C110	1
Intelligence Summary (INTSUM)	G131	1
Maritime Enemy Force Alert Message (SOSUS RED)	NA	2
Maritime Force Alert Message (MARREP)	C325	1
Mission Report (MISREP)	C130	1
National Military Intelligence Center (NMIC) Bulletin	C113	1
National Photographic INTREP CTR (NPIC) ACFT Summary	NA	2
NPIC Highlights	NA	2
NPIC I&W Report	NA	2
NPIC Intelligence Problem Report	NA	2
NPIC Spot Report	NA	2
NPIC Topical Report	NA	2
Radar Exploitation Report (RADAREXREP)	NA	2, 4
Radar Exploitation Report (RADAREXREP) (NATO)	NA	2, 4
SIGINT EGRAM Report (EGRAM)	NA	2
SIGINT Spot Report (SPOT)	NA	2
SIGINT Summary - USSID 300	NA	2
Tactical ELINT Report (TACELINT)	C121	1
Technical ELINT Product Evaluation Report (TEPER)	NA	2
Tactical Report (TACREP) (SIGINT)	C111	1

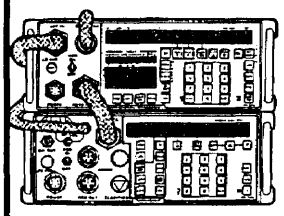
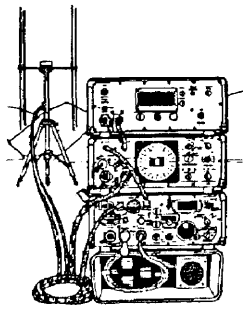
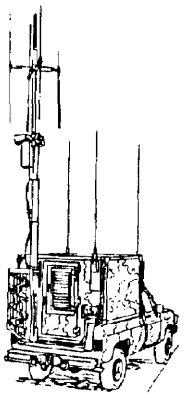
Other CM Requirements and Tasking Request Messages		
Air Request - AIRREQ	A802	1, 2
Air Tasking - AIRTASK	A801	1, 2
AIRES Profile Update	NA	2
Imagery Activation Request	NA	2
Imagery Emphasis Request	NA	2
Intelligence Request - INTREQ	NA	4 (STANAG 2149)
Marine A/G Task Force (MAGTF) Commanders Intelligence Collection Format	NA	2
MASINT Amplification (MASINT AMP)	NA	2
MASINT Data Request (MDR)	TBD	
MASINT Measurement and Signature Data Requirement (MASDR)	NA	2
MASINT Requirement Levy	TBD	
MASINT Time Sensitive Requirement (MASINT TSR)	NA	2
NSRL Standing Requirements Nomination Message:		
COMINT	NA	2
OPELINT	NA	2
TECHELINT (ELINT Requirement Advisory - ERA)	NA	2
FISINT Statement of Intelligence Interest - SII	NA	2
TADIXS - B Message	NA	2

APPENDIX C
COLLECTION AND PROCESSING ASSETS

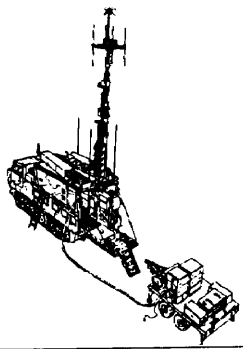
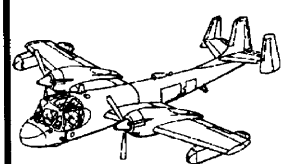
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/PPS-15A(V)1 Radar Set 	Moving Target Indicators Range: 1.5 km-Pers 3 km-Vch	Man Packed and Vehicle	G2/ 1-3 + minutes	LT DIV: 12 Systems. 3/GSR Squad (4), Survl Plt, I&S Co, MI Bn. AASLT DIV: 9 Systems. 3/GSR Squad (3), Survl Plt, I&S Co, MI Bn. ABN DIV: 9 Systems. 3/I&S Plt (3), MI Co (Fwd Spt), MI Bn.
GSQ-187 Remotely Monitored Battlefield Sensor System (REMBASS) 	Seismic/ Acoustic/ Magnetic/ Infrared	Man Packed and Vehicle	Bde/NRT	LT DIV: 5 Systems. 5/GS Plt, I&S Co, MI Bn AASLT DIV: 5 Systems. 5/GS Plt, I&S Co, MI Bn ABN DIV: 5 Systems. 5/GS Plt, MI Co (Fwd Spt), MI Bn.
AN/PPS-5B Radar Set 	Moving Target Indicators Range: 6 km-Pers 10 km-Veh	Man Packed and Vehicle	G2/1-3+ minutes	HVY DIV: 12 Systems. 4/GSR Squad (3), Survl Plt, I&S Co, MI Bn. AASLT DIV: 3 Systems. 1/GSR Squad (3), Survl Plt, I&S Co, MI Bn. ACR: 9 Systems. 3/GSR Squad (3), Survl Plt, MI Co.

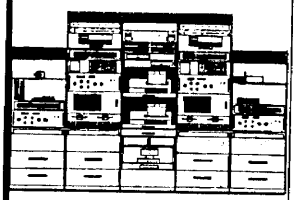
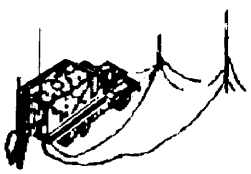
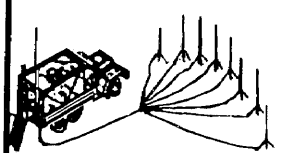
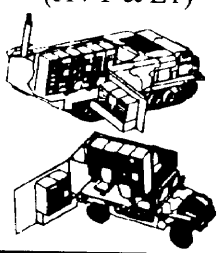
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/PRD-10 Receiving Set (MPRDFS) 	HF/VHF/UHF Intercept (VHF DF when netted w/other PRD-10 or TRQ-22's)	Man Packed	G2/ 1-3 + minutes	ABN DIV: 12 Systems. 3/C&J Plt, MI Co (Fwd Spt), MI Bn.
AN/PRD-11 MANPACK 	HF/VHF/UHF Intercept (VHF DF when netted w/other PRD-10 or TRQ-32's)	Man Packed and Vehicle	G2/1-3+ minutes	Normally issued ILO PRD-10
AN/TRQ-32(V)2 Receiving Set (TEAMMATE) 	HF/VHF/UHF Intercept (VHF DF when netted w/other TRQ-32's)	CUCV/ HMMWV	G2/1-3+ minutes	HVY DIV: 3 Systems. 1/C&J Plt, C&J Co, MI Bn. LT DIV: 3 Systems. 1/C&J Plt, Coli Co, MI Bn. AASLT DIV: 3 Systems. 1/C&J Plt, C&J Co, MI Bn. ABN DIV: 3 Systems. 3/C&J Plt, MI Co (GS) MI Bn. ACR: 2 Systems. 1/C&J Plt, MI Co. CORPS: 6 Systems. 3/Voice Coll Plt, EW Co, MI Bn (TE), MI Bde. 3/Voice Coll Plt, EW Co, (COLL), MI Bn (TE)(RC) MI Bde.

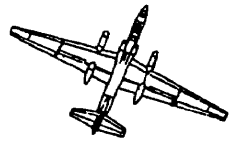
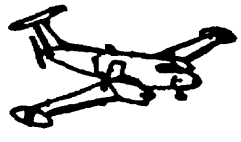
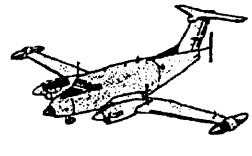
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
AN/TSQ-138 Special Purpose Detecting Set (TRAILBLAZER) 	VHF DF (HF/VHF/UHF Intercept) DF when netted w/other TSQ-138's or ALQ-151	M1015	G2/ 1-3 + minutes	HVY DIV: 1 System (5 vehicles) 1/SIGINT Proc Plt, EW Co, MI Bn.
AN/ALQ-151(V)1 Special Purpose Countermeasures System (QUICKFIX IIA) AN/ALQ-151(V)2 (QUICKFIX IIB) 	VHF Intercept VHF EC VHF DF (Can net w/ TRAILBLAZER for DF)	EH-60A (BLACK-HAWK)	G2/1-3+ minutes	HVY DIV: 3 Systems. 3/Flt Plt, Avn Bde. LT DIV: 3 Systems. 3/Flt Plt, Avn Bde. AASLT DIV: 3 Systems. 3/Flt Plt, HHOC, MI Bn. ABN DIV: 3 Systems. 3/Flt Plt, Cbt Avn Squadron. ACR: 3 Systems. 3/Flt Plt, Cbt Avn Squadron.
AN/ALQ-133 Noncommunications Identification and Collection System (QUICKLOOK II) 	HF/VHF intercept/DF EA	RV-1D	G2/NRT	CORPS: 6 Systems 6 Noncomm Acft Sec, Flt Plt, Avn (EW) Co, MI Bn (AE), MI Bde.

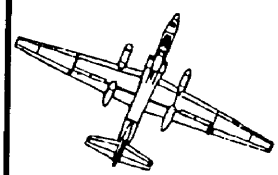
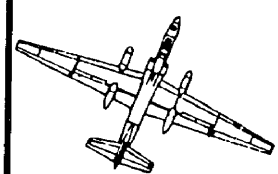
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
TROJAN AN/FSQ-144(V) Monitor Control Group 	SIGINT Readiness System, COMINT collection system; with embedded high capacity satellite communications system	NA	NRT	EAC: 1 System at selected MI Brigade Garrison Locations CORPS: 1 System minimum DIV: 1 System (Not deployable, see SPIRIT for deployable communications portion of this asset)
Trackwolf AN/TSQ-152 	SIGINT HF skywave collection and DF replaces MSA-34 OUTS	M927A2 5-ton trucks	30 minutes through imbedded systems and secure voice; data access through ACUS.	EAC: SIGINT Battalion: 1 (20 Shelters)
AN/TSQ-152 (Enhanced Trackwolf) 	SIGINT HF Collection/DF	HMMWV	30 minutes	EAC: 1
GROUND BASED COMMON SENSOR (HVY & LT) 	ES - (Intercept & DF) COMINT/ELINT EA - (Jam) COMINT Targeting location data	Electronic Fighting Vehicle System (EFVS) (HVY DIV) or HVY HMMWV (LT DIV)	G2/NRT	6 - DIVISION (HVY & LT) Fielding Start FY 97/98

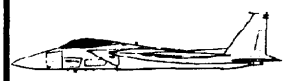
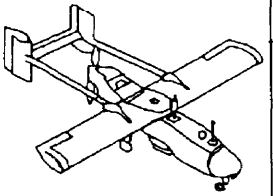
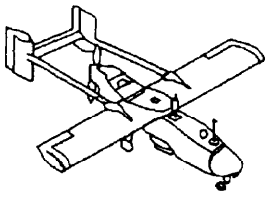
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Senior Spear/ Senior Ruby 	SIGINT Collection	U2	NRT to CTT-H/R	EAC asset (Qty Classified)
Radio Remote Receiving Set, Airborne Collection and location AN/URR-75 (CRAZYHORSE) 	COMINT/DF	RC-126	NRT	EAC: 1
AN/USD-9 Special Purpose Detecting System (GUARDRAIL V) (IMPROVED GUARDRAIL V) 	VHF/UFH Intercept VHF/UHF/DF	GRV RU-21 IGRV RC-12D	NRT COMINT/ ELINT/DF Reports provided to multiple CTTs at Corps, Div, and Bde in NRT	CORPS: 6 Systems. 6/COMINT Acft Sec, Flt Plt, Avn (EW) Co, MI Bn (AE), MI Bde.

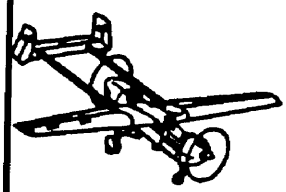
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Airborne Reconnaissance Low (ARL) 	COMINT/ IMINT	DHC-7	NRT for COMINT/IMINT	Select Brigades
Advanced Synthetic Aperture Radar System (ASARS) 	IMINT Collection Search & Spot FTI Radar	U2	NRT to TRAC	EAC
Senior Year (SYERS) 	IMINT E-O	U2		EAC

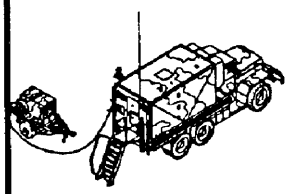
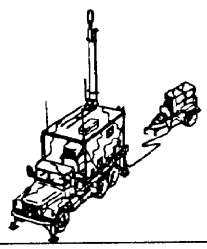
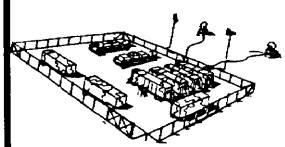
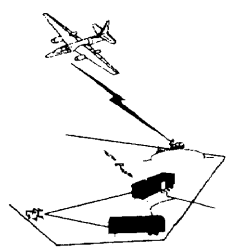
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Joint Surveillance Target Attack Radar System (JSTARS) 	MTI Radar/SAR Imagery	Boeing 707	NRT to GSM	2 prototypes currently available for contingency operations; GSMs at Division & Corps; Fielding Start FY 97 (Objective: 20 Systems)
Advanced Tactical Aerial Reconnaissance System (ATARS) 	Tactical Reconnaissance	F-15/16	NRT	USAF Asset
Pioneer UAV 	Live TV video and FLIR real time to JSTARS, GSM & Pioneer CGS; —Reconnaissance Surveillance, Targeting/target acquisition, EW, NBC, Reconnaissance, Comm Relay	5-ton HMMWV system	NRT to CGS	1 company, 5-air vehicles, assigned to US Army Intelligence Center, available for exercise support and contingency operations
UAV - SHORT RANGE 	Live TV video & FLIR real time to JSTARS, GSM, CGS, & Remote Video Terminal (RVT) —Reconnaissance Surveillance, Target spot/acquisition EW, NBC Reconnaissance, Comm Relay	Unmanned	G2/S2 NRT Downlinks to 4 CGS and 8 RVTs per Corps and over 20 JSTARS GSMs per Corps (8 to 12 hours on station)	Projected: 16 airframe to CORPS Level Fielding Start FY 94 MI Brigade (EAC) Fielding Start FY 96

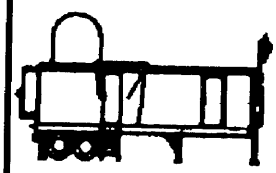
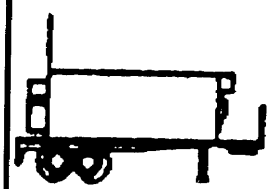
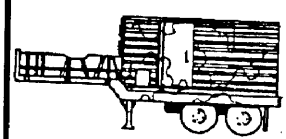
IEW COLLECTION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
UAV-CLOSE RANGE 	Reconnaissance, Surveillance, Target spot/acquisition EW, NBC, Reconnaissance, Communication Relay	Unmanned	G2/S2 NRT (1 to 6 hrs on station)	Division Level Fielding Start FY 98
LRSU 	LRSUs act as the Commander's eyes on target in the deep battle for prolonged periods of time HUMINT	Primary: ABN insertion Section: Dismounted		DIV = 6 x teams CORPS = 18 x teams HVY Divisions supposed to lose LRSD
INTERROGATOR 	Question source to obtain the maximum amount of information in order to satisfy intelligence requirements at any echelon of command HUMINT	M998 M1008 M1009		HVY DIV = 8 x Interrogators LT DIV = 18 x Interrogators CORPS = 50 x Interrogators EAC = 114 x Interrogators
CI TEAM 	Conduct operations in order to identify, exploit, and neutralize CI targets and aid in force protection through intelligence recommen-dations and evaluations HUMINT	M998 M1008 M1009		HVY DIV = 2 x 4 man teams LT DIV = 4 x 4 man teams CORPS = 9 x 4 man teams

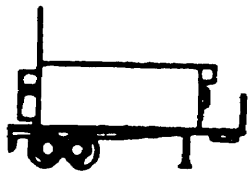
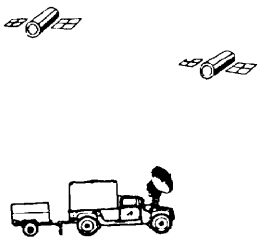
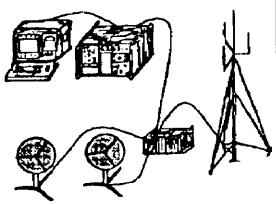
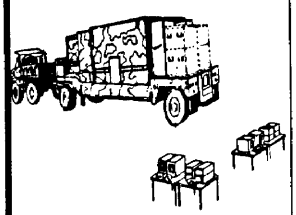
IEW PROCESSOR SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Technical Control Analysis Center (TCAC) 	Semi-automated Intelligence Processing and Reporting Center	5-ton	G2/ NRT	CORPS: 3 Systems HVY DIV: 2 Systems Not on TOE. QQPRI only
AN/TSQ-132 Joint Surveillance Target Attack Radar System (JSTARS) Ground Station Module 	Receive, process, correlate sensor and multi-source data from JSTARS, OV-1D, SLAR, and UAV; will get GRCS CTT and evolve to the CGS; asset steerage, monitor current situation	5-ton (Med) HMMWV (LT) and C^2V (HVY)	NRT to nodes Bde through Corps	CORPS: 6 (to be fielded) DIV: 6 (to be fielded) MI Brigade (EAC): 2 (to be fielded) Fielding Start FY 94
Intelligence Processing Facility (IPF) 	Receive, process & report from GRCS		NRT	CORPS: 1
Tactical Radar Correlator (TRAC) 	Receive and process ASARS data from U-2 linked to IPDS for exploitation	5-ton	NRT	CORPS: 1

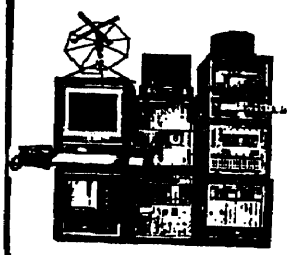
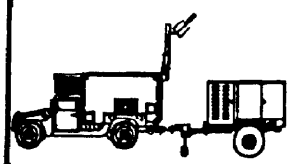
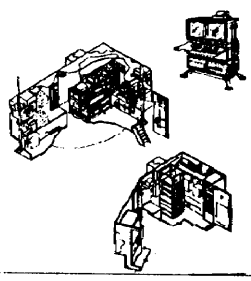
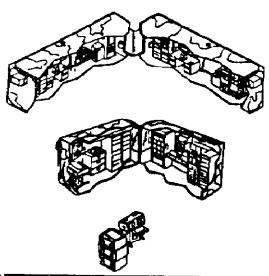
IEW PROCESSOR SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Electronic Processing & Dissemination System (EPDS) 	ELINT exploitation system; receive data from multiple national, theater, and organic ELINT/COMINT systems	Semi-trailer and 5-ton tractor	NRT	EAC: 1 System at selected MI Brigades CORPS: 1 System
Imagery Processing Dissemination Station (IPDS) 	Receive, process, and exploit digital imagery from national systems	Semi-trailer and 5-ton tractor	G2/ 10 to 15 + minutes	CORPS: 1
Enhanced Tactical Users Terminal (ETUT) 	Receive digital secondary imagery from IPDS; correlate ELINT from EPDS via area communications or SUCCESS radio	Semi-trailer	G2/ NRT	Fielded to all Corps and selected MI Brigades (EAC)

IEW PROCESSOR SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Imagery Exploitation System (IES) 	Receive, process, and exploit digital imagery from national Systems	10-ton with 40-ft trailer	NRT	EAC: 1
Special Purpose Integrated Remote Intel Terminal SPIRIT plus generator trailer 	Secure voice, data, message traffic, FAX SATCOM link and secondary imagery dissemination. Extends TROJAN system with a mobile, deployable SATCOM terminal	HMMWV	G2/ NRT	3 - EAC 3 - CORPS 3 - DIVISION
Commander's Tactical Terminal CTT-H/R 	Distribution system for GRCS & Air Force U-2R	NA	NRT	BDE, DIV, CORPS TOCs and fire support nodes; Fielding Start FY 93
Tactical High Mobility Terminal (THMT) 	Division level interface for TENCAP data; receive digital secondary imagery from IPDS and correlated ELINT via ACUS comms or SUCCESS radio from EPDS or other sources	5-ton or trailing arm drive vehicle (THMT)	NRT	Select DIV and CORPS

IEW DISSEMINATION SYSTEMS

NOMENCLATURE	FUNCTION	PRIME MOVER	REPORTING TIMELINES	UNIT AND QUANTITY
Forward Area SID and TRAP-Improved (FAST-I) 	Receive digital secondary imagery from IPDS and correlated ELINT via ACUS comms or SUCCESS radio; downsized follow-on to the THMT	None	NRT	Fielded ILO THMT or MITT
Mobile Integrated Tactical Terminal (MITT) 	Receive digital secondary imagery from IPDS and correlated ELINT via ACUS comms or SUCCESS radio; downsized follow-on to the THMT	HMMWV	G2/NRT	Replaces the THMT Select DIV and CORPS
All-Source Analysis System (ASAS) 	Data base management, COMINT/ELINT fusion analysis and reporting; analytical support; system/collection management; Map graphics; Communications	CUCV, HMMWV, 5-ton	G2/NRT	DIV and CORPS Fielding Start FY 93 (force package 1 unit only)
Single Source Processor (SSP-S) 	Mobile automated US Army C^3I system	M931A2 5-ton truck	NA	Selected MI brigades

APPENDIX D

DEVELOPING PRIORITY INTELLIGENCE REQUIREMENTS

During analysis and comparison of friendly COAs (staff wargaming), the staff identifies a set of intelligence requirements for each potential friendly COA. Each requirement supports a friendly decision expected to occur during execution of a COA. This is the basis of the command's list of intelligence requirements.

To this list are added those received from higher units, in the form of intelligence acquisition tasks, and lower units, in the form of requests for intelligence. After arranging the list of requirements in priority order, the collection manager recommends the most important to the commander as PIR.

PIR are intelligence requirements which are critical to accomplishing the mission. They are usually related to the command's COA, becoming apparent during mission analysis and wargaming. They may, however, come from the intelligence requirements of higher or lower units.

The commander approves the prioritized list of intelligence requirements and designates some of them as PIR. Only the commander can approve PIR.

Each PIR should corm from the original list of intelligence requirements developed during wargarning. Hence, each should be focused, specfic, and directly related to a friendly decision expected to occur during execution of the COA.

Examples of Poor PIR

An often seen, but very poor, PIR is:

"Will the enemy attack? If so, where, when, and in what strength?"

- This PIR is obviously not a result of staff wargaming. There are several specific criticisms we can make.
- This PIR actually contains four significantly different questions. Which of these four questions is the priority? Unless given more guidance, collection assets must decide for themselves which part of this PIR to collect against.
- It assumes the intelligence staff know absolutely nothing about the enemy situation. Actually, they probably know more about the situation than "the enemy might attack sometime, somewhere, and in some strength." Using the IPB process, they can provide a more focused PIR than this.
- Finally, when wargaming potential friendly and enemy COAs, the staff should find some aspects of this PIR to be irrelevant to the friendly COA. For example, your defense may be fully capable of defeating the enemy regardless of *when* they actually attack. Perhaps the focus need be only *where* they will attack, supporting a decision on employment of the friendly reserve.

Examples of Good PIR

Just as there are no standard situation templates or friendly COAs that will serve in all situations, there is no standard set of PIR. Good PIR, however, have some things in common:

- They ask only one question.
- They focus on a specific fact, event, or activity.

- They provide intelligence required to support a single decision.

Examples:

- "WiIl the enemy use chemical agents on our reserve force before it leaves AA JEAN-MARIE?"
- "Will the enemy defend OBJ KEVIN using a forward-slope defense?"
- "Will the enemy reserve tank battalion reach PL FUSS before 270900 MAY 99?"
- "Will the 43d Division send its main attack along AA 2?"
- "What size force is defending OBJ LEO?"
- "Which bridges over the Katie River are intact?"

Common Excuses For Doing It The Easy Way

"lf I make my intelligence requirements, and subsequently my PIR, that specific, I will generate too many PIR. The increased number of PIR and IR will overload my collection system."

Yes, there are more PIR and IR, but each of them is clear and specific, and therefore more likely to be answered. Their more specific focus makes it easier to develop SIRS and SORs to support them. And, in the end, the number of SORs will remain more or less constant; the "bad" PIR that asks four questions will need about as many SORs as four specific PIRs.

"There is no way our staff can situation template and wargame all of the lR we are going to need."

Once the ASPS develops the basic threat COA models, and accompanying situation templates, they can be quickly refined or used as the starting point for specialized templates.

For example, the division engineer may have a requirement such as "What kind of obstacle system will the 2d Brigade encounter at OBJ LUCKAU" in order to plan the amount and type of breaching equipment 2d Brigade will need.

The basic COA models show the enemy's templated defensive positions, giving the engineer a starting point for where he might expect to find the obstacle systems at OBJ LUCKAU. After identifying the four types of systems the enemy is likely to use on OBJ LUCKAU, he evaluates the differences between these four systems and decides that only enemy use of obstacle system type C will change his normal mix of engineer equipment.

Accordingly, he rewrites his IR as: "Will the enemy use obstacle system type C on OBJ LUCKAU?" With this new focus, ASPS develops SIRs that focus on the signature items indicating enemy use of obstacle system type C at OBJ LUCKAU.

"This system of wargaming intelligence requirements will not work because there are PIR and IR that need to be answered, but which cannot be linked to a friendly action. For example, enemy use of nuclear, biological, and chemical (NBC) weapons."

If enemy use of NBC weapons really is important to your commander, then the staff should template and wargame out how, where, and when the enemy will use NBC weapons. They should also wargame what your command's response or reaction will be if the enemy should use NBC weapons. For example: Will you shift main supply routes? Deploy decontamination units to previously identified sites? Deliver retaliatory fires? All of these require wargaming and are indeed linked to friendly actions and decisions.

GLOSSARY

Section I. Acronyms and Abbreviations

A

AA	avenue of approach
aaslt	assault
AB	air base
abn	airborne
ACE	analysis and control element
acft	aircraft
ACR	armored cavalry regiment
actvy	activity
ACUS	Army common user system
AD	Army depot
ADA	air defense artillery
AE	aerial exploitation
AEB	aerial exploitation battalion
AI	area of interest
AIR REQ	air request
AIRTASK	air tasking
AKNLDG	acknowledge message
AM	asset management
AMP	amplication
AMPN	amplifying information
AO	area of operations
AOR	area of responsibility
approx	approximately
ARFOR	Army force
ARL	airborne reconnaissance low
arty	artillery
ASARS	Advanced Synthetic Aperture Radar System
ASAS	All-Source Analysis System
ASCC	Air Standardization Coordinating Committee
ASPS	all-source production section
ATARS	Advanced Tactical Aerial Reconnaissance System
atk	attack
ATO	air tasking order
avn	aviation

B

BAI	battlefield air interdiction
BDA	battle damage assessment
bde	brigade
BE	basic encyclopedia
BMNT	beginning of morning nautical twilight
BMP	type Soviet equipment
bn	battalion
BOS	Battlefield Operating System
BP	battle position
BRDM	type Soviet equipment
BTR	type Soviet equipment

C

C^2	command and control
C^2V	command and control vehicle
C^3	command, control, and communications
C^3I	command, control, communications, and intelligence
CAM	camouflage
CAS	close air support
CATK	counterattack
cav	cavalry
cbt	combat
CCC	Collection Coordination Center
CCF	collection coordination facility
CCSR	contingency collection support requirement
cdr	commander
CGS	common ground station
CI	counterintelligence
CIA	Central Intelligence Agency
C&J	collection and jamming
CM	collection management
CM&D	collection management and dissemination
CMSS	collection management support messenger
COA	course of action
co	company
coll	collection
COM	collection operations management
comm	communications
COMCAT	Character-Oriented Message Catalog
COMINT	communications intelligence
CP	command post
CRM	collection requirements management
CRMA	Collection Requirements Management Application
C/S	call sign
CSD	collection support document
CTT	commander's tactical terminal
CUCV	commercial utility cargo vehicle
CTY	country

D

DA	Department of the Army
DATDES	date desired
DECL	declassify
DEPREP	deployment report
det	detachment

DF	direction finding
DIA	Defense Intelligence Agency
DIAM	Defense Intelligence Agency Manual
DISUM	daily intelligence summary
div	division
DIVAARTY	division artillery
DOD	Department of Defense
DP	decision point
DS	direct support
DST	decision support template

E

EA	electronic attack
EAC	echelons above corps
EACIC	echelons above corps intelligence center
ECB	echelons corps and below
EENT	end of evening nautical twilight
EFVS	Electronic Fighting Vehicle System
EJWG	emigre joint working group
ELINT	electronic intelligence
EM	exploitation management
engr	engineer
EO	executive order
E-O	electro-optical
EP	electronic protection
EPDS	electronic processing and dissemination system
EPL	ELINT parameters limits
EPW	enemy prisoner of war
equip	equipment
ER	exploitation requirement
ES	electronic warfare support
ETUT	enhanced tactical users terminal
EW	electronic warfare

F

FAST-I	Forward Area SID and TRAP-Improved
FAX	facsimile
FLIR	forward-looking infrared
flt	flight
FRAGO	fragmentary order
FSE	fire support element
FTI	fixed target indicator
fwd	forward
FY	fiscal year

G

G2	Assistant Chief of Staff (Intelligence)
G3	Assistant Chief of Staff (Operations and Plans)
GBCS	ground based common sensor
GENADMIN	general administration
GFW	ground forces weapons and equipment
p	group
GRCS	Guardrail Common Sensor
GS	general support
GSM	ground station module
GSR	ground surveillance radar
GRV	Guardrail V

H

H	the hour on D-Day at which a particular operation begins
helo	helicopter
HF	high frequency
HHOC	headquarters, headquarters, and operations company
HMMWV	high probability multipurpose wheeled vehicle
HN	host nation
HPT	high-payoff target
hq	headquarters
hr	hour
HUMINT	human intelligence
HVT	high-value target
hwy	highway
hvy	heavy

I

IAT	intelligence acquisition task
ID	identification
IDC	interagency defector committee
IES	Imagery Exploitation System
IEW	intelligence and electronic warfare
IGRV	Improved Guardrail V
ILO	in lieu of
IMDATA	imagery data
IMINT	imagery Intelligence
IMQ	image quality
inf	infantry
intl	international
INTREP	intelligence report
INTREQ	intelligence request
IO	information objective
IPB	intelligence preparation of the battlefield
IPDS	Imagery Processing and Dissemin System
IPF	intelligence processing facility
IPIR	intelligence priorities for strategic planning
IPW	interrogation prisoner of war
IR	information requirements
I&S	intelligence and surveillance
ISE	intelligence support element
ISM	intelligence synchronization matrix
ISOS	Intelligence System of Systems
I&W	indications and warning

J

JCS	Joint Chiefs of Staff
JIC	Joint Intelligence Center
JINTACCS	Joint Interoperability of Tactical Command and Control Systems
JPub	joint publication
JRC	Joint Reconnaissance Center
JRSRR	joint remote sensor report
JSTARS	Joint Surveillance Target Attack Radar System
J-TENS	Joint Service Tactical Exploitation of National Systems
JTF	joint task force

K

km	kilometer
km/h	kilometers per hour
kW	kilowatt

L

LAN	local area network
LEA	law enforcement agency
LLSO	long-range surveillance operation
loc	location
LOC	line of communication
LRS	long-range surveillance
LRSD	long-range surveillance detachment
LRSU	long-range surveillance unit
lt	light
LTIOV	latest time information is of value

M

m	meter
MARREP	maritime force alert message
MASINT	measurement and signature intelligence
MATM	multiple assets tasking message
memo	memorandum
MI	Military Intelligence
MISREP	mission report
MITT	Mobile Integrated Tactical Terminal
mm	millimeter
MM	mission management
MP	military police
MPRDFS	man-transportable radio direction-finding system
MRD	motorized rifle division
MRP	motorized rifle platoon
MRR	motorized rifle regiment
msg	message
msn	mission
MTI	moving target indicator

N

NA	not applicable
NAI	named area of interest
narr	narrative
NATO	North Atlantic Treaty Organization
NAVFOR	United States Naval Forces
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NET	no earlier than
NIP	notification of intelligence potential
NLT	not later than
NMJIC	National Military Joint Intelligence Center
noncomm	noncommunications
NPFC	Naval Publications and Forms Center
NRT	near-real time

O

OADR	originating agency's determination required
OB	order of battle
OBJ	objective
OBID	order of battle identification
ODA	operational detachment
OMG	operation maneuver group
O/O	on order
OP	observation post
oper	operation
OPLAN	operations plan
OPORD	operations order
OUTS	Operational Unit Transportable System

P

PARPRO	Peacetime Application of Reconnaissance Programs
pers	personnel
PIR	priority intelligence requirements
PL	phase line
plt	platoon
POG	PSYOP group
pri	priority
proc	procurement

Q

QQPRI	qualitative/quantitative personnel requirements
QRC	quick reaction capability
QSTAG	Quadripartite Standardization Agreement
qty	quantity

R

RADAREXREP	radar exploitation report
RATT	radio teletypewriter
RC	Reserve Components
RECCEXREP	Reconnaissance Exploitation Report

recon	reconnaissance
ref	reference
req	request
regt	regiment
REMBASS	Remotely Monitored Battlefield Sensor System
REPREQ	report request
REQCONF	request confirmation
REQDATA	request data
RVT	remote video terminal
RI	requests for information
RICP	recommended IMINT collection priorities
RII	requests for intelligence information
RM	requirements management
RRI	response to request for information
R&S	reconnaissance and surveillance
RSR	radar service request
rt	route

S

S2	Intelligence Officer (US Army)
S3	Operations and Training Officer (US Army)
SAM	surface-to-air missile
SAR	synthetic aperture radar
SATCOM	satellite communications
SGN	imagery change significant
SCARF	standardized collection asset format
scty	security
sec	section
SID	secondary imagery dissemination
SIEPCM	SIGINT/EA planning coordination message
SIGINT	signals intelligence
SII	statement of intelligence interest
SIR	specific information requirements
SIREP	sensitive information report
SITREP	situation report
SLAR	side-looking airborne radar
SOP	standing operating procedure
SOR	specific orders and request
spt	support
sqdn	squadron
SSO	special security office
SSP-S	single source processing-SIGINT
STANAG	Standardization Agreement
SUCCESS	Synthesized UHF Computer Controlled Equipment Subsystem
survl	surveillance

T

TA	tank army
TACELINT	tactical electronic intelligence report
TACREP	tactical report
TAI	target area of interest
TCAC	Technical Control Analysis Center
TE	tactical exploitation
TEB	tactical exploitation battalion
TECHINT	technical intelligence
TEL	transporter erector launcher
TEPER	technical ELINT product evaluation report
tgt	target
THMT	trailing arm drive vehicle
TOC	tactical operations center
TOE	tables of organization and equipment
TOT	time over target
TPL	time phase lines
TRAC	tactical radar correlator
TRADOC	United States Army Training and Doctrine Command
TRCPLOTM	identifies the point or area of interest
TSCR	time sensitive collection requirement
TSR	time sensitive requirement
TTP	tactics, techniques, and procedures
TV	television
typ	type

U

UAV	unmanned aerial vehicle
UHF	ultra high frequency
US	United States
USAF	United States Air Force
USAICS	United States Army Intelligence Center and School
USMTF	United States message text format (formerly JINTACCS)
USSOUTHCOM	US Southern Command
UTM	universal transverse mercator

V

veh	vehicle
VHF	very high frequency
vic	vicinity

W

W	west
w	with

Section II. Definitions

Analysis and Control Element - The organization at corps, division, separate brigade, and armored cavalry regiment headquarters responsible for collection management, all-source analysis, and some asset management.

ASARS - An airborne radar imagery collection system.

Asset Management - The planning and execution of collection and processing operations. Asset management is conducted by the unit or agency that controls the asset in question. Military asset managers use standard procedures for the planning and conduct of military operations in asset management (see FM 101-5).

Air Tasking Order - The tool used by Air Force commanders and staffs to task air missions, including reconnaissance missions.

Battle Damage Assessment - The timely and accurate estimate of damage resulting from the application of military force, either lethal or non-lethal, against an objective or target.

Battlefield Operating Systems - The major functions performed by the force on the battlefield to successfully execute Army operations in order to accomplish military objectives. They form a framework for examining complex operations in terms of functional operating systems. The systems include maneuver, fire support, air defense, command and control, intelligence, mobility and survivability, and combat service support.

BOS Synchronization Matrix - A written record of wargaming. It depicts the criteria that generate each anticipated friendly decision and the resulting action by each friendly BOS. Other information required to execute a specific friendly course of action may also be included.

Corps Military Intelligence Support Element - A support element provided to the corps by the EAC MI brigade.

Collection Management - The set of procedures that orchestrate the Intelligence System of Systems to focus intelligence in support of warfighting and operations other than war.

Collection Operations Management - One of two sub-functions of collection management in Joint doctrine. COM is the Joint level equivalent of mission management with the additional responsibility of dissemination.

Course of Action - A possible plan open to an individual or commander that would accomplish, or is related to accomplishment of, the mission.

Collection Requirements Management - One of two sub-functions of collection management in Joint doctrine. CRM is the Joint level of requirements management but without responsibility for dissemination. Joint doctrine makes collection operations management responsible for dissemination.

Decision Point - The point in space and time where the commander or staff anticipates making a decision concerning a specific friendly COA. Decision points are usually associated with threat force activity or the battlefield environment and are therefore associated with one or more NAIs. Decision points also may be associated with the friendly force and the status of ongoing operations.

Decision Support Template - A graphic record of wargaming. The DST depicts decision points, timelines associated with movement of forces and the flow of the operation, and other key items of information required to execute a specific friendly COA.

Defense Intelligence Agency Manual - Among other things, DIAMs give specifics on tasking and requesting formats for DIA assets.

Electronic Processing and Dissemination System - A TENCAP system.

Enhanced Tactical Users Terminal - A TENCAP system.

Exploitation Management - Using available processors to take advantage of past or ongoing collection activities of other units and agencies that coincidentally satisfy intelligence requirements of the command or its subordinates. This type of exploitation can be ad hoc or part of a pre-planned strategy to satisfy intelligence requirements.

Ground Based Common Sensor - A processor that receives and manipulates information from several collection systems. (GBCS is still under development.)

Guardrail Common Sensor - An airborne SIGINT collection system.

Ground Station Module - A ground-based processor and communications system linked to an airborne collection system, such as Joint STARS or UAV.

High-Payoff Target - High value targets whose loss will contribute to the success of the friendly COA.

High-Value Target - Assets that the threat commander requires for the successful completion of a specific COA.

Information Requirements (IR) - Intelligence requirements of lower priority than the PIR of lowest priority.

Intelligence Preparation of the Battlefield - The systematic, continuous process of analyzing the threat and environment in a specific geographic area. IPB is designed to support the staff estimate and military decision making process. Most intelligence requirements are generated as a result of the IPB process and its interrelation with the decision making process.

Intelligence Requirement - A requirement for intelligence to fill a gap in the command's knowledge and understanding of the battlefield or threat forces. Intelligence requirements are designed to reduce the uncertainties associated with successful completion of a specific friendly COA; a change in the COA usually leads to a change in intelligence requirements. Intelligence requirements that support decisions which affect the overall mission accomplishment (such as choice of a COA, branch, or sequel) are designated as PIR. Less important intelligence requirements are designated as IR.

Intelligence Processing Facility - Processes input from airborne SIGINT systems.

Joint Surveillance Target Attack Radar System - An airborne radar imagery system also capable of detecting moving targets.

Joint System Tactical Exploitation of National Systems - The JTENS manual, among other things, gives specifics on tasking and requesting formats for national level collection systems.

Latest Time Information of Value - The time by which information must be delivered to the requestor in order to provide decision makers with timely intelligence. Sometimes the LTIOV is the expected time of a decision anticipated during staff wargaming and planning. If someone other than the decision maker must first process the information, the LTIOV is earlier than the time associated with the decision point. The time difference accounts for delays in processing and communicating the final intelligence to the decision maker.

Mission Management - Determines the best collection strategy and which types of assets to use to accomplish collection. Mission management tasks and requests collection and continually monitors resource readiness and performance.

Mobile Integrated Tactical Terminal - A processor designed to use input from several collection and processing systems.

Motorized Rifle Regiment - Name of a maneuver unit normally consisting of three mechanized infantry battalions, one tank battalion, one artillery battalion, and enough combat support and combat service support assets to make it capable of independent action for at least limited periods of time. The term "motorized" dates from World War II when most units depended on trucks for transportation. Today, most units with this name are actually mechanized.

Named Area of Interest - The geographical area where information that will satisfy a specific information requirement can be collected. NAI are usually selected to capture indications of threat COAs but also may be related to conditions of the battlefield.

Not later than - The time by which something must be accomplished.

Priority Intelligence Requirement - An intelligence requirement associated with a decision that will affect the overall success of the command's mission. PIR are a subset of intelligence requirements of a higher priority than information requirements. PIR are prioritized among themselves and may change in priority over the course of the operation's conduct.

Quick Reaction Capability - The ability to react quickly to changed or new collection requirements. QRC is not inherent; collection managers foresee periods that require QRC allowing asset managers to plan QRC. Asset managers plan for QRC by scheduling system and crew maintenance (to maximize system availability) and performing as much coordination in advance (to reduce reaction times).

Reconnaissance - A mission undertaken to obtain information by visual observation, or other detection methods, about the activities and resources of an enemy or potential enemy; or about the meteorologic, hydrographic, or geographic characteristics of a particular area. Reconnaissance differs from surveillance primarily in duration of the mission.

Request for Intelligence - A specific request for intelligence that meets the requirements of an SOR.

Requirements Management - Requirements management consolidates all intelligence requirements, establishing a relative priority for each requirement. Requirements management determines what specific information will satisfy each requirement and the best place and time to collect the relevant information.

Radar Service Request - A request for radar surveillance by Joint STARS.

Specific Information Requirement - Specific information requirements describe the information required to answer all or part of an intelligence requirement. A complete SIR describes the information required, the location where the required information can be collected, and the time during which it can be collected. Generally, each intelligence requirement generates sets of SIRs.

Specific Order or Request - The order or request that generates planning and execution of a collection mission or analysis of data base information. SORs sent to subordinate commands are orders. SORs sent to other commands are requests. SORs often use system-specific message formats but also include standard military operations and FRAGOs.

Statement of intelligence interest - A comprehensive listing of the command's intelligence requirements for a specified time. The SII usually addresses long periods of time and broad areas of interest rather than the specific information requirements addressed by SORs.

Surveillance - The systematic observation of airspace or surface areas by visual, aural, photographic, or other means. Surveillance differs from reconnaissance primarily in duration of the mission.

Target Area of Interest - The geographical area where HVTs can be acquired and engaged by friendly forces. Not all TAIs will form part of the friendly COA; only TAIs associated with HPTs 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.

Tank Regiment - Name of a Soviet-style maneuver unit normally consisting of three tank battalions and one mechanized infantry battalion, one artillery battalion, and enough combat support and combat service support assets to make it capable of independent action for at least limited periods of time.

Tactical Radar Correlator - Processes ASARS imagery.

Unmanned Aerial Vehicle - A small, remotely piloted airborne collection system.

Universal Transverse Mercator - The geographical coordinate system used by Army and Marine ground forces. Named for the Flemish cartographer Gerhardus Mercator (1512-1594).

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INDEX

A

analysis and control element (ACE), 3-17, 3-20, 3-23, 4-7, 5-3

asset evaluation worksheet, 3-11, Figures 3-3 and 4-14

asset management (AM)
- definition, 1-2
- shared systems, 1-4
- TTP, 1-4

asset manager responsibilities, 1-3

B

battle damage assessment (BDA), 2-3, 5-4

Battlefield Operating System (BOS), 2-2, 3-14, 4-1
- synchronization matrix, Figure 4-25

C

collection assets, 2-3, 3-4, 4-22, Appendix C

collection manager
- definition, 1-1
- responsibilities, 2-4, 3-4
- role, 2-6

collection management
- applications, 4-1
- at battalion, 5-6
- at corps, 5-3
- at division, 5-4
- at divisional maneuver brigade, 5-5
- at EAC, 5-3
- functions and process, 1-4, 2-1, 3-1, Figure 3-1
- how to do it, 3-1
- joint operations, 5-1
- purpose, 2-1
- relationships, Figure 1-1
- steps, 1-4
- sub-functions, 1-2
- support to commanders, 2-1

COA
- develop, 2-1
- analyze, 2-1
- decide, 2-2
- execute, 2-3

collection operations management (COM), 1-4

collection plan, Figures 4-16, 4-19, 4-29
- definition, 3-9
- develop collection strategy, 3-11
- develop SOR sets, 3-16
- evaluate resources, 3-10
- example, 3-9
- prioritize SORs for collection assets, 3-16

collection requirements management (CRM), 1-4

Central Intelligence Agency (CIA), 5-2

Character-Oriented Message Catalog (COMCAT), 3-17

collection and processing assets, Appendix C

Collection Coordination Center (CCC), 5-1

collection emphasis message, Figure 3-5

collection management and dissemination (CM&D), 3-29, 4-11, 5-1

collection strategies, 2-2, 3-12

combined operations, 5-2

corps, 5-3

D

decision support template, 2-2

develop collection plan, Figure 3-1

develop requirements, Figure 3-1
- analyze requirements, 3-4
- definition, 3-1
- develop SIR sets, 3-7
- example, 3-1
- participate in staff wargaming, 3-3

dissemination systems, C-12

disseminate, Figure 3-1
- arrange direct dissemination, 3-21
- data base handling, 3-23
- definition, 3-20
- determine how much to disseminate, 3-22
- determine perishability, 3-21
- disseminate, 3-23
- examples, 3-20
- identify media for dissemination, 3-22

E

echelons above corps, 5-3

evaluate reporting, Figure 3-1
- definition, 3-24
- correlate reports to requirements, 3-25
- example, 3-24

monitor and maintain synchronization, 3-25
provide feedback to collectors and exploiters, 3-26
screen reports, 3-26
event template, 2-1, Figure 4-28
exploitation management (EM), 1-3, 3-11
exploitation requirement (ER), 3-17, Figure 4-30

H

handover lines, 2-4

I

IEW collection systems, C-1 through C-8
IEW dissemination systems, C-12
IEW processor systems, C-9 through C-11
information requirements register, 3-4, Figure 3-2
intelligence synchronization matrix (ISM), 2-2, Figures 3-4, 4-15, and 4-27
Intelligence System of Systems (ISOS), 1-1
interagency operations, 5-2

J

joint operations, 5-1
COM, 1-4
CRM, 1-4
Joint Reconnaissance Center (JRC), 5-1

M

mission analysis, 2-1
mission management (MM), 1-3
multiple asset tasking message (MATM), 3-17
COMINT tasking, Figure 4-11
IMINT tasking, Figure 4-10

P

priority intelligence requirements (PIR) 1-3, 2-1, 3-1
processing systems, C-9

R

reconnaissance and surveillance (R&S)
overlay, 3-1 , 5-5, Figure 4-32,
plan, 5-5, Figure 4-33,
request for intelligence example, 3-17, Figure 4-17
requirements management (RM)
definition of, 1-3
dissemination, 1-4
report evaluation, 1-4
requirements development, 1-4
requirements manager responsibilities, 1-3

S

scenarios, 4-1, 4-19
specific information requirements (SIRs), 1-3, 3-7
specific orders and requests (SORs), 2-5,
statement of intelligence interest (SII), 3-18
synchronization tools, 2-2, 2-8, 4-1
BOS synchronization matrix, 2-2, Figure 4-4
collection plan 2-2
decision support template, 2-2
event matrix, 2-2
event template 2-2
handover lines, 2-4

T

tactics, techniques, and procedures, 1-4, 1-5
targeting
conference, 2-3
process, 2-2, 2-3
team responsibilities, 2-3
task or request collection, Figure 3-1
definition, 3-17
collect and exploit, 3-20
determine tasking or request mechanism, 3-17
example, 3-17
execute and implement, 3-18
formats, Appendix B

U

update collection planning, Figure 3-1
add new requirements, 3-29
cue assets to collection opportunities, 3-28
definition, 3-27
eliminate satisfied requirements, 3-28
example, 3-27
maintain synchronization, 3-29
redirect assets to unsatisfied requirements, 3-28

W

wargaming
collection manager's role in, 3-4
generates intelligence requirements, 3-3
wargaming tools
decision support template, 2-2
develop and evaluate collection strategies, 2-2
event matrix, 2-2
event template, 2-2