Intelligence Preparation of the Battlefield/Battlespace

October 2009

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies only because it requires protection in accordance with AR 380-5 and as specified by DCS G-3 Message DTG 091913Z Mar 04. This determination was made on 19 July 2007. Contractor and other requests must be referred to ATTN: ATZS-CDI-D, U.S. Army Intelligence Center and Fort Huachuca, AZ 85613-7017, or via e-mail at ATZS-FDC-D@conus.army.mil.

DESTRUCTION NOTICE: Destroy by any method that must prevent disclosure of contents or reconstruction of the document.

Headquarters Department of the Army
Headquarters United States Marine Corps

FOR OFFICIAL USE ONLY
This publication is available at Army Knowledge Online (www.us.army.mil) and General Dennis J. Reimer Training and Doctrine Digital Library at (www.train.army.mil).
Intelligence Preparation of the Battlefield/Battlespace

1. Change 2 to FM 2-01.3, 15 October 2009. This change corrects an administrative error in change 1.

2. An asterisk (*) marks new material.

3. FM 2-01.3/MCRP 2-3A, 15 October 2009, is changed as follows:

<table>
<thead>
<tr>
<th>Remove Old Pages</th>
<th>Insert New Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change 1 transmittal pages i through ii</td>
<td>Change 1 transmittal pages i through ii</td>
</tr>
</tbody>
</table>

3. File this transmittal sheet in the front of the publication for reference purposes.
By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
1033304

By Direction of the Commandant of the Marine Corps

GEORGE J. FLYNN
Lieutenant General, U.S. Marine Corps
Deputy Commandant
Combat Development and Integration

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve. To be distributed in accordance with initial distribution number 116004, requirements for FM 2-01.3.

Marine Corps PCM: 144 000141 00

FOR OFFICIAL USE ONLY
Intelligence Preparation of the Battlefield/Battlespace

1. This change revises Chapter 7 to separate doctrine for civil support operations from doctrine for stability operations.

2. FM 2-01.3/MCRP 2-3A, 15 October 2009, is changed as follows:

<table>
<thead>
<tr>
<th>Remove Old Pages</th>
<th>Insert New Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>*pages i through ii</td>
<td>pages i through ii</td>
</tr>
<tr>
<td>pages 7-1 through 7-7</td>
<td>7-1 through 7-9</td>
</tr>
<tr>
<td>pages Glossary-1 through Glossary-6</td>
<td>Glossary-1 through Glossary-6</td>
</tr>
<tr>
<td>pages References-1 through References-3</td>
<td>References-1 through References-3</td>
</tr>
<tr>
<td>pages Index-1 through Index-2</td>
<td>Index-1 through Index-2</td>
</tr>
</tbody>
</table>

3. File this transmittal sheet in the front of the publication for reference purposes.

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies only because it requires protection in accordance with AR 380-5 and as specified by DCS G-3 Message DTG 091913Z Mar 04. This determination was made on 19 July 2007. Contractor and other requests must be referred to ATTN: ATZS-CDI-D, U.S. Army Intelligence Center and Fort Huachuca, AZ 85613-7017, or via e-mail at ATZS-FDC-D@conus.army.mil.

DESTRUCTION NOTICE: Destroy by any method that must prevent disclosure of contents or reconstruction of the document.

Marine Corps PCN: 144 000141 00
By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
1027905

By Direction of the Commandant of the Marine Corps

GEORGE J. FLYNN
Lieutenant General U.S. Marine Corps
Deputy Commandant
Combat Development and Integration

DISTRIBUTION:
Active Army, Army National Guard, and United States Army Reserve. To be distributed in accordance with initial distribution number 116004, requirements for FM 2-01.3.

FOR OFFICIAL USE ONLY
Intelligence Preparation of the Battlefield/Battlespace

Contents

PREFACE .................................................................................................................. v
SUMMARY OF CHANGES ...................................................................................... vii

Chapter 1 IPB AND DECISIONMAKING ................................................................. 1-1
Performing Intelligence Preparation of the Battlefield/Battlespace ................. 1-1
IPB and the MDMP/MCPP .................................................................................. 1-2
IPB and the Time-Constrained MDMP/MCPP .................................................. 1-8
IPB and Troop-Leading Procedures ................................................................ 1-8
IPB and the Operational Environment/Battlespace Environment .................... 1-9
The Operational Variables .................................................................................. 1-9
Civil Considerations .......................................................................................... 1-10
Reporting ........................................................................................................... 1-11

Chapter 2 STEP 1 – DEFINE THE OPERATIONAL ENVIRONMENT/BATTLESPACE
ENVIRONMENT .................................................................................................... 2-1
Identify Significant Characteristics of the Environment .................................... 2-2
Identify the Limits of the Command’s Area of Operations ............................. 2-2

DISTRIBUTION RESTRICTION: Distribution authorized to U.S. Government agencies only because it requires protection in accordance with AR 380-5 and as specified by DCS G-3 Message DTG 091913Z Mar 04. This determination was made on 19 July 2007. Contractor and other requests must be referred to ATTN: ATZS-CDI-D, U.S. Army Intelligence Center and Fort Huachuca, AZ 85613-7017, or via e-mail at ATZS-FDC-D@conus.army.mil.

DESTRUCTION NOTICE: Destroy by any method that must prevent disclosure of contents or reconstruction of the document.

*This publication supersedes FMFRP 3-23-2, 8 July 1994.

Marine Corps PCN: 144 000141 00

FOR OFFICIAL USE ONLY
Chapter 3  STEP 2 – DESCRIBE ENVIRONMENTAL EFFECTS ON OPERATIONS/DESCRIBE THE BATTLESPACE EFFECTS ........................................ 3-1
Analyze the Environment ........................................................................ 3-1
Describe the Environmental Effects on Operations and Threat and Friendly Courses of Action/Describe the Battlespace Effects on Operations and Adversary and Friendly Capabilities and Courses of Action .......... 3-20

Chapter 4  STEP 3 – EVALUATE THE THREAT/ADVERSARY ................. 4-1
The Threat/Adversary ........................................................................ 4-2
Update or Create Threat/Adversary Models .................................... 4-4
Identify Threat/Adversary Capabilities ............................................. 4-8

Chapter 5  STEP 4 – DETERMINE THREAT/ADVERSARY COURSES OF ACTION .......................................................... 5-1
Identify the Threat’s/Adversary’s Likely Objectives and Desired End State .................................................. 5-2
Identify the Full Set of Courses of Action Available to the Threat/Adversary ........................................ 5-2
Evaluate and Prioritize Each Course of Action ................................ 5-3
Develop Each Course of Action ......................................................... 5-4
Identify Initial ISR Requirements ...................................................... 5-8

Chapter 6  IPB FOR OFFENSIVE AND DEFENSIVE OPERATIONS ......... 6-1
Offensive Operations ....................................................................... 6-1
Defensive Operations ...................................................................... 6-3

Chapter 7  STABILITY OPERATIONS AND CIVIL SUPPORT OPERATIONS .......................................................... 7-1
Section I – IPB for Stability Operations .............................................. 7-1
Stability Operations Overview .......................................................... 7-1
Considerations for Stability Operations ............................................ 7-1
Section II – Situational Assessment (IPB) for Civil Support Operations .................................................. 7-6
Civil Support Operations Overview ................................................... 7-6
Considerations for Civil Support Operations .................................... 7-7

Appendix A  INTELLIGENCE SUPPORT TO THE TARGETING PROCESS .................................................. A-1
Decide ............................................................................................. A-1
Importance as a part of a threat/adversary warfighting function capability ................................................. A-1
Detect .............................................................................................. A-3
Deliver ............................................................................................ A-3
Assess .............................................................................................. A-3

Appendix B  OPERATIONAL THEMES: IPB CONSIDERATIONS USING SELECTED EXAMPLES OF MILITARY OPERATIONS ........................................ B-1

Appendix C  COUNTERINSURGENCIES AND IPB .................................................. C-1

Appendix D  GEOSPATIAL-INTELLIGENCE SUPPORT TO IPB ........................................ D-1
GLOSSARY .................................................................................. Glossary-1
REFERENCES ............................................................................... References-1
INDEX .......................................................................................... Index-1
Figures

Figure 1-1. The military decisionmaking process/Marine Corps planning process .......... 1-3
Figure 1-2. Sample civil considerations (ASCOPE) ............................................................. 1-11
Figure 2-1. Define the operational environment/battlespace environment substeps .......... 2-1
Figure 2-2. Contiguous, noncontiguous, and unassigned areas ........................................... 2-3
Figure 2-3. Spatial relationships (AO, area of influence, and AOI) ........................................ 2-5
Figure 3-1. Describe environmental effects on operations/Describe the battlespace effects substeps ................................................................. 3-1
Figure 3-2. Example of observation and visual dead space .................................................. 3-4
Figure 3-3. Intervisibility line ............................................................................................... 3-5
Figure 3-4. Concentric ring technique ................................................................................. 3-8
Figure 3-5. Belt technique .................................................................................................. 3-9
Figure 3-6. Avenue-in-depth technique ................................................................................. 3-9
Figure 3-7. Box technique .................................................................................................. 3-10
Figure 4-1. Evaluate the threat/adversary substeps ............................................................. 4-1
Figure 4-2. Threat/Adversary template using an urban environment .................................. 4-6
Figure 5-1. Determine threat/adversary courses of action substeps ..................................... 5-1
Figure 5-2. Event template ................................................................................................. 5-9
Figure 5-3. Event matrix .................................................................................................... 5-10
Figure B-1. The spectrum of conflict and operational themes ............................................. B-2

Tables

Table B-1. Examples of joint military operations conducted within operational themes ....... B-2
Table C-1. Mao Zedong’s three phases of insurgency ............................................................. C-4
This page intentionally left blank.
Preface

This manual is a dual-designated Army and Marine Corps manual. It describes the fundamentals of intelligence preparation of the battlefield/intelligence preparation of the battlespace (IPB). It describes IPB, its use in directing the intelligence effort, and its role in driving the staff’s planning for military operations.

In doctrinal publications, the normal convention for identifying terms is through the use of italics. Since this is a dual designated Army and Marine Corps manual, the following protocol is used to distinguish proponency (authority) for information and terms:

- Terms and phrasing in italics—Marine Corps.
- Terms and definitions in bold—Terms for which FM 2-01.3 is the proponent publication.
- Terms in bold and definitions in plain text—Joint terms and Army terms a with proponent publication other than FM 2-01.3. The proponent publication (in italics) follows the definition.

This manual conforms to the overarching doctrinal concepts presented in Army doctrine (FM 3-0 and FM 2-0) and Marine Corps doctrine (MCWP 3-1 and MCWP 2-1). This manual is intended to provide guidance for all commanders, staffs, trainers, and military intelligence personnel at all echelons. It provides doctrinal guidance for the use of IPB in directing the intelligence effort and its role in supporting the commander and staff. It also serves as a reference for personnel who are developing doctrine; tactics, techniques, and procedures (TTP); and institutional and unit training for military operations. It is also intended for commanders and staffs of joint and multinational commands, Navy forces, Air Force forces, and the military forces of multinational partners.

This manual keeps the title “Intelligence Preparation of the Battlefield” to describe the process of analyzing the operational environment/battlespace environment and the options it presents to friendly and threat/adversary forces. Emerging joint doctrine uses the term “intelligence preparation of the operational environment.” However, the joint doctrine is not approved at this time, so the Army will utilize IPB. Future revisions will incorporate the joint title for the process. The Marine Corps entitles the process “Intelligence Preparation of the Battlespace” in order to clearly distinguish the intelligence preparation process of the joint force commander from that of the component commander. Throughout the text, the use of the term “intelligence preparation of the battlefield/battlespace” refers to both the Army’s process and the Marine Corps’ process. In Army doctrine the term “battlespace” is replaced by, “operational environment,” “area of operations,” or “area of influence,” as appropriate.

This manual applies to the Active Army and Marine Corps, the Army National Guard/Army National Guard of the United States, U.S. Army Reserve, and the U.S. Marine Corps Reserve unless otherwise specified.

This manual does not describe the TTP and applications of IPB. For this information, refer to FMI 2-01.301.

U.S. Army Training and Doctrine Command is the proponent for this publication. The preparing agency is the U.S. Army Intelligence Center and Fort Huachuca, Fort Huachuca, AZ. Send written comments and recommendations on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Army Intelligence Center and Fort Huachuca, ATTN: ATZS-CDI-D (FM 2-01.3), 550 Cibeque Street, Fort Huachuca, AZ 85613-7017; by e-mail to ATZS-CDI-D@conus.army.mil; or submit an electronic DA Form 2028.

Marine Corps readers of this publication are encouraged to submit suggestions and changes through the Universal Need Statement (UNS) process. The UNS submission process is delineated in Marine Corps Order 3900.15B, which can be obtained from the Marine Corps Publications Electronic Library Online (universal reference...
The UNS recommendation should include the following information:

- Location of change.
  - Publication number and title.
  - Current page number.
  - Paragraph number (if applicable).
  - Line number.
  - Figure or table number (if applicable).

- Nature of change.
  - Addition or deletion of text.
  - Proposed new text.
Summary of Changes

FM 2-01.3/MCRP 2-3A updates and describes the fundamentals of intelligence preparation of the battlefield (IPB). The following paragraphs summarize the most important updates and changes.

Chapter 1 makes the following changes:

- Replaces the steps of IPB from FM 34-130 with the following steps:
  - Define the Operational Environment/Battlespace Environment.
  - Describe the Environmental Effects on Operations/Describe the Battlespace Effects.
  - Evaluate the Threat/Adversary.
  - Determine Threat/Adversary Courses of Action.
- Redefines IPB as it applies to Army forces.
- Discusses the operational environment/battlespace environment and lists the variables used to describe the operational environment/battlespace environment.
- Uses the mission variables—mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC)—and mission, enemy, terrain and weather, troops and support available, time available (METT-T) as the framework for IPB.
- Introduces the memory aid “areas, structures, capabilities, organizations, people, and events (ASCOPE)” for civil considerations.
- Replaces “order of battle” with “threat characteristics” in Army doctrine. The Marine Corps retains the term “order of battle.”
- Replaces “battlefield operating system” with “warfighting function.”
- Replaces “battlespace” with “operational environment, area of operations,” or “area of influence,” depending on the context, in Army doctrine. The Marine Corps retains the term “battlespace.”

Chapter 2 makes the following changes to step 1 of the IPB process:

- Replaces the substeps of step 1 with the following:
  - Identify Significant Characteristics of the Environment.
  - Identify the Limits of the Command’s Area of Operations.
  - Establish the Limits of the Area of Influence and the Area of Interest.
  - Evaluate Existing Databases and Identify Intelligence Gaps.
  - Initiate Collection of Information Required to Complete in accordance with IPB.
- Discusses area of operations, area of influence, area of interest, and unassigned areas in line with FM 3-0.

Chapter 3 makes the following changes to step 2 of the IPB process:

- Replaces the memory aid for the military aspects of terrain acronym “OCOKA” with “OAKOC”—observation and fields of fire, avenues of approach, key terrain, obstacles, concealment and cover in Army doctrine. The Marine Corps retains the memory aid KOCOA—key terrain, observation and fields of fire, cover and concealment, obstacles, and avenues of approach.
- Places increased emphasis on studying civil consideration (using the memory aid ASCOPE—areas, structures, capabilities, organizations, people, and events).
Chapter 4 makes the following change to step 3 of the IPB process: replaces “doctrinal templates” with “threat/adversary templates.”

Chapter 5 makes the following change to step 4 of the IPB process: changes the definition of “situation template.”

Chapter 6 aligns offensive and defensive operations discussions with FM 3-0.

Chapter 7 aligns the discussion on stability operations and civil support operations with FM 3-0 and emerging stability operations and civil support operations doctrine.

Appendix A aligns targeting discussion with FM 6-20.10/MCRP 3-1.6.14 and emerging intelligence, surveillance, and reconnaissance doctrine.

Appendix B aligns the operational theme discussion with FM 3-0.

Appendix C aligns the counterinsurgency discussion with FM 3-24/MCWP 3-33.5.

Appendix D aligns the geospatial discussion with emerging geospatial doctrine.
Chapter 1

IPB and Decisionmaking

1-1. The intelligence officer (G-2/S-2) is the staff proponent for intelligence preparation of the battlefield/battlespace (IPB). Intelligence preparation of the battlefield/battlespace is a systematic process of analyzing and visualizing the portions of the mission variables of threat/adversary, terrain, weather, and civil considerations in a specific area of interest and for a specific mission. By applying intelligence preparation of the battlefield/battlespace, commanders gain the information necessary to selectively apply and maximize operational effectiveness at critical points in time and space. IPB—

- Is a continuous planning activity undertaken by the entire staff.
- Is designed to support the running estimate and military decisionmaking process (MDMP)/Marine Corps Planning Process (MCPP).
- Builds an extensive database for each potential area in which a unit may be required to operate. The database is then analyzed in detail to determine the impact of the enemy, terrain, weather, and civil considerations on operations and presents it in graphic form. The Army uses METT-TC as the framework for the analysis. The Marine Corps uses METT-T. Reference herein to such analysis will be shown as METT-TC/METT-T.
- Allows the commander and staff to gain the information necessary to selectively apply and maximize combat power at critical points in time and space.
- Is most effective when it integrates each staff element’s expertise into the process.

PERFORMING INTELLIGENCE PREPARATION OF THE BATTLEFIELD/BATTLESPACE

1-2. To conduct effective IPB, the G-2/S-2 must—

- Produce IPB products that support the staff’s preparation of estimates and the MDMP/MCPP.
- Identify characteristics of the area of operations (AO), including civil considerations, that will influence friendly and threat/adversary operations.
- Identify mission sensitivities to weather, continuously forecasting and monitoring weather conditions and associated effects on planned or potential operations.
- Establish the area of interest (AOI) in accordance with the commander’s guidance.
- Identify gaps in current intelligence holdings.
- Determine multiple threat/adversary courses of action (COAs) by employing predictive analysis techniques to anticipate future threat/adversary actions, capabilities, or situations.
- Establish a database that encompasses all relevant information sets within and related to the operational environment/battlespace environment.
- Identify characteristics of the information environment that will be influenced by friendly and threat/adversary operations.
- Determine the threat characteristics/order of battle doctrine and tactics, techniques, and procedures.
- Identify any patterns in threat/adversary behavior or activities.
- Identify and report hazards within the AO, including the medical threat/adversary and toxic industrial material.
- Identify threat/adversary capabilities, high-value targets (HVTs), and threat/adversary models.
- Integrate IPB information into the MDMP/MCPP.
1-3. IPB is designed to support the running estimate and the MDMP/MCPP. Most intelligence requirements are generated as a result of the IPB process and the interrelationship of IPB to the MDMP/MCPP. IPB is a process employed as part of intelligence planning to reduce uncertainties concerning the enemy, terrain, weather, and civil considerations for all types of operations. IPB is conducted during mission planning and throughout the conduct of the operation. It supports the commander’s decisionmaking and forms the basis for direction of intelligence operations in support of current and future missions.

1-4. IPB identifies the facts and assumptions about the enemy, terrain, weather, and civil considerations (using the METT-TC/METT-T framework) that allow effective staff planning. IPB—

- Forms the basis for defining friendly COAs and drives war-gaming.
- Provides the basis for intelligence synchronization.

1-5. The IPB process consists of four steps, which are performed or at least considered each time the staff conducts IPB. Each step in the process is performed or assessed and refined continuously to ensure that the products of IPB remain complete and relevant and that the commander receives the needed intelligence support during current and future operations. The following are the four steps of IPB, which are discussed in detail in chapters 2 through 5:

- Define the Operational Environment/Define the Battlespace Environment.
- Describe Environmental Effects on Operations/Describe the Battlespace Effects.
- Evaluate the Threat/Evaluate the Adversary.
- Determine Threat COAs/Determine Adversary COAs.

1-6. The time available for completion of IPB may not permit the luxury of performing each step in detail. Overcoming time limitations requires a determination on which products need to be developed, and to what degree of detail, in order to assist the commander in planning, preparing for, and executing the mission. Identifying the amount of detail required avoids time wasted on developing more detail than necessary in each step of the process. A good technique is to—

- Work ahead as much as possible.
- Establish a series of base products.
- Keep the products updated by periodic review instead of waiting for the next receipt of mission.
- Keep threat/adversary databases up to date as changes occur.

1-7. The doctrinal principles of IPB are sound and apply to all situations at all levels in the IPB process. The conduct of IPB can be facilitated by parallel and collaborative planning:

- Parallel planning is two or more echelons planning for the same operation nearly simultaneously (FM 5-0). For the Marine Corps, planning by parallel chains of command refers to the planning procedures resulting from the close and continuous coordination necessary between corresponding naval and troop echelons. It is facilitated by continuous information sharing by the higher headquarters with subordinate units concerning future operations.

- Collaborative planning is the real-time interaction among commanders and staffs at two or more echelons developing plans for a single operation (FM 5-0).

**IPB AND THE MDMP/MCPP**

1-8. Commanders and staff use the MDMP/MCPP to select a COA and to develop an operation plan, an operation order, or a fragmentary order (FRAGO) to implement that COA. The results and products of IPB are essential elements of the decisionmaking process. (Figure 1-1 shows the seven steps in the MDMP/MCPP). The relationship of the IPB process to the MDMP/MCPP is discussed below. (See FM 5-0 for detailed MDMP discussions.) While MDMP and MCPP are similar, Marines should refer to MCWP 5-1 for detailed MCPP information.
### Figure 1-1. The military decisionmaking process/ Marine Corps planning process

<table>
<thead>
<tr>
<th>Input</th>
<th>Steps</th>
<th>Output</th>
</tr>
</thead>
<tbody>
<tr>
<td>★ Mission received from higher headquarters or deduced by commander and staff</td>
<td><strong>Step 1: Receipt of Mission</strong></td>
<td>★ Commander’s initial guidance</td>
</tr>
<tr>
<td>• Higher headquarters OPORD/OPLAN</td>
<td></td>
<td>● WARNO</td>
</tr>
<tr>
<td>• Higher headquarters IPB</td>
<td></td>
<td>§ Restated mission</td>
</tr>
<tr>
<td>• Running estimates</td>
<td></td>
<td>● Initial commander’s intent and planning guidance</td>
</tr>
<tr>
<td></td>
<td><strong>Step 2: Mission Analysis</strong></td>
<td>● Initial CCIRs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Updated staff estimates</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Initial IPB products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Initial ISR plan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>preliminary movement</td>
</tr>
<tr>
<td>★ Restated mission</td>
<td><strong>Step 3: COA Development</strong></td>
<td>● Updated staff estimates and products</td>
</tr>
<tr>
<td>★ Initial commander’s intent, planning guidance, and CCIRs</td>
<td></td>
<td>● COA statements and sketches</td>
</tr>
<tr>
<td>• Updated running estimates</td>
<td></td>
<td>§ Refined commander’s intent and planning guidance</td>
</tr>
<tr>
<td>• Initial IPB products</td>
<td><strong>Step 4: COA Analysis</strong></td>
<td>● War game results</td>
</tr>
<tr>
<td></td>
<td>(War gaming)</td>
<td>● Decision support templates</td>
</tr>
<tr>
<td>• War game results</td>
<td><strong>Step 5: COA Comparison</strong></td>
<td>● Task organization</td>
</tr>
<tr>
<td>• Criteria for comparison</td>
<td></td>
<td>● Mission to subordinate units</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Recommended CCIRs</td>
</tr>
<tr>
<td>★ Decision matrix</td>
<td><strong>Step 6: COA Approval</strong></td>
<td>★ Approved COA</td>
</tr>
<tr>
<td>★ Approved COA</td>
<td></td>
<td>★ Refined commander’s intent</td>
</tr>
<tr>
<td>★ Refined commander’s intent and planning guidance</td>
<td><strong>Step 7: Orders Production</strong></td>
<td>★ Refined CCIRs</td>
</tr>
<tr>
<td>• Refined CCIRs</td>
<td></td>
<td>● HPT list</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● OPLAN/OPOORD</td>
</tr>
</tbody>
</table>

**Note 1:** A star depicts commander activities or decisions.

**Note 2:** Rehearsals and backbriefs occur during preparation and ensure an orderly transition between planning and execution.

**Note 3:** Preparation and execution, while not part of the MDMP/MCFF, are shown to highlight the importance of continuous planning throughout the operations process.

---

**Step 1 – Receipt of Mission**

1-9. During this step, the intelligence staff performs an assessment of current intelligence holdings to identify information gaps. At the same time, the staff uses intelligence reach/reachback to gather updated or additional intelligence. The intelligence staff should review its higher headquarters operation order, the civil-military operations annex, and the intelligence annex. The G-2/S-2 should begin developing situation
templates based on the review, current running estimates, and weather and terrain data. The review and development of preliminary situation templates will prepare the intelligence staff for the mission analysis step of MDMP/MCPP.

**STEP 2 – MISSION ANALYSIS**

1-10. In this step, IPB products enable the commander to assess facts about the operational environment/battlespace environment and make assumptions about how friendly and threat/adversary forces will interact with the operational environment/battlespace environment. The description of the operational environment’s/battlespace environment’s effects identifies constraints on potential friendly COAs. It also identifies key aspects of the operational environment/battlespace environment, such as avenues of approach (AAs), engagement areas, and landing zones, which the staff integrates into potential friendly COAs and their running estimates.

1-11. Threat/Adversary capabilities and vulnerabilities identified during step 3 of the IPB process (Evaluate the Threat/Evaluate the Adversary) allow the commander and staff to make assumptions about the relative capabilities of friendly forces. Threat/Adversary evaluation provides the detailed information on the threat’s/adversary’s current disposition, recent activities, equipment, and organizational capabilities that the staff needs to complete its running estimates and planning. For mission analysis, the intelligence staff, along with the other staff elements, will use IPB to develop detailed threat/adversary COA models, which depict a COA available to the threat/adversary. Threat/Adversary COA models are developed in step 4 of the IPB process (Determine Threat COAs/Determine Adversary COAs). The threat/adversary COA models provide a basis for formulating friendly COAs and completing the intelligence estimate.

1-12. The IPB process identifies critical gaps in the commander’s knowledge of the operational environment/battlespace environment. As a part of the initial planning guidance, commanders use these gaps as a guide to establish their initial intelligence requirements. If the components (threat/adversary templates; description of preferred tactics, options, HVTs, and high-payoff targets [HPTs] of a threat/adversary model; and the AO) are developed, then the staff can determine possible combinations of threat/adversary COAs for every mission before deployment. The COAs should be filed systematically so they can be retrieved, assessed, and revised as needed during mission analysis.

1-13. The intelligence staff, in collaboration with other staff, develops other IPB products during mission analysis. That collaboration should result in the drafting of initial priority intelligence requirements (PIRs), the production of a complete modified combined obstacles overlay (MCOO), a list of HVTs, and unrefined event templates and matrices. IPB should provide a clearer understanding of the threat’s/adversary’s center of gravity, which then can be exploited by friendly forces.


- Reviews friendly mission statements, higher headquarters intent, the AO, and the AOI.
- Identifies intelligence gaps.
- Facilitates intelligence, surveillance, and reconnaissance (ISR) integration by providing the commander and operations officer (G-3/S-3) with an initial intelligence synchronization plan and helps the G-3/S-3 develop the ISR plan.
- Coordinates with the staff weather officer for weather data considerations, forecasts, and effects.
- Coordinates with the civil-military operations officer (S-9/G-9) for civil considerations data.
- Assists staff with terrain and weather effects on friendly and threat/adversary forces.
- Performs, in coordination with geospatial engineering teams/geospatial analysis teams, terrain analysis, and visualization of the AO and AOI.
- Identifies AAs, mobility corridors, and routes, and presents battlespace geometry.
- Coordinates with the geospatial engineering team/geospatial analysis team for terrain analysis products and assessments.
- Develops threat/adversary templates.

FOR OFFICIAL USE ONLY
Determines threat/adversary composition and disposition, threat/adversary mission, centers of gravity, objectives, scheme of maneuver, and desired end state with assistance from other staff members.

Coordinates with the entire staff to identify HVTs.

1-15. The intelligence staff should not perform IPB in a vacuum. Staff officers from all sections will bring their own areas of expertise to IPB. Collaborative analysis will facilitate a greater degree of situational understanding for the commander. As an example, the G-2/S-2 can provide the personnel/manpower officer (G-1/S-1) with information on how the threat/adversary may affect personnel replacement, casualty evacuation, or possible hospitalization plans. The G-2/S-2 can provide the logistics officer (G-4/S-4) with threat/adversary information that may have an impact on friendly logistic efforts. The G-9/S-9 who understands the threat/adversary situation will see how it will affect civil-military operations. Conversely, the G-2/S-2 needs to tap the expertise of the other staff elements. Collaborating with the staff engineers can provide valuable information on terrain mobility and where the threat/adversary is likely to emplace obstacles, as well as how the threat/adversary could employ engineer assets.

1-16. The IPB process can be adapted to planning below battalion level. Total staff coordination can improve the quality and speed of IPB products because the entire staff can adequately consider and address every threat/adversary warfighting function in detail. A combined effort by the entire staff reduces the initial time required for IPB development and helps the command to begin the decisionmaking process in a timelier manner. Discussed below are examples of staff input into the IPB process.

1-17. The G-3/S-3—

- Reviews the G-2/S-2 evaluation of the threat/adversary COAs.
- Assists the G-2/S-2 with terrain and weather impacts on friendly and threat/adversary military aspects of the terrain (OAKOC/KOCOA). (For further information see chapter 3.)
- Ensures that the G-2/S-2 has an understanding of the AO and other friendly maneuver limitations and parameters specified by higher headquarters.
- Ensures the G-2/S-2 understands friendly forces available.
- Develops, with assistance from the G-2/S-2, the ISR plan.
- Selects HPTs, target areas of interest (TAIs), and decision points (DPs) with the G-2/S-2 and fire support officer.
- Develops the decision support template (DST) in coordination with the staff.

1-18. The G-4/S-4—

- In coordination with the G-2/S-2, identifies and evaluates threat/adversary logistic capabilities as well as current and projected supply status, availability, and location of threat/adversary transportation assets.
- Assists the staff in identifying and evaluating threat/adversary supply routes and resupply points.

1-19. The communications system officer (G-6/S-6), in coordination with the G-2/S-2—

- Provides information on threat/adversary communication and information system maintenance status.
- Provides types and availability of threat/adversary communication assets.

1-20. The information operations (IO) officer (G-7/S-7) assists the G-2/S-2 in identifying—

- Threat/Adversary information-related operations, capabilities, and vulnerabilities.
- Status of threat/adversary information-related operations, assets, types, and locations.
- Threat/Adversary denial and deception doctrine and plans.
- Developed IO assessments and analyses that support and enable the IPB process.
Chapter 1

- Friendly vulnerabilities to adversary IO or propaganda.
- Status of friendly IO capabilities—both offensive and defensive.
- HVTs, HPTs, TAIs, and DPs that can be targeted by friendly IO or by friendly IO capabilities or systems (lethal and nonlethal) to achieve an effect.

1-21. The G-9/S-9—
- Provides an analysis of the effect of civilian populations on military operations and vice versa.
- Provides displaced civilian movement routes and assembly areas.
- Provides, in cooperation with the fire support coordinator (FCOORD/FSC), a protected target list, including cultural, religious, historical, and high-density civilian population areas.

1-22. The FCOORD/FSC—
- Assesses potential threat/adversary artillery and mortar positions identified by the G-2/S-2.
- Coordinates with intelligence staff to identify types of threat/adversary artillery and related logistic and sustainment support and evaluates likely threat/adversary artillery and/or missile positions.
- Assists the G-2/S-2 in developing the threat/adversary fire support portion of situation and event templates.
- Assists the staff in identifying and evaluating potential engagement areas and kill zones.
- Assists, in coordination with G-2/S-2 and the SWO, in determining what impact weather and terrain will have upon the threat's/adversary's artillery systems.
- Participates in the selection of HVTs, HPTs, TAIs, and DPs.

1-23. The engineer coordinator—
- Assists the staff in identifying and assessing obstacles and improvised explosive devices (IEDs) along friendly and threat/adversary AAs.
- Provides the staff with input concerning threat/adversary mobility, countermobility, and survivability as well as doctrine, tactics, and equipment capabilities.
- Assists in developing the threat/adversary engineer support portion of situation and event templates.
- Tasks the geospatial engineer teams/geospatial analysis teams to support the G-2/S-2 with terrain analysis and products that support the IPB process and modified combined obstacle overlay (MCOO) development.
- Coordinates with the G-2/S-2 and G-3/S-3 in determining engineer support to the friendly ISR effort and countering threat/adversary ISR efforts.

1-24. The chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) officer—
- Provides input to the intelligence staff on threat/adversary CBRNE as well as toxic industrial material, doctrine, capabilities, and employment.
- Assists the staff in templating likely locations of threat/adversary CBRNE assets and areas of use.
- Advises the staff on threat/adversary use of obscurants, their likely triggers for employment, and types of obscurant-generating equipment.
- Assists the staff in locating water sources that could be used by friendly and threat/adversary forces for CBRNE decontamination operations.
- In coordination with the SWO, advises the G-2/S-2 on the impact of the weather and terrain on threat/adversary CBRNE operations.

1-25. The air defense artillery coordinator—
- Provides input to the G-2/S-2 on location of threat/adversary rotary- and fixed-wing air assets, capabilities, and employment.
- Assists the staff in identifying and evaluating threat/adversary air AAs.
IPB and Decisionmaking

- Provides input to the G-2/S-2 on threat/adversary air defense doctrine, its employment, and templating of likely air defense artillery locations.

1-26. The staff judge advocate provides advice concerning—
- Rules of engagement (ROE).
- Impact of legal mandates, treaties, or other diplomatic agreements.
- Legal limits on use of force and intelligence gathering.

**STEP 3 – COURSE OF ACTION DEVELOPMENT**

1-27. The purpose of COA development is to develop friendly COAs that are feasible, suitable, acceptable, distinguishable, complete, and that fully integrate all combat multipliers. The staff develops friendly COAs based on facts and assumptions identified during IPB and mission analysis. Incorporating the results of IPB into COA development ensures that each friendly COA takes advantage of the opportunities the environment and threat/adversary situation offer.

1-28. The intelligence staff should develop as many possible threat/adversary COAs as time allows, starting with the most likely and the most dangerous. By developing and considering all feasible threat/adversary options, flexibility is built into the plan. The staff must consider that the threat/adversary has varied options and capabilities when briefing mission analysis and portray and explain the threat/adversary options.

**STEP 4 – COURSE OF ACTION ANALYSIS (WAR-GAMING)**

1-29. During COA analysis (war-gaming), the staff identifies which COA best accomplishes the mission and positions the force for future operations. During the war-gaming session the staff “fights” threat/adversary COAs against potential friendly COAs. The G-2/S-2 role-plays the threat/adversary commander. The G-2/S-2 and the staff will use the full set of threat/adversary COAs against each potential friendly COA.

1-30. The G-2/S-2 develops critical threat/adversary DPs in relation to the friendly COAs, projects threat/adversary reactions to friendly actions, and projects threat/adversary losses. The intelligence officer captures the results of each threat/adversary action and counteraction, and the corresponding friendly and threat/adversary strengths and vulnerabilities. The intelligence officer should try to win the war game for the threat/adversary. By seeking to win, the intelligence officer ensures the staff fully addresses friendly responses for each threat/adversary COA.

1-31. Based on the results of war-gaming each potential friendly COA against the full set of threat/adversary COAs, the staff will be able to—
- Construct a DST and its associated synchronization matrix.
- Refine PIRs.
- Select HPTs from identified HVTs.
- Refine the situation and event templates and matrices, including named areas of interest (NAIs), that support DPs.
- Arrange the threat/adversary COAs in order of probability of adoption.
- Address all relevant threat/adversary warfighting function capabilities, DPs, end states, and vulnerabilities.

**STEP 5 – COURSE OF ACTION COMPARISON**

1-32. Following the war game, the G-2/S-2 staff will finalize the intelligence estimate. The staff compares friendly COAs to identify the one that has the highest probability of success against the set of threat/adversary COAs. The G-2/S-2 compares friendly COAs based on the ability to support the operation with intelligence.
STEP 6 – COURSE OF ACTION APPROVAL

1-33. The staff will determine which friendly COAs to recommend to the commander. The COAs will be briefed to the commander, who will then decide upon a COA and provide the concept of the operations. During this phase, intelligence confirms or denies planning assumptions on the operational environment/battlespace environment and the threat/adversary COAs. A continuous IPB process identifies new or revised intelligence requirements.

1-34. The G-2/S-2 should prioritize the list of intelligence requirements to reflect the staff’s recommended PIRs and present them to the commander. The commander will review and approve the most important intelligence requirements as PIRs. The DST, intelligence synchronization matrix, and event template and matrices are all finalized and completed during COA approval. Also during this step, at the G-2/S-2 level, the ISR plan is refined.

STEP 7 – ORDERS PRODUCTION/DEVELOPMENT

1-35. In a time-constrained environment, time is important and a verbal fragmentary order may be issued immediately after the commander makes a COA decision. The staff follows the verbal fragmentary order with a written order as soon as possible. If a verbal order is not issued, the staff immediately sends out a warning order (WARNO), followed as quickly as possible by a written order. In all cases, the staff captures all the information in verbal orders and WARNOs, and produces a written order to follow up on any previously issued orders. The Marine Corps includes an additional step of Transition, which includes the orderly handover of the plan or order to those tasked with execution of the operation.

IPB AND THE TIME-CONCONSTRAINED MDMP/MCPP

1-36. The MDMP/MCPP is time-constrained when there is too little time for a thorough and comprehensive application. However, all the steps of the full MDMP/MCPP remain the same for the time-constrained process, only shortened. The Marine Corps refers to this as the rapid response planning process (R2P2). In-depth collaboration with higher headquarters, subordinate units, and other staff elements is crucial in a time-constrained MDMP/MCPP. Products created during previous full MDMP/MCPP should be used during a time-constrained MDMP/MCPP.

1-37. It is critical to keep IPB products updated and to share them in a time-constrained environment. The use of technology is invaluable to the staff in these circumstances. Automated electronic production of mobility corridors, situation templates, threat/adversary templates, weather forecasts and effects, and range fans for direct- and indirect-fire weapons systems can provide the commander visualization and aid in determining the best friendly COA. Situation templates may be simple sketches, reserving in-depth development and analysis for later, when more time is available.

IPB AND TROOP-LEADING PROCEDURES

1-38. Troop-leading procedures are used to provide a framework for planning and preparing for operations at company level and below. Troop leading procedures are integrally linked to MDMP/MCPP. During MDMP/MCPP, subordinates receive WARNOs. The initial WARNO will provide the subordinate commander information on the METT-TC/METT-T as well as composition, disposition, and strength, and the most likely and dangerous threat/adversary COAs.

1-39. From the information provided in the WARNO, subordinate commanders will conduct company or platoon planning. The four steps of the IPB process are used but are narrow in their focus. The focus will be directed toward detailed information based on the OAKOC/KOCOA factors—on the threat/adversary characteristics refined down to the individual combatant, vehicle, capabilities, and limitations within the company or platoon AO. The intelligence staff should provide the commander or platoon leader with the necessary information and products needed to accomplish detailed planning at the company or platoon level.
1-40. Each commander and each member of the staff needs to understand and apply IPB during the decisionmaking process. IPB identifies the facts and assumptions about the operational environment/battlespace environment and the threat/adversary that allow for effective planning.

IPB AND THE OPERATIONAL ENVIRONMENT/BATTLESPACE ENVIRONMENT

1-41. Joint doctrine defines an operational environment/battlespace environment as a composite of the conditions, circumstances, and influences which affect the employment of capabilities and bear on the decision of the commander (JP 3-0). The operational environment/battlespace environment encompasses physical areas and factors of the air, land, maritime, and space domains. It also includes the information environment and enemy, adversary, friendly, and neutral systems.

1-42. Analysis of the operational environment/battlespace environment in terms of the operational variables—political, military, economic, social, information, infrastructure, physical environment, and time (PMESII-PT)—provides relevant information that senior commanders use to understand, visualize, and describe the operational environment/battlespace environment. A description of each of the PMESII-PT variables follows.

THE OPERATIONAL VARIABLES

1-43. The operational variables are directly relevant to campaign planning. However, they are too broad to be applied directly to tactical planning. That does not mean they are not of value at all levels. Rather, they are fundamental to developing the understanding of the operational environment/battlespace environment necessary to conduct planning at any level, in any situation.

1-44. The degree to which each operational variable provides useful information depends on the situation and echelon. For example, social and economic variables often receive close analysis as part of enemy and civil considerations at brigade and higher levels. They may affect the training and preparation of small units. However, they are not relevant to a small-unit leader’s mission analysis. That leader may only be concerned with such questions as: “Who is the tribal leader for this village?” “Is the electrical generator working?” “Does the enemy have antitank missiles?” Each PMESII-PT category is described below:

- **Political**. Describes the distribution of responsibility and power at all levels of governance or cooperation.
- **Military**. Explores the military capabilities of all relevant actors in a given operational environment/battlespace environment.
- **Economic**. Encompasses individual behaviors and aggregate phenomena related to the production, distribution, and consumption of resources.
- **Social**. Describes the cultural, religious, and ethnic makeup within an operational environment/battlespace environment.
- **Information**. Describes the nature, scope, characteristics, and effects of individuals, organizations, and systems that collect, process, disseminate, or act on information.
- **Infrastructure**. Is composed of the basic facilities, services, and installations needed for the functioning of a community or society.
- **Physical Environment**. Defines the physical circumstances and conditions that influence the execution of operations throughout the domains of air, land, sea, and space.
- **Time**. Influences military operations within an operational environment/battlespace environment in terms of the decision cycles, tempo, and planning horizons.

1-45. Upon receipt of a WARNO or mission, leaders narrow their focus to the mission variables. The mission variables (METT-TC/METT-T) are those aspects of the operational environment/battlespace environment that directly affect a mission. They outline the situation as it applies to a specific unit. METT-TC/METT-T are the categories of relevant information used for mission analysis. Leaders use the mission
variables to synthesize the operational variables and tactical-level information with local knowledge about conditions relevant to their mission. Each METT-TC/METT-T category is described below:

- **Mission.** The mission is the task, together with the purpose, that clearly indicates the action to be taken and the reason (JP 1-02).
- **Enemy.** Relevant information regarding the enemy may include the following:
  - Dispositions (including organization, strength, location, and mobility).
  - Doctrine (or known execution patterns).
  - Personal habits and idiosyncrasies.
  - Equipment, capabilities, and vulnerabilities.
  - Probable COAs.
- **Terrain and Weather.** These are natural conditions that profoundly influence operations. Terrain and weather are neutral. They favor neither side unless one is more familiar with—or better prepared to operate in—the environment.
- **Troops and Support Available.** The number, type, capabilities, and condition of available friendly troops and support available. These include the resources available from joint, interagency, multinational, host-nation (HN), commercial (via contracting), and private organizations.
- **Time Available.** Time is critical to all operations. Controlling and exploiting time is central to initiative, tempo, and momentum. By exploiting time, commanders can exert constant pressure, control the relative speed of decisions and actions, and force exhaustion on enemy forces.
- **Civil Considerations.** Understanding the operational environment/battlespace environment requires understanding the civil aspects of the AO. Civil considerations are the influence of manmade infrastructure, civilian institutions, and the attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations (FM 6-0).

1-46. METT-TC/METT-T enables leaders to synthesize operational-level information with local knowledge relevant to their missions and tasks in a specified AO. Tactical and operational leaders can then anticipate the consequences of their operations before and during execution. (See FM 3-0 and MCWP 3-1 for a discussion of the operational variables (PMESII-PT) and the mission variables [METT-TC/METT-T].)

**CIVIL CONSIDERATIONS**

1-47. Civil considerations are a factor in all types of military operations: offense, defense, stability, and civil support. If the mission is to support civil authorities, civil considerations define the mission.

1-48. Civil considerations generally focus on the immediate impact of civilians on operations in progress; however, they also include larger, long-term diplomatic, informational, and economic issues at higher levels. At the tactical level, they directly relate to key civil considerations within the AO. Discounting these can tax the resources of follow-on elements. The world’s increasing urbanization means that the attitudes and activities of the civilian population in the AO often influence the outcome of military operations. Civil considerations can either help or hinder friendly or enemy forces. The difference lies in which commander has taken time to learn the situation and its possible effects on the operation. These considerations can influence the choice of a COA and the execution of operations.

1-49. Some effects of civil considerations may impede overall force activities. Others affect Soldiers and Marines directly, preventing them from functioning to their full capability. Anticipation and preparation can often overcome these effects, or even turn them to friendly advantage. This holds particularly true for civil considerations, where careful preparation can turn parts of civil populations into advantages for friendly forces and disadvantages for enemy forces.
An appreciation of civil considerations—the ability to analyze their impact on operations—enhances several aspects of operations: among them, the selection of objectives; location, movement, and control of forces; use of weapons; and protection measures. Civil considerations comprise six characteristics, expressed in the memory aid ASCOPE (see figure 1-2):

- Areas.
- Structures.
- Capabilities.
- Organizations.
- People.
- Events.

![Sample civil considerations (ASCOPE)](image)

**Figure 1-2. Sample civil considerations (ASCOPE)**

**REPORTING**

1-51. IPB is a continuous process that is used to support planning and to focus the intelligence effort. However, in order to keep the IPB process updated, information must flow from the top down, bottom up, and horizontally. IPB draws from all levels, but the best information or intelligence is often bottom up from small units.
1-52. Information flow and reports from subordinates are vital to developing detailed situational understanding/situational awareness. Every Soldier and Marine, as part of a small unit, can provide useful information and is an essential component to the commander’s achieving situational understanding/situational awareness. Every small unit needs to report information collected through observation and interaction with the environment. Such information can be used to update the products used in IPB. (See FM 2-91.6 for more information on small unit support to intelligence.)
Chapter 2

Step 1 – Define the Operational Environment/Battlespace Environment

2-1. Defining the operational environment/battlespace environment identifies for further analysis specific features of the environment or activities within it and the physical space where they exist that may influence available courses of action (COAs) or the commander’s decision. Intelligence preparation of the battlefield/battlespace (IPB) efforts are focused on the areas and characteristics of the operational environment/battlespace environment that will influence the command’s mission.

2-2. Staffs must acquire the intelligence needed to complete the IPB process in the degree of detail required to support the MDMP/MCPP. Focusing on those areas and features that will influence friendly COAs and command decisions will save time and effort. However, if all the relevant characteristics are not identified, the command may be surprised and unprepared because some overlooked feature of the operational environment/battlespace environment exerts an influence on the success of the command’s mission.

2-3. The five substeps of step 1 are shown in figure 2-1.

---

Figure 2-1. Define the operational environment/battlespace environment substeps

*Note.* There are many national, allied, joint, and higher echelon databases available from which to pull information of intelligence value to perform these substeps.
IDENTIFY SIGNIFICANT CHARACTERISTICS OF THE ENVIRONMENT

2-4. The mission variables (METT-TC/METT-T) form the framework for analysis in IPB. Once the mission is received and understood, the next characteristic to identify is the most significant—the threat/adversary. In-depth analysis of the threat/adversary is not conducted in this substep. That analysis is conducted in step 3 of the IPB process. In this substep the analyst simply identifies which threat/adversary forces are anticipated to be in the operational environment/battlespace environment.

2-5. To effectively use geospatial information developed by the geospatial engineer team/geospatial analysis team, the commander and staff must understand the characteristics of the terrain and their application to the IPB process. The analysis of the terrain characteristics is used to assess the existing situation and to develop the military aspects of the terrain (OAKOC/KOCOA). The following are examples of terrain characteristics:
   - Hydrological data.
   - Elevation data.
   - Soil composition.
   - Vegetation.

2-6. Climate and weather can significantly impact military operations. Climate is the prevailing pattern of temperature, wind velocity, and precipitation in a specific area measured over a period of years. It is a longer term, but more predictable, phenomenon than weather and is better suited to operational-level analysis. Weather describes the conditions of temperature, wind velocity, precipitation, and visibility at a specific place and time. For military applications, the term “weather” implies weather forecast information designed to support a planned future operation. The following are military aspects of weather:
   - Visibility.
   - Wind.
   - Precipitation.
   - Cloud cover/ceiling.
   - Temperature.
   - Humidity.
   - Atmospheric pressure (as required).

2-7. Analysts also consider civil considerations during this substep. (See paragraphs 1-47 through 1-50.)

IDENTIFY THE LIMITS OF THE COMMAND’S AREA OF OPERATIONS

2-8. One of the most basic and important control measures is the area of operations (AO). The Army or land force commander is the supported commander within land AOs designated by the joint force commander. Within their AOs, land force commanders integrate and synchronize maneuver, fires, and interdiction. Commanders consider the extent of subordinates’ areas of influence when defining subordinates’ AOs. An AO should not be substantially larger than the unit’s area of influence. Ideally, the entire AO is encompassed by the area of influence.

2-9. Subordinate unit AOs may be contiguous or noncontiguous. (See figure 2-2.) A common boundary separates contiguous AOs. Noncontiguous AOs do not share a common boundary. The concept of operations provides procedural control of elements of the force. An unassigned area is the area between noncontiguous AOs or beyond contiguous AOs. Designating an unassigned area only indicates that the area is not assigned to a subordinate unit. Unassigned areas remain the responsibility of the controlling headquarters. (See FM 3-0.)
2-10. The evaluation of the operational environment/battlespace environment effects is more thorough and detailed within the AO than it is within the area of interest (AOI). The limits of the AO are specified by the operation orders and operation plans from the higher headquarters that define the command’s mission.

**ESTABLISH THE LIMITS OF THE AREA OF INFLUENCE AND THE AREA OF INTEREST**

2-11. The *area of influence* is a geographic area wherein a commander is directly capable of influencing operations by maneuver or fire support systems normally under the commander’s command and control (JP 3-16). The area of influence is—

- An area that includes terrain inside and outside the AO.

2-12. The *area of interest* is an area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by enemy forces that could jeopardize the accomplishment of the mission (JP 2-03). The area of interest is—

- Established by the commander with input from G-2/S-2, G-3/S-3. METT-TC/METT-T must be considered.
- An area normally larger than the area of influence and may require more intelligence assets to monitor. It may include staging areas.

2-13. The AOI is a geographical area from which information and intelligence are required to execute successful tactical operations and to plan for future operations. It includes any threat/adversary forces or characteristics of the operational environment/battlespace environment that will significantly influence accomplishing the command’s mission.
2-14. In combat operations, the AOI extends into enemy territory to the objectives of current or planned friendly operations if those objectives are located outside the assigned AO. In stability operations or civil support operations, the AOI is typically much larger than that defined for combat operations.

2-15. An additional consideration would be to divide the AOI into several components; for example, ground AOI and air AOI. Such a division accommodates the types of information relevant to each AOI as well as their usually different geographical limits. At some point, it will likely become necessary to integrate the various AOs into a whole in order to present the commander with a complete, integrated picture of the operational environment/battlespace environment.

2-16. One of the primary considerations in establishing the limits of the AOI is time. The time limits should be based not only on the threat’s/adversary’s mobility but also on the amount of time needed to accomplish the friendly mission. For example, if the command estimates that it will take two days to accomplish the friendly mission, the AOI must encompass all threat/adversary forces and activities that could influence accomplishing the command’s mission within two days.

2-17. Since the limits of the AOI are based on threats to mission accomplishment rather than strictly terrain considerations, the AOI may cross into neutral countries. For example, political decisions in a neutral country may influence the accomplishment of the unit’s mission. Therefore, that country should be included within the limits of the AOI. Likewise, if the population of a neutral country provides a base of support for forces opposing the command’s mission, include that country within the AOI. (See figure 2-3 for an example of a typical spatial relationship of an AO, area of influence, and AOI.)

2-18. The G-2/S-2 must remember to consider areas outside both the AO and AOI that may impact the commander’s near-term and long-term missions. For example, depending on what intelligence, surveillance, and reconnaissance (ISR) assets are assigned to the unit, the G-2/S-2 may have intelligence-specific responsibilities to watch a specific area for early warning of threat/adversary actions. Although these areas of concern would normally be part of another unit’s AO, they may be important enough to monitor in order to facilitate the specified commander’s situational understanding/situational awareness.

2-19. When deciding what areas outside the AO and AOI to monitor, considerations include the available ISR assets, capability of the G-2/S-2 section, available intelligence architecture, and METT-TC/METT-T. The commander is responsible for collecting information concerning the threat/adversary and the environment and for analyzing that information in order to produce intelligence.

EVALUATE EXISTING DATABASES AND IDENTIFY INTELLIGENCE GAPS

2-20. The analyst should examine national, multinational partner, joint, and higher echelon databases to determine if the information required is already available. Not all the intelligence and information needed to evaluate the effects of each characteristic of the operational environment/battlespace environment and each threat/adversary force will be in the current database. Identifying the gaps early allows the analyst to initiate action to collect the intelligence required to fill them. As such, the analyst should—

- Identify and prioritize the gaps in the current holdings, using the commander’s intelligence requirements and intent to set the priorities.
- Identify any gaps that cannot be filled within the time allowed for IPB.
- Discuss with the commander and the remainder of the staff the gaps not expected to be filled and formulate reasonable assumptions to fill them.
INITIATE COLLECTION OF INFORMATION REQUIRED TO COMPLETE IPB

2-21. The G-2/S-2 must initiate collection or requests for information to fill intelligence gaps to the level of detail required to conduct IPB. The intelligence officer should include collection against all identified significant characteristics of the operational environment/battlespace environment (weather observations, geospatial intelligence [GEOINT] updates), not just threat/adversary forces, in priority order and continuously update the IPB products as additional information is received.

2-22. The G-2/S-2 must inform the commander if assumptions made during the initial mission analysis and IPB process are confirmed. If any assumptions are denied, the evaluations and decisions on which they were based must be reexamined. Ideally, intelligence operations enable the G-2/S-2 to develop the understanding of the operational environment/battlespace environment to completely match the actual situation on the ground.

2-23. In reality, intelligence will never eliminate all the unknown aspects or uncertainties that concern commanders and their staffs. The G-2/S-2 must be prepared to fill gaps with reasonable assumptions.

2-24. Once intelligence gaps are filled, the G-2/S-2 must begin developing databases at the unit level in order to have information on the enemy, terrain, weather, and civil considerations readily available. This will reduce the number of new requests for information from higher and adjacent units or organizations.
This page intentionally left blank.
Chapter 3

Step 2 – Describe Environmental Effects on Operations/Describe the Battlespace Effects

3-1. In describing the environmental effects, the G-2/S-2 and the rest of the staff are seeking to make a determination on how the environment/battlespace affects both threat/adversary and friendly operations. Intelligence preparation of the battlefield/battlespace (IPB) identifies how the operational environment/battlespace environment influences the operation and courses of action (COAs) of the threat/adversary and friendly forces. If there is little or no effort to make this determination, then the commander will likely fail to exploit the opportunities that the environment provides. It is highly probable that the threat/adversary will find and exploit opportunities that the command did not anticipate.

3-2. Understanding the environmental effects on operations allows the commander to quickly choose and exploit the terrain, weather, and various other factors that best support the mission. Successful interpretation of the environment aids in correctly applying threat/adversary COAs within a given geographical region. It also helps the commander visualize the potential impacts on conducting simultaneous or supporting operations.

3-3. The second step in IPB is to analyze the environmental effects and describe the effects on threat/adversary and friendly capabilities. (See figure 3-1.) This step involves analysis of terrain, weather, and civil considerations.

![Diagram](figure 3-1. Describe environmental effects on operations/Describe the battlespace effects substeps)
Chapter 3

ANALYZE THE ENVIRONMENT

3-4. The degree of detail in the analysis will vary depending on the mission variables (METT-TC/METT-T). Generally, the evaluation of the area of operations (AO) will be more detailed than the area of interest (AOI). Additionally, the focus will vary throughout each area. Certain aspects will affect various types of operations in varying degrees. During the evaluation, identify aspects that might favor one type of operation (that is, offensive, defensive, or stability operations). Analysis may be conducted in many ways. One of these forms is functional analysis. Functional analysis is a method for determining likely threat/adversary COAs. It is based on the premise that while every battle or action is unique, certain functions must be performed to bring about mission accomplishment. (See TC 2-33.4.)

TERRAIN ANALYSIS

3-5. Terrain analysis is the collection, analysis, evaluation, and interpretation of geographic information on the natural and manmade features of the terrain, combined with other relevant factors, to predict the effect of the terrain on military operations (JP 1-02). It involves the study and interpretation of natural and manmade features of an area, their effects on military operations, and the effects of weather and climate on these features. Terrain analysis is a continuous process. Changes in the operational environment/battlespace environment may change the analysis of its effect on the operation or threat/adversary COA.

3-6. The best terrain analysis is based on a reconnaissance of the AO and AOI. Analysts should identify gaps in knowledge of the terrain that a map or imagery analysis cannot satisfy. Those gaps can be used as a guide for reconnaissance planning. If there are time constraints, focus the reconnaissance on the areas most important to the commanders and their mission. It is likely that the tasking for a terrain reconnaissance will occur during the mission analysis step of the military decisionmaking process/Marine Corps planning process.

3-7. The geospatial engineer elements/geospatial intelligence specialists that support brigades/regiments, divisions/wings, Marine expeditionary forces (MEFs), corps, and theater armies can conduct the major portion of the terrain analysis, combining extensive database information with the results of reconnaissance. The geospatial engineer teams/geospatial analysis teams work closely with the Air Force weather detachment or SWO to incorporate the effects of current and projected weather conditions into their terrain analysis. Geospatial engineers/geospatial intelligence specialists have access to special terrain databases, such as those produced by the National Geospatial-Intelligence Agency (NGA), allowing automated support of the terrain analysis process. (The Marine Corps does not have Air Force weather teams. Their information is provided from their own weather officers.)

3-8. Geospatial engineer teams/geospatial analysis teams also work closely with the G-2/S-2 in order to exploit imagery, reconnaissance information and reports, as well as other all-source data collected by the G-2/S-2 to supplement their standard terrain databases and to provide direct support to the unit. Computer-generated terrain applications and, to a limited extent, various automated systems, offers two- or three-dimensional terrain analysis capabilities. These databases should be supplemented with a physical (leader’s) reconnaissance of the terrain in question when feasible. The computer-generated terrain applications address but are not limited to such factors as—

- Cross-country mobility.
- Lines of communications (LOCs) (transportation, communications, and power).
- Vegetation type and distribution.
- Surface drainage and configuration.
- Surface materials.
- Subsurface (bedrock) materials.
- Obstacles.
- Infrastructures.
- Flood zones.
3-9. Analysts should ensure that the terrain analysis includes the effects of weather on the terrain. They should—
- Consider the existing situation as well as conditions forecasted to occur during mission execution.
- Express the results of evaluating the terrain’s effects by identifying areas of the operational environment/battlespace environment that favor, hinder, or do not affect each COA.

3-10. Drawing conclusions about the weather effects on terrain will help the staff evaluate the terrain for places best suited for use, such as—
- Engagement areas directed against aerial and ground targets.
- Battle positions.
- Infiltration routes.
- Exfiltration routes.
- Avenues of approach (AAs).
- Specific system or asset locations.
- Observation posts.
- Ambush sites or positions.
- Weapon system employment.

3-11. Conclusions about the effects of terrain are reached through two substeps:
- Analyze the military aspects of the terrain.
- Evaluate the terrain’s effect on military operations.

Analyze the Military Aspects of the Terrain

3-12. Analyzing the military aspects of terrain includes collection, analysis, evaluation, and interpretation of geographical information on natural and manmade features of the terrain, combined with other relevant factors to predict the effects of the terrain on military operations. Analysts should evaluate the military aspects of terrain in the order that best supports METT-TC/METT-T factors. The military aspects of terrain—OAKOC/KOCOA—are discussed below.

Observation and Fields of Fire

3-13. Observation is the condition of weather and terrain that permits a force to see friendly, enemy, and neutral personnel, systems, and key aspects of the environment. Commanders evaluate their observation capabilities for electronic and optical line-of-sight surveillance systems, as well as for unaided visual observation. The highest terrain normally provides the best observation. For this reason, elevated terrain often draws the threat’s/adversary’s attention. (See FM 6-0.) A unit’s field of fire is directly related to its ability to observe. Evaluation of observation and fields of fire identifies—
- Potential engagement areas.
- Defensible terrain and specific equipment or equipment positions.
- Areas where friendly forces are most vulnerable to observation and fires.
- Areas of visual dead space.

3-14. There are limitations on observation caused by relative, localized, and often subtle variations in terrain elevations. The limitations are known as intervisibility lines (IVLs). When conducting a map reconnaissance, IVLs are identified by locating high points on the terrain. The high points can be plotted on an overlay or map. Sometimes IVLs are not discernible on a map. In that situation, ground reconnaissance must be performed or automated terrain databases can assist in identifying the IVLs.

3-15. Intervisibility is the condition of being able to see one point from the other. This condition may be altered or interrupted by adverse weather, dusk, terrain masking, and smoke. **Line of sight is an**
unobstructed path from a Soldier’s/Marine’s weapon, weapon sight, electronic sending and receiving antennas, or reconnaissance equipment from one point to another. An analysis of intervisibility has a bearing on line-of-sight of direct-fire weapons, antennas, reconnaissance, and some electro-optical systems.

3-16. There is a close relationship between IVLs and lines of sight. IVLs can be explained as the overall concept. A line of sight is intervisibility applied to two points. Observation is line of sight applied to one point in relation to all other points. Fields of fire is observation limited to a specific linear distance. Analyze any factors limiting observation and fields of fire. An effective technique is to produce a graphic that displays observation and fields of fire.

3-17. The use of computer-generated terrain applications can assist in producing observation and fields of fire graphics. An ideal fields of fire for flat trajectory weapons is an open field in which the threat/adversary can be seen and has no protection from fires. For indirect-fire weapons, identify features of terrain that allow good observation. Determine if the terrain has any effect on the trajectory of munitions or elevation of the tube. (See figures 3-2 and 3-3.)

Figure 3-2. Example of observation and visual dead space

Avenues of Approach

3-18. An avenue of approach is an air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path (JP 1-02). The identification of AAs is important because all COAs that involve maneuver depend on available AAs. During offensive operations, the evaluation of AAs leads to a recommendation on the best AA to a command’s objective and identification of avenues available to the threat/adversary for counterattack, withdrawal, or the movement of reinforcements or reserves. In a defensive operation, identify AAs that support the threat’s/adversary’s offensive capabilities and avenues that support the movement and commitment of friendly reserves. To develop AAs, use the results developed during obstacle evaluation to—

- Identify mobility corridors.
- Categorize mobility corridors.
- Group mobility corridors to form AAs.
- Evaluate avenues of approach.

3-19. Identify mobility corridors. The mobility corridor itself is relatively free of obstacles and allows a force to capitalize on the principles of mass and speed. Identifying mobility corridors requires some
Step 2 – Describe Environmental Effects on Operations/Describe the Battlespace Effects

knowledge of friendly and threat/adversary organizations and their preferred tactics. The best mobility corridors use unrestricted terrain that provide enough space for a force to move in its preferred doctrinal formations while avoiding major obstacles. Mobility corridors can follow, for example, the direction of roads, trails, rivers, streams, ridgelines, subway lines, foot paths, tunnels, and man-sized drainage ditches. Factors other than obstacles and mobility may have to be evaluated when identifying mobility corridors. Mobility corridors, like obstacles, are a function of the type and mobility of the force being evaluated. Traditional military forces, such as mechanized infantry or armored units, require large open areas in which to move and maneuver. Insurgents and terrorist elements are less impacted by the presence of obstacles and terrain that would hinder movement of a large formation. The size of a mobility corridor can be determined based on terrain constrictions.

![Image](image_url)

Figure 3-3. Intervisibility line

3-20. **Categorize mobility corridors.** Once the mobility corridors have been identified, categorize them by size or type of force they will accommodate. Prioritize them in order of likely use, if warranted. For example, a mechanized force requires logistic sustainment; a mobility corridor through unrestricted terrain supported by a road network is generally more desirable. A dismounted force might be able to use more restrictive corridors associated with the arctic tundra, swamps or marshes, jungles, or mountains that may or may not have a road network.

3-21. **Group mobility corridors to form avenues of approach.** Unlike mobility corridors, AAs may include areas of severely restricted terrain since they show only the general area through which a force can move.

3-22. **Evaluate avenues of approach.** The evaluation is a combined effort of the entire staff. Evaluating AAs identifies those that best support threat/adversary or friendly capabilities. Prioritize the AAs based on how well each supports the threat’s/adversary’s ability to meet the desired end state in a timely and efficient manner. AAs are evaluated for suitability in terms of—

- Access to key terrain and adjacent avenues.
- Degree of canalization and ease of movement.
- Use of the military aspect of terrain (OAKOC/KOCA) in accordance with METT-TC/METT-T factors.
- Sustainability (LOC support).
- Access to the objective.
**Key Terrain**

3-23. **Key terrain** is any locality or area whose seizure, retention, or control affords a marked advantage to either combatant (JP 2-01.3). In an urban environment, key terrain can be such things as tall structures, choke points, intersections, bridges, industrial complexes, or other facilities. High ground can be key terrain because it dominates an area with good observation and fields of fire. In an open or arid environment, a draw or wadi could be viewed as key terrain. Tactical use of terrain is often directed at increasing the capability for applying combat power and at the same time forcing the threat/adversary into areas in order to reduce their ability to apply combat power. **Decisive terrain** is key terrain whose seizure and retention is mandatory for successful mission accomplishment (FM 3-90). It has an extraordinary impact on the mission. The successful accomplishment of the mission depends on seizing, retaining, or denying the terrain to the threat/adversary. It needs to be understood that key terrain is not necessarily decisive terrain. Commanders designate decisive terrain to communicate to their staff and subordinate commanders how important that terrain is to their concept of operations.

**Obstacles**

3-24. An **obstacle** is any obstruction designed or employed to disrupt, fix, turn, or block the movement of an opposing force, and to impose additional losses in personnel, time, and equipment on the opposing force. Obstacles can be natural, manmade, or a combination of both (JP 3-15). Some examples of obstacles to ground mobility are buildings, mountains, steep slopes, dense forests, rivers, lakes, urban areas, minefields, trenches, certain religious and cultural sites, and wire obstacles (concertina wire, barbed wire).

3-25. Obstacles could affect certain types of movement differently. As an example, obstacles such as rivers, lakes, swamps, densely forested areas, road craters, rubble in the streets, or densely populated urban areas may have a greater effect on mounted movement than on dismounted movement. Minefields, concertina wire, or steep slopes may be more effective against dismounted movement. Obstacles to air mobility include terrain features that exceed the aircraft’s service ceiling, restrict nap-of-the-earth flight, or that force the aircraft to employ a particular flight profile. Examples would be tall buildings (skyscrapers), cellular telephone towers, telephone and power lines, rapidly rising terrain features, mountains, smoke, and other obscurants. High mountainous regions can impact rotary- and fixed-wing aircraft lift capabilities.

3-26. Other types of obstacles that could affect mounted and dismounted operations are improvised explosive devices, alarms, anti-intrusion devices, and tripwires. An evaluation of obstacles leads to the identification of mobility corridors. This in turn helps identify defensible terrain and AAs. In order to properly evaluate obstacles—

- Identify pertinent obstacles in the AO.
- Determine the effect of each obstacle on the mobility of the evaluated force.
- Combine the effect of individual obstacles into an integrated product, such as the modified combined obstacle overlay (MCOO).

3-27. If NGA products or geospatial engineer team/geospatial analysis team support are unavailable and time and resources permit, prepare terrain factor overlays to aid in evaluating obstacles. Some of the factors to consider are—

- Vegetation (type, tree spacing, and trunk diameter).
- Surface drainage (stream width, depth, velocity, bank slope, and height).
- Surface materials (soil types and conditions that affect mobility).
- Surface configuration (elevation, slopes that affect mobility, line of sight for equipment usage).
- Obstacles (natural and manmade). (Consider obstacles to flight as well as ground mobility.)
- Transportation systems (bridge classification and road characteristics such as curve radius, slopes, and width).
- Effects of actual or projected weather, such as heavy precipitation or snow cover.

3-28. The MCOO provides the basis for identifying air and ground AA and mobility corridors. It integrates into one overlay all obstacles to movement, including but not limited to, built-up areas, slope, soil,
vegetation, and transportation systems (bridge classification, road characteristics). It is important that the MCOO be tailored to operational METT-TC/METT-T factors. It is a collaborative effort involving input from the entire staff. The MCOO depicts the terrain according to mobility classification. These classifications are severely restricted, restricted, and unrestricted. IPB defines these classifications as follows.

3-29. **Severely restricted terrain.** Severely restricted terrain severely hinders or slows movement in combat formations unless some effort is made to enhance mobility. This could take the form of committing engineer assets to improving mobility or of deviating from doctrinal tactics, such as moving in columns instead of line formations or at speeds much lower than those preferred. Severely restricted terrain for armored and mechanized forces is typically characterized by steep slopes and large or densely spaced obstacles with few or no supporting roads. A common technique is to depict severely restricted terrain on overlays and sketches by marking the areas with cross-hatched diagonal lines.

3-30. **Restricted terrain.** Restricted terrain hinders movement to some degree. Little effort is needed to enhance mobility, but units may have difficulty maintaining preferred speeds, moving in combat formations, or transitioning from one formation to another. Restricted terrain slows movement by requiring zigzagging or frequent detours. Restricted terrain for armored or mechanized forces typically consists of moderate-to-steep slopes or moderately-to-densely spaced obstacles, such as trees, rocks, or buildings. Swamps or rugged terrain are examples of restricted terrain for dismounted infantry forces. Logistic or sustainment area movement may be supported by poorly developed road systems. A common and useful technique is to depict restricted terrain on overlays and sketches by marking the areas with diagonal lines.

3-31. **Unrestricted terrain.** Unrestricted terrain is free of any restriction to movement. Nothing needs to be done to enhance mobility. Unrestricted terrain for armored or mechanized forces is typically flat to moderately sloping terrain with scattered or widely spaced obstacles, such as trees or rocks. Unrestricted terrain allows wide maneuver by the forces under consideration and unlimited travel supported by well developed road networks.

3-32. Terrain mobility classifications are not absolute but reflect the relative effect of terrain on the threat’s/adversary’s preferred maneuver formation and techniques, as well as for friendly task organization. They are based on the ability of a force to maneuver in combat formations or to transition from one type formation to another. Consider the following:

- Obstacles are more effective if they are covered by observation and fire. However, even undefended obstacles may canalize an attacker into concentrations, which are easier to detect and target or defend against.
- When evaluating the terrain’s effect on more than one type of organization (for example, motorized or dismounted), the obstacle overlays should reflect the mobility of the particular force.
- The cumulative effects of individual obstacles in the final evaluation. For example, individually a gentle slope or a moderately dense forest may prove to be an unrestrictive obstacle to vehicular traffic. Taken together, the combination may prove to be restrictive.
- Account for the weather’s effects on factors that affect mobility.
- Keep in mind that the classification of terrain into various obstacle types reflects only its relative impact on force mobility. There are many examples of a force achieving surprise by negotiating supposedly “impassable” terrain. Remember that the terrain classifications are not absolute.

**Cover and Concealment**

3-33. **Cover** is protection from the effects of fires (FM 6-0). It includes physical protection from bullets, fragments of exploding rounds, flame, nuclear effects, and biological and chemical agents. Cover and concealment can be provided by but are not limited to ditches, caves, riverbanks, folds in the ground, shell craters, buildings, walls, and embankments. Cover does not necessarily provide concealment. An example of cover without concealment is a bunker in plain sight that is intended for the protection of personnel.
3-34. Concealment is protection from observation or surveillance (JP 1-02). It denies the threat/adversary the ability to observe forces, equipment, or position. Trees, underbrush, tall grass, cultivated vegetation, and weather conditions such as snow, fog, or rain, as well as manmade camouflage can provide concealment. Concealment does not necessarily provide cover.

Evaluate the Terrain’s Effect on Military Operations

3-35. The analyst must relate the analysis to the terrain’s effects on the COAs available to threat/adversary and friendly forces. During the evaluation it is important to discuss the military aspects of terrain in great detail. There are four basic techniques to evaluate the terrain’s effect on COAs:

- Concentric ring.
- Belt.
- Avenue in depth.
- Box.

Concentric Ring Technique

3-36. The concentric ring technique establishes concentric rings around U.S. forces starting from the unit’s base of operations and working outward. Each ring is balanced and based on the threat/adversary environment and the commander’s need to develop knowledge of the tactical situation. Once a certain information collection ring is in place, it is not abandoned. However, the focus of the evaluation is to expand and establish a second ring. (See figure 3-4.)

Belt Technique

3-37. The belt technique divides the AO into belts (areas) running the width of the AO. The shape of the belt is based on METT-TC/METT-T analysis. The belt technique is most effective when terrain is divided into well defined cross-compartments during phased operations (such as river crossing, air assault, or airborne operations) or when the threat/adversary is deployed in clearly defined belts. Belts can be adjacent to or even overlap each other. (See figure 3-5.)
Figure 3-5. Belt technique

Avenue-in-Depth Technique

3-38. The avenue-in-depth technique focuses on one AA. It is good for offensive COAs or in the defense when canalized terrain inhibits mutual support. (See figure 3-6.)

Figure 3-6. Avenue-in-depth technique
Box Technique

3-39. The box technique is a detailed analysis of a critical area, such as an engagement area, a river-crossing site, or a landing zone. It is most useful when time is constrained and is particularly useful when conducting operations in a noncontiguous AO. (See figure 3-7.)

Use of Techniques

3-40. When properly applied, the techniques will aid in identifying the areas for use as potential—

- Engagement areas and ambush sites. Using the results from the evaluation of cover and concealment, identify areas where the force is vulnerable to threat/adversary fires. If the command is attacking, these are areas where friendly forces will be vulnerable to threat/adversary fires. If the command is defending, these are potential engagement areas.

- Battle positions. Identify covered and concealed positions that offer observation and fields of fire into potential engagement areas. If the command is attacking, battle positions provide a start point for determining possible threat/adversary COAs. If the command is defending, they are potential defensive positions. These battle positions might also be used by friendly attacking forces to block threat/adversary counterattacks.

- Immediate or intermediate objectives. Identify any areas or terrain features that dominate the AAs or assigned objective areas. These objectives will usually correspond to areas already identified as key terrain.

3-41. The terrain rarely favors one type of operation throughout the width and breadth of the AO. Within a given area, certain subsectors will affect various operations to varying degrees. Based on the location and nature of potential engagement areas, battle positions, and objectives, determine which areas of the AO favor each COA. The following are useful tools for disseminating the results of terrain analysis:

- The analysis of the AO.
- Intelligence estimate.
Step 2 – Describe Environmental Effects on Operations/Describe the Battlespace Effects

- MCOO.
- Other graphic products.

**WEATHER/METEOROLOGICAL AND OCEANOGRAPHIC (METOC) ANALYSIS**

3-42. Air Force weather teams and Marine Corps METOC personnel (if available) at brigades/ regiments, division/wings, corps, MEFs, and theater work together with geospatial engineer teams/geospatial analysis teams and the G-2/S-2 section during much of the analysis process.

3-43. The weather team analyzes the weather’s direct effects on terrain and other aspects of the environment. It integrates climate, forecasts, and current weather data with terrain analysis and the overall analysis of the environment. Weather teams can provide detailed descriptions of the weather’s effects on each equipment system and subsystem.

3-44. Trained METOC personnel analyze and forecast the effects METOC conditions have on terrain and the range of military operations. METOC analysis integrates historic, current, and forecasted METOC conditions with terrain analysis and the overall analysis of the battlespace environment. Trained METOC personnel can provide detailed descriptions of the effects METOC conditions have on friendly and enemy personnel, weapons, sensors, logistics, equipments, and tactics.

3-45. Terrain and weather aspects/METOC conditions of the environment are inseparable and directly influence each other’s impact on military operations. The analyst should include the weather’s/METOC effects on terrain during terrain analysis. In this substep, weather teams/METOC personnel do the following.

3-46. Weather analysis evaluates forecasted weather effects on operations. Analysts should evaluate the effects of each military aspect of weather. However, just as in terrain analysis, they should focus on the aspects that have the most bearing on operations and decisionmaking. The evaluation of each aspect should begin with the local climatology, and the analysts should fine-tune the evaluation with the most current forecasts available.

3-47. METOC, intelligence, and engineer analysis evaluates and identifies the effects the physical environment will have on military operations. However, this substep is only one part of the total METOC analysis that must be conducted and fused within the IPB process. Knowledge of the physical environment from the ocean floor to the sun is an essential element to enable total situational awareness over the operational area. The more commanders and staffs understand the physical environment and how it influences friendly and adversary capabilities, the better they can exploit opportunity while mitigating adverse effects.

**Military Considerations for METOC Analysis**

3-48. Regardless of the type of operation, military forces will have to conduct operations in and through four distinct and integrated physical domains: air, sea, land, and space. Each of these domains exists within a complex METOC environment that continuously interacts with each other on a global scale. An example of this interaction and integration occurs within littoral regions, where all four domains converge. The atmospheric, maritime, terrestrial, and space environments and their associated effects can significantly influence the entire range of military operations, to include force protection, if not considered and appropriately planned for. Success or failure of an operation will depend greatly on the commander’s knowledge and understanding of the physical environment. Air Force weather and Marine Corps METOC personnel must work with commanders and their staffs to develop applicable commander’s critical information requirements with respect to the physical environment.

**Atmospheric Environment**

3-49. The atmospheric environment is the most well-known physical environment considered during the IPB process. Atmospheric considerations begin at the designated AOI and expand globally. Atmospheric conditions can influence the following: terrestrial communications; vertical, horizontal and slant visibility;
tactical engagement ranges; acoustical propagation; electronic warfare capabilities; and radar ranges. Oftentimes, atmospheric phenomena—such as tropical storms, frontal systems, and strong winds—that can influence an AOI have their origins hundreds to thousands of miles outside the impacted area. These influences can be seasonal (for example, frontal system passage over an AOI occurs every five to seven days during the summer but occur every three to five days during the winter) or more persistent (for example, diurnally). Air Force weather and Marine Corps METOC personnel must identify and monitor origin areas for major weather systems and their associated seasonal or daily patterns in relation to the AOI to ensure commanders gain and maintain continuous situational awareness of the atmospheric environment. Additionally, the Army and Marine Corps project forces and combat power via a global reach capability, and atmospheric conditions must be monitored globally to identify negative effects to aviation logistic operations that may result in delayed operational execution or reduced operational capacity.

**Maritime Environment**

3-50. The maritime environment encompasses the world’s oceans and seas. The maritime environment is further broken down into deep, shallow, and brown environments. Although primarily a function of Navy METOC personnel, Air Force weather and Marine Corps METOC personnel must have a working knowledge and understanding of the maritime environment to accurately incorporate its influences and effects into the IPB process. Both Army and Marine Corps forces have a significant interest in the maritime environment, as the preponderance of supplies and operational capacity are shipped to an AOI via the world’s waterways. The maritime environment will only increase in relevance as the joint force continues to explore and execute maritime concepts such as sea-basing and operational maneuver from the sea.

**Terrestrial Environment**

3-51. The terrestrial environment encompasses the land areas of the world. It is within this environment that Air Force weather and Marine Corps METOC personnel work closely with Army and Marine Corps geospatial personnel and engineers to conduct their analysis. Analysis of the terrestrial environment relies on the combined analysis of the atmospheric and maritime environments and their influences on such things as soil moisture, rivers and watershed areas, trafficability, vegetation, snow pack, and sea ice. Air Force weather and Marine Corps METOC personnel must identify regional areas of concern—such as mountain ranges, identified LOCs, dams, and lakes that are outside the immediate AOI—and be prepared to identify the potential influence and impacts those areas of concern can have on the force.

**Space Environment**

3-52. Knowledge and understanding of the operational effects presented by the space environment have become increasingly more relevant within the IPB process. Historically, analysis of the space environment focused on solar and lunar prediction and their effects on tides and illumination. As the science of space weather has increased, so have the military considerations for space weather conditions and their influences increased. Space weather events can adversely affect space-based and terrestrial-based communication capabilities. As net-centric operations rely extensively on continuously available communications, understanding the influences of space weather events on communication will allow commanders to mitigate those periods of reduced availability.

**Military Aspects of Weather**

3-53. The military aspects of weather are visibility, wind, precipitation, cloud cover, temperature, humidity, and sometimes atmospheric pressure.

**Visibility**

3-54. Visibility is defined as the greatest distance that prominent objects can be seen and identified by the unaided, normal eye. It is important that visibility be evaluated in accordance with METT-TC/METT-T.
major factor in evaluating visibility is the amount of available light. Consider the weather and phase of the moon as well as times associated with the following:

- **Begin Morning Nautical Twilight (BMNT).** BMNT is the start of that period where, in good conditions and in the absence of other illumination, enough light is available to identify the general outlines of ground objects. At this time, the sun is 12° below the eastern horizon.

- **Begin Morning Civil Twilight (BMCT).** BMCT is the period of time at which the sun is halfway between BMNT and sunrise, when there is enough light to see objects clearly with the unaided eye. At this time, the sun is 6° below the eastern horizon.

- **Sunrise.** This is the apparent rising of the sun above the horizon. The rising times are dependent on latitude.

- **Sunset.** This is the apparent descent of the sun below the horizon. The setting times are dependent on latitude.

- **End Evening Civil Twilight (EECT).** EECT is the time period when the sun has dropped 6° beneath the western horizon. It is the instant at which there is no longer sufficient light to see objects with the unaided eye.

- **End Evening Nautical Twilight (EENT).** EENT occurs when the sun has dropped 12° below the western horizon. It is the instant of last available daylight.

- **Moonrise.** This is the time at which the moon first rises above the horizon. The rising times are dependent on latitude.

- **Moonset.** This is the time at which the moon sets below the horizon. The setting times are dependent on latitude.

**Wind**

3-55. Wind of sufficient speed from any direction can reduce the combat effectiveness of a force as a result of blowing dust, smoke, sand, or precipitation. Strong winds and wind turbulence limit airborne, air assault, and aviation operations. High winds near the ground can lower visibility due to blowing dust. They also can affect movement or stability of some vehicles. Wind-generated blowing sand, dust, rain, or snow can reduce the effectiveness or stability of radars, antennas, communications, and other electronic devices. Evaluation of weather in support of operations requires information on the wind at the surface as well as at varying altitudes.

**Precipitation**

3-56. Precipitation is any moisture falling from a cloud in frozen or liquid form. Rain, snow, hail, drizzle, sleet, and freezing rain are common types. Precipitation affects soil trafficability, visibility, and the functioning of many electro-optical systems. Heavy precipitation can have an effect on logistics, communications, personnel, military operations, and many civilian activities.

**Cloud Cover**

3-57. Cloud cover affects ground operations by limiting illumination and could affect the thermal signature of targets. Heavy cloud cover can degrade many ISR and target acquisition systems and general aviation operations. Conversely, low cloud cover may increase the available level of light when there is ground-based light, such as what is available in urban areas. Excessive low cloud cover may restrict visibility and limit safe aviation operations.

**Temperature**

3-58. Temperature extremes can reduce effectiveness of troops and equipment capabilities. They may affect the timing of combat operations. For example, extremely high temperatures in a desert environment may require dismounted troops to operate at night.
Humidity

3-59. Humidity is the state of the atmosphere with respect to water vapor content. Automated sensors are often inaccurate above 90 percent relative humidity and under 20 percent relative humidity. Smart weapons usually require humidity measurements. High humidity affects the human body’s ability to cool off. Hence, troops in tropical areas may become less effective because of higher humidity levels. Humidity is usually expressed as—

- **Relative humidity.** This is the ratio between the air’s water content and the water content of the saturated air.
- **Absolute humidity.** This is the measure of the total water content in the air. It is high in the tropical ocean areas and low in the arctic regions.

METOC Parameters for Operational Consideration

3-60. METOC parameters for operational consideration include but are not limited to atmospheric pressure, sea surface temperature, currents, and tides.

Atmospheric Pressure

3-61. Atmospheric pressure has a significant impact on aviation operations. Based on the elevation of the operational area, atmospheric pressure affects the lift capacity of aircraft, especially rotary-wing and tilt-rotor aircraft in mountainous terrain. When combined with extreme temperatures, atmospheric pressure increases the amount of runway an aircraft requires for takeoff.

Sea Surface Temperature

3-62. Sea surface temperature has a profound influence on global weather systems as well as local or micro climate predictions, such as coastal fog. Knowledge of the sea surface temperature provides Air Force weather and Marine Corps METOC personnel with the base starting point when conducting comparative climatological analysis. Military considerations for sea surface temperature include personnel survivability time.

Currents

3-63. Currents are associated with the oceans and rivers. The strength of a current is directly related to its direction and speed. Along the coastline, knowledge of currents is important when conducting amphibious type operations and designating beach landing zones. Currents associated with rivers are significant when planning and conducting bridging operations.

Tides

3-64. Tides are caused by the tidal forces of the moon and the sun acting on the oceans. Tides result in depth changes of the marine and estuarine water bodies and produce oscillating currents known as tidal streams, making prediction of tides important for coastal navigation. Knowledge of tides plays a vital role when planning and conducting military operations from the sea.

Additional Weather/METOC Considerations

3-65. Thermal crossover, which is an additional weather consideration, has been defined as a natural phenomenon that normally occurs twice daily when temperature conditions are such that there is a loss of thermal contrast between two adjacent objects. Temperature of targets and objects on the ground is important for the use of thermal sights and forward-looking infrared sensors. A difference in temperature or thermal contrast is required for these devices to "see" a target. Time of thermal crossover may last only a few seconds when the morning sun strikes a target, or several minutes on cloudy adverse weather days. This depends on the threshold temperature contrast required by the thermal device. The SWO can provide tactical decision aids that can be used to predict these temperature differences for planners and estimate...
length of thermal crossover periods. See the SWO for additional weather-related target acquisition capabilities.

3-66. Weather has both direct and indirect effects on military operations. The following are examples of direct and indirect effects on military operations:

- Temperature inversions might cause some battle positions to be more at risk to the effects of chemical agents.
- Local visibility restrictions, such as fog, can have an effect on observation for both friendly and threat/adversary forces. Severe restrictions to visibility often restrict aviation operations.
- Hot, dry weather might force friendly and threat/adversary forces to consider water sources as key terrain.

3-67. An effective technique for evaluating and depicting the direct and indirect effects of weather/METOC conditions is to modify terrain analysis products to visually depict weather/METOC influences over the AOI. Remember to revise the effects of weather/METOC conditions upon terrain analysis as changes from the originally evaluated conditions are made available. Evaluate the weather’s direct and METOC effects on all METT-TC/METT-T factors, including facilities, personnel, equipment, and operations.

3-68. Weather effects are harder to depict graphically and may have to be portrayed in a matrix. Whatever means of presentation is used, ensure the focus depicts the effects of weather/METOC on military operations rather than on the factors that make up the analysis. For example, a commander is less likely to know how much rain will fall over a given period, as the commander will be more interested in what effect the rain will have on the ability to provide stability and to improve certain public services within the AO.

CIVIL CONSIDERATIONS

3-69. An appreciation of civil considerations—the ability to analyze their impact on operations—enhances several aspects of operations: among them, the selection of objectives; location, movement, and control of forces; use of weapons; and protection measures. Civil considerations comprise six characteristics, expressed in the memory aid ASCOPE:

- Areas.
- Structures.
- Capabilities.
- Organizations.
- People.
- Events.

Areas

3-70. Key civilian areas are localities or aspects of the terrain within an AO that often are not militarily significant. This characteristic approaches terrain analysis (OAKOC/KOCOA) from a civilian perspective. Commanders analyze key civilian areas in terms of how they affect the missions of their individual forces as well as how military operations affect these areas. Examples of key civilian areas are—

- Areas defined by political boundaries, such as districts within a city or municipalities within a region.
- Locations of government centers.
- Social, political, religious, or criminal enclaves.
- Agricultural and mining regions.
- Trade routes.
- Possible sites for the temporary settlement of displaced civilians or other civil functions.
3-71. Existing structures can play many significant roles.

- Some are traditional high-payoff targets, such as—
  - Bridges.
  - Communication towers.
  - Power plants.
  - Dams.
- Others are cultural sites that international law or other agreements generally protect, such as—
  - Churches.
  - Mosques.
  - Temples.
  - National libraries.
  - Hospitals.
  - Clinics.
- Still others are facilities with practical applications that may be useful for military purposes, such as—
  - Jails.
  - Warehouses.
  - Television broadcast facilities.
  - Radio stations.
  - Print plants.
- Some aspects of the civilian infrastructure, such as the location of toxic industrial materials, may influence operations.

3-72. Analyzing a structure involves determining how its location, functions, and capabilities can support the operation. Commanders also consider the consequences of using it. Using a structure for military purposes often competes with civilian requirements for it. Commanders carefully weigh the expected military benefits against costs to the community that will have to be addressed in the future. The possibility of repaying locals for the use of shared facilities or building more of the same facilities, time and cost permitting, should be considered.

3-73. The following are additional aspects of structure to be considered during civil consideration analysis:

- Locations of police stations (with defined precincts) and security service headquarters.
- Locations of essential services, infrastructure, and key logistic and sustainability facilities, such as—
  - Potable water wells, water distribution, and pumping stations.
  - Sewage treatment plants and sewer systems.
  - Refineries and fuel oil or propane storage facilities.
  - LOCs.
  - Phone company headquarters with key microwave towers and underground nodal (nexus) points noted; cell phone-related towers.
  - Airports with runway approaches, train and bus stations, and track networks.
  - Highways and arterial roads with major intersections.
  - Tribes and clans.
  - Locations of cultural shrines.
  - Universities, newspapers, television stations, cultural associations, financial and trade districts, seminaries.
Capabilities

3-74. Commanders and staffs analyze capabilities from different levels. They view capabilities in terms of those required to save, sustain, or enhance life, in that priority. Capabilities can refer to the ability of local authorities—those of the HN, aggressor nation, or some other body—to provide a populace with key functions or services, such as—

- Public administration.
- Public safety.
- Emergency services.
- Food.
- Technology.

3-75. Capabilities include those areas in which the populace may need help after combat operations, such as public works and utilities, public health, economics, and commerce. Capabilities also refer to resources and services that can be contracted to support the military mission, such as interpreters, laundry services, construction materials, and equipment. The HN or other nations might provide these resources and services.

Organizations

3-76. Organizations are nonmilitary groups or institutions in the AO. They influence and interact with the populace, the force, and each other. They generally have a hierarchical structure, defined goals, established operations, fixed facilities or meeting places, and a means of financial or logistic support.

3-77. Some organizations may be indigenous to the area. These organizations may include—

- Church groups.
- Fraternal organizations.
- Patriotic or service organizations.
- Labor unions.
- Criminal organizations.
- Community watch groups.

3-78. Other organizations may come from outside the AO. Examples of these include—

- Multinational corporations.
- Intergovernmental organizations (IGOs), such as United Nations agencies, and international organizations, such as the International Committee of the Red Cross.
- Other government agencies, such as Central Intelligence Agency.
- Nongovernmental organizations (NGOs), which are private, self-governing, not-for-profit organizations.

3-79. Operations also often require commanders to coordinate with IGOs, NGOs, and other civilian organizations. Commanders must remain familiar with organizations operating in their AOs. Relevant information includes information about their activities, capabilities, and limitations. Situational awareness includes having knowledge of how the activities of different organizations may affect military operations and how military operations may affect these organizations' activities. From this, commanders can determine how organizations and military forces can work together toward common goals when necessary.

3-80. In almost every case, military forces have more resources than civilian organizations. However, civilian organizations may possess specialized capabilities that they may be willing to share with military forces. Commanders do not command civilian organizations in their AOs. However, some operations require achieving unity of effort between them and the force. These situations require commanders to influence the leaders of these organizations through persuasion. They produce constructive results by the force of argument and the example of their actions.
People

3-81. People is a general term used to describe nonmilitary personnel encountered by military forces. The term includes all civilians within an AO as well as those outside the AO whose actions, opinions, or political influence can affect the mission. Individually or collectively, people can affect a military operation positively, negatively, or neutrally. In stability operations and civil support, Army and Marine Corps forces work closely with civilians of all types.

3-82. There can be many different kinds of people living and operating in and around an AO. As with organizations, people may be indigenous or introduced from outside the AO. An analysis of people should identify them by their various capabilities, needs, and intentions. It is useful to separate people into distinct categories. When analyzing people, commanders consider historical, cultural, ethnic, political, economic, and humanitarian factors. They also identify the key communicators and the formal and informal processes used to influence people.

3-83. The languages used in the region will have a huge impact on operations. The languages used in the AO must be identified so language training, communication aids such as phrase cards, and requisitioning of translators can begin. Translators will be crucial for collecting intelligence, interacting with local citizens and community leaders, and developing products for information operations.

3-84. Another aspect of language involves transliteration of names not written using the English alphabet. This will have an impact on all intelligence operations, to include collection, analysis, dissemination, and targeting. In countries that do not use the English alphabet, a theaterwide standard should be set for spelling names. Without a spelling standard, it can be difficult to conduct effective analysis. In addition, insurgents may be released from custody if their names are misidentified. To overcome these problems, there must be one spelling standard for a theater. Because of the interagency nature of counterinsurgency operations, the standard must be agreed upon by non-Defense agencies.

3-85. Another major consideration when analyzing civil considerations in the AO is religion. Religion has shaped almost every conflict of the past, and there are indicators that its influence will only grow. Consider the following when incorporating religion in planning:

- Know when religious traditions will be affected by the mission and try to determine how it will affect the impact of the mission.
- Know when religious figures have influenced social transformations in a negative or positive way.
- Consider all parties, no matter how violent or exclusive.

3-86. Remember that religion has the ability to shape the operational environment/battlespace environment. Religion can add a higher intensity, severity, brutality, and lethality to conflicts than almost any other factor. Carefully consider that religion can motivate the populace quickly and inexpensively.

3-87. By working closely with other staff elements, to include civil affairs (CA) and psychological operations, intelligence analysts will be able to develop and disseminate to the command an understanding of the day-to-day lives of the people in the AO. This includes everything from the important ideologies and religions to the economy, to public perceptions of the insurgency, to the history of the area and how it influences the insurgency.

3-88. Using ASCOPE, the analyst takes into consideration cultural terms and conditions. Cultural terms and conditions describe both American and foreign ways of thought and behavior. Understanding culture gives insight into motives and intent of nearly every person or group in the operational environment/battlespace environment—friend, enemy, or other. This insight in turn allows commanders and staffs to allocate resources, outmaneuver opponents, alleviate friction, and reduce the fog of war. The study of culture for military operations is not an academic exercise and therefore requires specific military guidelines and definition. The analyst must refrain from judging cultural groups and remember to examine the group free of cultural biases. The military studies broad categories of cultural factors, such as—

- Social structure.
- Behavioral patterns.
Step 2 – Describe Environmental Effects on Operations/Describe the Battlespace Effects

3-89. Culture is studied in order to give insights into the way people think, the reasons for their beliefs and perceptions, and what kind of behavior they can be expected to display in given situations. Because cultures are constantly shifting, the study of culture is an enduring task that requires historical perspective as well as collection and analysis of current information.

Events

3-90. Events are routine, cyclical, planned, or spontaneous activities that significantly affect organizations, people, and military operations. Examples include—
- National and religious holidays.
- Agricultural crop or livestock and market cycles.
- Elections.
- Civil disturbances.
- Celebrations.

3-91. Other events are disasters from natural, manmade, or technological sources. These create civil hardship and require emergency responses. Examples of events precipitated by military forces include combat operations, deployments, redeployments, and paydays. Once significant events are determined, it is important to template the events and analyze them for their political, economic, psychological, environmental, and legal implications.

3-92. Technological innovation, external social influences, and natural and manmade disasters (such as hurricanes, environmental damage, and war) affect the attitudes and activities of governments and civilian populations. These changes cause stress in the civilian population and its leaders. The civilian population may or may not successfully incorporate these changes within its existing cultural value system. Addressing the problems posed by change requires considerable time and resources. The impatience of key leaders and groups, legal restrictions, and limits on resources can make resolution difficult. However, when their resolution is necessary to accomplish the mission, commanders become concerned with them.

3-93. The existence of an independent press guarantees that U.S. military activities that do not meet America’s military standards for dealing with noncombatants will be reported in U.S., HN, and international public forums. Commanders consider the effects of their decisions and their forces’ actions on public opinion. The activities of a force—or individual members of a force—can have far-reaching effects on the legitimacy of all military operations: offense, defense, stability, or civil support. Commanders ensure their Soldiers/Marines understand that a tactically successful operation can also be operationally or strategically counterproductive because of the way in which they execute it or how the people perceive its execution.

3-94. Commanders have legal and moral responsibilities to refugees and noncombatants in their AOs. These responsibilities may include providing humanitarian assistance. A commander’s moral responsibility to protect noncombatants influences planning and preparing for operations. Commanders assess the chance that their actions may result in dislocated civilians and consider their legal obligation to respect and protect them when choosing a COA and executing an operation. (See FM 3-06.)

3-95. Another consideration of defining the operational environment/battlespace environment is to learn the lower, adjacent, and higher units with whom the force will be working. In addition, also determine the
non-Defense agencies, foreign militaries, IGOs, NGOs, indigenous populations and institutions and HN organizations with whom the force will work. Knowledge of these units and organizations allows intelligence personnel to establish working relationships and procedures for sharing intelligence. These relationships and procedures will be critical to ensuring intelligence gets to the appropriate consumer and to developing a common operational picture.

**DESCRIBE THE ENVIRONMENTAL EFFECTS ON OPERATIONS AND THREAT AND FRIENDLY COURSES OF ACTION**

3-96. Combine the evaluation of the effects of terrain, weather, and civil considerations into a product that best suits the commander’s requirements. Do not focus on the preconceptions that lead to conclusions. Instead, focus on the total environment’s effects on COAs available to both friendly and threat/adversary forces. It is necessary to coordinate with other battle staff officers in order to evaluate the operational environment’s/battlespace environment’s effect on friendly COAs.

3-97. Ensure the evaluation of the effects of the operational environment/battlespace environment is on specific threat/adversary COAs. An effective technique is to role-play the threat’s/adversary’s G-2/S-2 and G-3/S-3, simulating the development and recommendation of a set of COAs to the commander. Present the conclusions from the description of the operational environment/battlespace environment in written reports that best suit the commander’s requirements. Disseminate graphic products developed during the analysis and evaluation as needed in order to support the remainder of the staff and other commands in their own IPB and planning efforts.
Chapter 4

Step 3 – Evaluate the Threat/Adversary

4-1. The Army and Marine Corps must be ready to evaluate threats/adversaries employing varying combinations of technology and presenting challenges at varying levels of intensity. In stability operations and civil support, the threat/adversary may be military forces, paramilitary, or small-cell-oriented terrorist organizations. The definition of the force structure and function will be vital to evaluation of capabilities and expected level of activity. Not all enemies are purely military in nature. No matter who the threats/adversaries are, it is still important to portray as accurately as possible how they normally execute operations, how they have executed operations in the past, and what they are capable of doing, given the current situation.

4-2. If the staff fails to determine all the threat/adversary factions involved or their capabilities or equipment, or to understand their doctrine and tactics, techniques, and procedures (TTP) as well as their history, the following is likely to occur:

- The staff will lack the intelligence needed for planning.
- The threat/adversary will surprise friendly forces with capabilities the staff failed to account for.
- The staff will waste time and effort analyzing threat/adversary capabilities that do not exist.
- The staff will fail to fully consider the threat/adversary as thinking and adaptive.

4-3. The two substeps of step 3 are depicted in figure 4-1.

4-4. There is no such thing as a threat/adversary that cannot be analyzed, understood, and at least in some fashion, predicted in some form. Threat/Adversary doctrine may be rudimentary or even nonexistent. However, in virtually all cases a threat/adversary will at some level of command act according to some set of ad hoc or established procedures (for example, friendly forces found a training manual belonging to a major terrorist organization).

4-5. Threat/Adversary analysis may be conducted in many ways. One of these forms is functional analysis. Functional analysis is a method for determining likely threat/adversary courses of action (COAs).
Chapter 4

It is based on the premise that while every battle or action is unique, certain functions must be performed to bring about mission accomplishment. (See TC 2-33.4)

THE THREAT/ADVERSARY

4-6. In step 3, the G-2/S-2 and staff analyze the command’s intelligence holdings, which they identified in step 1, to determine how the threat/adversary normally conducts operations under similar circumstances. When operating against a new or less-defined threat/adversary, the G-2/S-2 may need to develop or expand intelligence databases and threat/adversary models concurrently. In order to accomplish this, the G-2/S-2 should conduct threat characteristic/order of battle analysis for each group identified in step 1.

COMPOSITION

4-7. Composition is the identification of threat/adversary cells or forces and their affiliated political, religious, or ethnic organizations. In conventional military units, the analyst looks at what equipment and personnel make up the unit.

DISPOSITION

4-8. Disposition consists of the geographical location of threat/adversary elements and how they are deployed, employed, or located. The analyst needs to know where on the ground these facilities are located, will be located, or were located.

TACTICS

4-9. Tactics include strategy, methods of operation, and doctrine. Each refers to the threat’s/adversary’s accepted principles of operation. Tactics also involve political, military, psychological, and economic considerations. The use of improvised explosive devices (IEDs) is a method the threat/adversary chooses to carry out their tactics.

TRAINING

4-10. The type and level of individual and group training that threat/adversary members have received is important. When analyzing an unconventional threat/adversary, there is no commonality of training like there is in a military sense.

LOGISTICS

4-11. The effectiveness of threat/adversary operations depends heavily on logistics. Logistics are the “staples” that the threat/adversary needs to operate. This dependency fluctuates horizontally and vertically between the various groups and levels of their organization.

OPERATIONAL EFFECTIVENESS

4-12. Operational effectiveness factors for threat/adversary forces include, but are not limited to, the ability of the threat/adversary to—

- Replace personnel losses.
- Conduct operations at various levels of expertise.

COMMUNICATIONS

4-13. During operations, threat/adversary forces often use a number of communication methods. Plans, orders, or information may be passed using high-frequency short-wave radios, cellular phones, the Internet, mail, couriers, face-to-face meetings, citizens band sets, the drop system, or ham radio sets.
INTELLIGENCE

4-14. Intelligence is an important function of a threat/adversary organization. Just like any U.S. intelligence organization, the threat/adversary conducts a variety of intelligence tasks in preparation for a mission. Intelligence personnel and leaders, through the assistance of counterintelligence personnel, must understand the political and physical strengths and weaknesses of threat/adversary intelligence capabilities and leadership as well as how best to exploit their identified weaknesses.

RECRUITMENT

4-15. Recruitment is a main source of viability in a threat’s/adversary’s organizational structure. Recruitment deals not only with selecting people to become members of the cell but also with developing a network of supporters of the organization who may or may not claim membership. Many threat/adversary cells are very suspicious of people wanting to volunteer to become a member of their organization. The suspicion lies in the fear of having their organization infiltrated by someone who has ulterior motives or is a foreign intelligence agent.

SUPPORT

4-16. The threat/adversary may draw support from multiple sources at various levels. Forms of support are categorized as follows.

Local Support

4-17. Threat/Adversary networks depend on support from the local population. Of all the activities conducted by a threat/adversary organization, generating local support is one of the most important to ensure the threat’s/adversary’s sustainability.

Regional Support

4-18. Regional support of a threat/adversary organization can come in a variety of venues. Regions may have a greater ability than the local population to provide certain services and support to the threat/adversary: for example, sanctuary, security, secrecy, or transportation.

National Support

4-19. Generating national support has a great impact on the threat’s/adversary’s long-term viability. This is almost always the backbone of a threat/adversary force. National support may come in a variety of ways: for example, morale, physical, or financial.

International Support

4-20. Activities conducted by any threat/adversary organization generating international support often have the greatest impact on the threat’s/adversary’s long-term effectiveness. International support may include technical, financial, transportation, and government.

Popular Support

4-21. Popular support applies at the local, regional, national, and international levels. Popular support results in safe havens, freedom of movement, logistic support, financial support, intelligence, and new personnel for the threat/adversary. Generating popular support has a positive feedback effect on a threat/adversary organization.
FINANCE

4-22. Financial support is a main source of viability to a threat’s/adversary’s organizational structure. Financial support deals not only with how the organization pays for services rendered or items purchased but also with how the organization is going to sustain its operations and continue to receive much-needed financial support.

REACH

4-23. The ability of a threat/adversary to obtain data on friendly forces is critical to the threat’s/adversary’s capability to fight. Threat/adversary forces will use every method available to them to destroy friendly forces, and this may include gathering information on all aspects of friendly force operations. Depending on the technological capabilities of the threat/adversary, the reach/reachback capability may be rudimentary or it may be highly technical.

NATIONAL AGENCIES

4-24. The threat’s/adversary’s ability to leverage national agencies to assist in the military fight is an important force multiplier consideration. For example, the threat’s/adversary’s force may be able to use its own or another nation’s national intelligence agencies or other agencies that can influence the military fight to their advantage.

LAW ENFORCEMENT AGENCIES

4-25. A threat/adversary nation’s national, regional, or local law enforcement agencies (LEAs) may be able to impact the threat/adversary forces’ military capabilities by providing information or other support. This support could come in the way of arrests, personality profiles, and data, or by influencing court systems.

INTERNATIONAL, INTERGOVERNMENTAL, AND NONGOVERNMENTAL ORGANIZATIONS

4-26. The threat’s/adversary’s ability to influence international, intergovernmental, and nongovernmental organizations to their advantage must be studied. The threat/adversary may use these organizations as cover for intelligence gathering. The threat’s/adversary’s ability to take and hold hostages from or inflict casualties on these organizations in an attempt to influence the military battle should be examined in depth.

PERSONALITY

4-27. Personality is a critical factor when analyzing the threat/adversary. Attention often must be focused on individuals in an attempt to link them to other known or unknown elements of the group. This process takes time. Threat/Adversary organizations can be depicted through multidimensional link analysis (determining relationships between critical personalities, interests, and then their group association).

OTHER THREATS/ADVERSARIES

4-28. Nonmilitary threats/adversaries—such as chemicals, radiological material, biological material, diseases, natural threats, and toxic industrial materials—must not be dismissed. For example the threat/adversary may sabotage an industrial complex in an attempt to inflict mass causalities. The capability of threats/adversaries to use naturally occurring diseases or a natural disaster, such as a flood, to their advantage should be examined and recommendations on countermeasures should be presented.

UPDATE OR CREATE THREAT/ADVERSARY MODELS

4-29. Creating or updating a threat/adversary model allows the analyst to piece together information, identify gaps, predict threat/adversary activities or COAs, and plan intelligence, surveillance, and
reconnaissance. There will always be information gaps in the threat/adversary model. Therefore, the analyst will have some degree of uncertainty.

4-30. Threat/adversary models consist of three parts:
- Convert threat/adversary doctrine or patterns of operation to graphics.
- Describe the threat’s/adversary’s tactics and options.
- Identify high-value targets (HVTs) and high-payoff targets (HPTs).

CONVERT THREAT/ADVERSARY DOCTRINE OR PATTERNS OF OPERATION TO GRAPHICS

4-31. Threat/Adversary templates graphically portray how the threat/adversary might utilize its capabilities to perform the functions required to accomplish its objectives. Threat/Adversary templates are scaled to depict the threat’s/adversary’s disposition and actions for a particular type of operation (for example, offense, defense, insurgent ambush, or terrorist kidnapping operation). When possible, templates should be depicted graphically as an overlay, on a supporting system, or through some other means. Threat/Adversary templates are tailored to the needs of the unit or staff creating them. They may depict, but are not limited to, unit frontages, unit depths, boundaries, engagement areas, and obstacles.

4-32. Construct threat/adversary templates through an analysis of the intelligence database and an evaluation of the threat’s/adversary’s past operations. Determine how the threat/adversary normally organizes for combat and how threats/adversaries deploy and employ their forces and assets. Look for patterns in how the threats/adversaries organize their forces, timing, distances, relative locations, groupings, or use of the terrain and weather. Unconventional operations lend themselves to graphic depiction, such as—
- The methodology and technique an insurgent force will use to emplace and explode an IED along convoy routes.
- The methods used by a criminal organization to gain money or financial backing (for example, bank robbery, extortion).
- Convoy procedures a drug trafficking ring will use to transport large amounts of drugs, such as the distance between vehicles, number of vehicles, where security forces are placed, and how many are in the convoy.
- How the threat/adversary force will react to or deploy against a police force.

4-33. Templating requires continuous refinement to accurately portray threat/adversary patterns and practices. For example, while there may be no threat/adversary template for emplacement of kidnapping cells or money-laundering activities, evaluating the database can indicate specific patterns of kidnapping and money laundering. Because the implementation time is a consistent planning factor, an analyst can use the implementation time evaluation to determine the likelihood of location or participants.

4-34. Threat/Adversary templates are tailored to the needs of the unit or staff section creating them. A G-2 section’s threat/adversary template will differ in scope from the template created by a brigade S-2 section. Some threat/adversary templates consider the threat/adversary forces as a whole, while others focus on a single warfighting function, such as intelligence or fire support, while other products depict pattern analysis, time event charts, and association matrices. Figure 4-2 (page 4-6) shows an example of a threat/adversary template for an urban environment.

4-35. In order to fill in the information gap and lessen the degree of uncertainty, information must flow from top to bottom as well as from bottom to top. All information collected by subordinate elements, such as patrols or others in contact with locals, needs to be reported in a timely manner to the unit S-2. The information contained in patrol reports and debriefs can provide important details on the threat/adversary when provided to an analyst and will allow for a more detailed and realistic threat/adversary model.
**DESCRIBE THE THREAT’S/ADVERSARY’S TACTICS AND OPTIONS**

4-36. The threat/adversary model includes a description of the threat’s/adversary’s preferred tactics. A description is still needed even if the threat’s/adversary’s preferred tactics are depicted in a graphic form. The description—

- Lists the options available to the threat/adversary should the operation fail or succeed.
- Prevents the threat/adversary model from becoming more than a “snapshot in time” of the operation being depicted.
- Aids in mentally war-gaming the operation over its duration and during the development of threat/adversary COAs and situation templates.
- Addresses typical timelines and phases of operation, points where units transition from one form of maneuver to the next, and how each warfighting function contributes to the success of the operation.

---

**Figure 4-2. Threat/Adversary template using an urban environment**
4-37. Describe the actions of the supporting warfighting function in enough detail to allow for identification and development of HVTs. Examine each phase separately, because target values may change from phase to phase.

4-38. Describe and make a determination of what goal or goals the threat/adversary is trying to achieve. Threat/Adversary objectives are often, but not always, what the unit’s mission is trying to prevent. Threat/Adversary objectives are also often actions taken by the threat/adversary to prevent unit mission accomplishment. Threat/Adversary objectives will be specific to the type of threat/adversary, the AO, the unit’s composition and mission, and other factors. The following are some examples of threat/adversary objectives:

- Cause friendly unit casualties in order to weaken political resolve in the United States and among multinational partners.
- Destroy friendly aircraft while on the ground during a refueling operation.
- Kidnap and ransom a friendly civil leader.
- Prevent friendly security forces from discovering a hidden drug laboratory.
- Seize an important crossroads to facilitate maneuver of a larger force.

4-39. Describe the threat/adversary objective in terms of purpose and end state. A number of different functions must be executed each time a threat/adversary force attempts to accomplish a mission.

IDENTIFY HIGH-VALUE TARGETS AND HIGH-PAYOFF TARGETS

4-40. A high-value target is a target the enemy commander requires for the successful completion of the mission. The loss of high-value targets would be expected to seriously degrade important enemy functions throughout the friendly commander’s area of interest (JP 3-09). The following techniques may be useful in identifying and evaluating HVTs:

- Identify HVTs from existing intelligence studies, evaluation of the databases, patrol debriefs, and SALUTE (size, activity, location, unit, time, equipment) reports. A review of threat/adversary TTP and previous threat/adversary operations as well as understanding the threat’s/adversary’s objective, tasks, purpose, and intent will be useful.
- Identify assets that are key to executing the primary operation or sequels.
- Determine how the threat/adversary might react to the loss of each identified HVT. Consider the threat’s/adversary’s ability to substitute other assets as well as adopt branches or sequels.

4-41. After identifying the set of HVTs, place them in order of their relative worth to the threat’s/adversary’s operation and record them as part of the threat/adversary model. An HVT’s value will vary over the course of an operation. Identify and annotate changes in value by phase of operation (see paragraph 5-38 for more information on HVT development). The following are additional considerations:

- Use all available intelligence sources (for example, patrol debriefs, SALUTE reports) to update and refine the threat/adversary models.
- Categorize the updates to reach a conclusion concerning the threat’s/adversary’s operations, capabilities, and vulnerabilities.

4-42. A high-payoff target is a target whose loss to the enemy will significantly contribute to the success of the friendly course of action. High-payoff targets are those high-value targets that must be acquired and successfully attacked for the success of the friendly commander’s mission (JP 3-60). HPTs can include various threat/adversary considerations that can be detrimental to the success of friendly missions. (See appendix A.)

IDENTIFY THREAT/ADVERSARY CAPABILITIES

4-43. Threat/Adversary capabilities are COAs and supporting operations that the threat/adversary can take to influence accomplishing friendly missions. Define capabilities with the use of statements. The following are examples of capability statements:
• “The threat/adversary has the capability to attack with up to eight divisions supported by 150 daily sorties of fixed-wing aircraft.”
• “The criminal organization has the ability to pay off local LEAs.”
• “The terrorists have the capability to send destructive viruses over the Internet, which can destroy computer files and archives.”
• “The threat/adversary can establish a prepared defense by 14 May.”
• “The terrorists have the capability of using chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) weapons.”
• “The drug smugglers have the ability to conduct three drug-smuggling operations at the same time.”
• “The terrorists have the ability to conduct multiple car bombings simultaneously.”
• “The threat/adversary has the ability to target friendly convoys along main supply routes using remotely detonated IEDs.”

4-44. Other capabilities include support to COAs (attack, defend, reinforce, retrograde) or specific types of operations, as well as operations that would allow the threat/adversary force to use a COA that would not normally be available or would be severely hindered if the supporting operation were not conducted. Examples of these types of operations include—

• Use of CBRNE weapons.
• Intelligence collection.
• Electronic warfare operations.
• Use of air assets (fixed- and rotary-wing).
• Engineering operations.
• Air assault or airborne operations.
• Amphibious operations.
• River operations.
• Propaganda.
• Deception operations.
• Car bombings, bomb scares, and suicide bombers.
• Raids on weapon storage facilities.
• Carjacking or hijacking of vehicles used in transporting personnel, weapons, or drugs.
• Theft of chemicals related to drug manufacturing.
• Threat/Adversary information operations.

4-45. When identifying threat/adversary capabilities and COAs, start with a full set of threat/adversary models and consider the threat’s/adversary’s ability to conduct each operation based on the current situation and the threat’s/adversary’s own METT-TC/METT-T conditions. Most situations will not present the threat/adversary with ideal conditions envisioned by their doctrine. As a result, the threat’s/adversary’s actual capabilities usually will not mirror the ideal capabilities represented by the complete set of threat/adversary models.

4-46. The threat/adversary could be understrength in personnel and equipment, may be short of logistic support, or the personnel may be inexperienced or poorly trained. For example, a terrorist group’s normal tactics may call for the use of car bombs as a diversionary tactic in order to conduct other operations elsewhere. Your evaluation of the threat’s/adversary’s logistics might indicate a critical shortage of explosives. The following are additional considerations:

• Do not limit the threat/adversary models and capabilities strictly to the threat’s/adversary’s conventional forces. For example, student rioters during a noncombatant evacuation operation may be or may become a threat/adversary during the operation.
Do not overstate the threat/adversary model and threat/adversary capabilities. The proper use of findings and recommendations developed from threat/adversary assessments will in turn develop realistic threat/adversary models.

During any discussion of the threat/adversary, cultural awareness is an important factor to consider. By developing an awareness of the culture, friendly units can identify groups or individual members of the population that may be friendly, a threat/adversary, somewhere in between, or both, and what capabilities those personnel can bring into existing or new COAs.
This page intentionally left blank.
Chapter 5

Step 4 – Determine Threat/Adversary Courses of Action

5-1. The final step of the intelligence preparation of the battlefield/battlespace (IPB) process is to determine the various threat/adversary courses of action (COAs). A detailed analysis will enable the staff to—

- Replicate the set of COAs that the threat/adversary is considering.
- Identify all COAs that will influence the friendly mission.
- Identify those areas and activities that, when collected, will indicate which COA the threat/adversary has chosen.

5-2. The staff will use threat/adversary COAs, along with other facts and assumptions about the operational environment/battlespace environment, to drive friendly COA analysis (war-gaming) and thus influence friendly COA development. Determine threat/adversary COAs using the five substeps in figure 5-1.

Figure 5-1. Determine threat/adversary courses of action substeps
IDENTIFY THE THREAT’S/ADVERSARY’S LIKELY OBJECTIVES AND DESIRED END STATE

5-3. Based on METT-TC/METT-T factors, the G-2/S-2 depicts the threat/adversary based on the commander’s guidance (for example, echelon or cell). At a minimum, the staff determines likely objectives and the desired end state. Against a conventional threat/adversary, the analysis should start at more than one level above the friendly echelon unit and work down. In many operations, due to its asymmetric nature, the analysis should start as low as possible.

5-4. The potential threat/adversary may involve terrorists, criminal organizations, or actors with unknown intentions. Work with psychological operations personnel to look at groups, cells, and individual elements. Evaluate propaganda, graffiti, and gang symbols in order to determine likely objectives, propaganda campaigns, production sources, target audiences, themes, and desired end state. Also consider more than conventional objectives, such as capture of terrain or destruction of friendly forces, as threat/adversary COAs. Political, social, and economic objectives can be as important as military objectives and can have a direct influence on the threat/adversary COAs.

5-5. Have a thorough understanding of the threat/adversary. Knowing how the threat/adversary conducted previous operations can provide insights into possible objectives and the desired end state.

IDENTIFY THE FULL SET OF COURSES OF ACTION AVAILABLE TO THE THREAT/ADVERSARY

5-6. To ensure that the full set of available threat/adversary COAs was identified, the staff should consider the following:

- The threat/adversary COAs that the threat/adversary believes are appropriate to the current situation and the identification of the threat/adversary’s likely objectives. This requires an understanding of the threat/adversary’s decisionmaking process as well as an appreciation for how the threat/adversary perceives the current situation.
- The threat/adversary COAs that could significantly influence the unit’s mission; for example, diverting combat power to cover increasing protection requirements.
- The threat/adversary COAs that may go outside the boundaries of known threat/adversary doctrine or tactics, techniques, and procedures (TTP), especially if the known threat/adversary is an individual terrorist or a terrorist cell or group.
- The threat/adversary COAs indicated by recent activities and events. To avoid surprise from an unanticipated COA, consider all possible explanations for the threat/adversary’s activity in terms of possible threat/adversary COAs.

5-7. Ensure that the threat/adversary COAs are distinct, and evaluate each one based on its effect on the friendly mission and protection. Compare the consolidated list of threat/adversary capabilities identified in step 3 of the IPB process (Evaluate the Threat/Adversary), and eliminate any COAs that the threat/adversary is incapable of executing.

5-8. Based on the evaluation of the threat/adversary’s capabilities, select a threat/adversary model that has the potential to accomplish the threat/adversary’s likely objectives. Examine how the effects of the operational environment/battlespace environment will influence the threat/adversary’s applications of its COAs. Usually the terrain, weather, and civil considerations offer a set of threat/adversary COAs, encouraging some while discouraging others.

5-9. Start with the general COAs open to the threat/adversary (such as deliberate attack, car bombing, kidnapping). Further, define each general threat/adversary COA as a set of specific threat/adversary COAs by integrating the threat/adversary models from step 3 of the IPB process with the description of the operational environment’s/battlespace environment’s effects identified in this step. Consider the following factors when defining the general threat/adversary COAs into specific threat/adversary COAs:
Step 4 – Determine Threat/Adversary Courses of Action

- The threat’s/adversary’s intent or desired end state.
- Likely attack or counterattack objectives.
- Effects of the operational environment/battlespace environment on operations and COAs.
- Threat/adversary vulnerabilities or shortages in logistics or personnel.
- Location of main and supporting efforts.
- Current disposition of forces, groups, cells.
- Threat/Adversary perception of friendly forces.
- Threat/Adversary efforts to present an ambiguous situation or achieve surprise.

5-10. Each threat/adversary COA identified should meet the same criteria used for friendly COAs, except seen from the threat’s/adversary’s side:
- Suitability.
- Feasibility.
- Acceptability.
- Distinguishability.
- Completeness.

5-11. In developing threat/adversary COAs, the staff must determine the doctrinal requirements for each type of operation it is considering, including doctrinal tasks to be assigned to subordinate units. For example, a deliberate breach requires a breaching force, a supporting force, and an assault force. In addition, threat/adversary COA development must look at possibilities created by attachments (for example, light infantry attached to armored forces opens possibility of air assault).

5-12. Once staff members have explored all threat/adversary COA possibilities, they can examine each one (changing, adding, or eliminating threat/adversary COAs as appropriate) to determine if it satisfies threat/adversary COA selection criteria. The staff must avoid the common pitfall of presenting one good threat/adversary COA among several “throw away” threat/adversary COAs. History repeatedly demonstrates that the threat/adversary often surprises those who predict only one COA.

5-13. Account for the effect of friendly dispositions or the threat’s/adversary’s perception of friendly dispositions when determining the COAs the threat/adversary believes are available. A technique for accomplishing this is to conduct “reverse IPB.” In other words, replicate the IPB process from the perspective that the threat/adversary would employ to discern friendly COAs.

EVALUATE AND PRIORITIZE EACH COURSE OF ACTION

5-14. The commander and staff need to develop a plan that is optimized to one of the COAs, while allowing for contingency options should the threat/adversary choose another COA. Therefore, the staff must evaluate each threat/adversary COA and prioritize it according to how likely it is that the threat/adversary will adopt that option. Establish an initial priority list to allow the staff to plan for friendly COAs. Once the commander selects a friendly COA, there may be a need to reorder the list of threat/adversary COAs, especially any changes in the threat’s/adversary’s perception of friendly forces. To prioritize each COA, consider the following:
- Analyze each COA to identify threat/adversary strengths, weaknesses, decision points (DPs), and potential centers of gravity.
- Evaluate how well each COA meets the criteria of suitability, feasibility, acceptability, distinguishability, and completeness with threat/adversary doctrine, their previous operation, and threat/adversary TTP.
- Evaluate how well each COA takes advantage of the operational environment/battlespace environment. How does the operational environment/battlespace environment encourage or discourage selection of each COA?
• Analyze the threat/adversary’s recent activity to determine if there are indications that one COA has already been adopted.

5-15. Consider the possibility that the threat/adversary may not choose the predicted COA over another COA. This is a possibility if the threat/adversary has implemented a deception operation.

5-16. Compare each COA to the others and determine if the threat/adversary is more likely to prefer one over the other. Most forces will choose the COA that offers the greatest advantage while minimizing risk. An asymmetric threat/adversary may choose the COA that is the most risky, the COA that offers the greatest amount of destruction, or the COA that has the greatest political or psychological impact.

5-17. Use judgment to rank the threat/adversary COAs in their likely order of adoption. Modify the list as needed to account for changes in the current situation. Friendly dispositions may change as the command moves to adopt its own COA. How will friendly unit movement change the likelihood of each threat/adversary COA?

DEVELOP EACH COURSE OF ACTION

5-18. Once the complete set of threat/adversary COAs are identified, develop each COA in as much detail as the situation requires given the time available, remembering that it is a continuous process that needs to be constantly updated. To ensure completeness, each COA must answer the following six basic questions:

• Who—The threat/adversary and its makeup: a conventional force, terrorist organization (group or cell), insurgency, criminal (gang, group, or cartel).

• What—The type of operation, such as attack, defend, bank robbery, suicide bombing. In an asymmetric environment the “what” should factor in target types, target selection, and objectives.

• When—The time the action will begin. “When” usually states this in terms of the earliest time that the threat/adversary can adopt the COA under consideration. In an operational environment/battlespace environment, consider the following factors:
  ■ Capability.
  ■ Intent.
  ■ History.
  ■ Activity.
  ■ Target environment.
  ■ Personalities.

• Where—The objective or objectives in the area of operations (AO).

• How—The method by which the threat/adversary will employ its assets—such as dispositions, location of the main effort, scheme of maneuver, or time and place of a terrorist attack—and how it will be supported.

• Why—The objective or end state the threat/adversary intends to accomplish. The objective or end state of an asymmetric threat/adversary would factor in the vision or mission of that type of threat/adversary (for example, purify Islam through violence; overthrow the secular government and replace it with an Islamic state).

5-19. Consider conventional threat/adversary forces available to at least one level of command above and two below the friendly force when developing each COA. When considering asymmetric threat/adversary COAs, the forces available may range from individuals, groups, cells, or elements. Time permitting, the final product should consist of a detailed set of threat/adversary COAs. The degree of specificity or fidelity should be as low as possible. Each developed threat/adversary COA has three parts:

• Situation templates.

• Threat/Adversary COAs and options.

• High-value targets (HVTs).
Situation Templates

5-20. This part of the developed threat/adversary COA depicts the possible threat/adversary COA as part of a particular threat/adversary operation. Situation templates are developed based on the threat/adversary’s current situation (for example, training and experience levels, logistic status, losses, and disposition), the environment, and threat/adversary doctrine or patterns of operations. Commanders dictate the level to depict the threat/adversary based on METT-TC/METT-T factors (at a minimum, two levels of command below the friendly force) as a part of their guidance for mission analysis. The following techniques will help to develop a situation template:

- Begin with the threat/adversary model (conventional or asymmetric) representing the operation under consideration.
- Overlay the threat/adversary template on the products that depict the operational environment’s/battlespace environment’s effects on the operation. The product of choice is usually the modified combined obstacle overlay (MCOO), but may vary with the situation.
- Using analytical judgment and knowledge of threat/adversary TTP and doctrine, adjust the dispositions depicted on the threat/adversary template to account for the operational environment’s/battlespace environment’s effects.
- Check the situation templates to account for all the threat’s/adversary’s major assets and functions, and that none of them has been inadvertently duplicated.
- Ensure that the template reflects the main effort (conventional) or potential multiple targets (asymmetric) identified for the COA. Compare depicted dispositions to the threat/adversary’s known doctrine. Check for consistency. Although the threat/adversary might not always operate in accordance with their doctrine, consider the threat’s/adversary’s desire to present an ambiguous situation and achieve surprise.
- Include as much detail on the template as time and the situation warrant or allow.
- Ensure the template depicts the locations and activities of the HVTs listed in the threat/adversary models.
- Using the description of preferred tactics that accompanies the threat/adversary template as a guide, think through the COA’s scheme of maneuver. For example, in the operational environment/battlespace environment, attempt to visualize a terrorist element transitioning from collection, reconnaissance, and preparation to the actual attack order (by times and phases) on the template.
- Mentally war-game the scheme of maneuver or scheme of activities from positions or locations depicted on the template through to the COA’s success or failure. Identify points where a threat/adversary force will transition from one formation into another, potential assembly areas, and likely culminating point or end state. Follow up by identifying how each warfighting function “fits in” and supports the operation.

5-21. Against a conventional military threat/adversary, evaluate time and space factors to develop time phase lines (TPLs) depicting threat/adversary movement. Base the TPLs on the threat’s/adversary’s doctrinal rates of movement, with some modifications. Evaluate actual movement rates with written doctrine. Consider the effects of the operational environment/battlespace environment with movement.

5-22. When placing TPLs, consider only the time it will take to adopt movement formations, time to conduct movement to the selected location, and time for the unit to close after arrival. This assumes that time-consuming planning, issuance of orders, reconnaissance, and logistic preparations may occur during movement.

5-23. During staff war-gaming of the situation templates against potential friendly COAs, update TPLs to reflect when threat/adversary movement will be triggered or how the threat/adversary might be influenced by friendly actions. Incorporate results of initial intelligence, surveillance, and reconnaissance (ISR) collection efforts into the war game. Against any threat/adversary, try to overlay as many situation templates as necessary against U.S. and friendly facilities, places, or personnel.
5-24. Prepare as many graphics as necessary to depict the COA in enough detail to support staff wargaming and collection planning. Tailor the situation templates to your needs by focusing on the factors that are important to the commander or mission area. At higher echelons, the situation templates will usually focus on culminating points and installations or activities associated with centers of gravity.

5-25. The development of TPLs may not be practical against a terrorist organization. Instead, evaluate time and space factors to develop timelines of activities. Timelines are established from observations of previous terrorist actions.

Example
Al-Qaida’s attack planning against the U.S. embassies in Dar-es-Salaam, Tanzania, and Nairobi, Kenya, began in 1993. Between 1993 and 1995, reconnaissance and surveillance were conducted. Starting in 1995, logistic sites were activated in both locations, as well as in Khartoum, Sudan. During the 1995 timeframe to the actual attack in 1998, the senior terrorist leaders in Afghanistan spoke or met with cell leaders and authorized continued planning, training, and movement of materials and personnel.

5-26. Some situation templates are better presented in a matrix format. Sometimes, other products—such as key facilities, target overlays, or terrorist trends overlays—replace situation templates. Use whatever technique best graphically illustrates the threat/adversary COAs.

THREAT/ADVERSARY COURSES OF ACTION AND OPTIONS

5-27. This part of step 4 describes the activities of the forces depicted on the situation template. It can range from a narrative description to a detailed synchronization matrix depicting activities of each unit, warfighting function, or asymmetric activity in detail. It should address the earliest time the COA can be executed, timelines and phases associated with the COA, and decisions the threat/adversary commander will make during execution of the COA and afterwards. Use the COA description to support staff wargaming and to develop the event template and supporting indicators.

5-28. Develop the description of the COA in as much detail as time allows and the situation requires. Use whatever tools or techniques best meet requirements. For example, consider using a time event chart or a simple narrative description. Regardless of the form initially chosen, the COA statement will be refined to greater detail during the wargaming of potential friendly COAs.

5-29. The following will help to describe threat/adversary COAs and options:

- Describe preferred tactics that accompany the threat/adversary template.
- When mentally war-gaming the situation template, note when and where to expect the threat/adversary to take certain actions or make certain decisions.
- Record each event in the description of the COA.
- Where possible, tie each event or activity to TPLs, timelines, or other specific geographical areas on the situation template. This will help later when constructing the event template.
- As the threat/adversary force approaches DPs, record each decision and its timelines in the COA description. The description you develop forms the basis for the development of threat/adversary branches and sequels, should they be necessary to support friendly planning.
- Record any decision criteria that are associated with each DP.

5-30. After identifying the set of potential threat/adversary COAs, the initial challenge is to determine which one the threat/adversary will actually adopt. This determination revolves around predicting specific areas and activities that, when observed, will reveal which COA the threat/adversary has chosen. Nominate the specific areas where key events are expected as named areas of interest (NAIs). In an offensive operation, NAIs can depict or encompass locations, persons, or actions within the insurgent organization, operation, or other cell. The activities that reveal the intended threat/adversary COA are called indicators.
5-31. Consider each warfighting function and its role in making the threat/adversary COA successful. Do not limit considerations to a discussion of the threat/adversary force. Address the concept of operations and how it is supported, not just the disposition of forces.

5-32. In step 4, the analyst determines the threat/adversary force capabilities, doctrinal principles, and TTP that threat/adversary forces prefer to employ.

### Example

While planning a contingency show-of-force operation, a J-2 directs the joint intelligence operations center to study the decisions and decision cycle of the targeted country’s leadership. As a result of this research, the joint intelligence operations center produces a model of how the leadership makes decisions, with special emphasis on the country’s tendencies during political crises.

At the same time, brigade S-2s perform their own evaluation of the threat/adversary. They evaluate their files and determine that the two threat/adversary brigades within the target area are equipped, organized, and trained well enough to be capable of offensive as well as defensive operations against the friendly brigade. If the show of force is to occur in an urban environment, the S-2 prepares threat/adversary models depicting the threat’s/adversary’s normal offensive and defensive operations in built-up areas.

The results are knowledge of the threat/adversary and threat/adversary models that accurately portray how threat/adversary forces normally execute operations and how they have reacted to similar situations in the past. This also includes knowledge of threat/adversary capabilities based on the current situation.

5-33. The first task is to develop threat/adversary models and the database. Threat/Adversary models may already be developed, but in immature operational environments/battlespace environments or in existing environments with the introduction of a new threat/adversary, a new model may have to be created. The threat/adversary database for stability operations is similar to the threat/adversary database developed for a conventional military unit with some modifications. These include—

- External training.
- External travel (planning and coordination).
- Political and religious beliefs.
- Personnel affiliations and relations.
- Equipment and economic support origination.

5-34. Analysts must develop a model to portray the threat/adversary. A model allows the analyst to piece together information, identify gaps, predict threat/adversary activities and COAs, and plan ISR. More importantly, it assists the analyst in negating or mitigating some of the operational risks.

5-35. There will always be information gaps in the threat/adversary model. Therefore, the analyst will always have some degree of uncertainty. By comparing an existing model to current activity the analyst can identify patterns, trends, and activity levels. When considering a new or emerging threat/adversary, the analyst can develop a new model. The model consists of five categories:

- Operational environment/battlespace environment (including terrain, hydrology, and forecasted weather effects).
- Organizational structure of threat/adversary.
- Organizational structure of friendly forces.
- Population.
- Physical objects (such as weapons, vehicles, aircraft, and drug laboratories).
5-36. The model forms an organizational structure from which the analyst can mentally picture the AO and area of interest. Once the model is developed, it is refined and updated to maintain its validity. When building the products, ensure the symbology and colors correspond with FM 1-02/MCRP 5-12A or MIL-STD-2525C.

5-37. The threat/adversary model should include—
- Standard graphic control measures, such as boundaries.
- A description of typical tasks for subordinate units.
- An evaluation of how well the threat/adversary force is trained for the task.
- Employment considerations.
- A discussion of typical contingencies, sequels, failure options, and wildcard variations.

**HIGH-VALUE TARGETS**

5-38. The following techniques will help develop a list of HVTs:
- Prepare and mentally war-game the situation template.
- Note how and where each warfighting function provides critical support to the threat/adversary COA. This leads to identification of HVTs.
- Use the list of HVTs in the threat/adversary model as a guide, but do not limit input to that list.
- Determine the effect on the threat/adversary COA by destroying or eliminating each HVT and attempting to identify likely threat/adversary responses. The relative worth of each HVT will vary with the specific situation under consideration and over the course of the threat/adversary COA.
- Identify the times or phases in the threat/adversary COA when the target is most valuable to the threat/adversary commander and make the appropriate notations on the list of HVTs.
- Transfer the refined and updated HVT list to the threat/adversary COA overlay. Use the list to support staff war-gaming and the targeting process. Note on the threat/adversary COA overlay any areas where HVTs must appear or be employed to make the threat/adversary operation successful. Focus on their locations at the times they are most valuable, or just before. These are potential target areas of interest (TAIs) and engagement areas. Cross-reference each potential TAI with the description of the COA that accompanies the template.
- Rely on staff experts for help with unfamiliar threat/adversary warfighting functions.
- After developing each threat/adversary COA in detail, it may be necessary to reprioritize the order of likely adoption. For example, as a particular threat/adversary COA is developed, the analyst discovers that a section of the terrain cannot totally support the adoption of the threat/adversary COA. This may cause a change in the relative priority of the threat/adversary COAs because of terrain constraints.

**IDENTIFY INITIAL ISR REQUIREMENTS**

5-39. It is crucial to identify initial ISR requirements in order to have an effective ISR plan. One of the tools the intelligence staff uses to assist in the planning is the event template.

5-40. The event template guides ISR synchronization and ISR planning. It depicts the NAIs where activity or lack of it will indicate which threat/adversary COA the threat/adversary has adopted. The combination of the NAI, indicators, and TPLs associated with each threat/adversary COA forms the basis of the event template.

5-41. Evaluate each threat/adversary COA to identify its associated NAI. Compare and contrast the NAI and indicators associated with each threat/adversary COA against the others and identify their differences. Concentrate on the differences that will provide the most reliable indications of a distinct threat/adversary COA. Mark the selected NAI on the event template. The initial event template focuses only on identifying which of the predicted threat/adversary COAs the threat/adversary has adopted. As needed, update and
further refine the event template and its supporting matrix to support friendly decisions identified during staff war-gaming.

5-42. Pay particular attention to times and places where the threat/adversary’s HVTs are employed or enter areas where they can be easily acquired and engaged. These areas will evolve into NAIs in support of targeting. Also consider places the threat/adversary is expected to take certain actions or make certain decisions, such as the adoption of a branch plan.

5-43. An NAI can be a specific point, route, or an area. NAIs in the operational environment/battlespace environment could include meetings, for example, between individuals or groups; transportation and shipping methods; funding or money transfers and banking sites; recruiting and training centers; or associations with governments. NAIs can match obvious natural terrain features or arbitrary features, such as TPLs or engagement areas. The NAI should be large enough to encompass the activity that serves as the indicator of the threat/adversary COA. (See figure 5-2.)

Figure 5-2. Event template

5-44. The event matrix complements the event template by providing details on the type of activity expected to occur at each NAI, the times the NAI is expected to be active, and its relationship to other events in the AO. Its primary use is in planning intelligence collection. However, it serves as an aid to situation development as well. (See figure 5-3 [page 5-10].)

5-45. The following techniques will help develop event matrices:
- Examine the events associated with each NAI on the event template and restate them in the form of indicators.
- Enter the indicators into the event matrix along with the times they are likely to occur.
- Use the TPLs or timelines from either the situation template or the description of the COA to establish the expected times in the event matrix. If there is a latest time information is of value based on the expected flow of events, record it in the event matrix as a guide for the G-2/S-2.
- Refine the event matrix during staff war-gaming and the targeting process.
- During staff war-gaming, assist in developing the decision support template (DST), which incorporates NAIs that support decisions by the commander and the tracking of high-payoff...
targets. A DST is a graphic record of war-gaming. The DST depicts DPs, 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. Additional NAIs are developed from potential NAIs identified on the threat/adversary COA overlays as well as from the results of decisions made during war-gaming friendly COAs.

- Consider that the differences between COAs are usually reflected in different NAIs but might also consist of different TPLs or indicators associated with a particular NAI. Also consider the effects of threat/adversary deception attempts on the reliability of each event as an indicator.
- Disseminate the threat/adversary COA models as widely as possible. They are the most useful products in allowing other commands and staff sections to develop their own more detailed or specialized threat/adversary COA models. Threat/Adversary COA models drive the war-gaming of potential friendly COAs. They aid in the construction of the command’s DST and other synchronization tools the staff uses during mission execution.
- Ensure the complete event template forms the basis for planning intelligence synchronization strategies and synchronizing intelligence with friendly operations.

![Figure 5-3. Event matrix](image)
Chapter 6
IPB for Offensive and Defensive Operations

6-1. This chapter briefly describes offensive and defensive operations and discusses the intelligence preparation of the battlefield/battlespace (IPB) associated with each. (See FM 3-90 for Army doctrine for tactics.)

OFFENSIVE OPERATIONS

6-2. Offensive operations aim at destroying or defeating the threat/adversary. Their purpose is to impose U.S. will on the threat/adversary and to achieve decisive victory. Offensive operations may be conducted to deprive the threat/adversary of resources, seize decisive terrain, deceive or divert the threat/adversary, develop intelligence, or hold a threat/adversary in position.

6-3. Offensive operations are either force- or terrain-oriented. Force-oriented operations focus on the threat/adversary. Terrain-oriented operations focus on seizing and retaining control of the terrain and facilities.

IPB CONSIDERATIONS FOR OFFENSIVE OPERATIONS

6-4. The staff uses METT-TC/METT-T factors in IPB considerations for offensive operations. Consider the following:

- IPB will focus on such things as—
  - Identifying locations of threat/adversary forces, composition, disposition, strengths, and weaknesses of the defending threat/adversary force and their likely intentions, especially where and in what strength the threat/adversary will defend.
  - Basing the limits of the area of interest (AOI) on the ability of the threat/adversary to project power or move forces into the area of operations (AO).
  - Determining locations of threat/adversary assembly areas, engagement areas, battle positions, indirect-fire weapons system gaps and flanks, electronic warfare (EW) units, and air and air defense assets.
  - Determining locations of areas for friendly and threat/adversary air assaults.
  - Examining the database to identify how the threat/adversary conducts defensive operations.
  - Determining if previous defensive operations are consistent with known threat/adversary doctrine and established threat/adversary models.
  - Determining locations of threat/adversary command and control and intelligence, surveillance, and reconnaissance (ISR) systems and the frequencies used by the information systems linking these systems.
  - Determining a list of intelligence requirements to determine when an enemy force is collapsing so that either an exploitation or pursuit is warranted.

- Concerning terrain, the G-2/S-2 tries to determine such things as the principal friendly avenues of approach (AAs) to the objective, the most advantageous area for the threat’s/adversary’s main defense to occupy, routes that the threat/adversary will use to conduct counterattacks or withdraw, and other OAKOC/KOCCA factors.

- Determining forecasted weather effect limitations. Commanders need information about weather conditions that affect mobility, concealment, and air operations for both friendly and threat/adversary forces.
Regarding civil considerations, the staff must consider the effects of displaced civilians on operations and movements; for example, numbers, routes, and direction of movement of displaced civilians and the care and support of civilians within the AO. Another civil consideration is the likely threat/adversary locations with respect to the civilian populace, especially in an urban environment.

When determining threat/adversary COAs, war-game as many of the threat/adversary COAs as time permits. Determine timetable schedules for the threat’s/adversary’s most likely COA and other probable COAs.

**Primary Offensive Tasks/Types of Offensive Operations**

6-5. The four primary offensive tasks/types of offensive operations are movement to contact, attack, exploitation, and pursuit.

**Movement to Contact**

6-6. Movement to contact is a primary offensive task/type of offensive operation designed to develop the situation and establish or regain contact. The commander conducts movement to contact when the threat/adversary situation is vague or not specific enough to conduct an attack. A friendly force can be vulnerable during movement to contact. Therefore, the intelligence staff must not underestimate the threat/adversary. Detailed IPB products, such as a modified combined obstacle overlay (MCOO) with intervisibility lines (IVLs) or an event template, need to be developed. A detailed IPB will enhance the friendly forces’ security by indicating danger areas where the force is most likely to make contact with the threat/adversary. IPB helps to determine movement times between phase lines and other locations as well as to locate likely threat/adversary defensive locations, engagement areas, observation posts, and obstacles.

**Attack**

6-7. Attack is a primary offensive task/type of offensive operation that destroys or defeats the threat/adversary forces or seizes or secures terrain. An attack differs from a movement to contact because threat/adversary main body dispositions are at least partially known, which allows the commander to achieve greater synchronization. Prior to an attack, the staff will conduct IPB in order to understand the threat’s/threat’s strengths and weaknesses. To do that, the staff will need to focus IPB on obtaining information on—

- Location of the threat’s/adversary’s security area or main line of resistance.
- Location and depth of threat/adversary reserves.
- Location and extent of contaminated areas.
- Location and extent of obstacles, possible breach sites, and threat/adversary decision points and engagement areas.
- Location where the friendly attacking force would encounter rough or restrictive terrain.
- Threat/adversary use of deception and threat/adversary susceptibility to friendly information operations.
- Threat/adversary ability to conduct limited visibility operations and threat/adversary night vision capabilities and training.

**Exploitation**

6-8. Exploitation is a primary offensive task/type of offensive operation that rapidly follows a successful attack and is designed to disorganize the threat/adversary in depth. Coordination with the intelligence officer is critical as an attack develops into an exploitation. The intelligence staff needs to—

- Develop information that has updated templates on known threat/adversary locations within the friendly AO.
• Develop the location of threat/adversary reconnaissance assets, location of threat/adversary defenses, and location of threat/adversary reserve forces and their ability to conduct a counterattack. Focus IPB on obtaining information on second- and third-echelon centers of gravity, location of lodgment areas, and second- and third-echelon posture (defense in-depth, preparation for counterattack, and consolidation and reorganization after previous retirement).

**Pursuit**

6-9. Pursuit is a primary offensive task/type of offensive operation designed to catch or cut off a hostile force attempting to escape, with the aim of destroying it. Pursuit operations begin when a threat/adversary force attempts to conduct retrograde operations. A pursuit aggressively executed leaves the threat/adversary trapped, unprepared, unable to defend, and faced with the options of surrendering or complete destruction. The G-2/S-2 needs to determine the threat’s/adversary’s ability to conduct retrograde operations and determine possible routes that the threat/adversary might use to conduct retrograde operations. Other issues that may need to be developed prior to conducting a pursuit are—

• The threat’s/adversary’s ability to conduct an organized defense.
• The threat’s/adversary’s use of deception in order to draw friendly forces into threat/adversary engagement areas.
• The threat’s/adversary’s planning and employment of weapons of mass destruction (WMD).
• The threat’s/adversary’s ability to reorganize, reinforce, and conduct a counteroffensive.

**DEFENSIVE OPERATIONS**

6-10. Defensive operations defeat a threat/adversary attack, buy time, economize forces, or develop conditions favorable for offensive operations. Defensive operations alone normally cannot achieve a decision. Their purpose is to create conditions for a counteroffensive that allows friendly forces to regain the initiative. Other reasons for conducting defensive operations include retaining decisive terrain, denying areas to the threat/adversary, and attrition or fixing of the threat/adversary prior to offensive operations.

6-11. During the planning process, the commander and staff use IPB to identify probable threat/adversary objectives and various approaches and to determine the threat’s/adversary’s vulnerability to counterattack, interdiction, EW, air attacks, and canalization by obstacles. In addition, the staff must use IPB to examine the threat’s/adversary’s capability to conduct all kinds of operations, such as airborne, amphibious, and air assault operations, and to conduct CBRNE operations. The staff needs to—

• Focus on the terrain, weather, and civil considerations in the AO.
• Ensure that the limits of the AOI have been defined accurately.
• Base the limits of the AOI on the ability of the threat/adversary to project power or move forces into the AO.
• Provide the commander with information on the locations and activities of threat/adversary reconnaissance forces, locations fire support assets, engineer assets (mobility, countermobility, survivability), and follow-on forces.

**IPB CONSIDERATIONS FOR DEFENSIVE OPERATIONS**

6-12. The staff uses METT-TC/METT-T factors in IPB considerations for defensive operations. For example:

• Assess how the threat/adversary will factor in weather and terrain in their ability to overcome and defeat friendly defensive positions. How will the weather affect the threat’s/adversary’s probable attack operations, personnel, and equipment? How will the weather affect the threat’s/adversary’s ability to employ WMD? The staff also looks at weather to assess how it will affect friendly defensive positions (soil composition), friendly equipment, and personnel.
• Evaluate the terrain from both friendly and threat/adversary perspectives to enable the staff to identify all possible AAs, mobility corridors, and infiltration routes (even down to small trails, routes, or pathways used by animals and people). Determine terrain that allows the friendly
commander the ability to identify what type of attack the threat/adversary will execute. Determine terrain that allows the commander to mass effects from defensive positions and forces the threat/adversary into friendly engagement areas.

- Identify choke points and IVLs as well as key and decisive terrain that could assist in delaying, disrupting, or destroying threat/adversary forces.
- Consider how the terrain will degrade the friendly force’s ability to conduct defensive operations. For example, terrain with a limited road network that canalizes the defending forces allows the threat/adversary to predict its movement and take steps to interdict that movement. Also consider how the threat/adversary could use the terrain to mitigate friendly weapon systems’ standoff capabilities.
- Identify the indicators that can identify the threat’s/adversary’s main effort.
- Identify locations from which the threat/adversary can achieve standoff.

6-13. The G-2/S-2, with support of the entire staff, should develop threat/adversary models which accurately portray how threat/adversary forces conduct offensive operations. The accurate portrayal of how the threat/adversary executes will indicate when and where the threat/adversary is vulnerable to a friendly counterattack. Also evaluate the threat’s/adversary’s ability to attack using a variety of methods simultaneously; for example, using insurgent forces in friendly sustainment areas while conducting offensive operations against friendly defensive positions, or simultaneously conducting cyber-attack operations against friendly computer networks and communications nodes.

**PRIMARY DEFENSIVE TASKS/TYPES OF DEFENSIVE OPERATIONS**

6-14. The three primary defensive tasks/types of defensive operations are the mobile defense, area defense, and retrograde. All apply at both the tactical and operational levels of war. This is not an all-inclusive list of IPB considerations for all types of defensive operations. As with all operations, terrain, weather, and civil considerations will be important.

**Mobile Defense**

6-15. Mobile defense is a primary defensive task/type of defensive operation that concentrates on the destruction or defeat of the threat/adversary through decisive attack by a striking force. It focuses on destroying the attacking force by permitting the threat/adversary to advance into a position that exposes the threat/adversary to counterattack and envelopment. In preparing for a mobile defense, the staff needs to provide the commander with detailed information on threat/adversary locations and the probable AAs, as well as the location of threat/adversary ISR elements and their capabilities to collect on friendly forces. The threat/adversary attempts to discover the strength, composition, and location of friendly forces. The G-2/S-2, with support of the staff, must produce IPB products that facilitate the commander’s denying the threat/adversary the ability to identify the strength, composition, and location of friendly forces. IPB products must illustrate to friendly commanders when and where to position their fixing and striking force for the execution of the mobile defense.

**Area Defense**

6-16. Area defense is a primary defensive task/type of defensive operation that concentrates on denying threat/adversary forces access to designated terrain for a specific time rather than destroying the threat/adversary outright. In an area defense operation the staff must use IPB to determine the ideal positions for friendly ISR assets, security area, defensive positions, control measures, and main battle area. The G-2/S-2, with support of the staff, must consider locations, strengths, and probable intentions of the attacking threat/adversary force before and throughout the defensive operation, as in other operations. A high priority for the staff to determine will be the early identification of the threat’s/adversary’s main effort and threat/adversary ISR assets. IPB must facilitate the friendly commander’s forcing the threat/adversary into engagement areas. The staff must also use IPB to identify the point when the threat/adversary has been halted and the friendly forces can now seize the initiative and attack.
Retrograde

6-17. Retrograde is a primary defensive task/type of defensive operation that involves organized movement away from the threat/adversary. The threat/adversary may force these operations or a commander may execute them voluntarily. The staff must use IPB to focus ISR systems to monitor and predict threat/adversary attempts to envelop the flanks or strike the rear of the retrograding friendly force. The staff must also focus on keeping the threat/adversary from recognizing the retrograde operation.
This page intentionally left blank.
Chapter 7

Stability Operations and Civil Support Operations

7-1. This chapter briefly describes stability operations and civil support operations and discusses the intelligence preparation of the battlefield/battlespace (IPB). For civil support operations, the staff conducts situation assessment, which modifies the normal IPB process. (See FM 3-07 for Army doctrine for stability operations and FM 3-28, when published, for Army doctrine on civil support operations.)

SECTION I – IPB FOR STABILITY OPERATIONS

STABILITY OPERATIONS OVERVIEW

7-2. Stability operations encompass various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief (JP 3-0). Stability operations can be conducted in support of a host nation (HN) or interim government, or as part of an occupation when no government exists. Stability operations involve both coercive and constructive actions by the military force. They are designed to establish a safe and secure environment; facilitate reconciliation among local or regional adversaries; establish political, legal, social, and economic institutions; and facilitate the transition to legitimate local governance.

7-3. The purposes of stability operations are—
   - To provide a secure environment.
   - To isolate adversaries and enemies from the local populace.
   - To gain support for the HN government.
   - To meet the critical needs of the populace.
   - To build support for HN government and institutions.
   - To shape the environment for interagency and HN success.

7-4. The primary stability tasks are—
   - Civil security.
   - Civil control.
   - Restoration of essential services.
   - Support to governance.
   - Support to economic and infrastructure development.

7-5. Stability operations occur throughout all of the operational themes/range of military operations. (See appendix B.) Each campaign and major operation under the operational themes requires varying combinations of the elements of full spectrum operations appropriate to the situation. Full spectrum operations involve the simultaneous conduct of offensive, defensive, and stability or civil support operations. FM 3-0 established operational themes as a means to describe the character of the major predominant operation being conducted at any time within a land component commander’s area of operations (AO). (See FM 3-0 and FM 3-07.)

CONSIDERATIONS FOR STABILITY OPERATIONS

7-6. The art of applying intelligence preparation of the battlefield/battlespace (IPB) to stability operations is in the proper application of the steps to specific situations. The primary difference between IPB for
offensive and defensive operations as compared to stability operations is the focus—the degree of detail required and the demand for extensive civil consideration data—such as the cultural, religious, ethnographic, political, social, economic, legal, criminal, and demographic data—needed to support the decisionmaking process.

7-7. As in other environments, IPB must be an effort driven by commanders involving their entire staff. When applied in a stability operation, IPB integrates threat/adversary doctrine and operational patterns with terrain, weather, and civil considerations such as cultural, religious, ethnographic, political, social, economic, legal, criminal, and demographic information. IPB relates these factors to the specific mission and situation.

7-8. The same four-step IPB process used for offensive and defensive operations is used for stability operations:

- Define the Operational Environment/Battlespace Environment.
- Describe Environmental Effects on Operations/Describe the Battlespace Effects.
- Evaluate the Threat/Adversary.
- Determine Threat/Adversary courses of action (COAs).

**DEFINE THE OPERATIONAL ENVIRONMENT/BATTLESPACE ENVIRONMENT**

7-9. The first step identifies for further analysis specific features or activities within the environment and the physical space that may influence available COAs or the commander’s decisions. The desired end effect is to focus the IPB effort on the areas and characteristics of the operational environment/battlespace environment that influence the command’s mission. Tasks involved in defining the operational environment/battlespace environment include the following:

- Identify significant characteristics of the environment.
- Identify the limits of the command’s AO.
- Establish the limits of the area of influence and the area of interest (AOI).
- Evaluate existing databases and identify intelligence gaps.
- Initiate collection of information required to complete IPB.

**Identify Significant Characteristics of the Environment**

7-10. The G-2/S-2 assesses the overall nature of the operational environment/battlespace environment to determine the characteristics that might have an effect on accomplishing the unit’s mission. Depending on METT-TC/METT-T, the staff must analyze—

- Enemy forces and their capabilities in general terms, to include paramilitary forces, terrorists, and drug organizations.
- Terrain of the area (such as population centers, urban areas, and religious monuments).
- Forecasted weather effects.
- Civil considerations, to include—
  - Population demographics (ethnic groups, religious groups, age distribution, income groups).
  - Political or socio-economic factors, including the role of clans, tribes, and gangs.
  - Infrastructures, such as transportation or telecommunications.
  - Rules of engagement or legal restrictions, such as international treaties or agreements.
  - Police structure and its relationship to the military.
  - Criminal organizations and their relationship to the local population, political parties, and police.

**Identify the Limits of the Command’s Area of Operations**

7-11. The AO is the geographical area where commanders are assigned the responsibility and authority to conduct military operations. A thorough knowledge of the characteristics of this area leads to its effective
use. Generally, because this is the area where the command conducts its operations, the evaluation of the operational environment’s/battlespace environment’s effects is more thorough within the AO than it is within the AOI. Commanders must look at the AO in the conventional way and keep an eye on those areas not in conflict (countries, states, and regions). The primary difference in application is that civil considerations (ASCOPE) of the AO are addressed in more detail. An AO can be contiguous or noncontiguous. (See figures 2-2 [page 2-3] and 2-3 [page 2-5].)

Establish the Limits of the Area of Influence and the Area of Interest

7-12. The AOI is the geographical area from which information and intelligence are required to permit planning or successful conduct of the command’s operation. Because the commander and staff need time to process information and to plan and synchronize operations, the command’s AOI is generally larger than its AO and differs in size and magnitude from mission to mission. At the operational or strategic level, the AOI may extend to other countries thousands of miles away if they are seen as a source of external support to the threat/adversary encountered. Tactically, the AOI includes all infiltration and exfiltration routes to be used. The limits of the AOI include each of the characteristics of the operational environment/battlespace environment identified as exerting an influence on available COAs or command decisions.

7-13. In certain stability operations the AOI may include areas containing main supply routes, alternate supply routes, and communication relay sites that extend into other countries. Commanders involved in a stability operation where insurgents receive external support from a third nation must expand their AOIs to include the supporting nation and logistic lines of communications.

7-14. An additional factor in determining the AOI is that the area may include a portion of a country where the commander cannot interdict the threat/adversary and the G-2/S-2 cannot easily gather data. When the AOI includes another country, the G-2/S-2 must coordinate for interagency or multinational support for the collection and dissemination of intelligence. This may increase reliance on the HN’s (or possibly a third nation's) ability to provide detailed information not obtainable with organic collection assets. Combating terrorism, for example, may require monitoring a country that exports terrorism and is located thousands of miles from the AO.

Area of Interest Considerations

7-15. An additional consideration is to develop separate AOIs based on ground, air, and space. Demographic considerations to the AOI include space, political, economical, or religious delineations. Such division accommodates the types of information relevant in each AOI as well as their usually different geographical limits. The air AOI, for example, is usually larger than the ground AOI. Within this extensive area, however, only activity related to the projection of air power is of interest. Demographic AOIs may overlap multiple units’ AOs, exceed the AOs of higher echelons, or extend into other nations.

7-16. The G-2/S-2 evaluates the enemy, terrain, weather, and civil considerations and makes recommendations regarding the determination of subordinate unit boundaries to the G-3/S-3. The G-3/S-3 uses these recommendations to suggest subordinate unit boundaries and resource allocations to the commander. Although the various AOIs can be developed and considered separately, at some point they must be considered as an integrated whole to ensure the commander is presented with a complete description of the operational environment/battlespace environment.

Analyst Considerations

7-17. When the AO and AOI are defined, the analyst gathers the tools necessary to conduct IPB. The analyst determines what databases and products are available to conduct IPB and then assembles the existing information—enemy, terrain, weather, and civil considerations—along with materials needed to complete the IPB process. Basic requirements include maps and material to prepare templates and overlays as well as any existing databases and finished products.
Evaluate Existing Databases and Identify Intelligence Gaps

7-18. Databases differ from mission to mission, but the basic need remains constant. Data requires tailoring for application to potential contingency missions. For example, the threat/adversary presented in counterinsurgency is different from that presented by a drug producer, yet both require some of the same basic logistics to operate. The database would be the same for logistics but would differ for threat/adversary, weapons, and tactics.

7-19. Databases may already exist for the AO. Databases developed by national agencies or other Service components may have been created and populated for environments that have been developing for a long period. Incomplete or new databases may be all that is available in new operational areas. Available databases currently range from existing Web-based databases to locally produced and populated databases.

Initiate Collection of Information Required to Complete IPB

7-20. Led by G-2/S-2, the staff develops information requirements based on the specific ground area and the threat/adversary within the AO and AOI. In an immature AO the lack of available databases and existing products may result in information requirements prior to the conduct of IPB and the military decisionmaking process/Marine Corps planning process. Answered information requirements enable the analyst to determine threat/adversary capabilities and conduct predictive analysis in relation to the METT-TC/METT-T. Unanswered information requirements will result in the generation of a collection requirement answered through additional intelligence reach, requests for information, or intelligence, surveillance, and reconnaissance (ISR) tasks. There are usually no threat/adversary templates to utilize when making recommendations to the commander. As a result, a new threat/adversary database is created, managed, and evaluated as early as possible, whether in garrison or initial entry. This database assists in developing threat/adversary operational patterns. Without intelligence readiness on a daily basis, the G-2/S-2 is unable to adequately perform IPB.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

7-21. The second step of the IPB process affects both threat/adversary and friendly operations and how the environment influences the operations and COAs of threat/adversary and friendly forces. The results of this step allow commanders to—

- Quickly choose and exploit the terrain and associated weather and civil considerations that best support the friendly mission.
- Pick the second or third best terrain for operations to use for deception.
- Identify the set of threat/adversary COAs available within a given geographical area.

7-22. The commander must view terrain from a stability perspective as well as from offensive and defensive perspectives. Commanders must consider the civil considerations of the environment. Commanders with poor situational understanding/awareness of the operational environment/battlespace environment effects cannot exploit the opportunities the environment provides, and the threat/adversary may find and exploit opportunities in a manner the command did not anticipate.

7-23. The staff evaluates and integrates the various factors of the operational environment/battlespace environment that affect both friendly and threat/adversary operations. The staff begins the evaluation with an analysis of the existing and projected conditions of the operational environment/battlespace environment and then determines their effects on friendly and threat/adversary operations and broad COAs. In stability operations, the amount of information that requires analysis is often significantly more than the amount requiring in-depth analysis in an offensive or defensive operation. The specific steps are to analyze the operational environment/battlespace environment and to describe the operational environment’s/battlespace environment’s effects on threat/adversary and friendly capabilities and broad COAs.
Analyze the Operational Environment/Battlespace Environment

7-24. The degree of detail in the analysis will vary depending on the area of the operational environment/battlespace environment evaluated. Generally, the evaluation of the AO is more detailed than that of the AOI, and the focus will vary throughout each area. For example, sustainment areas within the AO in a contiguous environment may require a different focus than areas near the main battle area. Likewise, areas between several AOs may not be developed as quickly or in as great detail in a noncontiguous environment. Regardless of whether the environment is contiguous or noncontiguous, the operational environment/battlespace environment is not homogeneous. Certain areas, or subsectors, will affect various types of operations to varying degrees. During the evaluation, identify areas that favor each type of operation.

7-25. Equally critical in analyzing the environment is consideration of the local population. The impact of the population on a stability operation mission is often greater than the terrain. When analysts look at civil considerations, they use the memory aid ASCOPE to visualize and analyze the social-political and cultural landscape. By evaluating these factors, analysts are better prepared for the diversity of stability operations.

7-26. In analyzing the demographics of a society, the analyst may find it useful to separate the society into three major factors: nature of the society, nature of the threat/adversary, and nature of the government. To break down these factors, identify and analyze the principal aspects for each of these broad areas in turn and integrate the results into the IPB process.

Describe the Operational Environment’s/Battlespace’s Effects on Threat/Adversary and Friendly Capabilities and Broad COAs

7-27. Combine the evaluation of the effects of terrain, weather, and civil considerations into one integrated product. Do not focus on the factors that led to the conclusions; rather, focus on the total environment’s effects on COAs available to both friendly and threat/adversary forces.

7-28. Ensure the effects of the operational environment/battlespace environment on broad threat/adversary COAs are evaluated by considering the specific threat/adversary the command is facing. The bottom line is to evaluate the area completely from the perspective of the threat/adversary. Express this evaluation in terms of broad COAs, not detailed descriptions of the analytical factors that led to the conclusions.

Evaluate the Threat/Adversary

7-29. In this step, the analyst determines the threat/adversary force capabilities, the doctrinal principles, and tactics, techniques, and procedures that threat/adversary forces prefer to employ. The results are knowledge of the threat/adversary and threat/adversary models that accurately portray how threat/adversary forces normally execute operations and how they have reacted to similar situations in the past. This also includes knowledge of threat/adversary capabilities based on the current situation.

7-30. Threat/Adversary models may already be developed, but in immature operational environments/battlespace environments or in existing environments/battlespaces with the introduction of a new threat/adversary, a new model may have to be created. The threat/adversary model is similar to the threat/adversary database developed for a conventional military unit, with some modifications. These include (see TC 2-33.4)—

- External training.
- External travel (planning and coordination).
- Political and religious beliefs.
- Personnel affiliations and relations.
- Equipment and economic support origination.

7-31. Analysts must develop a model to portray the threat/adversary. A model allows the analyst to piece together information, identify gaps, predict threat/adversary activities and COAs, and plan ISR. More importantly, it assists the analyst in negating or mitigating some of the operational risks.
DETERMINE THREAT/ADVERSARY COURSES OF ACTION

7-32. In the final phase of the IPB process, the intelligence staff thinks like the enemy. They assess the threat’s/adversary’s desired end state, identify all the COAs available to them, evaluate each COA, and then develop them according to their assessed priority. This process also helps determine the collection requirements to confirm or deny each threat/adversary COA, such as—

- Identify likely objectives and desired end state.
- Identify all COAs available.
- Develop COAs.
- Evaluate and prioritize COAs.
- Identify initial collection requirements.

7-33. In the same way that there may be a multitude of hard-to-define threats/adversaries in a stability operation, there may be multiple COAs for each of these threat/adversary elements. Threat/Adversary operations may likely be sectarian in nature and aimed against U.S. forces. It is important to consider threat/adversary COAs that may not necessarily be violent in nature but may have a significant impact on the operation, such as anti-U.S. propaganda campaigns aimed at isolating the local population from U.S. forces. Such events would have a significant impact on establishing effective human intelligence sources and civil affairs operations and receiving favorable media coverage for U.S. initiatives and activities in the AO. Media events themselves may foster hostile reactions to U.S. forces. When analyzing threat/adversary COAs in stability operations, it is vital to base the COAs on specific enemy actions and not on maneuver. The asymmetric threat/adversary forces will focus their operations to include one or more of the following criteria:

- Most disruptive of friendly force operations.
- Most likely to kill large numbers of friendly forces or innocent civilians.
- Most effective in dissuading popular support for friendly forces.
- Most profitable in terms of likely ransom gained.
- Most effective in gaining adherents.
- Most advantageous propaganda effect to be gained.

7-34. The challenge is to determine which COA the threat/adversary will actually adopt. Predicting specific areas and activities, when observed, will help determine which COAs the threat/adversary has chosen. The areas where key events are expected to occur are called named areas of interest. The activities that reveal the selected COA are called indicators. Because analysts cannot predict with complete accuracy what the threat/adversary will do since they have only a partial picture of the threat/adversary situation, they end up making assumptions.

SECTION II – SITUATIONAL ASSESSMENT (IPB) FOR CIVIL SUPPORT OPERATIONS

CIVIL SUPPORT OPERATIONS OVERVIEW

7-35. Civil support operations are operations conducted to address the consequences of natural or manmade disasters, accidents, and incidents within the United States and its territories and possessions. (Civil support operations are the Army’s contribution to defense support of civil authorities [DSCA].) Army forces engage in civil support operations when the size and scope of events exceed the capabilities of domestic civilian agencies. The Army National Guard often acts as a first responder on behalf of state authorities when functioning under Title 32, United States Code (32 USC) authority or while serving on state active duty. (See FM 3-0.)

7-36. The purposes of civil support operations are to—

- Save lives.
- Restore essential services.
7-37. The primary civil support tasks are—

- Provide support in response to disaster.
- Support civil law enforcement.
- Provide other support as required.

CONSIDERATIONS FOR CIVIL SUPPORT OPERATIONS

7-38. The civil support definition that most closely resembles what intelligence Soldiers do for the commander is that of situation assessment found in the National Incident Management System: “This assessment includes the collection, processing, and display of all information needed. This may take the form of consolidating situation reports, obtaining supplemental information, and preparing maps and status boards.” Using the tactics, techniques, and procedures outlined in FMI 2-01.301, Soldiers and Marines can define the operational environment/battlespace environment, describe environmental effects/describe the battlespace effects on operations, evaluate the threat/adversary, and determine threat/adversary COAs. In the case of most civil support operations, the “threat/adversary” is either the weather or the environmental conditions. The entire staff assists and participates in developing situation assessment products. Often there is little analysis performed concerning threat/adversary COAs since the weather event has already concluded. In the case of severe flooding, the S-2 can analyze where along the length of a river further flooding may occur, how quickly flood waters may recede, or the effects of high tide on a flooded area, thereby allowing the commander to anticipate future operations to support affected people.

7-39. Standard uses of terrain analysis as outlined in FMI 2-01.301 also apply to the conduct (planning, preparation, execution, and continuous assessment) of a civil support operation. Only a slight adaptation of the military aspects of terrain—observation and fields of fire, avenues of approach, key terrain, obstacles, and cover and concealment—is required for this analysis. An example of each is listed:

- **Observation and fields of fire** analysis can be used for line-of-sight analysis for frequency modulation (FM) radio planning, retransmission site locations, and establishing observation posts for security duties.

- **Avenue of approach** analysis assists in identifying roads and routes into and out of the affected areas. Flooded roads may deny an Army or Marine Corps unit use of an avenue of approach. In urban areas, air avenues of approach may require analysis for AOs near major airports, high terrain, tall buildings, or power lines.

- **Key terrain** could include bridges damaged in an earthquake that cannot be crossed or rivers with levees that are threatened or may break. In a protection mission, an asset that is considered critical infrastructure could be designated key terrain.

- **Obstacles** can include debris or downed power lines that make roads impassable or require forces to clear them before vehicle traffic can pass. Rubble after a building collapse can also create an obstacle, as can flooding that prevents the use of certain road networks.

- **Cover and concealment** can be a consideration during civil support to law enforcement or when conducting a military assistance for civil disturbances (MACDIS) mission. For example, heavy undergrowth in a forest can seriously degrade search and rescue operations by concealing lost or injured people, and aerial reconnaissance cannot determine if people are trapped inside a collapsed structure.

7-40. The thoughtful adaptation of analytical methods that Soldiers and Marines learn and train to use in combat operations can greatly support the commander in developing situational awareness during a civil support operation.
Chapter 7

INCIDENT AWARENESS AND ASSESSMENT

7-41. Army forces involved in civil support conduct “incident awareness and assessment” (IAA), which is a distilled version of ISR operations used by forces in combat. IAA is based on the same concepts as ISR operations. However, IAA addresses only those information requirements permitted by law within a domestic environment. Due to policy issues and a history of intelligence abuses in the 1960s and 1970s, domestic ISR applications do not occur without express permission of the Secretary of Defense. Further, any use of intelligence capabilities for purposes other than traditional use must be expressly approved by the Secretary of Defense. (See FM 3-28, when published.)

Note: The only exceptions to the use of intelligence capabilities are those detailed in the current Chairman of the Joint Chiefs of Staff DSCA Execute Order (EXORD), paragraph 4.D.7, in support of IAA through the use of Secretary of Defense preapproved packages. The only collection of information concerning U.S. persons permissible under this EXORD is detailed in paragraph 9.L.2.

7-42. The key to IAA is an informed intelligence professional. If alerted to prepare for a DSCA mission, unit staffs should obtain the governing operation plan and operating procedures from their gaining joint task force. Before units begin deployment, G-2s and S-2s should clarify all contentious intelligence areas with their higher headquarters. Intelligence personnel must become familiar with the DOD directives and their specific Service regulations concerning all aspects of domestic incident operations.

7-43. Information developed by law enforcement agencies regarding non-DOD affiliated personnel during civil support operations is handled according to DODD 5200.27 and AR 381-10/MCO 3800.2B, SECNAVINST 5000.34D. Most of this information is law-enforcement derived. DOD policy limits collecting, reporting, processing, or storing law-enforcement-derived information on individuals or organizations not affiliated with DOD. This is a major difference between stability and civil support operations. These directives and regulations ensure compliance with various laws intended to protect the rights of citizens and restrict military intelligence collection to external threats. Although not discussed here, similar restrictions limit the activities of National Guard forces operating in either state active duty or 32 USC status. Each state and territory has specific instructions governing the collection and processing of information on U.S. citizens, legal aliens, and illegal aliens. In general, these are not as restrictive as DOD directives and Service regulations applicable to federal military forces. The state or territory adjutant general works with the state or territory attorney general to clarify instructions pertaining to National Guard support of civil authorities.

7-44. Commanders stress assessment of the situation to their staffs and subordinates. They build situational awareness through coordination with supported and supporting agencies, other military forces, volunteer organizations, and contacts with the media. On the ground, leaders are certain to encounter misinformation and rumors, particularly in the early stages of response. Inoperable and incompatible communications, overloaded incident command centers, distraught citizens, and exaggerated or inaccurate news media coverage can contribute to confusion. The chaos surrounding a disaster poses challenges similar to those encountered in combat situations. Commanders keep in mind that the effectiveness of civil support depends on the effectiveness of the supported civilian agencies in meeting the citizens’ needs.

7-45. The initial assessment in a civil support mission is vital. The initial assessment provides the responding commander with information and recommendations needed to make timely decisions for the response. Initial assessment identifies specific needs on the ground and actual coordination requirements, including but not limited to items addressed in local, state, and federal disaster plans. Prior planning and exercises are invaluable, but disasters never occur exactly as anticipated. The initial assessment provides information to help verify on-the-ground conditions. This information helps the commander make the decisions required to provide the most effective military support to civil disaster response. During the initial assessment, the commander may determine that an existing plan for a very different incident fits the current situation. In such cases, the commander can adapt measures developed for that scenario to fit the situation and rapidly orient the unit on them, rather than developing a plan from scratch.
INTELLIGENCE OVERSIGHT

7-46. Intelligence oversight refers to the law and regulations that balance the Constitutional right of individuals to privacy with the need for the Federal Government to collect intelligence for national security purposes. Commanders need to understand that DOD directives and Service regulations guide the ability of the military to collect or possess information on U.S. citizens, whether individuals or groups. The following individuals and groups are protected by intelligence oversight rules:

- U.S. citizens.
- Lawful permanent resident aliens.
- Unincorporated associations substantially composed of U.S. citizens or permanent resident aliens.
- Corporations incorporated in the United States, except for those directed and controlled by a foreign government.

7-47. Because of the difficulty of determining an individual’s legal status, DOD imposes strict guidelines on collection and storage of any civilian personal-identifying information, and on information concerning groups of citizens that make up a civilian organization (for example, a church congregation or fraternal organization). This can prohibit Army units under DOD command from collecting or retaining information that identifies individuals with businesses, voluntary organizations, or civilian agencies, except as authorized by DOD directives and regulations.

7-48. The following nine documents contain the core legal authorities for intelligence oversight:

- U.S. Constitution.
- Executive Order 12333 (EO 12333).
- Foreign Intelligence Surveillance Act (FISA) of 1978 (Public Law 95-511).
- DOD 5240.1-R.
- DODD 5240.01.
- AR 381-10.
- MCO 3800.2B.
- SECNAVINST 5000.34D.

7-49. The restrictions put in place by intelligence oversight directly affect specific Army elements and organizations conducting authorized intelligence activities.
This page intentionally left blank.
Appendix A

Intelligence Support to the Targeting Process

A-1. **Targeting** is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). The targeting process must include the use of electronic warfare (EW), electronic attack, and computer network attack capabilities, along with using the highly lethal assets. The intelligence preparation of the battlefield/battlespace (IPB) process supports the four functions of the targeting methodology by determining which targets should be attacked and identifying where they can be found. It is a starting point for the targeting process. (For additional information concerning the targeting process, see FM 6-20.10/MCRP 3-1.6.14.)

**TARGETING METHODOLOGY**

A-2. The methodology used to support the targeting process is decide, detect, deliver, and assess. This methodology facilitates the attack of the right target at the right time with the most appropriate asset.

**DECIDE**

A-3. IPB assists in developing targeting objectives and commander’s targeting guidance by identifying significant threat/adversary, military, economic, and political systems that are important to friendly forces. The IPB process evaluates a threat/adversary’s capabilities, vulnerabilities, doctrinal principles, and preferred tactics, techniques, and procedures. It is from the threat/adversary’s doctrine, training practices, and observed patterns and activities that accurate threat/adversary templates are constructed. Threat/adversary templates then aid in the initial identification of the threat/adversary’s centers of gravity and high-value targets (HVTs).

A-4. During the construction of situation templates, HVTs are identified for a specific area of operations (AO) and course of action (COA). Concurrent with development of the situation template, the threat/adversary commander’s decision cycle and points associated with each potential COA are examined and key assets become apparent. Those key assets are the HVTs associated with that particular COA or phase of a COA. IPB uses three criteria to evaluate potential targets:

- Importance to the threat/adversary’s abilities to conduct operations.
- Importance to the friendly force’s ability to achieve a mission or objective.

**IMPORTANCE AS A PART OF A THREAT/ADVERSARY WARFIGHTING FUNCTION CAPABILITY**

A-5. As a part of COA analysis and comparison, or immediately thereafter, the staff generally starts the targeting process. Using the results of staff war-gaming, the target relative value matrix, and IPB as a guide, the staff decides which HVTs will become high-payoff targets (HPTs). HPTs are those targets that must be successfully attacked to accomplish the friendly mission. The HVTs are kept, modified, or replaced by other targets the staff identifies. That process results in a list of prioritized and timed-phased HPTs that need to be acquired and attacked for the friendly mission to succeed. This list of HPTs provides the overall focus and sets the priorities for intelligence synchronization and attack planning.

A-6. Considerations in determining and prioritizing HPTs are as follows:

- The sequence or order of appearance of the target.
- The ability to detect, identify, classify, locate, and attack the target.
The degree of accuracy available from the acquisition systems.

The ability to suppress, neutralize, or destroy the target on the basis of attack guidance.

A-7. The decision of what attack system to use is made at the same time as the decision on when to acquire and attack the target. Coordination is required when deciding to attack with two different means, for example, electronic attack and direct attack. The means of attack selected will be based on the commander’s targeting concept, which will be captured in the attack guidance matrix.

A-8. Once the commander has approved a target, the G-2/S-2 develops target and objective studies to support mission planning. Target and objective studies are focused, detailed intelligence products that aid in the application of fires or the maneuver of forces against a specific target set or area. These studies are graphically oriented and may use many of the graphics derived during the IPB process. One such product is the target folder, which may contain the following information depending on the specific mission:

- Orientation graphic.
- Time-distance graphic.
- Weather forecast and forecast effects on operations.
- Hydrographic forecast and astronomical data.
- Intelligence briefing notes for mission.
- Graphic intelligence summary.

A-9. The G-2/S-2, fire support element, staff EW officer, the G-7/S-7, G-9/S-9, and the G-3/S-3 targeting officer refine the target list throughout COA analysis, the war game, and COA comparison. The staff EW officer and the G-7/S-7 provide expertise on EW, electronic attack, and computer network attack systems. The target list represents targets that will best achieve or contribute to achieving the commander’s objectives. All targets placed on a target list resulting from the target development process are HPTs. The target list leads to the targeting conference. The results of the targeting conference set the stage for the three remaining phases of the targeting process—detect, deliver, and assess. The target list is made up of target categories. The following is a list of some of the possible target categories. There may be more or less depending on the mission:

- Command and control information systems and other systems.
- Fire support.
- Maneuver.
- Air defense.
- Engineer.
- Chemical, biological, radiological, nuclear, and high-yield explosive.
- Weapons of mass destruction.
- Intelligence, surveillance, and reconnaissance.
- Radio electronic combat.
- Logistics:
  - Bulk fuels (Class III [petroleum, oils, and lubricants]).
  - Class I (Subsistence); Class II (clothing, individual equipment, tentage, unclassified maps); Class IV (fortification, barriers, and construction materials).
  - Ammunition storage sites and distribution points (Class V [ammunition]).
  - Maintenance and repair units (Class IX [maintenance]).
- Lift.
- Lines of communications.
- Terrorist or insurgent—
  - Training bases.
  - Mission support centers.
  - Recruitment sites.
### DETECT

A-10. During the detect phase, targets selected in the decide phase are acquired for attack. The G-2/S-2 has the responsibility for detecting and tracking each target selected for the command target list. The situation template depicts all confirmed threat/adversary locations, to include those identified as targets in the IPB process. Targets that are “unlocated” will be templated until their location is confirmed.

A-11. The G-2/S-2 and other staff elements assist in creating the event template and decision support template (DST) to depict current and predicted threat/adversary locations. The locations where targets are anticipated are designated as named areas of interest (NAIs) on the DST. Once identified, NAIs can then be used to confirm or deny a threat’s/adversary’s activities or adoption of a particular COA. Additionally, threat/adversary decision points (DPs) or decision phase lines, target areas of interest (TAIs), and HPTs are identified.

A-12. The intelligence synchronization manager will focus on acquiring previously unlocated threat/adversary assets and confirm the location of previously acquired targets within the AO using NAIs. Locations of threat/adversary units and targets, developed through intelligence synchronization and analysis, will be displayed on the current intelligence situation map.

A-13. The DST and the intelligence synchronization matrix are management tools used to determine how the HPT can be acquired and attacked. They allow war-gaming participants to record their assessment of sensor systems and attack systems to acquire and attack HPTs at a critical event or phase of the battle. If the result of the war game indicates that timeliness is critical, the intelligence synchronization manager plans and coordinates for the direct dissemination of targeting data from the collection asset to the FSCOORD/FSC, or even the attack asset, to shorten the reaction time between acquisition and attack. The data should be passed simultaneously to the G-2/S-2 for additional analysis to confirm or change previous IPB products.

### DELIVER

A-14. The third phase in the targeting process is the delivery of lethal and nonlethal fires on the target. Based on the G-2/S-2’s knowledge of the target during the decide phase, a determination of the desired effect (divert, limit, disrupt, delay, damage, or destroy) and available weapons systems determined the appropriate attack system.

A-15. During the war game, DPs were developed and linked to events, areas (NAIs and TAIs), or points in the AO. These DPs cue the command decisions and staff actions where and when tactical decisions are needed. When a DP that involves the attack of a designated target is triggered, the FSCOORD/FSC, using the attack guidance matrix and the current situation, determines if the desired effect can be achieved by the plan developed in the decide phase. If it can, the FSCOORD/FSC selects the appropriate friendly attack system to be employed and synchronizes and determines the time on target, the desired effect, and the attack system to support the commander’s guidance and friendly COA.

### ASSESS

A-16. The key element of the assess phase from the perspective of IPB is combat assessment. Combat assessment is the determination of overall effectiveness of force employment during military operations. (See JP 3-60.) Combat assessment—

- Provides a series of timely and accurate “snapshots” of the effect operations are having on the threat/adversary.
- Provides commanders with the information they need to quickly allocate or redirect forces to make the best use of available resources and combat power.
Appendix A

- Includes battle damage assessment, munitions effect assessment, and reattack recommendation.

A-17. The results of collection for combat assessment are also incorporated into the IPB process for continued analysis of the threat/adversary.
Appendix B

Operational Themes: IPB Considerations Using Selected Examples of Military Operations

B-1. Army forces perform operations within operational themes in environments that span the spectrum of conflict. Marine Corps forces conduct operations across the range of military operations in support of major operations and campaigns; crisis response and limited contingency operations; and military engagement, security cooperation, and deterrence, all of which can exist concurrently within a single theater. The Army and Marine Corps place operations in five and three categories, respectively, as follows:

- Major combat operations/major operations and campaigns.
- Peacetime military engagement/military engagement, security cooperation, and deterrence.
- Limited intervention/military engagement, security cooperation, and deterrence as well as crisis response and limited contingency operations.
- Peace operations/crisis response and limited contingency operations.
- Irregular warfare/crisis response and limited contingency operations as well as major operations and campaigns.

MAJOR COMBAT OPERATIONS/MAJOR OPERATIONS AND CAMPAIGNS

B-2. Grouping military operations with common characteristics under operational themes allows doctrine to be developed for each theme rather than for a multitude of joint operations. However, this taxonomy does not limit when commanders may use a type of operation. Some operations listed under one operational theme are routinely conducted within major operations characterized by a different operational theme. For example, noncombatant evacuation operations (NEOs) may be conducted during counterinsurgency, or support to an insurgency may occur during a major combat operation/major operation or campaign. Such situations do not change the broader character of the major operation.

B-3. The operational themes emphasize the differences among the various types of joint operations. These differences are usually greater for land forces (including special operations forces) than for the other Services. (See FM 3-0.) Figure B-1 (page B-2) shows the spectrum of conflict and operational themes.

B-4. Within the themes, there are numerous operations that the U.S. military performs. Examples of some of the operations the U.S. military performs to meet the purposes of stability operations, and the corresponding considerations for intelligence preparation of the battlefield/battlespace (IPB) are addressed in this appendix. The operations listed under the themes are simply examples and do not include all possible missions. (For detailed information on operational themes and missions under these themes, see FM 3-0.)

B-5. Table B-1 (page B-2) shows some examples of joint military operations conducted within operational themes. The operations in bold are the operations discussed.

PEACETIME MILITARY ENGAGEMENT

B-6. Peacetime military engagements include—

- Counterdrug activities.
- Multinational training events and exercises.
- Security assistance.
B-7. Counterdrug operations and multinational training events and exercises are discussed below.

![Spectrum of Conflict Diagram]

**Figure B-1. The spectrum of conflict and operational themes**

**Table B-1. Examples of joint military operations conducted within operational themes**

<table>
<thead>
<tr>
<th>Peace Operations</th>
<th>Irregular Warfare</th>
<th>Limited Intervention</th>
<th>Peacetime Military Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peacekeeping</td>
<td>Foreign internal defense</td>
<td>Noncombatant evaluation operations</td>
<td>Multinational training events and exercises</td>
</tr>
<tr>
<td>Peace building</td>
<td>Support to insurgency</td>
<td>Strike</td>
<td>Security assistance</td>
</tr>
<tr>
<td>Peacemaking</td>
<td>Counterinsurgency</td>
<td>Raid</td>
<td>Joint combined exchange training</td>
</tr>
<tr>
<td>Peace enforcement</td>
<td>Countering terrorism</td>
<td>Show of force</td>
<td>Recovery operations</td>
</tr>
<tr>
<td>Conflict prevention</td>
<td>Unconventional warfare</td>
<td>Foreign humanitarian assistance</td>
<td>Arms control</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consequence management</td>
<td>Counterdrug operations</td>
</tr>
</tbody>
</table>

**COUNTERDRUG OPERATIONS**

B-8. The military participates in counterdrug operations under the provisions of the President's National Drug Control Strategy. Military forces may be employed in a variety of operations to support other agencies responsible for detecting, disrupting, interdicting, and destroying illegal drugs and the infrastructure (personnel, material, and distribution systems) of illicit drug trafficking entities. Military
counterdrug efforts support and complement rather than replace counterdrug efforts of federal, state, and local law enforcement agencies (LEAs) in cooperation with foreign governments.

**Define the Operational Environment/Battlespace Environment**

B-9. In defining the operational environment/battlespace environment in support to counterdrug operations, the staff should—

- Consider local economic conditions, effectiveness of host-nation (HN) military forces and LEAs, and the nature of the HN government.
- Identify all characteristics that can influence friendly and drug trafficking organization operations.
- Identify all groups or organizations that influence or are influenced by events in the area of operations (AO).
- Identify the area of interest (AOI), which may extend into the bordering countries, states, or regions where the unit may not have the ability to ensure adequate force protection and jurisdiction to conduct the operation. The AOI can be further defined by the answers to the following questions:
  - What drugs are the operation directed against?
  - What precursor elements are required for production, and where do they originate?
  - How (land, sea, air) do drugs and related materials enter the HN and the AO?
  - Where do the drugs and related material enter the HN and AO?

**Describe Environmental Effects on Operations/Describe the Battlespace Effects**

B-10. In describing the environmental effects on operations/battlespace effects in support of counterdrug operations, consider the following:

- Identify third-nation support or nonsupport of the HN’s initiative.
- Identify agricultural areas conducive for drug crops. Determine the periods that make up the growing season. Consider the hydrography necessary to support the drug crop.
- Determine how terrain will influence the drug trafficking organization’s methods of operation. In counterdrug operations, terrain factors affect each mode of travel differently (foot, horse, vehicle, maritime, air movement). Consider weather and terrain in relation to production, growth, and movement cycles of drug crops.
- Identify the international boundaries, borders, or disputed areas, preserves, and reservations that may be involved in drug activities.
- Identify exfiltration routes, including transshipment points and techniques for air, ground, and water movement.
- Identify likely storage areas (caches and warehouses) for drug shipments awaiting transit.

**Evaluate the Threat/Adversary**

B-11. In evaluating the threat/adversary in support of counterdrug operations, consider the following:

- The structure of the drug organization; for example, family relationships and key personnel (leadership, logisticians, security specialists, chemists).
- Drug organization security elements and their method of operation, in particular how the drugs are protected and concealed prior to, during, and after shipment.
- Narco-terrorist groups and their tactics, techniques, and procedures (TTP).
- Support that the local government cannot or will not give to the local populace.
- Threat/Adversary use of force—such as blackmail, kidnapping, and threats of violence—to gain support and to control the populace and the government.
- Threat/Adversary availability and access to technology.
- Threat/Adversary ability to detect friendly forces and their operations.
• Threat/Adversary availability of encrypted communication systems and radar systems.
• Types of weapons and target acquisition systems the threat/adversary uses or has access to.
• Threat/Adversary information operations (IO) and propaganda.
• Review of police records to build a database on previous narcotics activity for the purpose of pattern analysis.

Determine Threat/Adversary COAs

B-12. In determining threat/adversary COAs in support of counterdrug operations, the staff should—

• Describe or template—
  ■ All possible production activities. Consider logistics, security, and training.
  ■ The activities of drug producers in the AO and AOI.
  ■ The specific actions of the traffickers through the AO and AOI.
  ■ Trafficker and producer actions upon confrontation.
  ■ The support activities associated with trafficking in the AO and AOI.
  ■ The security procedures (weapons, booby traps) and other techniques used to avoid detection.
• Consider storage areas, drying areas, surface routes, air routes, and water routes.
• Include an evaluation of zones of entry, such as airstrips and ports, and types of vehicles or animals used by the traffickers.
• Consider finances, front organizations, civic actions, and money laundering.

MULTINATIONAL TRAINING EVENTS AND EXERCISES

B-13. IPB considerations for multinational training events and exercises are discussed below.

Define the Operational/Battlespace Environment

B-14. Humanitarian and civic assistance programs consist of assistance provided in conjunction with military operations and exercises. They fit into the broad category of multinational training events and exercises. In contrast to humanitarian and disaster relief conducted under foreign humanitarian assistance (FHA) operations, humanitarian and civic assistance programs are planned activities. These programs are limited to the following categories:

• Medical, dental, and veterinary care provided in rural areas of a country.
• Construction of rudimentary surface transportation systems.
• Well-drilling and construction of basic sanitation facilities.
• Rudimentary construction or repair of public facilities.

B-15. In defining the operational environment/battlespace environment in support to multinational training events and exercises, the staff should—

• Identify physical boundaries within which the event or exercise will occur.
• Focus on demographics and cultural aspects, as well as the physical aspects of the environment and infrastructure development and how each impacts mission accomplishment.
• Identify social organizations, government structure, military organizations, and personnel within the HN assisting the operation.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-16. In describing the environmental effects on operations/battlespace effects in support of multinational training events and exercises, consider the following:

• Identify and locate all internal and external influences on the operation.
• Consider third-nation support or nonsupport of the host government’s initiative.
• Identify the locations of groups that might be a threat to the mission.
• Identify government and public sector infrastructure—to include available government services, available transportation, lines of communications, public service utilities, and other possible factors—to support the training mission.
• Determine if or how the political environment, ethnic diversity, and religious issues will impact friendly assistance programs.
• Assess the media and political acceptance of U.S. involvement within the region.
• Identify the best- and worst-case timelines and depth of the size and complexity of the mission.

Evaluate the Threat/Adversary

B-17. In evaluating the threat/adversary in support of multinational training events and exercises, consider the following:

  • Assess threat/adversary IO and propaganda capability.
  • Identify all groups that might intentionally or unintentionally interfere with the event or exercise, such as students, labor unions, demonstrators, rioters, HN forces, and criminal elements. Consider HN LEAs, military forces, political groups, religious factions, and the general population. Record information concerning likely hostile and adverse groups.
  • Using a population status graphic, conduct an analysis for each potentially hostile group. Identify their goals and objectives as well as their position towards the event or exercise. Focus on the methods of resistance and techniques employed to achieve these objectives. Determine how they would interfere with the event or exercise.

Determine Threat/Adversary Courses of Action

B-18. In determining threat/adversary COAs in support of multinational training events and exercises, the staff should—

  • Template intentional interference with the event or exercise by hostile groups at each potential interference point. Consider terrorist actions, ambushes, delays at checkpoints, and demonstrations. Determine alternate routes or COAs at these points.
  • Identify unintentional interference with the event or exercise by previously identified or unknown groups and template their activities. Consider riots, mass demonstrations, criminal activity, and arson.
  • Template or describe the support functions for groups that would interfere with the event or exercise. Consider planning, weapons, ammunition, food, water, shelter, training, and command and control.
  • Template threat/adversary influences on local transportation systems.

LIMITED INTERVENTION

B-19. Limited interventions include—

  • NEOs.
  • FHA.
  • Strikes.
  • Raids.
  • Show of force.
  • Consequence management.
  • Sanction enforcement.
  • Elimination of weapons of mass destruction.

B-20. IPB considerations for NEOs and FHA are discussed below.
NONCOMBATANT EVACUATION OPERATIONS

B-21. Noncombatant evacuation operations are operations directed by the Department of State or other appropriate authority, in conjunction with the Department of Defense, whereby noncombatants are evacuated from foreign countries when their lives are endangered by war, civil unrest, or natural disaster to safe havens or to the United States (JP 3-0). Normally, these operations involve U.S. citizens whose lives are in danger either from the threat of hostilities or from a natural disaster. They may also include HN citizens and third-country nationals. Army/Marine forces, normally as part of a joint task force, conduct NEOs to assist and support the Department of State. (See JP 3-68 for doctrine on noncombatant evacuation operations.)

Define the Operational Environment/Battlespace Environment

B-22. Within the nation from which noncombatants will be evacuated, the staff must—
- Identify the intent and locations of all groups that might influence operations.
- Determine which countries might shelter evacuees.
- Determine which countries might assist or hinder the operation.
- Identify whether evacuation is expected to be permissive or forced.
- Identify the scope of the demographic situation that has prompted the evacuation.
- Consider the political, social, economic, legal, and religious situations.
- Analyze the government, military, and population in general.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-23. In describing the environmental effects on operations/battlespace effects in support of NEOs, the staff should—
- Consult with the staff judge advocate to identify all legal issues that affect the evacuation.
- Identify how local political issues will shape friendly COAs.
- Determine whether or not hostile groups will oppose the evacuation of noncombatants.
- Determine if there are areas where antievacuation sentiment is the strongest.
- Identify areas where sympathy for the evacuation is the strongest.
- Identify the logistic infrastructure needed to support the evacuation.
- Map the location of key facilities, to include foreign embassies, military installations, police stations, and government buildings.
- Conduct a standard OAKOC/KOCA terrain analysis to—
  - Identify probable locations for ambushes of evacuation vehicles.
  - Identify infiltration routes and assembly areas for threat/adversary attacks on evacuee consolidation points.
  - Identify places suited for anti-U.S. demonstrations and their relative position to evacuation sites and U.S. installations.
- Analyze the effects of weather upon—
  - Adversary groups. Insurgents are more likely to prefer poor weather conditions as opposed to other groups, such as demonstrators, who are more likely to prefer better weather conditions.
  - Evacuation operations. Will sudden precipitation or extremes in temperature require changing evacuation facilities?
Evaluate the Threat/Adversary

B-24. In evaluating the threat/adversary in support of NEOs, the staff should—

- Identify all groups that might intentionally or unintentionally interfere with the evacuation, such as students, labor unions, demonstrators, rioters, HN forces, and criminal elements. Consider HN LEAs, military forces, political groups, religious factions, and the general population. Record information concerning likely hostile and adverse groups.
- Using a population status graphic, conduct an analysis for each potentially hostile group. Identify their goals and objectives as well as their position towards the evacuation. Focus on the methods of resistance and techniques employed to achieve these objectives. How would they interfere with the evacuation?
- Identify the areas most likely to harbor people who would interfere with evacuation operations.
- Use an activities matrix to record activities around key routes and consolidation points.
- Use a link diagram or association matrix to identify which key individuals are actively interfering with the evacuation.
- Use the LOCs, key facilities, and target graphics to determine where interference might occur.

Determine Threat/Adversary Courses of Action

B-25. In determining threat/adversary COAs in support of NEOs, the staff should—

- Consider threat/adversary influence on the logistic infrastructure. Look for control of workers, such as bus drivers, dockworkers, police, food service personnel, and labor groups.
- Use the key facilities and target graphics to identify the most likely points of interference with the evacuation.
- Template intentional interference with the evacuation by hostile groups at each potential interference point. Consider terrorist actions, ambushes, delays at checkpoints, demonstrations, raids on consolidation points, and sniping. Determine alternate routes or COAs at these points.
- Identify unintentional interference with the evacuation by previously identified or unknown groups and template their activities. Consider riots, mass demonstrations, criminal activity, and arson.
- Template or describe the support functions for groups that would interfere with the evacuation. Consider planning, weapons, ammunition, food, water, shelter, training, and command and control.
- Template threat/adversary influences on local transportation systems.
- Assess threat/adversary IO and propaganda capability.

FOREIGN HUMANITARIAN ASSISTANCE

B-26. FHA provided by U.S. forces is limited in scope and duration. The FHA provided is designed to supplement or complement the efforts of the HN civil authorities or agencies that may have the primary responsibility for providing FHA. IPB considerations to FHA will likely be similar to the IPB considerations for humanitarian and civic assistance.

Define the Operational Environment/Battlespace Environment

B-27. In defining the operational environment/battlespace environment in support of FHA, the staff should—

- Identify areas or activities that might generate displaced civilian movement.
- Consider threats to the AO, such as severe weather, gangs; criminal organizations or religious, ethnic, and racial factions.
- Identify all military, paramilitary, HN, international, intergovernmental, and nongovernmental organizations; indigenous populations and institutions; and transnational corporations.
Determine the status of any hostile military or paramilitary forces in the area. Identify the key civilian leaders, community elders, tribal leaders, and their respective supporters.

- Assess HN infrastructure. Determine the condition of LOCs, utilities, transportation systems, and government services. Determine the status of sanitation conditions within the AO. Identify storage facilities and requirements.
- Determine the effects of rules of engagement (ROE) and other force protection measures on threat/adversary operations.
- Determine the type and location of all land mine fields.
- Determine the geography within the AO and its effect on the mission.

**Describe Environmental Effects on Operations/Describe the Battlespace Effects**

B-28. In describing the environmental effects on operations/battlespace effects in support of FHA, the staff should—

- Consider the effects of terrain on locations of land mine fields.
- Determine if weather has had an effect on mine field location. Has the thawing and freezing of the ground affected known or suspected minefields?
- Determine the effect weather and terrain will have on displaced civilian movement, military operations, civil affairs or psychological operations, mass actions, food supplies, and general mobility.
- Identify the population sectors. Look at urban or rural areas where real or potential threats/adversaries can blend into the population or gain influence over the population.
- Focus on demographics. Consider, for example, the effects of—
  - Urban and rural population patterns.
  - Ethnic, religious, and racial divisions.
  - Language divisions.
  - Tribe, clan, and subclan loyalties.
  - Health hazards.
  - Political sympathies.
- Consider the effects of the infrastructure on—
  - Location, activity, and capacity of care distribution points (food, health care).
  - Sources of food and water.
  - Housing availability.
  - Hospital capabilities.
  - Utility services.
  - LEAs and emergency services and their respective capabilities.
- Determine the LOCs that can be used by friendly forces and potential threats/adversaries to affect movement of FHA.
- Locate agricultural areas and other sources of subsistence.
- Determine the present and potential effects of severe weather on executing the FHA mission and displaced civilian movement.
- Determine if the environment is permissive or hostile to the introduction of friendly forces.
- Identify key targets and facilities. Consider that the targets and facilities may also be key terrain.
Evaluate the Threat/Adversary

B-29. In evaluating the threat/adversary in support of FHA, the staff should—

- Consider weather and the environment as potential threats/adversaries. Weather will affect the ability to conduct relief operations. For example, if the target of a relief effort is a village isolated by mudslides or another natural disaster, inclement weather may limit or curtail air operations to the site.
- Consider that the environment may pose threats to the health of both friendly forces and HN personnel in the forms of waterborne diseases, spoiled or contaminated foods, and other environmental hazards.
- Identify and evaluate the threat posed by any groups that may oppose friendly force operations. Consider groups that may clandestinely oppose the operation even though they publicly pledge support.
- Consider civilians and local populace (for example, NGOs and indigenous populations and institutions) that may become hostile as the operation progresses.
- Evaluate the threat posed by gangs, paramilitaries, terrorist groups or individuals, insurgents, guerrilla forces, or other organized forces.
- Identify and evaluate potential trouble spots and contentious issues. Look for riot or similar threat/adversary indicators.

Determine Threat/Adversary Courses of Action

B-30. In determining threat/adversary COAs in support of FHA, the staff should—

- Identify threat/adversary COAs that seek to embarrass friendly forces during the FHA mission. Will the threat/adversary use relief workers to embarrass friendly forces?
- Identify the possibility of threat/adversary military action against civilians (relief workers and HN personnel).
- Evaluate the threat/adversary imposed by a degradation of the capabilities of HN law enforcement.
- Evaluate the possibility of unknown or new mine fields and other obstacles in the AO.
- Assess threat/adversary propaganda capability.

PEACE OPERATIONS

B-31. Peace operations include—

- Peacekeeping.
- Peace enforcement.
- Peace building.
- Peacemaking.
- Conflict prevention.

B-32. IPB considerations for peacekeeping and peace enforcement are discussed below. (See FM 3-07.31/MCWP 3-33.8 for multi-Service TTP on peace operations.)

PEACEKEEPING

B-33. The objectives of peace operations include keeping violence from spreading, containing violence that has occurred, and reducing tension among factions. Accomplishing these objectives creates an environment in which other instruments of national power are used to reduce the level of violence to stable peace. Peace operations are usually interagency efforts. They require a balance of military and diplomatic resources. (JP 3-07.3 contains joint TTP for peace operations. FM 3-07.31/MCWP 3-33.8 contains multi-Service TTP for peace operations.) Peacekeeping is defined as military operations undertaken with the
consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (cease fire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement (JP 3-07.3).

Define the Operational Environment/ Battlespace Environment

B-34. Consider the following to define the operational environment/battlespace environment for peacekeeping:

- Identify and locate all outside influences; for example, political groups, media, and any third-nation support.
- Identify significant socio-cultural and economic issues. These might include such things as living conditions, religious beliefs, cultural distinctions, allocation of wealth, and political grievances.
- Identify the legal mandates, geographical boundaries, ROE, and other limitations that may affect parties involved.
- Identify the organization and structure of all players in the AO and AOI.
- Review the history of the AO and AOI pertinent to the current situation.
- Be aware of the media and its influence on the population of both AO and AOI.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-35. In peacekeeping, consider the following environmental effects:

- Socio-cultural information (for example, root cause of conflict, desire for conflict resolution).
- Weather and terrain. Analyze the effects of weather on visibility among all parties, as well as its effect on activities such as demonstrations, and on mobility and operations. Identify terrain that allows all threat/adversary groups access to the peacekeeper and its effect on mobility and the separation of the various factions. Analyze the terrain to identify likely current disposition of threat/adversary groups.
- Legal (for example, legal COAs available to all involved parties, the likelihood of belligerents to obey laws and treaty provisions, legal limits on use of force).
- Food distribution warehouses or food sources.
- Boat docks to unload relief supplies.
- Civilian relief agencies.
- Nomadic camp sites.
- Sources of water.
- Sites of religious, political, or cultural significance.
- Communication structure and capabilities of the parties within the AO.

Evaluate the Threat/Adversary

B-36. Use the following considerations to evaluate the threat/adversary:

- Identify all threat/adversary groups. Determine which factions or groups are likely to violate the peace.
- Determine any relationships among the groups or factions.
- Identify political organizations and their objectives.
- Identify political and religious beliefs that directly affect or influence the conduct of the belligerents.
- Identify threat/adversary military capabilities and key personnel.
- Identify local support to all threat/adversary parties.
- Identify threat/adversary tactics for the offense and defense.
Determine Threat/Adversary Courses of Action

B-37. Use the following IPB considerations to determine threat/adversary COAs:

- Template threat/adversary actions, to include combat operations, support functions, terrorist acts, and any other actions that would violate the peace.
- Template threat/adversary responses to violations of the peace.
- Template the responses of the threat/adversary, the HN or foreign nation government, and local indigenous populations and institutions to friendly force peacekeeping operations.
- Template or analyze faction activity as it relates to past events to analyze potential trends.
- War-game terrorist actions and other activities where belligerents could reasonably avoid being held accountable.

PEACE ENFORCEMENT

B-38. Peace enforcement is defined as the application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order (JP 3-0).

Define the Operational Environment/Battlespace Environment

B-39. Consider the following to define the operational environment/battlespace environment in peace enforcement operations:

- Identify and locate all outside influences; for example, political groups, media, and any third-nation support.
- Identify significant socio-cultural and economic issues that may potentially adversely affect the effort to enforce the peace. These might include such things as living conditions, religious beliefs, cultural distinctions, allocation of wealth, and political grievances.
- Identify the legal mandates, geographical boundaries, ROE, and other limitations that may affect parties involved. Determine which resolutions are being enforced.
- Identify the organization and structure of all players in the AO and AOI.
- Review the history of the AO and AOI pertinent to the current situation.
- Be aware of the media and its influence on the population of both the AO and AOI.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-40. In peace enforcement operations, consider the following environmental/battlespace effects:

- Socio-cultural information (for example, root cause of conflict, desire for conflict resolution).
- Weather and terrain. Analyze the effects of weather on visibility among all parties, as well as its effect on activities such as demonstrations, and on mobility and operations. Identify terrain that allows all threat/adversary groups access to the peace enforcer and its effect on mobility and the separation of the various factions. Analyze the terrain to identify likely current dispositions of threat/adversary groups.
- Legal (for example, legal COAs available to all involved parties the likelihood of belligerents to obey laws and treaty provisions, legal limits on use of force). This is critical to peace enforcement operations, as the focus is to get the parties to comply with agreed-to resolutions or sanctions.
- Civilian relief agencies.
- Sources of water.
- Sites of religious, political, or cultural significance.
- Communication structure and capabilities of the parties within the AO.
Evaluate the Threat/Adversary

B-41. Use the following considerations to evaluate the threat/adversary:

- Identify all threat/adversary groups. Determine which factions or groups are likely to violate the resolutions.
- Determine any relationships among the groups or factions.
- Identify political organizations and their objectives. Determine who wants to violate the resolutions.
- Identify political and religious beliefs that directly affect or influence the conduct of the belligerents. Determine whether these beliefs are contrary to the goals of the peace enforcement operation.
- Identify threat/adversary military capabilities and key personnel. Determine whether the parties can defeat efforts to enforce the peace.
- Determine the tactics the threat/adversary will use to affect the will of the peace enforcer.
- Identify local support to all threat/adversary parties.
- Identify threat/adversary tactics for the offense and defense.

Determine Threat/Adversary Courses of Action

B-42. Use the following IPB considerations to determine threat/adversary COAs:

- Template threat/adversary actions, to include combat operations, support functions, terrorist acts, and any other actions that would violate the peace.
- Template threat/adversary responses to violations of the peace.
- Template the responses of the threat/adversary, the HN or foreign nation government, and local indigenous populations and institutions to friendly force peace enforcement operations.
- Template or analyze faction activity as it relates to past events to analyze potential trends.
- War-game terrorist actions and other activities where belligerents could reasonably avoid being held accountable.

IRREGULAR WARFARE

B-43. Irregular warfare is a violent struggle among state and nonstate actors for legitimacy and influence over a population (FM 3-0). This broad form of conflict has insurgency, counterinsurgency, and unconventional warfare as its principal activities. Irregular forces are normally active in these conflicts. However, conventional forces may also be heavily involved, particularly in counterinsurgencies. Irregular warfare operations include——

- Support to insurgency.
- Combating terrorism.
- Foreign internal defense.
- Counterinsurgency.
- Unconventional warfare.

B-44. IPB considerations for support to insurgency and combating terrorism are discussed below.

Support To Insurgency

B-45. The United States supports selected insurgencies that oppose oppressive regimes that work against U.S. interests. The United States coordinates this support with its friends and allies. Since most U.S. support to insurgencies is covert, the support provided by Army conventional forces may be limited to supporting the efforts of special operations forces. Conventional forces’ support to insurgencies will principally involve training and advising insurgent forces in unconventional warfare tactics, techniques,
and procedures. Insurgency support is classified as a special activity and is subject to approval by the U.S. Congress.

B-46. The IPB effort for support to insurgency requires extensive in-depth study and considerable background knowledge of the country and the existing government that threatens U.S. interests. Fundamental to supporting insurgencies is the recognition of the political, economic, and ideological motivation of both the existing government (the threat/adversary) and the friendly insurgent movement that opposes it. Army forces providing support to an insurgency must understand the culture of the population and the geographical nature of the country or countries involved. It is important for the staff to have an in-depth knowledge of the country including, but not limited to, language, customs, culture, religion, and politics.

Define the Operational/Battlespace Environment

B-47. When defining the operational environment/battlespace environment in the support of an insurgency, the analyst must consider not only physical geography but also civil considerations. The support of the general population is a prerequisite to any successful insurgency. Knowing what allegiances the population has is fundamental to defining the operational environment/battlespace environment.

B-48. During this step, data is collected to satisfy basic intelligence requirements in the following areas:

- Political power of the existing government.
- Military support and allegiance to the existing government.
- Economic conditions and policies of the existing government.
- Religious leadership support of existing government.
- Social issues.
- Geographical information.
- Cultural.
- Friendly forces (insurgent forces being supported).
- Threat/adversary forces (forces of the existing government).
- Neutral forces.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-49. Just as an analyst studies terrain, weather, and civil considerations when performing IPB against an opposing military threat, the analyst must study these same factors when the unit is conducting support to an insurgency. The key difference is that the analyst must focus on what the supported insurgency requires, as well as what the existing government requires, in order to be successful. The analyst must think like an insurgent whose objective is to overthrow the existing government. This mindset is the opposite of that of a counterinsurgent. In counterinsurgency the analyst identifies ways to counter aspects of the environment that favor the insurgents. In support to insurgency, the analyst determines how to exploit these same factors.

Terrain

B-50. When performing terrain analysis in the support of an insurgency, the focus must be on how the terrain affects the insurgency, the existing government, and the population, and less on the physical geography of the region. For example:

- How do the LOCs affect the ability of the insurgency, existing government, and population to move freely?
- How do recent regime actions along major roads affect the insurgent’s ability of move and conduct sustainment operations?
- How does the physical layout of urban road networks affect the insurgency and existing regime movement and maneuver, sustainment, and command and control?
Weather

B-51. The effects of weather on friendly (insurgents) and threat/adversary forces (existing government) as well as the general population must be studied when performing IPB. The weather not only may prevent or limit insurgent or existing government movement and maneuver but also may have significant impacts on how the population carries out day-to-day activities. Weather can also affect the ability of both the insurgency and existing government to meet the needs of the general population in case of a natural disaster.

Civil Considerations

B-52. Using the ASCOPE memory aid, the IPB products should describe the various characteristics of civil considerations that affect the civilian population. Understanding how the existing government may be able to meet or not meet the needs of the general population is critical to understanding the existing government’s legitimacy with that population. The insurgency’s legitimacy can also be tied to its ability to provide an alternative to the government’s ability or inability to meet the needs of the general population.

B-53. Knowing the intricacies of the population in the region is often crucial to understanding how the local culture functions. The analyst must attempt to think like the population and anticipate what reactions the general populace will have to insurgent actions and regime reactions. Consider the following:

- The intricacies of the religion in the region, which is often crucial to understanding how the local culture functions. For example: Is religion a source of legitimacy for the existing government?
- Migration and settlement patterns that might indicate areas that are progovernment or antigovernment.
- Socio-cultural factors that may impact how insurgency operations are perceived.
- Economic factors that may affect the existing regime’s ability to conduct counterinsurgency operations.

Evaluate the Threat/Adversary

B-54. In conducting the threat/adversary evaluation, the threat/adversary is the existing government. Analysts must understand the government leaders so well that they can assist in predicting what actions those leaders are likely to take in reaction to insurgent operations. In order to do this, the analyst must have a full understanding of the cultural influences of the existing government’s leadership. Knowing the existing government’s motivation is key to assisting a insurgency dedicated to defeating it. The tactics of the existing government must be understood and insurgent tactics developed to counter them. Consider the following:

- Determine how the existing government can develop a local advantage over the insurgency by using one or more of the instruments of national power (diplomatic informational, military, economic).
- Develop threat/adversary templates based on observed operating procedures.
- Assess the existing government’s propaganda capability.

Determine Threat/Adversary COAs

B-55. To determine threat’s/adversary’s (existing government’s) COAs, the analyst must first understand the overall strategy of the government: Is it to defeat an existing insurgency, or is it to expel all opposition from the region? Then, the analyst can determine what tactical COAs the government will adopt to support its primary strategy.
COMBATING TERRORISM

B-56. **Terrorism** is defined as the calculated use of unlawful violence or threat of unlawful violence to inculcate fear; intended to coerce or to intimidate governments or societies in the pursuit of goals that are generally political, religious, or ideological (JP 3-07.2).

Define the Operational Environment/Battlespace Environment

B-57. In defining the operational/battlespace environment in support of combating terrorism, the staff should identify the following:

- Known terrorist activity.
- Terrorist activities in nations that sponsor terrorist groups.
- International and national support to the terrorist. Include sources of moral, physical, and financial support.
- Whether U.S. presence or potential presence by itself could be a catalyst for terrorist activity.
- Recent anti-U.S. terrorist activity or intent to conduct such activity.
- Demographic issues that could affect terrorist operations against certain areas or personnel.
- Any time constraints that might limit the availability of a target.
- The presence, proliferation, scope, and agenda of potential terrorist groups and known terrorist organizations active in the AO and AOI.
- Any activities and events that will have media coverage.
- Terrorist capability and intent.

Describe Environmental Effects on Operations/Describe the Battlespace Effects

B-58. Consider which demographic issues make a target attractive to terrorists. Determine how demographic factors or issues shape terrorist COAs. For example, the political grievances of a terrorist organization might make some targets more attractive than others. Religious convictions might cause terrorists to disregard assassinations in favor of kidnappings. The following are demographic factors or issues:

- Ethnicity.
- Religion.
- Politics.
- Environment.
- Ideology.
- Distribution of wealth and power.

B-59. In describing the environmental effects on operations/battlespace effects in combating terrorism, identify—

- The susceptibility of friendly forces to terrorist activity.
- Infiltration routes and transportation nodes used by terrorist organizations.

Evaluate the Threat/Adversary

B-60. In evaluating the threat/adversary in combating terrorism, consider the following:

- Identify which terrorist groups are present, thought to be present, or have access to the AO and AOI.
- Identify the type, structure (cellular), and composition of the terrorist group. Determine if they are state or nonstate supported.
- Conduct threat/adversary analysis in order to determine the following:
  - Composition: organization (network or hierarchical), structure, links, associations.
- Internal discipline.
- Goals: short term, long term.
- Dedication: willingness to kill or die for the cause.
- Religious, political, and ethnic affiliations of the groups.
- Leaders, trainers, opportunists, and idealists.
- Group skills and specialties of each organization, such as sniping, demolition, air or water operations, surveillance or reconnaissance, engineering, electronics.
- Tactics: previous operational experiences and TTP of the groups. Look for any published writings or documents of the terrorist organizations.
- Describe or template demonstrated terrorist activity in the local area over a period of time.

**Determine Threat/Adversary Courses of Action**

B-61. In determining threat/adversary COAs in support of combating terrorism, the staff must—

- Identify likely terrorist targets within the protected entity by matching friendly vulnerabilities against terrorist capabilities and objectives.
- Template terrorist actions on potential objectives within the protected entity.
- Template terrorist actions or indicators near the objective, such as location of assembly areas, surveillance of the objective, reconnaissance of possible escape routes.
- Template or describe support functions, such as command and control and intelligence, surveillance, and reconnaissance activity, training tempo, logistic activity, and financial activity.
- Assess threat/adversary IO and propaganda.
Appendix C

Counterinsurgencies and IPB

C-1. Insurgency and counterinsurgency are complex subsets of warfare. Warfare remains a clash of will between organized groups involving the use of force. The means to achieve these goals are not limited to conventional forces employed by nation-states. (See FM 3-24/MCWP 3-33.5 for counterinsurgency doctrine. See FM 3-24.2 for counterinsurgency tactics.)

ORIGINS AND CAUSES OF INSURGENCIES

C-2. Rebellions and resistance movements are transformed into insurgencies by their incorporation into an armed political campaign. A popular desire to resist is used by an insurgent movement to accomplish the insurgent’s political goal. The insurgency thus mounts a political challenge to the state through the formation of or desire to create a counterstate. The desire to form a counterstate grows from the same causes that galvanize any political campaign. These causes can range from the desire for greater equity in the distribution of resources (poverty alone is rarely, if ever, sufficient to sustain an insurgency) to a demand that a foreign occupation end.

C-3. Insurgencies are based on a complex combination of political, economic, and cultural factors. The support of the people is the center of gravity. It must be gained in whatever proportion is necessary to sustain the insurgent movement (or to defeat it). As in any political campaign, all levels of support are relative. The goal is mobilization to defeat the threat/adversary. This necessarily will depend as much upon the campaign approach (that is, operational art) and tactics adopted as upon more strategic concerns of “support.” Operational and tactical use of violence as an insurgent strategy has become increasingly commonplace. Objects of violence can be anything the insurgents deem to be obstructions to their cause. This can be host-nation (HN) forces, foreign forces, aid workers, civilians who do not accept the insurgents’ claims, and infrastructure.

C-4. Violence is the most potent weapon available to insurgents. Nonetheless, violence can alienate when not linked to a vision of a better life. Violence is often accompanied by a variety of nonviolent means that act as potent weapons in an external propaganda war and assist recruitment. Historically, astute movements have recognized the efficacy of both means to the extent they have fielded discrete units charged with nonviolent action (for example, strikes in the transportation sector) to supplement violent action. For example, the insurgents in Algeria between 1954 and 1962 rarely defeated French forces in the field. Rather, they employed indiscriminate violence, successfully initiated nonviolent strikes, and developed associated propaganda for external use, thereby handily winning their war. “People’s war” in its Chinese and Vietnamese variants did this also.

C-5. Political power is the central issue in insurgencies. Each side aims to get the people to accept its authority as legitimate. Insurgents use all available tools—to include political, cultural, economic, and the use of force—to overthrow the existing authority. Often, popular grievances become insurgent causes and are then interpreted and shaped by the insurgent leadership.

C-6. Self-serving insurgent leaders with no regard for local conditions may launch an insurgency, even if the population supports the HN and has few grievances. This can occur when the HN government is weak or even nonexistent because of other factors. If the cadre is able to indoctrinate and control the mobilized local manpower, often by creating a climate of fear, and the cadre responds to higher commands with independent tactical action, the insurgency will be operationally and strategically unified. If the opposite is true, the insurgency will remain uncoordinated and decentralized.
C-7. Insurgent leaders will exploit opportunities created by government security force actions. The behavior of security forces is critical. Lack of security force discipline leads to alienation, and security force abuse of the populace is a very effective insurgent recruiting tool. Consequently, specific insurgent tactical actions are often planned to frequently elicit overreaction from security force individuals and units. Overreaction can result from poorly drawn rules of engagement and even strategic and operational planning that allows for brutalizing a recalcitrant population. Increasingly, the use of religious shrines for offensive insurgent actions can be seen as attempts to achieve such an overreaction. Such actions can create a perception of HN and foreign military forces as oppressors rather than as liberators.

DYNAMICS OF INSURGENCY

C-8. Insurgencies have common dynamics:

- Leadership.
- Objectives.
- Ideology and narrative.
- Environment and geography.
- External support and sanctuaries.
- Phasing and timing.

LEADERSHIP

C-9. Insurgency is not simply random political violence: it is directed and focused political violence. It requires leadership to provide vision, direction, guidance, coordination, and organized coherence. Leaders of the insurgency must make their cause known to the people and the government to establish their movement’s credibility. They must replace the government’s legitimacy with their own. Their education, background, family, social connections, and experiences shape how they think and how they will fulfill their goals. These factors also help shape their approach to problem solving.

C-10. Leadership is a function of both organization and personality. Some organizations depend on a charismatic personality to provide cohesion, motivation, and a rallying point for the movement. Organizations led this way can produce decisions and initiate new actions rapidly but are vulnerable to disruptions if key personalities are removed or co-opted. Other organizations deemphasize individual personalities and provide for redundancy and replacement in decisionmaking. These mechanisms produce collective power and do not depend on specific leaders or personalities to be effective. They are easier to penetrate but more resistant to change.

OBJECTIVES

C-11. Effective analysis of an insurgency requires interpreting strategic, operational, and tactical objectives. The strategic objective is the insurgent’s desired end state, that is, how the insurgents will use power once they have it. Replacing the government in power is only one step along this path. However, it will likely be the initial focus of efforts. Typically, the strategic objective is critical to cohesion among insurgent groups. Examples of characterizations of strategic objectives are—

- The revolutionary tries to overthrow the existing power structure.
- The secessionist tries to escape from the existing system.
- The restorationist tries to return to a “golden age,” restore a previous system of rule, or resist change.
- The reformist tries to change the government policies without its overthrow.

C-12. Operational objectives are those that insurgents pursue as part of the overall process of destroying government legitimacy and progressively establishing their desired end state. Tactical objectives are the immediate aims of insurgent acts, such as disseminating psychological operations products or the attack and seizure of a key facility. These actions accomplish tactical objectives that lead to operational goals.
Tactical objectives can be psychological as well as physical in nature. For example, legitimacy is the center of gravity for both the insurgents and the counterinsurgents. Legitimacy is largely a product of perception. Consequently, it can be the principal consideration in the selection and attainment of tactical objectives.

**IDEOLOGY AND NARRATIVE**

C-13. To win, the insurgency must have a program that explains society’s ills and justifies its insurgent actions. It must promise great improvements after overthrowing the government. The insurgency uses ideology to offer society a goal. The insurgents often express this goal in simple terms for ease of focus. Future plans of the insurgency must be vague enough for broad appeal and specific enough to address important issues. The ideology of groups within the movement may indicate differing views of strategic objectives. Groups may have ideological conflicts that they need to resolve before an opponent can capitalize on them. Ideology may suggest objectives and tactics. It greatly influences the insurgents’ perception of their environment. This perception of the environment then shapes the movement’s organization and operational methods. Some ideologies include—

- **Communism.** Communism advocates state ownership of the means of production and common sharing of labor and products.
- **Socialism.** Socialism (in Marxist theory) is the partial implementation of communism in which the state owns and controls some of the means of production and distribution of capital, land, and other items.
- **Capitalism.** Capitalism is an economic system marked by open competition in a free market in which the means of production and distribution are corporately or privately owned.
- **Religious government.** Religious government is a system advocating that government and society be structured around a particular set of religious beliefs. It may take many forms including Christianity, Judaism, or Islam.
- **Ethnic nationalism.** This system advocates that the nation be structured around a particular ethnic group.
- **Democracy.** Democracy is a form of government where people exercise control directly or through elected representatives.
- **No clear ideology.** This system has an ideology that is incongruent or not identifiable. It may be purposely vague to allow maximum flexibility. Real ideology may form after the insurgents gain power. In these cases, their single goal may be to rid themselves of the existing government.

C-14. A narrative is an organizational scheme expressed in story form. It is central to representing identity, particularly the collective identity of religious sects, ethnic groupings, and tribal elements. Stories are often the basis for strategies and actions, as well as for interpreting others’ intentions. For example, in the Al Qaeda narrative, Osama bin Laden depicts himself as a man purified in the mountains of Afghanistan who is gathering and inspiring followers and punishing infidels.

**ENVIRONMENT AND GEOGRAPHY**

C-15. Environment and geography, including cultural and demographic factors, affect all participants in a conflict. How insurgents and counterinsurgents adapt to these realities creates advantages and disadvantages for each. The effects of the environment and geography are most visible at the tactical level, where the predominant influence on decisions regarding force structure, doctrine, and TTP may exist. Civil affairs (CA) forces have a regional focus, coupled with specific cultural awareness, which ensures relevant support to the commander. The G-2/S-2 and CA staff provide the commander with an area study and assessment that includes—

- Geography, including physical features, climate, and political geography.
- History.
- People, including demographics, religions, languages, and culture and social structure.
Appendix C

- HN support.
- Legal and administrative systems of the HN.

EXTERNAL SUPPORT AND SANCTUARIES

C-16. Historically, some insurgencies have done well without external support. However, recent examples, such as Vietnam and Nicaragua, show that external support can accelerate events and influence the outcome. External support can provide political, psychological, and material resources that might otherwise be limited or unavailable.

C-17. Accepting external support can affect the legitimacy of both insurgents and counterinsurgents. It implies the inability to sustain oneself. The consequences can affect programs in the supporting nation wholly unrelated to the insurgent situation.

PHASING AND TIMING

C-18. Successful insurgencies pass through common phases of development. Not all insurgencies experience every phase, and progression through all phases is certainly not a requirement for success. The same insurgent movement may be in different phases in different regions of a country. Successful insurgencies can also revert to an earlier phase when under pressure, resuming development when favorable conditions return. Some insurgencies depend on proper timing for their success. Because of their limited support, their success depends on weakening the government’s legitimacy so that it becomes ineffective. Then, an opportunity to seize power exists. When these insurgencies move to seize power, they expose their organization and intentions. If they move too early or too late, the government may discover their organization and destroy it. (See table C-1 for an abbreviated explanation of Mao Zedong’s theory of protracted war.)

Table C-1. Mao Zedong's three phases of insurgency

<table>
<thead>
<tr>
<th>PHASE I: STRATEGIC DEFENSIVE</th>
<th>When the government has stronger forces and insurgents must concentrate on survival and building support.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PHASE II: STRATEGIC STALEMATE</td>
<td>When the force correlations approach equilibrium and guerrilla warfare becomes the most important activity.</td>
</tr>
<tr>
<td>PHASE III: STRATEGIC COUNTEROFFENSIVE</td>
<td>When insurgents have superior strength and military forces move to conventional operations to destroy the government's military capability.</td>
</tr>
</tbody>
</table>

INTELLIGENCE PREPARATION OF THE BATTLEFIELD IN A COUNTERINSURGENCY ENVIRONMENT

C-19. The same four-step IPB process used for conventional offensive and defensive operations is used for stability operations. As counterinsurgency operations have offensive, defensive, and stability components, the same fundamental process is used. However, analysts must consider several key aspects. (See FMI 2-01.301 for a detailed discussion on specific TTP for IPB in a counterinsurgency environment.) Counterinsurgency is an intelligence-driven endeavor. The function of intelligence in counterinsurgency is to understand the operational environment/battlespace environment, with emphasis on the local population, HN, and insurgents. Commanders and planners require insight into cultures, perceptions, values, beliefs, interests, and decisionmaking processes of individuals and groups. These requirements are the basis of collection and analytical efforts.
STEP 1 – DEFINE THE OPERATIONAL ENVIRONMENT/DEFINE THE BATTLESPACE ENVIRONMENT

C-20. When defining the operational environment/battlespace environment in a counterinsurgency, the analyst must consider not only physical geography but also civil considerations. Winning the population’s support is key to defeating an insurgency, and knowing what allegiances the population has is fundamental to defining the operational environment/battlespace environment. Many tribes or groups have deep-seated loyalties to their ethnic tribes or religious groups and are not restricted by geographical boundaries. For example, thinking of Operation Iraqi Freedom as a purely Iraqi fight is wrong. The analyst must be aware that external influences (both official and unofficial groups) exist and must be studied. A group may have ancestors who informally ruled a region for centuries and do not feel legally or morally obligated to honor governments that in their minds are temporary in nature. The analyst must be aware that these affiliations are strong and must be respected. These ties may affect financial support for the insurgency, support by way of safe houses for insurgents, medical aid, or other forms of support.

STEP 2 – DESCRIBE ENVIRONMENTAL EFFECTS ON OPERATIONS/DESCRIBE THE BATTLESPACE EFFECTS

C-21. Just as an analyst studies terrain, weather, and civil considerations when performing IPB in conventional operations against an opposing military, the analyst must study these same factors in a counterinsurgency. The key difference is that the analyst must focus on how the population is affected. CA personnel can provide detailed information to the analyst about the people in the area. Additionally, organic units down to the infantry squad level can be excellent sources of socio-cultural data. Any units with direct contact with local populations should be sources of information.

Terrain

C-22. When performing terrain analysis in a counterinsurgency fight, the focus must be on how the terrain affects the population and less on the physical geography of the region. For example: How do the lines of communications affect the ability of the population to go to work each day? How do recent improvised explosive device (IED) attacks along a major road affect the ability of nonbelligerents to go about their daily lives? How does the physical layout of urban road networks affect tribal or religious affiliations?

Weather

C-23. The effects of weather on friendly and threat/adversary forces as well as the local population must be studied when performing IPB in a counterinsurgency environment. The weather not only may prevent intelligence or maneuver elements from being deployed but also has significant impacts on how the population carries out day-to-day activities.

C-24. For example: Knowing how a predicted rain or sand storm will affect the ability of the people to move along primary and secondary road networks can assist an analyst in predicting where and when IEDs will be emplaced. Information of this type is often available using the Integrated Meteorological System/Distributed Common Ground System-Army Weather (IMETS/DCGS-A Weather).

C-25. Another example: Having advance knowledge of a predicted cold spell can assist the analyst in predicting runs on critical fuel reserves, such as kerosene or fuel oil. The insurgents would also be aware of the predicted cold weather and start planning an attack on concentrations of civilians attempting to obtain fuel. U.S. forces could preempt the attack by posting additional security to protect the fuel distribution points from insurgent attacks.

Civil Considerations

C-26. Using the ASCOPE memory aid at figure 1-2 (page 1-11), the analyst should study many characteristics of civil considerations that affect the civilian population. Understanding the people’s needs
and desires is critical to understanding why they act the way they do and react to events. It must be remembered that the insurgency is often rooted in a small minority of the population and that if the insurgency’s ability to recruit from within the indigenous population is defeated, the insurgency itself will be defeated.

C-27. For example: Knowing how the electrical power grid is designed may assist an analyst in predicting what reaction certain neighborhoods would have if subjected to a lengthy power outage. Would the people in the neighborhood react violently against HN or U.S. forces? Would people in the neighborhood assist in identifying people possibly involved in causing the power outage?

C-28. Another example: Knowing the intricacies of the religion in the region is often crucial to understanding how the local culture functions. Do religious activities occur on certain days of the week? Are men and women permitted to attend religious activities together? Does the religion of the group prohibit interaction with foreigners? Are allegiances first and foremost religious, or are they to the nation state? Are there nuances within the religion that an outsider would not readily identify without an in-depth study?

C-29. Having a good understanding of agricultural and market cycles may assist an analyst in predicting future behaviors. U.S. forces maintaining a safe and secure marketplace may greatly influence perceptions of the intent of U.S. forces. If the population believes that U.S. forces are providing a needed service by keeping the marketplace safe, they will be less inclined to support insurgent forces. The analyst must attempt to think like the population and anticipate what reactions the general populace will have to U.S., HN, or insurgent actions.

STEP 3 – EVALUATE THE THREAT/EVALUATE THE ADVERSARY

C-30. In a counterinsurgency environment, analysts must think like an insurgent. They must know the enemy so well that they can predict what actions the insurgents will take and know why the insurgents act the way they do. In order to do this, the analyst must have a full understanding of the cultural and ethnic influences the insurgent has faced. The insurgents may be fighting for purely religious reasons, or their motivation may be financially based. Knowing the motivation of the insurgents is key to defeating them.

C-31. The tactics of the enemy must be understood and friendly tactics developed to counter them. Analysts must be able to answer questions such as these: Were recent IED attacks designed to indiscriminately kill people gathered at marketplaces, or were the attacks designed to provoke an overreaction by HN security forces? Were the beheadings of international aid workers intended to shock the local populace, or were they designed to deter additional aid workers from coming into the country?

C-32. Identifying where the insurgents get their financial and logistic aid can greatly aid HN security forces in preventing future attacks. Knowing that the insurgents are supported in certain neighborhoods or by certain mosque or church leaders is critical to developing plans that will defeat the insurgency with minimal loss of life to people not involved in the fight. By minimizing the negative effects on noncombatants, the likelihood of more people joining the insurgency is diminished.

STEP 4 – DETERMINE THREAT/ADVERSARY COAS

C-33. When studying threat/adversary COAs in a counterinsurgency environment, this step must be performed at two levels. First, one must understand the overall strategy of the insurgency: Is it to overthrow an existing government, or is it to expel military forces from the region? Second, the analyst must understand what tactical COAs the insurgents will adopt to support their primary strategy.

C-34. Because the insurgents base their tactical COAs on capabilities and intentions, being able to restrict or defeat the capability of the insurgent group is key to their defeat. U.S. forces may not be able to influence intentions, but many tactical operations can be conducted to preempt attacks. Confiscating known weapons caches or financial resources that the insurgents use can have devastating effects.
C-35. The analyst must always keep in mind that a dedicated and highly motivated insurgency will evolve over time, and the insurgent’s tactics are likely to change in reaction to U.S. and HN efforts to defeat them. By knowing threat/adversary tactics and the culture in which the threat/adversary operates, the skilled analyst can provide crucial intelligence analysis for the commander in order to defeat the insurgency.
This page intentionally left blank.
Appendix D

Geospatial-Intelligence Support to IPB

D-1. **Geospatial intelligence** is the exploitation and analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities on the Earth. Geospatial intelligence consists of imagery, imagery intelligence, and geospatial information (JP 2-03). (See FM 2-0 for how the Army implements geospatial intelligence.)

**IMAGERY INTELLIGENCE**

D-2. Imagery is collectively the representations of objects reproduced electronically or by optical means on film, electronic display devices, or other media. **Imagery intelligence** is the technical, geographic, and intelligence information derived through the interpretation or analysis of imagery and collateral materials (JP 2-03). Imagery analysts populate and maintain various databases, to include the Imagery Exploitation Support System, National Exploitation System, and regional imagery product libraries providing imagery-derived intelligence for the intelligence community. Imagery intelligence (IMINT) is a vital part of the geospatial-intelligence (GEOINT) capability at strategic, operational, and tactical echelons. During peacetime, IMINT provides much of the intelligence used in making national policy decisions when planning and preparing for war. During combat, IMINT operations are primarily focused on supporting the situational and target development needs of the field commander.

**GEOSPATIAL INFORMATION**

D-3. **Geospatial information** is information that identifies the geographic location and characteristics of natural or constructed features and boundaries on the Earth, including: statistical data and information derived from, among other things, remote sensing, mapping, and surveying technologies; and mapping, charting, geodetic data and related products (JP 2-03). Geospatial engineers/geospatial intelligence specialists manage an enterprise geospatial database. This database is compiled from all sources, including the National Geospatial-Intelligence Agency (NGA), Army Topographic Engineering Center, Marine Corps Intelligence Activity (MCIA), other Services, and multinational partners, as well as exploiting new collection and production from deployed Soldiers and sensors. Geospatial engineers/geospatial intelligence specialists manage the geospatial foundation of the common operational picture, synchronizing hardcopy and softcopy products that are a necessary component of GEOINT and command and control.

**NATIONAL GEOSPATIAL-INTELLIGENCE AGENCY**

D-4. NGA is a Department of Defense combat support agency responsible for providing GEOINT, responsive imagery, IMINT, and geospatial information and services support. NGA manages national imagery tasking and procedures. It conducts imagery analysis for routine and crisis intelligence requirements by providing imagery and imagery reporting. NGA also provides a wide range of standard, specialized, and tailored geospatial support during crisis operations as requested.

**NGA SUPPORT TEAMS**

D-5. NGA provides NGA support teams to many organizations, including the Services, combatant commands, and to Army elements at corps and above. These teams support the warfighter by providing equipment and experienced personnel to the combatant command or joint task force and Marine expeditionary force (MEF) levels. NGA support teams are co-located with each combatant command to provide intelligence reach support from national resources. Each team is configured to optimally support
the unique mission of each combatant command. NGA also deploys analysts and managers worldwide to provide direct GEOINT support to national policymakers, operational and departmental planners, and warfighters. (For more detailed information on NGA support teams, see JP 2-03.)

D-6. GEOINT elements are formed when imagery analysts and geospatial engineers/geospatial intelligence specialists work together. Organizations may be permanent or temporary, based on echelon and unit size. Imagery analysts and geospatial engineers/geospatial intelligence specialists provide direct support to the S-2, G-2, J-2, and commanders.

IMAGERY ANALYSIS

D-7. Imagery analysts compile imagery-derived data into target folders to support production of detailed target assessments. Collateral information from other intelligence disciplines, units, and agencies external to the Army and Marine Corps is used in production of IMINT. Imagery analysts use exploitation systems and automated databases to build queries and retrieve historical files to conduct comparative analysis. Imagery analysts then prepare, review, and transmit intelligence reports to the field commander and populate reporting databases. Multisensor imagery is also converted to imagery-derived products, which populate imagery product libraries and aid in intelligence briefings.

D-8. The imagery analyst elements that support brigades/regiments, divisions/wings, corps, MEFs, and echelons above corps conduct the major portion of IMINT, combining extensive database information and exploitation of current imagery acquired from various sensors and collection platforms.

TERRAIN ANALYSIS

D-9. Terrain analysis is the collection, analysis, evaluation, and interpretation of geographic information on the natural and manmade features of the terrain, combined with other relevant factors, to predict the effect of the terrain on military operations (JP 1-02). It involves the study of the terrain’s properties and how they change over time with use and under varying weather conditions. Terrain analysis starts with the collection, verification, processing, revision, and construction of source data. It requires the analysis of climatology (current and forecasted weather conditions), soil conditions, and enemy or friendly vehicle performance metrics. In short, it turns raw data into usable information. Terrain analysis and geospatial information and services are necessary to support the warfighter’s mission planning and operational requirements. They require the management of an enterprise geospatial database at every echelon. Terrain analysis is a technical process and requires the expertise of terrain analysis technicians, terrain data specialists, and geospatial engineers/geospatial intelligence specialists.

D-10. The geospatial engineer/geospatial intelligence specialist elements can conduct the major portion of the terrain analysis, combining extensive database information with the results of reconnaissance. The geospatial engineer/geospatial analysis teams work closely with the Air Force weather detachment or staff weather officer to incorporate the effects of current and projected weather conditions into their terrain analysis. Geospatial engineers/geospatial intelligence specialists have access to geospatial information databases, such as those produced by NGA, allowing automated support of the terrain analysis process.

D-11. Geospatial engineer/geospatial analysis teams also work closely with the G-2/S-2 in order to exploit imagery and reconnaissance information and reports, as well as other all-source data collected by the G-2/S-2, to supplement their standard terrain databases and to provide direct support to the unit. Computer-generated terrain applications offer two- or three-dimensional terrain analysis capabilities. These databases should be supplemented with a physical (leader’s) reconnaissance of the terrain in question when feasible. The automated terrain programs address but are not limited to such factors as—

- Cross-country mobility.
- Lines of communications (transportation, communications, and power).
- Vegetation type and distribution.
- Surface drainage and configuration.
- Surface materials.
D-12. Terrain analysis must include the effects of weather on the terrain. Consider the existing situation as well as conditions forecasted to occur during mission execution. Express the results of evaluating the terrain’s effects by identifying parts of the area of operations that favor, disfavor, or do not affect each course of action. Drawing conclusions about the terrain and weather will help the staff evaluate the terrain for places best suited for use as—

- Engagement areas directed against aerial and ground targets.
- Battle positions.
- Infiltration routes.
- Exfiltration routes.
- Avenues of approach.
- Specific system or asset locations.
- Observation posts.
- Ambush sites or positions.
- Conclusions about the effects of terrain, which are reached through two substeps:
  - Analyze the military aspects of the terrain.
  - Evaluate the terrain’s effect on military operations.

D-13. Army geospatial engineering is provided based on echelon. Geospatial engineering is focused on data generation, data management, and quality control at the theater army and combatant command levels. At the corps and division levels, the majority of the workload is required to support database management, mission planning, and the intelligence preparation of the battlefield process. Below division level, geospatial engineering is increasingly focused on current operations and updating the geospatial database (database management).

DISSEMINATION OF GEOSPATIAL INFORMATION

D-14. Map distribution is a logistics function. (See AR 115-11 and ALMAR 039/98.) The Defense Logistics Agency (DLA) is responsible for hardcopy dissemination (paper products, compact discs, digital versatile discs [DVDs]) of NGA standard products. DLA’s monthly compact disk “Catalog of Maps, Charts, and Related Products” is national stock number 7644-01-478-4783. Unit logistic personnel should have their units on automatic distribution for this product.

D-15. NGA is responsible for digital dissemination of GEOINT (imagery, IMINT, and geospatial information) through Web site search and download tools. Most of the digital geospatial information products described in this manual are unclassified, but currently are only available for download via file transfer protocol (FTP) and hypertext transfer protocol (HTTP) through the NGA Web pages on Secure Internet Protocol Router Network (SIPRNET) and Joint Worldwide Intelligence Communications System (JWICS) Not all paper maps and charts have been scanned into digital form, but any digital product that is available from DLA on compact disk will also be available via download from NGA.

Note. NGA uses intelligence preparation of the environment, a methodology closely aligned to the Army and Marine Corps IPB analytical methodology. Broadened and adapted for civilian and other nontraditional threat/adversary problems, intelligence preparation of the environment nonetheless readily translates to IPB, provides a common frame of analytical reference and terms, and fosters NGA’s GEOINT support to military operations.
COMMERCIAL IMAGERY

D-16. NGA is the Department of Defense executive agent for commercial imagery budget, purchase, and infrastructure. NGA commercial imagery is a nonstandard product and is not available from DLA. It is available for download from NGA at no cost to military personnel through the unclassified Web-based Access and Retrieval Portal (WARP) at https://warp.nga.mil/. The WARP library holds images of one-meter or better resolutions that provide an unclassified alternative to National Technical Means imagery archives. Archived commercial imagery will be in one of the following formats: national imagery transmission format or geostationary earth orbit tagged image file format.

INTELLIGENCE PRODUCTS

D-17. NGA websites on SIPRNET and JWICS include intelligence reports and cables, annotated imagery (first looks, national imagery intelligence briefs), bomb damage assessment reports, facility products, enigmas (assessment of underground features), and anaglyphs (two-dimensional photographs with three-dimensional effect).

ASSISTANCE IN THE ACCESS AND USE OF GEOSPATIAL INFORMATION

D-18. The following agencies or units can provide assistance in accessing and using geospatial information:

- **Army Topographic Engineering Center.** ARC-digitized raster graphics, controlled image base, digital terrain elevation data, and other geospatial information are available through the Army Topographic Engineering Center’s SIPRNET site. The center is also a source of custom geospatial products, such as global positioning system receiver maps, weather effects studies, engineer route studies, fly-through movies, and the urban tactical planner products for urban operations.

- **Army terrain teams.** If available, Army terrain teams can provide assistance with the access and use of geospatial information. Terrain teams can provide data and build custom geospatial products. They are co-located with every Army corps, division, and brigade combat team, and are subordinate to either the staff engineer or intelligence officer.

- **Marine Corps Intelligence Activity.** MCIA provides tailored geospatial information and GEOINT support. Geospatial information is available through MCIA at SIPRNET site. MCIA maintains the Marine Corps Geospatial Information Library (MCGIL) and provides a validation and standardization point of entry into the national GEOINT distributive and collaborative production network.

- **Marine Corps topographic platoons.** Topographic platoons provide tailored geospatial information and GEOINT products, geodetic and topographic surveys, coastal and riverine hydrographic analysis, and other GEOINT products and services in support of the MEFs and other organizations as directed.

TRAINING

D-19. Units that require specialized training in the use of NGA products or course listings and schedules should contact the National Geospatial-Intelligence College at www.nga.mil/td course listings and schedules. Resident training is held at the National Geospatial-Intelligence College, Fort Belvoir, Virginia, facility. Some training is also available by request from mobile training teams. Computer-based training is also available for topics such as information access and product accuracy at the college’s SIPRNET site. This material can be ordered on compact disk from DLA as national stock number 7644-01-491-5152. (FMI 2-01.3.01 contains example GEOINT tactics, techniques, and procedure products for IPB.)
**Glossary**

Terms for which FM 2-01.3/MCRP 2-3A is the proponent manual (the authority) are marked with an asterisk (*). The proponent manual for terms is listed in parentheses after the definition.

### SECTION I – ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>avenue of approach</td>
</tr>
<tr>
<td>AO</td>
<td>area of operations</td>
</tr>
<tr>
<td>AOI</td>
<td>area of interest</td>
</tr>
<tr>
<td>AR</td>
<td>Army regulation</td>
</tr>
<tr>
<td>ARC</td>
<td>equal arc second raster chart/map</td>
</tr>
<tr>
<td>ASCOPE</td>
<td>memory aid for civil considerations: areas, structures, capabilities, organizations, people, and events</td>
</tr>
<tr>
<td>CA</td>
<td>civil affairs</td>
</tr>
<tr>
<td>CBRNE</td>
<td>chemical, biological, radiological, nuclear, and high-yield explosives</td>
</tr>
<tr>
<td>CJCS</td>
<td>Chairman of the Joint Chiefs of Staff</td>
</tr>
<tr>
<td>COA</td>
<td>course of action</td>
</tr>
<tr>
<td>DLA</td>
<td>Defense Logistics Agency</td>
</tr>
<tr>
<td>DOD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>DODD</td>
<td>Department of Defense directive</td>
</tr>
<tr>
<td>DP</td>
<td>decision point</td>
</tr>
<tr>
<td>DSOC</td>
<td>defense support of civil authorities</td>
</tr>
<tr>
<td>DST</td>
<td>decision support template</td>
</tr>
<tr>
<td>EO</td>
<td>executive order</td>
</tr>
<tr>
<td>EW</td>
<td>electronic warfare</td>
</tr>
<tr>
<td>EXORD</td>
<td>execute order</td>
</tr>
<tr>
<td>FHA</td>
<td>foreign humanitarian assistance</td>
</tr>
<tr>
<td>FISA</td>
<td>Foreign Intelligence Surveillance Act</td>
</tr>
<tr>
<td>FM</td>
<td>field manual</td>
</tr>
<tr>
<td>FMI</td>
<td>field manual-interim</td>
</tr>
<tr>
<td>FSC</td>
<td><em>fire support coordinator (Marine Corps)</em></td>
</tr>
<tr>
<td>FSCOORD</td>
<td>fire support coordinator (Army)</td>
</tr>
<tr>
<td>G-1</td>
<td>assistant chief of staff, personnel</td>
</tr>
<tr>
<td>G-2</td>
<td>assistant chief of staff, intelligence</td>
</tr>
<tr>
<td>G-3</td>
<td>assistant chief of staff, operations and plans</td>
</tr>
<tr>
<td>G-4</td>
<td>assistant chief of staff, logistics</td>
</tr>
<tr>
<td>G-7</td>
<td>assistant chief of staff, information operations</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Description</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>G-9</td>
<td>assistant chief of staff, civil-military operations</td>
</tr>
<tr>
<td>GEOINT</td>
<td>geospatial intelligence</td>
</tr>
<tr>
<td>HN</td>
<td>host nation</td>
</tr>
<tr>
<td>HPT</td>
<td>high-payoff target</td>
</tr>
<tr>
<td>HVT</td>
<td>high-value target</td>
</tr>
<tr>
<td>IAA</td>
<td>incident awareness and assessment</td>
</tr>
<tr>
<td>IED</td>
<td>improvised explosive device</td>
</tr>
<tr>
<td>IGO</td>
<td>international government organization</td>
</tr>
<tr>
<td>IMINT</td>
<td>imagery intelligence</td>
</tr>
<tr>
<td>IO</td>
<td>information operations</td>
</tr>
<tr>
<td>IPB</td>
<td>intelligence preparation of the battlefield/intelligence preparation of the battlespace</td>
</tr>
<tr>
<td>ISR</td>
<td>intelligence, surveillance, and reconnaissance</td>
</tr>
<tr>
<td>IVL</td>
<td>intervisibility line</td>
</tr>
<tr>
<td>J-2</td>
<td>intelligence staff officer of a joint staff</td>
</tr>
<tr>
<td>JP</td>
<td>joint publication</td>
</tr>
<tr>
<td>JWICS</td>
<td>Joint Worldwide Intelligence Communications System</td>
</tr>
<tr>
<td>KO COA</td>
<td>memory aid for the military aspects of terrain: key terrain, observation and fields of fire, cover and concealment, obstacles, and avenues of approach (Marine Corps)</td>
</tr>
<tr>
<td>LEA</td>
<td>law enforcement agency</td>
</tr>
<tr>
<td>LOC</td>
<td>line of communication</td>
</tr>
<tr>
<td>MCIA</td>
<td>Marine Corps Intelligence Activity</td>
</tr>
<tr>
<td>MCO</td>
<td>Marine Corps Order</td>
</tr>
<tr>
<td>MCOO</td>
<td>modified combined obstacle overlay</td>
</tr>
<tr>
<td>MCPP</td>
<td>Marine Corps Planning Process (Marine Corps)</td>
</tr>
<tr>
<td>MCRC</td>
<td>Marine Corps Reference Publication</td>
</tr>
<tr>
<td>MDMP</td>
<td>military decisionmaking process (Army)</td>
</tr>
<tr>
<td>MEF</td>
<td>Marine expeditionary force</td>
</tr>
<tr>
<td>METOC</td>
<td>meteorological and oceanographic</td>
</tr>
<tr>
<td>METT-T</td>
<td>mission, enemy, terrain and weather, troops and support–time available (Marine Corps)</td>
</tr>
<tr>
<td>METT-TC</td>
<td>memory aid for the mission variables: mission, enemy, terrain and weather, troops and support available, time available, civil considerations (Army)</td>
</tr>
<tr>
<td>MIL-STD</td>
<td>military standard</td>
</tr>
<tr>
<td>NAI</td>
<td>named area of interest</td>
</tr>
<tr>
<td>NEO</td>
<td>noncombatant evacuation operation</td>
</tr>
<tr>
<td>NGA</td>
<td>National Geospatial-Intelligence Agency</td>
</tr>
<tr>
<td>NGO</td>
<td>nongovernmental organization</td>
</tr>
<tr>
<td>OAKOC</td>
<td>memory aid for the military aspects of terrain: observation and fields of fire, avenue of approach, key terrain, obstacles, concealment and cover (Army)</td>
</tr>
</tbody>
</table>
PIR                  priority intelligence requirement
PMESII-PT            memory aid for the operational variables: political, military, economic, social, information, infrastructure, physical environment, time
ROE                  rules of engagement
S-2                  intelligence staff officer
S-3                  operations staff officer
S-4                  logistics staff officer
SALUTE               size, activity, location, unit, time, equipment
SECNAVINST           Secretary of the Navy Instruction
SIPRNET              Secret Internet Protocol Router Network
SWO                  staff weather officer
TAI                  target area of interest
TC                   training circular
TPL                  /time phase line
TTP                  tactics, techniques, and procedures
U.S.                 United States
USC                  United States Code
WARNO                warning order
WMD                  weapons of mass destruction

SECTION II – TERMS

area of influence
(joint) A geographical area wherein a commander is directly capable of influencing operations by
maneuver or fire support systems normally under the commander’s command and control. (JP 3-16)

area of interest
(joint) That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending
into enemy territory to the objectives of current or planned operations. This area also includes areas occupied by
enemy forces who could jeopardize the accomplishment of the mission. (JP 2-03)

area of operations
(joint) An operational area defined by the joint force commander for land and maritime forces. Areas of
operations do not typically encompass the entire operational area of the joint force commander, but should be
large enough for component commanders to accomplish their missions and protect their forces. (JP 3-0)

assessment
(Army) Continuous monitoring—throughout planning, preparation, and execution—of the current situation and progress of an operation, and the evaluation of it against criteria of success to make decisions and adjustments. (FM 3-0) (joint) Judgment of the motives, qualifications, and characteristics of present or prospective employees or “agents.” (JP 1-02)

avenue of approach
(joint) An air or ground route of an attacking force of a given size leading to its objective or to key terrain in its path (JP 1-02).
evaluation
(joint) In intelligence usage, appraisal of an item of information in terms of credibility, reliability, pertinence, and accuracy (JP 1-02).

event matrix
(joint) A description of the indicators and activity expected to occur in each named area of interest. It normally cross-references each named area of interest and indicator with the times they are expected to occur and the courses of action they will confirm or deny. There is no prescribed format (JP 2-01.3).

*event template
(Army) A model against which threat activity can be recorded and compared. It represents a sequential projection of events that relate to space and time on the battlefield and indicates the enemy’s ability to adopt a particular course of action. The event template is a guide for collection and reconnaissance and surveillance planning. (joint) A guide for collection planning. The event template depicts the named areas of interest where activity, or its lack of activity, will indicate which course of action the adversary has adopted. (JP 2-01.3)

information environment
The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information (JP 3-13).

infrastructure
1. The basic underlying framework or feature of a thing: in economics, basic resources, communications, industries, and so forth, upon which others depend; in insurgency, the organization (usually hidden) of insurgent leadership. 2. (joint) All building and permanent installations necessary for support, redeployment, and military forces operations (for example, barracks, headquarters, airfields, communications facilities, stores, port installations, and maintenance stations). (JP 3-35)

intelligence
(joint) The product resulting from the collection, processing, integration, evaluation, analysis, and interpretation of available information concerning foreign nations, hostile or potentially hostile forces or elements, or areas of actual or potential operations. The term is also applied to the activity which results in the product and to the organizations engaged in such activity. (JP 2-0) (Marine Corps) In Marine Corps usage, intelligence is knowledge about the enemy or the surrounding environment needed to support decisionmaking. This knowledge is the result of the collection, processing, exploitation, evaluation, integration, analysis, and interpretation of available information about the battlespace and threat. (MCRP 5-12C)

intelligence estimate
(joint) The appraisal, expressed in writing or orally, of available intelligence relating to a specific situation or condition with a view to determining the courses of action open to the enemy or adversary and the order of probability of their adoption. (JP 2-0)

*intelligence preparation of the battlefield/battlespace
A systematic process of analyzing and visualizing the portions of the mission variables of threat/adversary, terrain, weather, and civil considerations in a specific area of interest and for a specific mission. By applying intelligence preparation of the battlefield/battlespace, commanders gain the information necessary to selectively apply and maximize operational effectiveness at critical points in time and space.

intelligence reach
(Army) A process by which intelligence organizations proactively and rapidly access information from, receive support from, and conduct direct collaboration and information sharing with other units and agencies, both within and outside the theater of operations, unconstrained by geographic proximity, echelon, or command. (FM 2-0)
intelligence warfighting function
The related tasks and systems that facilitate understanding of the operational environment/battlespace environment, enemy, terrain, and civil considerations (FM 3-0).

key terrain
(joint) Any locality or area, the seizure or retention of which affords a marked advantage to either combatant. (JP 2-01.3)

*latest time information is of value
(Army) The time by which an intelligence organization or staff must deliver information to the requestor in order to provide decisionmakers with timely intelligence. This must include the time anticipated for processing and disseminating that information as well as for making the decision.
(Marine Corps) In Marine Corps usage, the time by which information must be delivered to the requestor in order to provide decisionmakers with timely intelligence.

line of communications
A route, either land, water, and/or air, that connects an operating military force with a base of operations and along which supplies and military forces move. (JP 4-0)

*line of sight
The unobstructed path from a Soldier’s/Marine’s weapon, weapon sight, electronic sending and receiving antennas, or piece of reconnaissance equipment from one point to another.

mobility corridors
(joint) Areas where a force will be canalized due to terrain restrictions. They allow military forces to capitalize on the principles of mass and speed and are therefore relatively free of obstacles. (JP 2-01.3)

named area of interest
(joint) The geographical area where information that will satisfy a specific information requirement can be collected. Named areas of interest are usually selected to capture indications of adversary courses of action, but also may be related to conditions of the battlespace. (JP 2-01.3)

order of battle
(joint) The identification strength, command structure, and disposition of the personnel, units, and equipment of any military force (JP 2-01.3).

priority intelligence requirement
(joint) An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment. (JP 5-0)
(Marine Corps) In Marine Corps usage, an intelligence requirement associated with a decision that will critically affect the overall success of the command’s mission (FM 1-02/MCRP 5-12A).

processing and exploitation
(joint) In intelligence usage, the conversion of collected information into forms suitable to the production of intelligence. (JP 2-01)

relevant information
All information of importance to commanders and staffs in the exercise of command and control (FM 3-0/MCRP-5-12A).

request for information
(joint) Any specific time-sensitive ad hoc requirement for intelligence information or products to support an ongoing crisis or operation not necessarily related to standing requirements or scheduled intelligence production. A request for information can be initiated to respond to operational requirements and will be validated in accordance with the combatant command’s procedures. (JP 2-0)

situation map
A map showing the tactical or the administrative situation at a particular time. (JP 1-02)
situation template

(joint) A depiction of assumed adversary dispositions, based on adversary doctrine and the effects of the battlespace if the adversary should adopt a particular course of action. In effect, situation templates are the doctrinal templates depicting a particular operation modified to account for the effects of the battlespace environment and the adversary’s current situation (training and experience levels, logistic status, losses, dispositions). Normally, the situation template depicts adversary units two levels of command below the friendly force, as well as the expected locations of high-value targets. Situation templates use time-phase lines to indicate movement of forces and the expected flow of the operation. Usually, the situation template depicts a critical point in the course of action. Situation templates are one part of an adversary course of action model. Models may contain more than one situation template. (JP 2-01.3)

target

(joint) 1. An entity or object considered for possible engagement or other action. 2. In intelligence usage, a country, area, installation, agency, or person against which intelligence operations are directed. 3. An area designated and numbered for future firing. (JP 3-60).

target area of interest

(joint) The geographical area where high-value targets can be acquired and engaged by friendly forces. Not all target areas of interest will form part of the friendly course of action; only target areas of interest associated with high-payoff targets are of interest to the staff. These are identified during staff planning and war gaming. Target areas of interest differ from engagement areas in degree. Engagement areas plan for the use of all available weapons; target areas of interest might be engaged by a single weapon (JP 2-01.3)

terrain analysis

(joint) The collection, analysis, evaluation, and interpretation of geographic information on the natural and manmade features of the terrain, combined with other relevant factors, to predict the effect of the terrain on military operations. (JP 1-02)
References

REQUIRED PUBLICATIONS
These documents must be available to the intended users of this publication.


RELATED PUBLICATIONS
These sources contain relevant supplemental information.

JOINT AND DEPARTMENT OF DEFENSE PUBLICATIONS
Most joint publications are available online: http://www.dtic.mil/doctrine/jel/.

CJCS (SC) message, 141745Z August 2009, Subject: Defense Support of Civil Authorities. (This message is the execute order that directs DSCA operations in support of the National Response Framework.)


DODD 5200.27. Acquisition of Information Concerning Persons and Organizations Not Affiliated with the Department of Defense. 7 January 1980.

DODD 5240.01. DOD Intelligence Activities. 27 August 2007.
JP 2-0. Joint Intelligence. 22 June 2007.


ARMY PUBLICATIONS
Most Army doctrinal publications are available online: http://155.217.58.58/atdls.htm.

AR 381-10. U.S. Army Intelligence Activities. 3 May 2007
FM 2-0. Intelligence. 23 March 2010.
References


FM 3-0. Operations. 27 February 2008.

FM 3-06. Urban Operations. 26 October 2006.

FM 3-06.11. Combined Arms Operations in Urban Terrain. 28 February 2002.


FM 3-24/MCWP 3-33.5. Counterinsurgency. 15 December 2006.


FM 3-34.170 (FM 5-170)/MCWP 3-17.4. Engineer Reconnaissance. 25 March 2008.


FM 6-0. Mission Command: Command and Control of Army Forces. 11 August 2003.


FMI 2-01.301. Specific Tactics, Techniques, and Procedures Applications for Intelligence Preparation of the Battlefield. 31 March 2009.

TC 2-33.4 (FM 34-3). Intelligence Analysis. 1 July 2009.

**NAVY AND MARINE CORPS PUBLICATIONS**


MCWP 2-1. Intelligence Operations. 10 September 2003.


SECNAVINST 5000.34D. Oversight and Management of Intelligence Activities, Intelligence-Related Activities, Special Access Programs, Covert Activity and Sensitive Activities within the Department of the Navy. 3 December 2008. http://doni.daps.dla.mil/SECNAV.aspx. Select link to Directives.

**PUBLIC LAWS AND OTHER PUBLICATIONS**


PRESCRIBED FORMS
None.

REFERENCED FORMS
DA forms are available on the APD website (www.apd.army.mil).

DA Form 2028. Recommended Changes to Publications and Blank Forms.
This page intentionally left blank.
Index

Entries are by paragraph number. Italicized entries refer to Marine Corps-specific discussions.

A
adversary. See threat.
area of influence
defined, 2-3
in stability operations, 7-12–7-19
area of interest
defined, 2-3
in stability operations, 7-12–7-19, 7-24
areas, structures, capabilities, organizations, people, and events, vii, 3-16, 3-19, C-5
attack guidance matrix, A-2
avenue of approach, 3-4, 7-39

B
battlefield’s effects, B-13, C-5
battlespace environment. See operational environment.

C
campaign, B-1
civil considerations, vii, 1-1, 1-2, 1-4, 1-10, 1-11, 2-2, 2-6, 3-1, 3-16, 3-19, 3-21, 5-2, 6-2, 6-3, 6-4, C-5
defined, 1-11
in stability operations, 7-6, 7-7, 7-10, 7-11, 7-22, 7-25–7-26
civil support operations, viii, 2-4, 7-1, 7-35–7-49
collaborative planning
defined, 1-2
combating terrorism, 7-14, B-14
concealment
defined, 3-8
in civil support operations, 7-39
counterdrug operations, B-2
cover
defined, 3-8
in civil support operations, 7-39

D
decisionmaking process, 1-1, 1-2, 1-5, 1-10, 5-2, C-4
decisive terrain
defined, 3-6
defense support civil authorities, 7-35, 7-41n, 7-42
defensive operations, 5-7, 6-1, 6-3, 6-4
and four-step IPB process, C-4
types of, 6-4
determine threat/adversary courses of action, C-6

evaluate the threat, C-6
event template, 5-8

F
foreign humanitarian assistance, B-7

G
geospatial intelligence
defined, D-1

H
high-payoff target, 4-7
high-value target, 1-1, 1-4, 1-5, 1-6, 1-8, 4-5, 4-7, 5-4, 5-5, 5-8, A-1

I
imagery intelligence
defined, D-1

J
incident awareness and assessment, 7-41–7-45
indicators, 5-7, 7-34
initial assessment, 7-45
intelligence oversight, 7-46–7-49
intelligence preparation of the battlefield process, vii, 1-2, 1-4, 1-5, 1-6, 1-9, 1-12, 2-1, 2-2, 2-6, 3-12, 5-1, 5-2, 5-3, 7-1, 7-20, 7-21, A-1, A-3, A-4, C-4, D-3
intelligence, surveillance, and reconnaissance, viii, 1-6, 3-14, 4-4, 7-41
assets, 2-4, 6-4
integration, 1-4
plan, 1-4, 1-5, 1-9, 5-8
requirements, 5-8
in stability operations, 7-20
synchronization, 5-8

K
key facilities and target graphics, B-7
key terrain
defined, 3-6

L
limited intervention, B-5
line of sight
defined, 3-3

M
major combat operation, B-1
major operation, B-1
Marine Corps Planning Process, 1-1
MDMP/MCPP, 1-1, 1-2, 1-4, 1-9, 2-1, 3-2

N
National Geospatial-Intelligence Agency, D-1

O

P

Q

R

S

T

U

V

W

X

Y

Z
noncombatant evacuation operations, B-6

O
objective studies, A-2
offensive operations, 3-4, 6-1, 6-3, 6-4, B-14
types of, 6-2

operational environment, v, vii, 1-2, 1-4, 1-9, 1-10, 2-3, 2-4, 3-2, 3-3, 3-12, 3-19, 3-21, 5-1, 5-2, 5-3, 5-7, 7-38, B-4, B-7, B-10, B-11, B-15, C-4
characteristics, 2-4, 2-5 in a counterinsurgency fight, C-5
definition, 2-1 effects, 5-5 factors, 5-4 in stability operations, 7-9–7-20

operational themes, 7-5, B-1
operational variables, 1-11

P
parallel planning, 1-2
peace enforcement, B-11
peace operations, B-9
peacekeeping, B-9
peacetime military engagement, B-1
planning
  collaborative, defined, 1-2 parallel, defined, 1-2
population status graphic, B-5, B-7

R
range of military operations.
See operational themes.

S
situation assessment, 7-38, 7-44
defined, 7-38
situation templates, 5-5
spectrum of conflict, B-1
stability operations, viii, 2-4, 3-2, 3-19, 4-1, 5-7, 7-2–7-5 compared with civil support operations, 7-43 defined, 7-2 purposes, 7-2, 7-3, B-1 tasks, 7-4 support to insurgency, B-12
target folder, A-2
target studies, A-2
terrain, vii, 1-2, 1-4, 3-1 analysis, 1-6, 3-3, 3-11, 3-12, 3-16, 7-39, 7-39, B-6, C-5, D-3 and military aspects, vii, 1-5, 2-2, 3-3, 3-5, 3-8, D-3 and weather, 1-11, 3-13, 4-5, 6-4, B-10, B-11, D-3 and weather analysis, 3-12 characteristics, 2-2 classifications, 3-7 considerations, 2-4 constraints, 5-8, 6-2 databases, 3-2, 3-3, D-2 decisive, 3-6, 6-1, 6-3 effects on courses of action, 3-8 factor overlays, 3-6 key, 3-6, 3-11, 3-16, 7-39, B-8 mobility, 1-5 reconnaissance, 3-2 teams, D-4
terrain analysis, 3-2, D-2
terrorism
defined, B-14
threat, 1-6 analysis, 4-1
capabilities, 1-4, 1-5, 3-5, 4-3, 4-8, 5-2, 5-7
CBRNE, 1-6
characteristics, 1-1, 1-9
in civil support operations, 7-38
courses of action, 1-2, 1-4, 1-5, 1-8, 1-9, 3-1, 3-11, 3-21, 4-1, 5-1, 5-2, 5-3, 5-5, 5-8
databases, 1-2, 5-7, 7-18–7-19
document, 1-6, 4-1, 4-5, 5-2, 5-3, 5-5, 6-1, 7-7, A-1
forces, 1-4, 1-6, 2-2, 2-3, 2-4, 3-1, 3-8, 3-16, 4-2, 4-4, 5-4, 6-1, C-5
models, 1-1, 4-2, 4-5, 4-6, 4-7, 4-8, 5-2, 5-5, 5-7, 5-8, 5-10, 6-1, 6-4, 7-30, 7-31
operations, 1-1, 4-2, 4-7, 7-7, B-8
in civil support operations, 7-29–7-34
templates, viii, 1-4, 1-5, 1-9, 4-5, 5-5, 5-6
vulnerabilities, 1-4, 1-8, 5-3
warfighting function, 1-5, 1-8, 5-8, A-1

W
warfighting functions, 1-8, 4-5, 5-5, 5-6, 5-8, A-1
weather, vii, 1-1, 1-2, 1-4, 2-2, 7-38 and military aspects, 2-2 and terrain, 1-6, 1-11, 2-6, 3-3 data, 1-4, 3-12
effects, 1-4, 1-9, 3-3, 3-12, 3-16, 5-7, D-4 and stability operations, 7-7
staff officer, 1-4
teams, 3-2, 3-12
weather teams, 3-12
By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
0926006

By Direction of the Commandant of the Marine Corps

GEORGE J. FLYNN
Lieutenant General, U.S. Marine Corps
Deputy Commandant
Combat Development and Integration

DISTRIBUTION:
Active Army, the Army National Guard, and the United States Army Reserve: To be distributed in accordance with the initial distribution number 116004, requirements for FM 2-01.3.