APPENDIX K
S2 CHECKLIST FOR COMBATTING TERRORISM

Combatting terrorism consists of AT (defensive measures) and CT (offensive measures). This checklist describes intelligence considerations for a unit conducting AT operations. CT is not discussed here because most conventional Army units will not engage in such activities.

ANTITERRORISM OPERATIONS

**DEFINE THE BATTLEFIELD**

- **AI. Consider—**
  - Known terrorist activity.
  - Terrorist activities in nations that sponsor terrorist groups.
  - International and national support to the terrorists; for example, moral, physical, and financial support.
  - If US presence, or potential presence, by itself could be a catalyst for terrorist activity.
  - The identity of recent worldwide anti-US terrorist activity, or any intent to conduct such activity.
- **Realms of activity.**
  - Identify the demographic issues that make a protected area (unit, facility, organization, installation, personnel) attractive to terrorists.
  - Identify any time constraints that might limit the availability of a target.
  - Coordinate with supporting MP and MI activities while preparing initial threat analyses and updates.

**DESCRIBE THE BATTLEFIELD**

- **Demographics.**
  - What demographic issues (economic%, politics, propaganda) make a target attractive to terrorists?
  - How do these demographic issues shape terrorist COAs? For example, the political grievance of a terrorist organization might make some targets more attractive than others. Religious convictions might cause terrorists to reject assassinations in favor of kidnappings.
- **Targets and routes.**
  - Identify the susceptibility of targets (installations or personnel) to terrorists.
  - Identify infiltration routes and avenues of approach.
DESCRIBE THE THREAT

- Determine the type of terrorist groups you might face. Are they state supported? Are they nonstate supported? Are they state directed?
- Identify which terrorist groups are present, thought to be present, or have access to your AO.
- Conduct OB analysis for each group to include
  - Organization and cellular composition.
  - Internal discipline.
  - Long- and short-range goals.
  - Dedication (willingness to kill or die for the cause).
  - Religious, political, and ethnic affiliations of the groups.
  - The identity of leaders, trainers, opportunists, and idealists.
  - Group skills and specialties of each organization (for example, sniping, demolition, air and water operations, electronic surveillance, and tunneling).
- Describe the preferred tactics of each organization. These might include assassination, arson, bombing, hijacking, hostage taking, kidnapping, maiming, raids, seizure, sabotage, hoaxes, or chemical and biological weapons. Consider international writings on terrorist or insurgent operations; for example, Mao, Che Guevara.
- Describe or template demonstrated terrorist activity over a period of time in the AO.

DEVELOP ENEMY COAs

- Identify likely terrorist targets within the protected entity by matching friendly vulnerabilities against terrorist capabilities and objectives.
- Template terrorist actions on likely objectives within the protected entity. Remember that the choice of tactics is often related to the amount of desire for attention.
- Template terrorist activities near the objective (assembly areas, movement to the objective site, surveillance, escape routes).
- Template or describe the supporting functions for terrorism (training, logistics, C4I, finance). During antiterrorism operations these activities may provide warnings of coming attacks.

MISSION ANALYSIS

While it is impossible to establish 100 percent deterrence against all possible terrorist attacks, the level of local deterrence needs to be well defined in order to focus the intelligence effort.

DEVELOP COAs

- Typical COAs include—
  - The establishment of a guard or security force.
— An increase in information, personnel, and physical security measures.
— Random personnel, equipment, and vehicle checks.
— An increase in intelligence operations to provide early warning.
— The establishment of a quick reaction force.
— A terrorism awareness education program.

• You must determine that each COA actually deters the threat to the level specified during mission analysis.

• You should also identify those measures which deter the local threat beyond the specified level.

**ANALYZE COAs**

• During wargaming you should roleplay the terrorists against the unified countermeasures effort.

• Each COA should be evaluated for unit cost weighed against increased deterrence.

**PIR**

• PIR and IR that support AT will be almost exclusively dedicated to early warning.

• AT operations are usually conducted concurrently with other operations. Command judgment is required to prioritize the AT PIR and IR against other requirements.

**COLLECTION PLAN**

• Indicators and NAIs should be established near known or suspected terrorists sites, along infiltration routes into a protected area, and near vulnerable HVTS.

• Consult the staff judge advocate (SJA) for legal restrictions prior to executing the collection plan.

**COLLECT**

• HUMINT provides information on terrorist organizations, capabilities, tactics, and targets.

• IMINT provides information pertaining to installation vulnerabilities. IMINT may also provide imagery of terrorist training facilities and other operational imagery to units actively involved in CT operations.

• SIGINT may provide locational data on terrorists once an event is underway (hostage location).

• MDCI helps determine friendly vulnerabilities and possible terrorist surveillance of those weaknesses.

• Use all sources to provide information on terrorist groups. Consult—
  — Open information sources such as news media and private sector publications.
  — Military and civilian LEAs.
— Governmental information, intelligence, and investigative agencies.
— Informal local sources such as soldiers, family members, and civil employees.
- Provide terrorism threat awareness training and briefings to all personnel and family members as required. This increases spontaneous reporting.

**PROCESS**

- Time event charts predict the order of events leading to a terrorist event. This will help produce new doctrinal templates.
- Association and activities matrices help determine operational capabilities of individual terrorists and their associated groups.
- Association matrices show which personalities associate with each other. This provides an idea of cell size and the overall organization of the group.
- Link diagrams show the cellular structure of the organization.

**DISSEMINATE**

Agencies responsible for coordinating antiterrorist activities must have immediate communications with collection agencies and the executors of all unit countermeasures.