Chapter 6

Intelligence Aspects of CA Operations

The nature of CA operations and the need for CA personnel to develop and maintain a close relationship with the civilian populace puts them in a favorable position to collect information. CA personnel in their daily operations deal with people, equipment, and documents that are prime sources of Information. This Information can supplement the intelligence effort. U.S. forces need timely and accurate intelligence and information to plan missions, secure the element of surprise, identify and develop targets, and protect U.S. interests across the operational continuum.

CA operations are closely tied to the intelligence functions and operations associated with the overall tactical mission. CA personnel have an intricate and important intelligence role during both the Intelligence cycle and the operational planning sequence.

INTELLIGENCE CYCLE

All intelligence operations follow a four-step process known as the intelligence cycle [Figure 6-1]. (For further details, see FMs 34-3 and 34-36). The mission of the unit, whether CA or other SOF, drives the intelligence cycle. As operational planning begins, so does intelligence planning. Requirements for operational planning are normally for finished intelligence studies, estimates, or briefings. CA planners prepare their CMO estimates from basic intelligence documents that are not primarily written for CA use.

INFORMATION COLLECTION

Information is unevaluated material of every description including that derived from observation, communications, reports, rumors, imagery, and other sources from which intelligence is produced. Information itself may be true or false, accurate or inaccurate, positive or negative. Intelligence is the product resulting from the collection, evaluation, and processing of information.
**CA Collection Activities**
Personnel engaged in CA operations are (by their daily activity) in a position to obtain first-hand information from many local sources. CA personnel are able to collect information that is often important to other units' staff sections or agencies and supports the CCIR.

Overall, CA elements collect information that the S2 and/or G2 turns into intelligence. Although valuable to the overall intelligence process, the role of soldiers engaged in CA operations must be passive. CA units collect and report information; however, CA personnel are not and must avoid appearing to be intelligence agents. Title 10 of the U.S. Code prohibits intelligence collection by military personnel unless authorized by competent legal authority. CA information collection activities encompass the complete spectrum of cultural, social, political, and economic issues within the present or potential AO. A coordinated effort of CA and MI allows CA operations with their wide range of activities and contacts to provide the commander information for mission accomplishment.

**Sources of Information**
CA units should be included in the information collection plan of the supported unit. While they should not go looking for information at the risk of mission accomplishment, they should report information that meets the criteria of the supported unit's collection plan. Prime sources of information available to CA units include—

- Civilians who were housed with, catered to, or associated with enemy personnel.
- DCs and other personnel participating in movement control, relief, or other assistance (normally referred to appropriate intelligence personnel).
- Government documents, libraries, or archives.
- Files of newspapers or periodicals.
• Industrial and commercial records.
• Technical equipment, blueprints, plans, or information of interest related to transportation, signal, engineer, and medical fields.

Collection Methods
During an operation, CA elements can provide direct support to intelligence collection agencies in the procurement of essential facilities and equipment, referral of HUMINT sources, and information gathering.

Procurement.
Aside from such normal procurement as civilian real property, CA personnel support the intelligence effort by procuring—
• Maps.
• Civilian clothing and items of normal personal possessions.
• Biographical data or other informational background material.
• Civilian equipment such as binoculars, cameras, radios, and other items.
• Documents including passports, visas, vehicle operator licenses, birth or marriage records, or other similar documents.
• Foodstuffs, tobacco products, or alcoholic beverages peculiar to the area.
• Barter items.
• Civilian motor vehicles, bicycles, or domestic animals.

Referral.
Through contact with civilian organizations, leaders, and political enemies of hostile governments, CA personnel can assist in developing personnel data bases. These data bases identify potential recruits for screening by intelligence, SF, or PSYOP personnel. Individuals who pass the screening process may then be recruited by appropriate agencies—
• For various operations.
• As interpreters.
• As specialized craftsmen, technicians, or laborers.

Information Gathering.
CA forces, if used correctly, can complement the intelligence collection process, especially HUMINT. HUMINT is the category of intelligence derived from information collected and provided by human sources. In some cases, CA elements can also enhance the capabilities of TECHINT or intelligence concerning foreign technological developments that may have eventual application for military use. All soldiers must be sensitive to the types of information that would be of potential interest to the intelligence community. They should be cognizant of what they observe and of its military significance.

Automated Data Processing Systems.
Today, most information is processed manually. Emerging ADP systems help the intelligence analyst process greater volumes of information faster and more accurately. Developing, maintaining, and accessing the intelligence data base are essential to processing. Baseline data base information and intelligence to support CA operations is established by researching data bases maintained by various agencies and sources, including the following:
• CIA.
• DIA.
• NSA.
• USAIA.
• AFMIC.
• Unified and specified commands.
• Theater commands.

SOCRATES is a USSOCOM-sponsored system designed to provide access to intelligence databases most commonly used by SOF and intelligence personnel. It is SOF-unique and dedicated to fulfilling SOF intelligence requirements. USSOCOM updates data bases quarterly. This system—
• Provides up to and including TS/SCI and current intelligence data for SOF mission planning and execution.
• Provides on-line access to time-sensitive intelligence.
• Develops and integrates SOF-unique databases.
- Provides stand-alone basic intelligence capability for RC SOF elements.

The USASOC program has three components to its system. The SOCRATES components include the following:
- SOCRATES LAN consists of on-line computers, work stations, printers, and phones. A combination of wire and fiber optic cable is the communications carrier for information transfer in support of this system.
- SOCRATES EXT extends on-line capabilities to all AC major subordinate commands. SOCRATES can access national intelligence data bases, PSYOP, and other SOF-peculiar data bases.
- SOCRATES SAC is a collateral stand-alone computer application using existing SOCRATES software and allowing access to regional intelligence data. This stand-alone system has been fielded to RC and NG units.

POADS is a data base used to store BPSs, SPSs, and special assessments. POADS is a collateral data base accessible to all AC SOF. USAR PSYOP units are on-line and are currently training CA RC elements. The CIA, DOS, and Foreign Broadcast Information Service process information into POADS. Some data bases in POADS are being accessed by SOCRATES.

CA INTELLIGENCE PLANNING

Before moving into any AO, whether by friendly agreement, as part of a liberating force, or in an occupational role, CA staff sections and units draft and implement an intelligence collection plan. This plan is necessary to develop maximum information on the area and its people and on source material and agencies essential for the collection of the data. The CA functional specialties and their tasks provide broad guidelines as to the general nature of CA intelligence requirements for planning and operational purposes. The intelligence collection plan will include but not be limited to the following:
- Topography, hydrography, climate, weather, and terrain including land forms, drainage, vegetation, and soils.
- Census, location, ethnic composition, and health factors of the population.
- Attitude of the population including ideological, religious, and cultural aspects.
- Government structure including forms, personalities, laws in being, and political heritage.
- Educational standards and facilities and important cultural activities and repositories.
- Communication, transportation, utility, power, and natural resources.
- Labor potential including availability by type and skill, practices, and organizations.
- Economic development including principal industries, scientific and technical capabilities, commercial processes, banking structure, monetary system, price, and commodity controls.
- Extent and nature of agricultural production and accustomed population dietary habits.
- Cores of resistance movements.
- Organization and operation of guerrilla forces in rear areas and the extent and degree of volition involved in local support.
- Hostile activities including espionage, sabotage, and other factors of subversion and disaffection.

CA Collection Plan

The CA collection plan is predicated on PIR designated by the commander in support of operations, normally through his staff. It provides a systematic analysis of information required and determines the assignment of assets or resources (assets are organic to the unit resources are not) with the ability to procure the required information. Once the staff analyzes the commander’s PIR, the G2 or his collection manager prepares the collection plan for integration into the overall plan for the command.

The CA intelligence officer will normally direct and supervise the collection effort as the collection
manager. He prepares collection plan(s), usually in conjunction with the intelligence officer (S2 or G2) or collection manager of the tactical command or higher headquarters. In addition, he prepares an intelligence collection plan for his own headquarters. A sound collection plan that effectively uses collection assets results in a heavy volume of information. The extent to which the intelligence officer of a CA headquarters processes the information depends on—

- The size of his staff.
- His other duties.
- Proximity and availability of other intelligence processing agencies.
- The desires of his commander.

The intelligence officer maintains files, a journal, worksheets, and a situation map with overlays as required by the mission.

**CA Intelligence Collection Requirements**

CA intelligence planning identifies which collection assets or resources will collect intelligence to satisfy CA requirements. The CA intelligence officer forwards those requirements that organic CA assets cannot answer to the supported command’s G2 and/or S2. Channeling intelligence requirements through the G2 and/or S2 ensures—

- They are tasked to proper agencies.
- All sources are considered.
- The requirements receive proper command emphasis.

During intelligence planning, the CA staff analyzes PIR and the CCIR to determine what information is needed and the priority of need for each intelligence item. PIR are those critical items of information the commander needs at a particular time to reach a logical decision on what COA to adopt to best accomplish his mission. IR are those items of information regarding the enemy and his environment that may affect mission accomplishment. The CA staff also determines—

- What indicators answer the intelligence requirement.
- What sources and agencies can best answer each intelligence item.
- The proper dissemination of information.

**Figure 6-2** page 6-6, gives the format and instructions for completing a CA collection plan. **Figure 6-3** pages 6-7 through 6-14, is a sample CA collection plan. For more information, refer to FM 34-36.

**Protected Target List**

Whether CMO support SOF or GP forces, the OPLAN will usually annotate command guidance during pre-mission planning and preparation. Supporting plans focus on minimizing civilian interference and reducing collateral damage to the civilian populace and economy. CA planners and units play an invaluable support role in the development of the command’s “protected targets” list. The difference between the tactical and the CA list is that CA planners consider the cultural, economic, political, and informational aspects of the operation, to include restoration. For an example, with some explanation of protected target list development by CA planners, see **Figure 6-4** page 6-15. Submission of their list does not constitute approval but begins a staffing process. CA elements must understand that tactical operational missions have priority, but a well-presented list is a first step in assisting the commander in meeting moral considerations and legal obligations to the public. For a more detailed discussion of planning and preparation, see Chapter 8.
The upper right hand corner will be used for the suspense, if the commander or headquarters directs. Suspense will include date time group. The lower right hand corner (action complete) refers to the responsible person completing the action.

The upper center of the worksheet is the commander’s PIR. Each PIR will be numbered in order of priority or importance (PIR 1,2,3,).

Column one lists the significant or appropriate essential EEI or points of evidence that are applicable to the questions of the PIR.

Column two lists the elements or agencies responsible for gathering the information to support the commander’s PIR.

Column three delineates any changes in attitude/behavior toward the economic, political, and social and informational environment.

Column four includes the overall CA status plus when, where, and how to report.

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tbody>
</table>

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Commander’s Priority Intelligence Requirements 


(CLASSIFICATION)

Action Complete ( )

Figure 6-2. Format for CA collection plan.
What is the attitude of the populace toward—

- Its own government?
- Enemy forces?
- Friendly forces?
- CA activities?

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a.</td>
<td>Behavior or conduct indicating—</td>
<td>1a. Includes a short summary of any changes in attitude noted during the period. Give details of specific actions that indicate any of the following: (1) Confidence and operation. (2) Doubt and suspicion. (3) Apathy and indifference.</td>
<td>1a. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>(1) Confidence and trust through compliance with laws, etc., acceptance of civilians selected for positions of authority, lack of support of resistance or insurgent movements. (2) Cooperation as shown by reporting violators of laws; making constructive suggestions. (3) Doubt and suspicion as maintained by ill-tempered compliance, reluctance to accept employment with the government of CA, drawing unfavorable comparison with situation in other zones.</td>
<td>b. In addition to the above, include questions in public opinion questionnaire that indicate which of the three attitudes listed under 1a above is prevalent.</td>
<td>b. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>(4) Apathy and indifference.</td>
<td>c. Make continuous study and analysis of fraternization in area, noting trends, impressions and conclusions as to trends.</td>
<td>c. Include in periodic report. Include specific details.</td>
</tr>
<tr>
<td></td>
<td>b. Expressions in public opinion polls.</td>
<td>d. Analyze all press releases not censored prior to publication and statements of radio commentators to detect criticism of CA operations or circulation of rumors and propaganda. Cover theatrical performances, musical recitals, and films for the same purpose.</td>
<td>d. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>c. Fraternization and other friendly gestures toward the occupying or sending state forces personnel.</td>
<td>e. Keep bulletin boards, trees, building walls, etc., under periodic surveillance for posters and unauthorized handbills and notices.</td>
<td>e. Report immediately to designated headquarters by fastest means available or as directed.</td>
</tr>
<tr>
<td></td>
<td>d. Articles in the press, radio, handbills, rumors, films, etc.</td>
<td>f. Investigate thoroughly all requests for permission to hold meetings, ascertain ostensible purpose and follow through to determine real purpose. If purpose is other than that given at time of request, report complete details including names, number attending, time and place of meeting, and what transpired with conclusions as to real purpose.</td>
<td>f. Report immediately to designated headquarters by fastest available means any unusual incidents; unauthorized meetings, or misrepresentation of purpose of meetings.</td>
</tr>
<tr>
<td></td>
<td>e. Clandestine or open meetings demanding changes.</td>
<td>g. Monitor all forms of communications originating with citizens for statements of interests to CA.</td>
<td>g. Include in periodic report. Include specific details.</td>
</tr>
</tbody>
</table>

Figure 6-3. Sample collection plan.
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Commander's Priority Intelligence Requirements #2

Do migrating populations constitute a problem? What are the social and political effects of such movement?

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a.</td>
<td>Special Functions Team/Dislocated Civilian Team</td>
<td>2a. (1) Maintain tabulated record of number and nationality of people moving into and out of the area. (2) Maintain record of persons in camps, number received each week, number discharged each week. Determine destination of discharges and purpose of going there, origin of persons received and reasons for leaving former place of residence, occupation of wage earners. (3) Break down the above categories by sex and age groups.</td>
<td>2a. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>CA Units</td>
<td>b. Determine reasons for large groups of people moving into or out of the area. Also determine number of political fanatics coming into the area.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Government Team</td>
<td>c. Maintain record of labor requirements, shortages and overages in the area by requirements such as industry and agriculture by location, tabulation of the unemployed by profession, skill, or occupation.</td>
<td>b. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>Economics Team</td>
<td>d. Maintain record of status of housing, food, fuel, and clothing in the area to show requirements, shortages, and overages.</td>
<td>c. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>Government Team/ Public Health Team</td>
<td>e. Maintain record of status of health in the area to show number of sick in hospitals, in homes, type of illness, probable cause, whether or not contagious.</td>
<td>d. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>Government Team/ Public Administration Team</td>
<td>f. Determine political significance of migrating populations and degrees to which they adapt themselves to community life and/or are accepted by the community.</td>
<td>e. Include in periodic report.</td>
</tr>
</tbody>
</table>

Figure 6-3. Sample collection plan (continued).
Commander's Priority Intelligence Requirements #3

What is the influence of political parties upon the populace of the area? How is it exercised? Relative strength and potency of various parties? What is the platform? Who are the leaders? What social and economic group supports each party? What group of organizations contributes to the support of each party? What parties are gaining in public support? Which are losing?

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
</table>
| 3a. Registration of political party. | Government Team/ Special Functions Team | 3a. Study press releases and opinions expressed in public opinion polls, listen in on radio broadcasts, have representatives attend political rallies or meetings having political significance. Analyze data from all available sources to determine—
1. Relative strength and popularity of various parties, with reasons for popularity.  
2. Changes in regular policies and procedures or nonconformity with established procedures.  
3. Social and economic status of party membership; i.e., urban, rural, literate, and illiterate, etc.  
4. Methods used to gain new members.  
5. Amount and source of income.  
6. Expenditures,  
7. Party affiliations with other parties, groups, etc. Investigate scope of party program and evidence of influence from outside the area. | 3a. Include in periodic report. |
| b. Political meetings and rallies. | Government Team | b. Examine records of political parties to determine to what extent support is being given to groups and organizations by contributions of services, money, or supplies. | b. Include in periodic report. |
| c. Membership drives and campaigns or other tactics used to stimulate party membership. | | | |
| d. Party funds. | | c. (1) Keep bulletin boards, trees, building walls, etc., under periodic surveillance for posters and unauthorized handbills and notices. | c. (1) Report immediately to designated headquarters by fastest means available. |
| e. Party publicity. | | | |
| f. Public reception and interest on party platform and activity. | | | |
| g. Evidence of influence from outside the area. | | | |
| h. Allegiance of any local group or element to a central party or organization. | | | |
| i. Failure of membership to show allegiance to own party in local election. | | | |
| j. Political attitudes, allegiances, interest and activities of returning or repatriated individuals to the area. | | | |
| k. Power struggles within the elite group of party organs and underlying reasons. | | | |
| l. Deviations from policy or propaganda line by key party members. | | | |
| m. Defections of key members or groups from party and reasons for these defections. | | | |
| n. Affiliations with labor, religious, youth, women, paramilitary and other groups. | | | |

Figure 6-3. Sample collection plan (continued).
<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA Units (continued)</td>
<td>(2) Investigate thoroughly all requests for permission to hold meetings, ascertain ostensible purpose and follow through to determine real purpose. If purpose is other than that given at the time of request, report complete details, including names, number attending, time and place of meeting, and what transpired with conclusions as to real purpose. (3) Observe political attitudes, allegiances, interests, and activities of returning or repatriated natives. <strong>d.</strong> Peruse mail of community leaders and recently returned or repatriated natives to determine political attitudes, allegiances, interest, and activities.</td>
<td>(2) Report immediately to designated headquarters by fastest available means any unusual incidents, unauthorized meetings or misrepresentation of purpose of meetings.</td>
<td>(2) Include in periodic report.</td>
</tr>
</tbody>
</table>

**Figure 6-3. Sample collection plan (continued).**

6-10
### Commander's Priority Intelligence Requirements #4

**What economic problems are serious in the area? What are their causes? What is the estimated duration?**

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a. Economic disruption as evidenced by—</td>
<td>Economics and Related Functional Specialists</td>
<td>4a. Maintain continuing study of economic situation as it might disrupt standards of living in the area. Analyze results of food and fuel shortages, lack of adequate housing, lack of transportation to move commodities within area, effect of shutdown of essential or vital industries, probable results of unemployment caused by layoff of workers, effect of serious floods or droughts on agriculture and industry, existence of undistributable surpluses, hoarding of commodities, cause and duration of black market as it pertains to items necessary for health, comfort, or well-being of populace.</td>
<td>4a. Include in periodic report.</td>
</tr>
<tr>
<td>(1) Food shortages.</td>
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<td></td>
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<tr>
<td>(2) Fuel shortages.</td>
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<td></td>
<td></td>
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<tr>
<td>(3) Lack of adequate housing.</td>
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<td></td>
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<tr>
<td>(4) Transportation shortage.</td>
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<td></td>
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<tr>
<td>(5) Excessive unemployment.</td>
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<tr>
<td>(6) Serious floods or drought.</td>
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<tr>
<td>(7) Disorganization of normal trade and production system.</td>
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<td></td>
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<tr>
<td>b. Existence of undistributable surpluses.</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>c. Bank failure or runs on financial institutions.</td>
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<tr>
<td>d. Hoarding of currencies, commodity barter, and black-market activities.</td>
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<tr>
<td>e. Widespread complaint of economic difficulties.</td>
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<tr>
<td>f. Lack of confidence in the currency.</td>
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</tbody>
</table>

Government Team

**Figure 6-3. Sample collection plan (continued).**
Commander's Priority Intelligence Requirements #4
(continued)

<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Government Team</td>
<td>d. Maintain a tabular record of number of arrests for black-market activities.</td>
<td>d. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>CA Units</td>
<td>e. (1) Follow up all complaints on economic difficulties; determine cause of complaints and whether or not justified. (2) Use all available means to detect black-market activities within the area.</td>
<td>e. Include in periodic report.</td>
</tr>
<tr>
<td></td>
<td>Military Intelligence Units</td>
<td>f. Recapitulate various types of complaints pertaining to economic difficulties as found in letters written by natives or overheard in telephone conversations between natives.</td>
<td>f. Include in periodic report.</td>
</tr>
</tbody>
</table>

Figure 6-3. Sample collection plan (continued).
Commander's Priority Intelligence Requirements #5

What is the extent of crime and misdemeanors in the area?

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<table>
<thead>
<tr>
<th>EEI</th>
<th>Elements or Agencies Gathering Information</th>
<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Number of arrests for commission of law violations over and above what is normal. Type of violation, frequency, against whom committed, and whether increasing or decreasing.</td>
<td>Government Team</td>
<td>5. Be alert to detect technical compliance with rules, regulations, laws, proclamations, and instructions while attempting to thwart the purpose of the law by evading its scope or retarding its implementation. Priority of collection effort will be given to violations of populace and resources control laws, decrees, and regulations.</td>
<td>5. Include in periodic report. Render informal report by telephone or memorandum to designated headquarters when first detected or suspected.</td>
</tr>
</tbody>
</table>

Figure 6-3. Sample collection plan (continued).
### Commander's Priority Intelligence Requirements #6

What are the attitudes of educators or leaders of schools and universities? What are they teaching? What are their qualifications, backgrounds, beliefs, ideas advocated, and the strength of their following?

<table>
<thead>
<tr>
<th>EEI</th>
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<th>Fluctuations in Attitude/Behavior</th>
<th>Status to Include When, Where, and How to Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a.</td>
<td>Degree of success or failure of reorientation programs toward U.S. policy.</td>
<td>6. Maintain a constant study of attitude of teachers and educators to determine what they are teaching, strength of their following, methods used to eliminate or perpetuate ideologies inimical to U.S. policy. Determine degree of success or failure of reorientation programs toward U.S. policy. Detect organization of secret societies in colleges or schools. Examine critically lectures and theories directed against host nation and U.S. policies. Analyze reactions of students to such lectures and theories. Determine to what extent native youth is regimented in schools and colleges. Report all student demonstrations; determine causes. Ascertain influences exerted upon students by political parties or other outside groups; what junior organizations are being developed among the student body. Detect efforts being used, if any, to restrict school attendance to those students approved or satisfactory to certain groups or organizations.</td>
<td>6. Include in periodic report.</td>
</tr>
<tr>
<td>Government Team</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Figure 6-3. Sample collection plan (continued).
PROTECTED TARGET LIST

Depending on the mission, CA submission of the protected target list should be subdivided with a brief statement of significance and actions. A good starting point is the area study or assessment. A valid mission statement in support of this list could read, "Secure facilities critical to immediate relief of life-threatening conditions and required for restoration of social, economic, and governmental functions in the AO." In Panama, the protected target list was referred to as the no-strike list; same meaning, different name. The example below is not all inclusive.

1. Medical and Utilities Facilities.
   a. Health Care Facilities (City or Town) Grid
      Children's Hospital PU61319153
      San Thomas Hospital PU61229165
      Santa Fe Hospital PU60919286
      San Juan Health Center PU60080002
   b. Utilities (City or Town) Grid
      Water Works PU63300460
      Water Works (Pump Station) PU65959840
      Electric (Hydro) PU61339864
      Electric (Nuclear) PU62409860

2. Cultural or Religious Institutions.
   Town or City Grid
   San Jose Church PU60834569
   Municipal Palace PU61024582
   Art Museum (National) PU51208960
   National Theater PU34529856
   Balboa Monument PU61489152
   Presidential Palace Corner 5th Ave and 10th St
   Santa Ana Church Ave Jones between 1st and 9th St

3. General Facilities.
   Radio Station PU69459012
   TV Broadcasts (Channel 4) PU91231231
   Telephone Switching Ctr PU23423423

   General Bank Corner 10th Ave and 15th St
   Continental Bank PU23234542
   Bank of America PU61324444
   Federal Court House Corner 6th Ave and 10th St
   Social Security Headquarters Ave Son Tay and 14th St
   U.S. Embassy PU23434234

Figure 6-4. Sample protected target list.
INTELLIGENCE PREPARATION OF THE OPERATIONAL AREA

The CA commander is the ultimate director of the IPOA effort through his CCIR. The CCIR are critical in developing the collection plan. The collection plan supports the DST process of IPOA. It is not sufficient to simply identify PIR and IR. The commander must develop his own CCIR pertinent and critical to the accomplishment of his specific mission. See Appendix C for the CCIR relationship to CA functional specialties.

IPOA Process
IPOA is a cyclical process of intelligence analysis and evaluation. It results in a graphic and written estimate that portrays probable hostile, friendly, and nonbelligerent third party capabilities, vulnerabilities, and COAs. This analysis must be considered from the CA point of view; for example, terrain considerations that contribute to the control of DCs. (See Figure 6-5.)

IPOA Product
The IPOA product must be predictive. The CA intelligence officer uses the IPOA to provide answers to the CCIR. The IPOA product gives the command and staff a continuous picture and other operational factors as they apply. It is continually updated and briefed to the commander, who uses the information when making decisions. For more information on how the TTP of IPOA support CMO and other SOF, see FM 34-36, Chapter 10.

Figure 6-5. The CA IPOA process.