



OPERATIONALIZING THE MILITARY INTELLIGENCE BRIGADE-THEATER OPERATIONS BATTALION

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Introduction

A recent force structure expansion at the 500th Military Intelligence Brigade-Theater's (MIB-T's) operations battalion provided an additional 57 analysts and associated equipment to support the U.S. Army Pacific (USARPAC) theater all-source analysis and single-source collection. The expansion gave the 205th Military Intelligence Battalion (MI BN) (Operations) a unique opportunity to reassess how to execute assigned missions, restructure systems and processes, and reorganize units of operation to effectively operationalize the battalion in support of the theater army and the USARPAC commander's priorities. This included a shift in focus toward targeting by reorganizing the analysis and control element (ACE) and establishing the Pacific Processing, Exploitation, and Dissemination (PED) Center. These two battalion elements support modernization and work together to provide targetable data to the commander via the USARPAC Target Development Work Center.

ACE

- ◆ Provides the USARPAC commander with adversary ground order of battle, high-payoff target list, and situation template through all-source intelligence analysis.
- ◆ Provides the operational and strategic picture through production and analysis.
- ◆ Aligns analysis via regional teams.

Pacific PED Center

- ◆ Provides multidomain processing, exploitation, and dissemination of national, joint, and theater assets collection in support of lethal and nonlethal targeting.
- ◆ Holds high-payoff target list targets in continuous custody for prosecution by the Target Development Work Center in both competition and conflict.
- ◆ Experiments with emerging technologies.

Target Development Work Center

- ◆ Provides targeting linkage from the ACE and the Pacific PED Center to the theater fires element in both competition and conflict.
- ◆ Develops the operations plan and competition targets in support of USARPAC commander priorities.
- ◆ Integrates intelligence process with targeting process, which enables continuous target development and refinement.

Support Targeting and Seize the Initiative Faster

Delivery of the common operational picture and common intelligence picture solely to the division commander does not leverage all intelligence support available to operations, at echelon, in the large-scale combat fight. Therefore, the intelligence community must reconsider how it operationalizes intelligence to provide the strategic and operational picture to commanders so that they can understand and target the threat. This requires a look at how intelligence, at echelon, can provide multidomain operations-capable formations, deep sensing, and an accurate, timely intelligence picture to the command. In the Pacific theater, the 205th MI BN conducted this evaluation through full mission analysis and task organization. It then moved toward operationalizing its intelligence units of operation in order to develop and implement a new and efficient information flow. The goals were to support targeting, increase support to priority threat and ground order of battle analysis, and increase support to indications and warning intelligence, enabling USARPAC to “seize the initiative” faster.

The Convergence of Warfighting Systems

The convergence of warfighting systems capable of autonomously interacting across intelligence, operations, and fires functions begins with refined sensor to shooter processes during competition. The ability to discern the adversary’s warnings and the enemy’s intentions and capabilities, across all domains, informs the commander’s decisions and realistic assessment of the operational and tactical risk. The MIB–T, specifically through its operations battalion, provides this support to the theater army commander using its single-source (PED), all-source (ACE—ground order of battle and indications and warning intelligence), and dissemination (intelligence and electronic warfare systems and the Advanced Miniaturized Data Acquisition System [AMDAS] Dissemination Vehicle) capabilities. Military intelligence (MI) units must conduct mission analysis of their organizational posture in order to task organize and shape their support to the large-scale combat fight and multidomain operations. When analyzing the organizational posture and processes for target data flow, MI units should also consider how “advances in intelligence, surveillance, and reconnaissance (ISR), bolstered by machine learning, will improve the flexibility and responsiveness of deep[-sensing] operations.”¹ Changing the Army’s intelligence unit’s conventional structure requires a shift in our leaders’ mindsets, away from a force provider mentality, in order to drive the integration of the units of operation and to drive operations that support targeting.

205th Military Intelligence Battalion (Operations) Mission

The 205th MI BN conducts continuous multidiscipline intelligence operations in order to enable situational understanding and mission command for units assigned, aligned, and deployed to the Pacific theater; establishes and sustains regional partnerships; extends and enables access to the foundational intelligence network; and on order deploys ready, trained, and tailorable intelligence teams in support of unified land and multidomain operations.

An Operational Approach to the Problem

Using the military decision-making process, the 205th MI BN (Operations) created an operational approach to solving this problem by delineating operational support, rather than analytical production, for each of its units of operation, in support to targeting. The demand signal from the newly formed Target Development Work Center to provide targetable data to the theater army required additional capabilities from PED single-source collection with a clear delineation and different requirements from all-source analysis. The delineation of support roles for the units of operation included efforts to assign senior leader mission roles between the G-2 staff directorate and the MI BN chain of command in order to increase efficiency and harness the full weight of intelligence support to the commander (Figure, on the next page). This approach highlighted the importance that MI command organizations, in support, can drive collection and intelligence operations for the G-2’s analytical efforts and the commander’s priorities by determining, synchronizing, and resourcing operational requirements.

The battalion also identified that the integration of its ACE and PED capabilities, as two newly separated entities, lacked the coordination and synchronization required to deliver an operational strategic picture to the commander to drive targeting. In addition, as expected from two newly established entities, the Pacific PED Center and the Target Development Work Center, when integrated with the ACE, lacked defined processes, roles, and responsibilities to support one another. Using the military decision-making process, as directed by the battalion commander, the battalion staff framed the problem, developed courses of action, and produced an operations order to organize and operationalize the battalion’s theater-level enabling assets to support the Target Development Work Center and execute effects on targets throughout the U.S. Indo-Pacific Command (USINDOPACOM).²

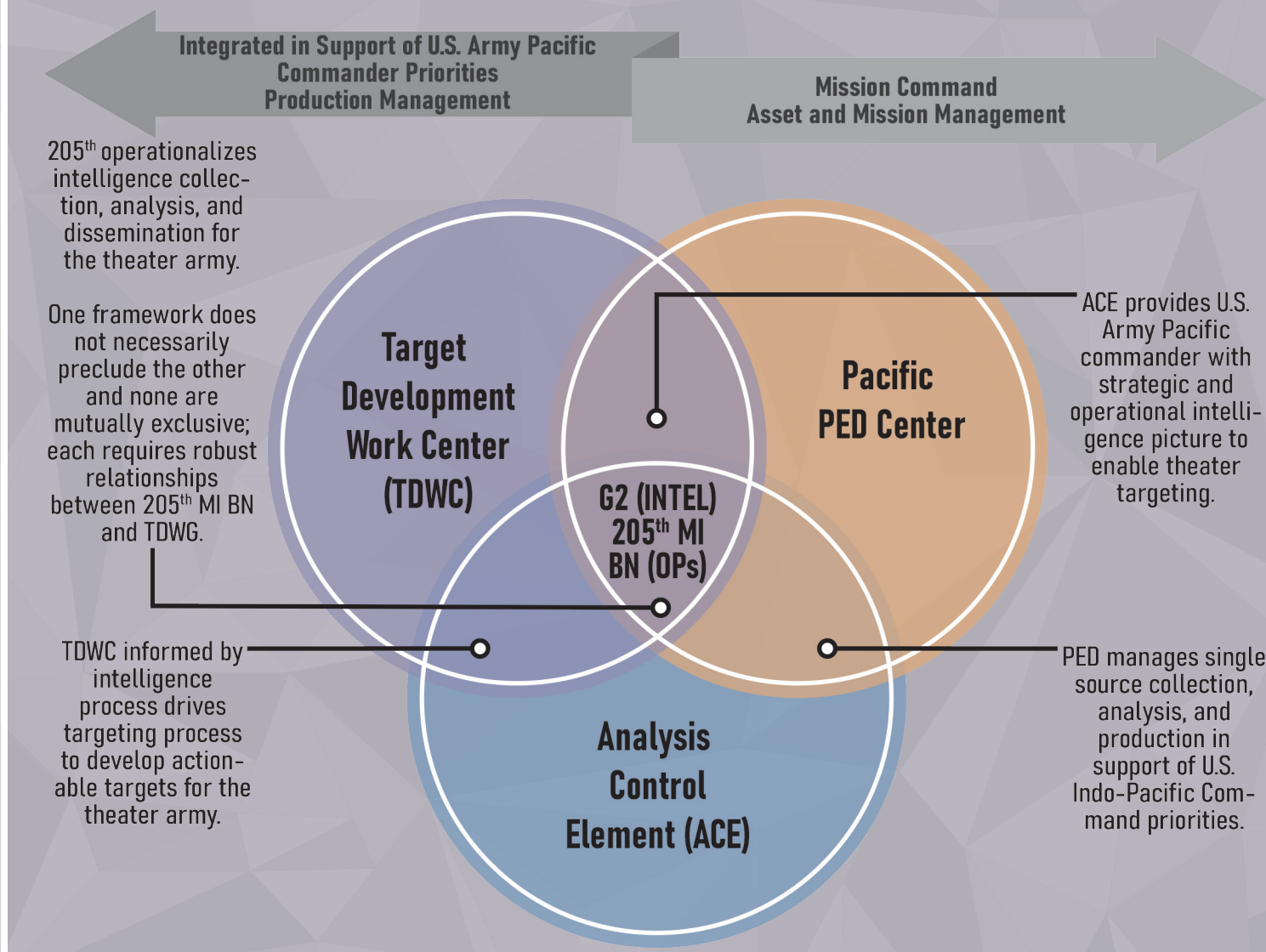


Figure. Integration of the ACE, PED Center, and TDWC

The mission analysis and modifications to the existing structure showed that MI operations battalions are uniquely equipped with the staff, expertise, and resources to analyze, frame, and solve challenging complex problems. Navigating these problem sets requires direct tasking and synchronization with the ACE, PED Center, and intelligence and electronic warfare, which the supported G-2 cannot, nor should not, provide for tasking management and overall leader development, training, and resourcing. This support is the responsibility of the operations battalion and its staff. The battalion staff is responsible for developing and maintaining the running estimates required to visualize the problem, assess operations, manage the information within each section's area of expertise, and identify risk, which helps to inherently advise the commander so that the commander may drive the required intelligence collection and analysis for their supported G-2.³

Improving Intelligence Support to Targeting

The 205th MI BN's approach resulted in three primary advances to improve intelligence support to targeting:

ACE Reorganization to Support Targeting through Ground Order of Battle Expansion. The 205th MI BN reorganized

the ACE from a regionally aligned concept to a functionally aligned concept with clearly established ACE operations, long-term analysis, ground order of battle, ground domain awareness cell, and targeting teams in order to drive targeting and provide the commander with indications and warning intelligence against the pacing threat. The reorganization standardized processes and procedures to ensure the predictability of tasks and to keep the focus on the mission despite daily intelligence requirements. The ACE operations section provides an interface to field requests for information and allows analysts to focus on long-term analysis, ground order of battle, and targeting. The new structure placed 90 percent of its analytical efforts on the People's Republic of China and increased its ground order of battle support by about 300 percent to drive targeting. Targeting data comes from the long-term analysis team and the experiences and expertise of individuals in the ground domain awareness cell that tracks the ground order of battle. Reorganization of the ACE will increase focus, efficiencies, predictability, and the ability to effectively target centers of gravity throughout competition, a transition to crisis, and conflict.


Pacific PED Center Interoperability. In support of the USARPAC G-2, and as USARPAC builds its PED capacity, the 205th MI BN increased the functionality and synchronization of single-source intelligence. The Pacific PED Center, as USARPAC's contribution to joint targeting, endeavors to maintain critical target custody and provide support to lethal and nonlethal targeting. This requires very narrowly defined requirements prioritization, data flow, and output processes in order to provide near real time targetable data. The battalion continues its mission analysis support to external site build-out and the internal organizational structure and information flow of its single-source intelligence support.

Bodhi Common Operational Picture and Common Intelligence Picture. Bodhi is an application that the National Reconnaissance Office developed for visualization, collaboration, and presentation. It allows users to create and establish customized situational awareness and common operational picture views. Bodhi provides a presentation and storytelling capability to enable collaboration and data sharing.⁴ The 205th MI BN leads working groups that focus on the Bodhi common operational picture and common intelligence picture to leverage the battalion's intelligence and electronic warfare resources. This has resulted in architecture improvements to the SECRET Internet Protocol Router Network and the Joint Worldwide Intelligence Communications System, which ensure data flow from the ACE to USINDOPACOM. The weekly Bodhi working group meetings and the creation of a shared Confluence page for the MIB-T and USARPAC enable synchronization and the team's input into Bodhi's development. To maintain proficiency, Soldiers interact daily with the Bodhi application and participate in a USINDOPACOM J-2 training course. This ensures that there are enough Bodhi-trained operators and helps to improve processes to maintain an updated common operational picture and common intelligence picture for the command.

Way Forward

The 205th MI BN reorganized its ACE and established the Pacific PED Center's initial operational capability in early January 2022. The 205th MI BN intends to share lessons learned to determine their relevance for other theaters. As the Army modernizes and prepares for large-scale combat operations, additional opportunities exist for the intelligence warfighting function to increase its presence and request additional force structure. These opportunities require further exploration and evaluation. They include—

- ◆ Determining the delineation of intelligence support between corps, division, and theater.
- ◆ Establishing clear intelligence handover lines.

- ◆ Determining the ability of the expeditionary-military intelligence brigade to provide both multidomain operations-capable and deep-sensing formations to corps and division commanders.
- ◆ Determining the ability of the MIB-T to set the theater and provide an aggressive posture of collection assets for deep sensing.
- ◆ Determining the ability of the Multi-Domain Task Force to serve as the theater army's multidomain operations-capable formation. 

Endnotes

1. Department of the Army, *Army Multi-Domain Transformation, Ready to Win in Competition and Conflict*, Chief of Staff Paper #1 (Washington, DC, 16 March 2021), 8.
2. Department of the Army, Army Doctrine Publication 5-0, *The Operations Process* (Washington, DC: U.S. Government Publishing Office [GPO], 31 July 2019).
3. Department of the Army, Field Manual 6-0, *Commander and Staff Organization and Operations* (Washington, DC: U.S. GPO, 16 May 2022).
4. "GEOINT Services OpenSphere," National Geospatial-Intelligence Agency, accessed 23 May 2022, <https://home.gs.mil/trainings/opensphere>.

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