

Intelligence Support for Expeditionary Planners

Planning for the type of threats we're likely to encounter in an expeditionary environment and making information about these threats and the places they emanate from readily available to users in the Fleet Marine Force is one of the main taskings of the Corps' new Intelligence Center. The article below looks at how the Center is bringing national-level intelligence assessments down to the field commander in a timely fashion—in some cases even before a contingency arises.

by Robert D. Steele

In 1987 then-Commandant Gen A. M. Gray directed the establishment of the Marine Corps Intelligence Center because he recognized a critical shortfall in mid- and long-term intelligence support to Service doctrine, training, and acquisition policy and programming. It fell to Col Walter Breede, the founding director, and later Col Forest L. Lucy, who is the current director of the Center, to implement the Commandant's vision. As special assistant to the director, I worked closely with both towards this goal.

We approached our mission with the shared conviction that national and defense intelligence production communities today do not have a proper framework within which to meet the needs of Service planners. After some reflection we identified five areas we had to focus our efforts on in order to prepare tailored intelligence

for our Marine Corps customers. These five areas include (1) the classified nature of intelligence material available today; (2) the type of expeditionary environment Marines are likely to encounter while deployed; (3) mission-area factors likely to influence a Marine deployment; (4) the level of analysis used to shape the intelligence estimate; and (5) the danger in overgeneralizing about specific areas of interest. These five areas are discussed below.

Level of Classification

One of the most difficult problems to overcome when trying to get intelligence to the field is the issue of classification. What the problem boils down to is simply the greater the classification, the less useful the product is to the people who need it most. A corollary to this is the longer the document, the less likely it is to be read. In order to overcome this problem, an unclas-

WESTERN HEMISPHERE	MIDDLE EAST/SOUTHWEST ASIA	AFRICA	ASIA/PACIFIC	EUROPE/MEDITERRANEAN
Argentina Bolivia Brazil Colombia Costa Rica Cuba Dominican Republic El Salvador Grenada Guatemala Haiti Honduras Jamaica Mexico Nicaragua Panama Peru Suriname Venezuela	Bahrain Egypt Iran Iraq Israel Jordan Kuwait Lebanon Libya Oman Qatar Saudi Arabia Syria U. Arab E. Yemen	Algeria Angola Djibouti Ethiopia Kenya Liberia Madagascar* Morocco Mozambique Namibia Somalia S. Africa Sudan Tunisia Uganda Zaire Zimbabwe	Afghanistan Bangladesh Brunei Burma Cambodia India Indonesia Japan Laos Malaysia N. Korea Pakistan Papua N.G. Philippines PRC (Coast) Hong Kong Taiwan Singapore S. Korea S. Pacific** Spratly Is.*** Sri Lanka Thailand Vietnam	Denmark Greece Italy Norway Poland Turkey Yugoslavia
19	15	17	22	07

- * Includes Seychelles and Mauritius
- ** Includes Fiji, Kiribati, Vanuatu, New Caledonia, Solomon Is., and the general vicinity of Australia and New Zealand
- *** Claimed by seven nations

Table 1: Expeditionary Environment Watchlist

sified global overview document was developed that could be used as a basic reference for planners and students throughout the Fleet Marine Force (FMF). This guide, it was felt, could provide field commanders general but useful data on a particular area they were interested in, without burdening them with stringent classification processes. This resulted in various country reports that emphasized conclusions and obscured the sourcing and detail supporting those conclusions. The supporting documentation, at higher levels of classification, would still be available to customers, but the country reports would be more readily available for wide distribution because of their lower classification.

The Expeditionary Environment

Our customers need tailored products that take national intelligence products and turn them into concise, usable products of immediate value to Marines. This suggests the need to couch our intelligence reports in relation to countries and mission areas of greatest importance to the Marine Corps. Therefore, it was decided the Marine Corps needed to create a list of countries where Marines were most likely to be employed.

The early list, based on queries to G-2s, consisted of 67 countries and 2 island groups. Our most recent list, reflecting the consensus of many general officers, consists of 80 countries in 4 different priority categories. The current plan is to update the list annually and distribute it throughout the FMF upon acceptance by the Commandant.

Table 1 lists the countries on the 1991 list. This list is important for two reasons: First, it provides a basis for evaluating the degree to which our needs are being met. Are our attaches in the right countries? Do we have 1:50,000 maps for our most important countries? Are national intelligence collection capabilities able to monitor emerging threats in a given area?

Second, it provides a basis for developing strategic generalizations vital to Service acquisition policies. Is our standard aviation day "hot" rather than "warm"? Are bridges in a specific country able to handle more than 30 to 40 tons on average? If many countries on the list have no usable port

<u>Ground Overview</u> Infantry Artillery Armor C4I2 Support Service Support Leadership, Training, and Readiness Military Manning	<u>Combat Support</u> Anti-Tank Engineers Military Police PsyOp & Civil Affairs	<u>C4I2</u> C2 and Comms Computers Intelligence & Inter-operability	<u>Aviation Overview</u> Air Surveillance Weapons Support Fighter Aircraft Fixed & VSTOL Strike Aircraft Fixed & VSTOL Helicopters (Atk & Trans) Surface to Air Missiles Anti-Aircraft Artillery Air to Air Missiles Reconnaissance Airborne Early Warn/Control Tactical EW Training & Readiness
<u>Military Manning</u> Foreign Advisors Contractors Reserves Paramilitary/ Special Ops/ Elite Guards	<u>Service Support</u> Supply Maintenance Transportation	<u>EW</u> Support Measures (ESM) Countermeasures (ECM) Counter-counter-measures (ECCM)	
	<u>Readiness Plus</u> Leadership Training Maintenance	<u>NBC</u> Nuclear Chemical Biological Delivery	

Table 2: Military Factors

TREAT	MISSION AREA: ARTILLERY
HIGH:	Self-propelled or towed, with rockets & missiles, NBC, range 30K+
MEDIUM:	SP or towed, with some missiles, bio-chem, less than 30K range
LOW:	Towed artillery with less than 30K range and/or mortars

Table 3: Mission Area Threat Definitions