ATP 3-57.50

CIVIL KNOWLEDGE INTEGRATION

OCTOBER 2024

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Preface

This publication describes the techniques used by individuals, teams, and units of U.S. Army Civil Affairs (CA) forces, as well as planners of civil-military operations (CMO). The techniques herein are used when engaging other government agencies, indigenous populations and institutions, nongovernmental organizations, international organizations, and other military and nonmilitary entities in support of missions conducted by special operations forces or conventional forces. This publication elaborates on doctrine contained in FM 3-57.

The principal audience for this publication is Army CA forces, noncommissioned officers, and officers who support joint and Army forces or who serve on staffs that support commanders and operations at all echelons. It is also an applicable reference to the civilian leaders of the U.S. interagency.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable U.S., international, and host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate following the law of war and the rules of engagement. (See FM 6-27.)

ATP 3-57.50 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. For definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition. This publication does not add or modify any terminology found in the Army lexicon and is not the source document for any term.

This publication applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of this manual is the U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS). Reviewers and users of this manual should submit comments and recommended changes on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, USAJFKSWCS, ATTN: AOJK-CAD, 3004 Ardennes Street, Stop A, Fort Liberty, NC 28310-9610; by e-mail to cadoctrine@socom.mil; or submit an electronic DA Form 2028.

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Introduction

ATP 3-57.50 is authoritative but not directive. It serves as a guide and does not preclude CA personnel or units from developing their own standard operating procedures. The techniques presented in this publication should not preclude CA forces from using their civilian-acquired skills, training, and experience to meet the challenges they face while conducting Civil Affairs operations and providing support to CMO.

CA forces are trained, organized, and equipped to plan, execute, and assess the joint force commander's concept for CMO. CA forces provide essential capabilities that enable the commander by virtue of their area and linguistic orientation, cultural awareness, training in military-to-host nation advisory activities, and civilian professional skills that parallel common government functions.

Civil knowledge integration (CKI) is one of the CA branch core competencies designed to establish a process to collect civil data, analyze this data into civil information, evaluate and process the civil information into civil knowledge. The civil knowledge is then integrated into all Army processes. This process is conducted during offensive, defensive, and stability operations.

CA forces provide the military commander with expertise on the complex and ever-changing civil component of the operational environment. CKI is the process that develops the civil component data that is critical to the commander's CMO planning. CKI is continuous and occurs across the range of military operations. The CKI process provides the commander and staff with accurate, timely, civil knowledge to develop courses of action, update running estimates, enhance the understanding of the common operational picture, and enable the consolidation of gains more efficiently throughout the area of operations.

CA forces executing CKI provide the commander and staff with actionable civil knowledge that will impact decisions to transition operations and provide military government requirements if necessary. Ultimately, CKI is critical to the execution of the stability tasks within the area of operations and the transition of operations from U.S. military forces to the appropriate follow-on authorities.

ATP 3-57.50 consists of seven chapters and two appendixes:

Chapter 1 provides an overview of the CKI process and details the critical need for accurate, timely, and actionable civil knowledge concerning the civil component of the operational environment for the commander's CMO planning and execution. The chapter discusses integration into the operations processes and an overview of civil knowledge constraints.

Chapter 2 discusses planning and the way CKI incorporates the civil knowledge into the planning process. This chapter specifically outlines the roles and responsibilities of CA forces developing and executing a civil information collection plan.

Chapter 3 describes the collection of civil data and the techniques used by CA forces to collect civil data that begins the CKI process. This chapter specifically covers civil reconnaissance, civil engagement, civil network development, data mining, data preparation, collaboration, and the integration of these techniques during the management of civil information.

Chapter 4 outlines the processing requirements of collected civil data by CA units, the assistant chief of staff, Civil Affairs operations (G-9), the battalion or brigade Civil Affairs operations staff officer (S-9), or the civil-military operations directorate of a joint staff (J-9). This chapter provides guidance for operational and tactical collation efforts for CA forces to support conventional forces and Army special operations forces. The chapter also discusses the role of the supported commander and required support of civil data collation efforts, ensuring that when analyzed and evaluated during civil information management that the resulting civil knowledge is delivered in a timely manner to the appropriate agency.

Chapter 5 details the analysis and evaluation of civil information by CA forces, which can be considered the nexus of the CKI process. It is designed to assist CA forces with the processing of collated civil data while conducting operations in support of commander's CMO plans. The chapter provides guidance for operational and tactical CA forces through pre-deployment, deployment, transition, and post-deployment. This chapter provides information that will assist CA forces in synchronizing analysis and evaluation efforts with the staff functions of the supported unit.

Chapter 6 provides a detailed discussion on the production of civil knowledge products and incorporation of these products into useful guidance for the commander and staff. In this chapter, extra emphasis is placed on understanding how the evaluation of civil information supports the Army operations processes and the requirement of CA forces to be proficient and articulate during this step of the CKI process. This chapter also discusses why these products must be accurate, timely, and usable for the commander and staff at all echelons and across the competition continuum.

Chapter 7 provides guidance for the integration of civil knowledge into the Army operational processes and the warfighting functions. It discusses specific considerations that assist in the integration of civil knowledge through all phases of the operation. This chapter discusses methods of integrating civil knowledge products into the operational processes and emphasizes the synchronization of the products into the planning cycles and running estimates of other primary staffs. This chapter also recommends training considerations for CA units in synchronizing the CKI efforts with the staff functions of the supported unit.

Appendix A provides CA Soldiers with the required elements of an Army or joint civil information management (CIM) survey for a node within a civil network.

Appendix B provides an example of civil analysis. The civil information is depicted through the operational variables of PMESII-PT: political, military, economic, social, information, infrastructure, physical environment, and time. This civil analysis breaks down specific groupings of civil information that have not been analyzed and then categorizes that information using the civil considerations of ASCOPE: areas, structures, capabilities, organizations, people, and events. The example demonstrates the interrelationship of PMESII-PT and ASCOPE when conducting civil analysis.

Chapter 1
Fundamentals of Civil Knowledge

Civil knowledge integration (CKI) is defined as the actions taken to analyze, evaluate, and organize collected civil information for operational relevance and informing the warfighting function (FM 3-57). JP 3-57 discusses how civil information is the relevant data relating to the civil considerations of the operational environment (OE) known as ASCOPE: areas, structures, capabilities, organizations, people, and events, which are used to enable the situational awareness of the commander. Civil Affairs (CA) forces provide the commander with expertise on the civil component of the OE. This expertise is critical to the execution of the CKI process as raw civil data is collected throughout the area of operations (AO) at all echelons. The civil data is analyzed and developed into civil information and evaluated for operational relevance to become civil knowledge that is integrated into all Army operational processes. The civil knowledge is then used to inform the warfighting functions.

The CKI process is continual. It occurs across the range of military operations throughout the competition continuum at all echelons and develops timely and accurate civil component information. This civil information becomes civil knowledge through the CKI process, which is critical to the commander's understanding and planning for permissive, uncertain, and hostile environments.

Civil knowledge is integrated with the supported element, higher headquarters, and other United States Government (USG) and Department of Defense (DOD) agencies, international organizations, and nongovernmental organizations (NGOs). The CKI process ensures the timely availability of raw (civil data) and evaluated (civil information) observations to military forces throughout the AO in order to enhance intelligence preparation of the operational environment (IPOE), the military decision-making process (MDMP), targeting, civil preparation of the battlefield (CPB), information collection, risk management, and knowledge management as well as to define gaps in the commander's critical information requirements (CCIRs).

The role of CA is to engage and leverage the civil component of the OE while enhancing, enabling, or providing governance. CA forces accomplish this through the execution of the CA core competencies throughout the range of military operations and across the competition continuum. These CA missions are designed to provide and enable commanders with the capabilities to find, disrupt, and defeat threats within the civil component. This role, founded in policy, directive, and joint doctrine, clearly depicts the reason why the CA branch was established and highlights the unique contributions it provides to the Army and DOD.

CORE COMPETENCIES

1-1. CA forces execute four core competencies nested within Civil Affairs operations (CAO). These four competencies are civil network development and engagement (known as CNDE), CKI, transitional governance (known as TG), and civil-military integration (known as CMI). CA missions are structured under each competency, organizing tasks and systems (people, organizations, information, and processes) into executable capabilities to achieve the desired effects. CA forces may execute competencies prior to, simultaneously with, or in the absence of other military operations across the range of military operations and the tactical and operational levels of war. CKI supports the planning process by enhancing situational understanding, identifying centers of gravity (COGs), and supporting the commander's visualization.

1-2. The fundamentals of CKI foster information sharing and facilitate well-informed decision making. As with any rule of conduct, the fundamentals of CKI provide general guidance and, when adhered to, lay the foundation for successful integration of civil knowledge into operations.

1-3. The fundamentals are as follows:

- CKI is accomplished by the actions of CA forces applying a disciplined approach toward managing civil information. CA forces must have access to and be proficient in the supported command's information management systems.
- CKI sets conditions for greater access and, in turn, greater influence across a population, organization, agency, or theater of operation.
- Civil information leverages the power of information and uses it to create greater sharing and participation.
- CKI helps provide indicators of need, measures progress, and determines when transition will be successful.
- CKI is not an intelligence activity.
- CKI enables all operations. A lack of civil information in the operations process forces planners to make uninformed decisions about where the greatest needs exist.

1-4. CKI is a collaborative exchange. It builds rapport between partners—the value of which is at least as great as the information and analysis it produces. The goal of CKI is to ensure all entities within the AO (relevant partners, NGOs, interagency partners, unified action partners, and multinational forces) receive the civil knowledge necessary to coordinate, integrate, and synchronize diverse efforts toward one common end state or goal. This unity of effort is critical for the successful accomplishment of all military operations.

1-5. CKI is a CA core competency, focused on the collection of civil data through a civil information collection plan and then transforming that collected data through analysis and evaluation into civil knowledge for integration into Army operational processes. CA forces use the CA tactical mission tasks of civil reconnaissance (CR), civil engagement (CE), and civil network development (CND) as the primary means to collect civil data.

1-6. Another CA core competency that enables the integration of civil knowledge is civil-military integration. The civil-military operations center (CMOC) is the primary capability within civil-military integration that facilitates CKI from collection through dissemination and integration. The CMOC is an ad hoc organization, normally led by CA forces and augmented by enabling assets (such as military intelligence, engineer, medical, and transportation), established to plan and facilitate coordination of activities of the Armed Forces of the United States within indigenous populations and institutions (IPI), the private sector, international organizations, NGOs, multinational forces, and other governmental agencies in support of the joint force commander. The CMOC will compile and manage the collected civil data in support of the CA staff at echelon. If no CMOC is established, the battalion or brigade Civil Affairs operations staff officer (S-9) or assistant chief of staff, Civil Affairs operations (G-9) is responsible for these actions.

1-7. CAO staff support are those activities conducted by CA Soldiers, elements, and units that are assigned to (or that have a command relationship with) Army, joint, or other Service headquarters (HQ) to integrate CAO into the planning, executing, and assessing of all operations. These actions are normally performed by the S-9, the G-9, the civil-military operations/interagency cooperation directorate of a joint staff (J-9), or a Civil Affairs planning team (known as a CAPT).

1-8. CKI provides the information that facilitates *civil affairs operations*, which is defined as actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; and/or involve the application of functional specialty skills normally the responsibility of civil government (JP 3-57). Through a six-step process, CKI supports CAO by extracting operationally relevant data from collected civil data and fusing civil knowledge with the operations process.

1-9. The management of civil information is a critical aspect of the CKI process. Management of civil information is the function of managing the organization's civil information resources for the handling of data and information acquired by one or more collection systems, individuals, and organizations. The staff performs management of civil information to organize, and process collected data into information. The staff then applies analysis and evaluation to develop information into knowledge. Information management makes content visible, accessible, understandable, reliable, and responsive to the commander and staff.

1-10. Effective information management provides a structure for commanders and staff to process and communicate relevant information to make decisions in a timely manner. Knowledge management tasks of knowledge creation supports shared understanding for all unit members. CA forces create knowledge through the collection of civil information pertaining to the civil component of the operational area. This civil information becomes civil knowledge through the CKI process and is placed into the Army integrating processes. CKI focuses on information developed from data related to civil considerations of ASCOPE within the commander's AO. The collation of civil data into a central database is not enough to support the operations process; civil data must be processed, developed into relevant information, and integrated into the operations process.

THE CIVIL KNOWLEDGE INTEGRATION PROCESS

1-11. A critical aspect of CKI is understanding the civil data that has been collected and then transform that civil information into civil knowledge. (See figure 1-1 for a depiction of the flow of collected data to the point of understanding.) The CKI process parallels this model for understanding. Once the point of understanding has been achieved, this is the point that civil knowledge is added into the Army integrating processes. The ultimate goal for Army leaders is to achieve information advantage and decision dominance over the threat forces. In this case, CA forces focus the commander on the civil component of the OE.

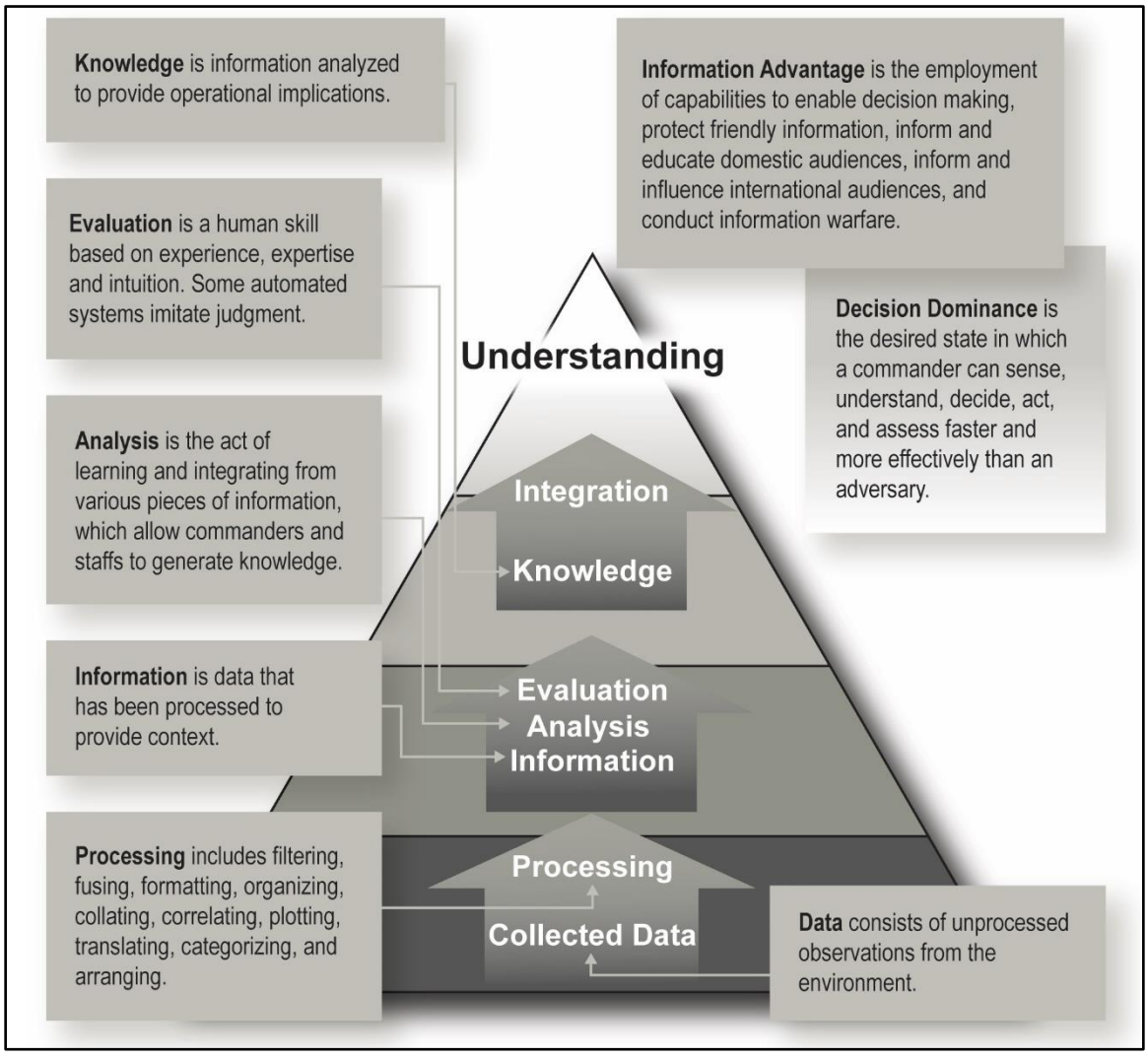

Figure 1-1. Understanding

1-12. CKI is conducted in six steps that generate civil knowledge through collection, processing, analysis, evaluation, production, and integration. CKI focuses on the collected civil information to maintain, influence, or leverage relations between military forces, governmental organizations, NGOs, and the civilian populace within any given AO. CKI provides commanders with a focal point for CAO and ensures that CA forces are used to their fullest potential.

1-13. CKI provides the commanders, staff, and unified action partners with accurate and timely civil knowledge to update the common operational picture (COP), facilitate decision making, update Army processes, develop branches and sequels for current and future operations, and inform all warfighting functions. CKI is the process whereby civil information is collected, analyzed, and evaluated; processed into civil knowledge; and integrated into the planning processes of the supported element, higher HQ, USG and DOD agencies, international organizations, and NGOs. The CA company is limited in its ability to conduct this process, but the CA company commander is able to request additional support and capabilities from higher commands to support these requirements. The CAO staff, at every echelon, supports the development of civil knowledge and its integration into the operations processes and mission planning requirements of the commander and staff to achieve situational understanding at that echelon. (See figure 1-1, page 3, for the flow of collected civil data to the point of understanding within the CKI process.)

1-14. CAO staff or unit HQ as necessary, at each echelon, are responsible for the placement of civil knowledge into the supported command's COP, integrating processes, and informing the warfighting functions. CA unit HQ and CAO staff integrate civil knowledge products through the Army's knowledge management processes and through integration with unified action partners. (See FM 6-0 for more on knowledge management.) CA forces, at all echelons, are focused on the collection of civil information and data by the civil information collection plan. The civil information collection plan is a product resulting from CPB that directs CA forces to conduct CR, CE, or CND to identify gaps in the CCIR, resources and capabilities within the civil component, and identification of civil strengths and vulnerabilities. CKI enables the commander and staff to understand and visualize the OE more clearly and provide situational awareness for all elements in the OE. The integration of actionable civil knowledge provides the commander and subordinate unit commanders the ability to achieve decision dominance.

1-15. CA forces are trained and organized to focus on the CCIRs in the OE related to the operational variables of PMESII-PT: political, military, economic, social, information, infrastructure, physical environment, and time as well as the civil considerations within the mission variables of METT-TC (I): mission, enemy, terrain and weather, troops and support available, time available, civil considerations, and informational considerations. (According to DODD 2000.13, this requires the DOD to maintain a capability to provide expertise in civilian sector functions that normally are the responsibility of civilian authorities.)

1-16. CA forces provide the commander with expertise on the civil component of the OE through the collection and development of civil data and civil information into civil knowledge. Civil knowledge is then prioritized and integrated into the knowledge management, MDMP, targeting, other integrating processes, and warfighting functions of the command. This civil knowledge is critical to the commander's understanding, visualization, and planning for permissive, uncertain, and hostile environments.

1-17. CA forces at all echelons collect civil data and information through the conduct of CR, CE, CND, and initial and deliberate assessments and surveys. (See appendix A.) The data collected provides current civil component information for analysis and evaluation through the CKI process. Civil considerations are analyzed and developed from civil knowledge with use of the framework of ASCOPE within the civil component of the commander's OE.

1-18. The six steps of the CKI process are designed to logically generate situational understanding by taking raw civil data from multiple sources, applying proven analysis techniques to the data, fusing the analyzed data with the intelligence and information systems of units, prioritizing and integrating the resulting civil knowledge at all military echelons and with unified action partners, and integrating civil knowledge. The CKI process is conducted in the following six steps:

- Develop a civil information collection plan.
- Collect civil data.
- Process civil information.
- Analyze and evaluate civil information.

- Produce civil knowledge products.
- Integrate civil knowledge.

1-19. This civil knowledge informs all warfighting functions to ensure synchronization with the civil component to reduce operational friction. This continual process ensures the timely availability of analyzed and evaluated civil information to military forces throughout the AO in order to—

- Enhance understanding of the OE.
- Update CAO running estimates.
- Inform all integrating processes.
- Update critical information pertaining to all warfighting functions at higher echelons of command.

1-20. CA forces should also actively incorporate the supported unit's information requirements into the civil information collection plan to enhance situational understanding, the CAO running estimates, and the IPOE process through CKI. Every CA Soldier has the ability to conduct basic analysis and evaluation of civil information. CMOCs, CKI sections, and higher CA HQ analysts conduct in-depth analysis and evaluation of that civil information as part of the process that enhances the situational understanding of the supported commander, staff, and unified action partners. (See figure 1-2.)

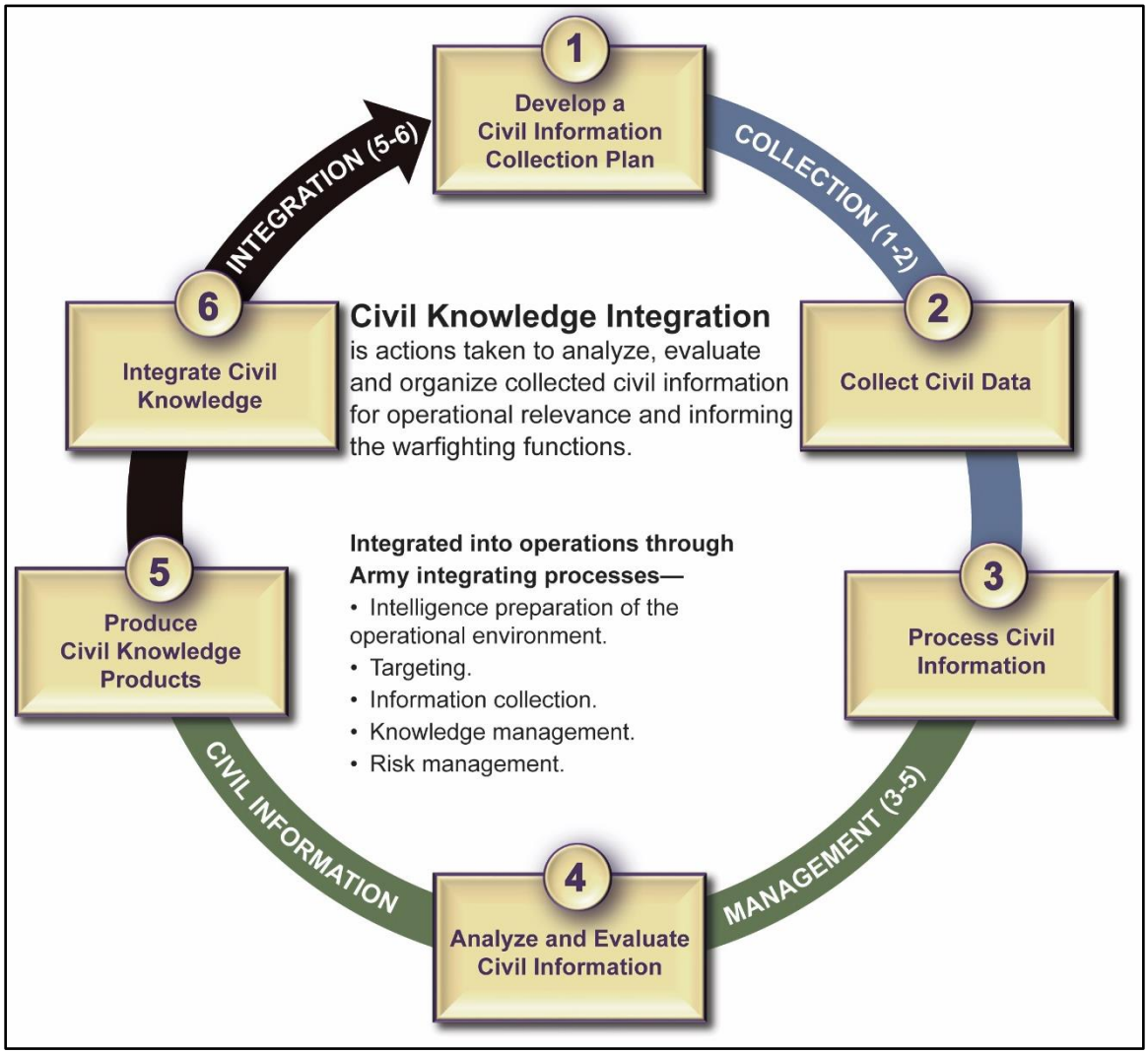

Figure 1-2. Civil knowledge integration as a continuous and recurring sequence of events

THE CIVIL INFORMATION COLLECTION PLAN

1-21. The civil information collection plan is the first step in CKI, and it outlines the civil information requirements for CA forces at echelon. The CAO staff officer and supporting CA staff entities are responsible for managing and synchronizing the plan with the CCIR. The civil information collection plan focuses all collection efforts for CA forces and synchronizes available civilian and military collection capabilities in order to satisfy specific civil information requirements. If a civil collection tasking does not include direction on what information is to be collected, the Civil Affairs team (CAT) requests clarification of the tasking.

1-22. Planners should consider whether the commander possesses the necessary authority to collect data. Operations conducted in foreign countries under Title 22, United States Code, authority must be integrated and coordinated through the U.S. Embassy in support of the host nation's (HN's) internal defense and development (IDAD) plan. Failure to coordinate with the U.S. Embassy upon arrival to a country will lead to disjointed efforts and diplomatic issues with the HN government.

DEVELOP A CIVIL INFORMATION COLLECTION PLAN

1-23. CA forces and staff identify specific requirements for civil information based on the commander's need for a detailed knowledge of civil capabilities, strengths, vulnerabilities, organizations, and resources. A civil information collection plan is designed to identify specific CA elements to conduct CR, CE, and CND to collect civil information and data that is used to develop civil knowledge.

1-24. The civil information collection plan initiates the process of CKI. The CKI process is continuous and with each cycle the collected civil data, once processed, will refine and focus ongoing CAO to close the gaps in the civil information requirements. This continual process enables the commander and staff to better visualize and understand the civil component of the OE.

1-25. An effective civil information collection plan enhances the understanding of the OE and is translated (at the tactical level) into the concept of operations (also known as the CONOPS) and mission directives. The civil information collection plan must be cross-referenced with current understanding of civil networks and sources of information that currently exist within a CA unit. Upon completion of cross-referencing and analysis, CA forces are assigned to conduct specific CR, CE, and CND missions to engage or reconnoiter for the information needed.

COLLECT CIVIL DATA

1-26. CA forces collect civil data at all levels of operation through CND, CR, CE, data mining, and collaboration with IPI, interorganizational entities, NGOs, and other government agencies. The heart of collection is the daily interaction between U.S. forces and the various civilians in the AO. The capture of these data points and the relevant contact information for each individual and entity is equally important. The collection of civil data ultimately provides the commander with knowledge of civil capabilities and resources that can be leveraged for military purposes. These leveraged capabilities and resources can help meet military objectives, build capacity during transitional military authority, consolidate gains, and help establish civil control and civil security.

PROCESS CIVIL INFORMATION

1-27. The civil information management (CIM) cell at echelon processes civil information by collating civil data into groupings and then physically, digitally, and mentally manipulating separate pieces of data into information. Processing structures the data into a usable form for analysis and evaluation. Processing focuses on the organization of civil data into similar categories to begin the assessment and evaluation of that data. The assessed and evaluated civil data and information ultimately will become civil knowledge products. The protection of this information is also key to prevent files from becoming corrupted or otherwise unusable.

ANALYZE AND EVALUATE CIVIL INFORMATION

1-28. The CIM cell analyzes civil information in support of the CA staff at echelon for patterns and indicators of behaviors or trends that may have predictive value and application. This civil information is then evaluated, interpreted, and prioritized by the CA staff at echelon to assess, predict, validate, and determine the impact of the civil component on the mission of the commander, and of the operations on the civil component. Analysis and evaluation molds civil information into civil knowledge.

PRODUCE CIVIL KNOWLEDGE PRODUCTS

1-29. CA forces package civil knowledge into easily disseminated products. Civil knowledge products and services are relevant, accurate, timely, and usable by commanders and staffs. These products are integrated into Army operations through the Army integrating processes and disseminated to relevant unified action partners.

INTEGRATE CIVIL KNOWLEDGE

1-30. CA forces integrate civil knowledge into the knowledge management, MDMP, IPOE, targeting operations, risk management, and warfighting functions of the supported command. This process is generally conducted by CA personnel on the staff but is also completed by CA elements that have been integrated into the supported command's operations. This civil knowledge is critical to forming the COP and framing the commander's understanding, visualization, and planning for permissive, uncertain, and hostile environments.

1-31. If there is no CA staff assigned to the supported unit, the commander of the CA element (as allocated by echelon) is required to become that CA staff officer while maintaining the command relationship with the CA unit. Each CA unit, at each echelon, is required to ensure the command receives CA staff support.

Note. Due to the large number of interactions with local and HN partners, CA units require a significant investment in foreign disclosure training and training about assets that are authorized to conduct foreign disclosure.

CIVIL KNOWLEDGE INTEGRATION TO THE OPERATIONS PROCESS

1-32. All CA forces—those assigned to CA units and to G-9/S-9 positions across the Army—are responsible for identifying and satisfying the civil information needs of the supported commander. Commanders use the operations process (plan, prepare, execute, and assess) to continuously design and conduct operations.

1-33. Commanders cannot successfully accomplish activities involved in the operations process without the necessary information to make informed decisions. The design and structure of CAO supports the operations process by providing essential civil knowledge to facilitate informed decision making at all levels. CKI is integral to military operations. CKI ensures civil vulnerabilities are factored into the operations process. The commander's intent and the CCIRs focus CAO and define civil information collection plans. In return, CA forces provide the operations process with a continual flow of essential civil knowledge through the CAO running estimate during offensive, defensive, and stability tasks. This relationship tailors CAO to effectively identify and assess civil vulnerabilities, enabling U.S. military forces to achieve decision advantage results.

1-34. Throughout the operations process, CKI facilitates the—

- COP.
- IPOE process.
- Information collection.
- Targeting process.
- Risk management.
- Knowledge management.
- COG identification.

THE COMMON OPERATIONAL PICTURE

1-35. The *commander's visualization* is the mental process of developing situational understanding, determining desired end state, and envisioning an operational approach by which the force will achieve that end state (ADP 6-0). Through the commander's visualization, commanders ensure the best employment of assigned forces by clearly visualizing the end state of the operation to include the civil environment how military power will be applied to obtain this end state. Civil data and information are collected as a result of military operations within an area where a population lives, works, and plays. The collected data and information is gathered from multiple sources within the operational area through CND, CR, and CE with IPI, unified action partners, interagency, international organizations, and other actors.

1-36. CA forces are responsible for engaging other government agencies to document and nest their strategy for development and reconstruction with those events being conducted by multinational forces. Linking the actions of IPI and participating partners to the CCIR, lines of effort, and objectives through the CKI process enhances the commander's ability to visualize the AO.

1-37. The foremost task for all commanders is the accomplishment of the mission. Through the commander's visualization, commanders transition from situational awareness to *situational understanding*, which is defined as the product of applying analysis and judgment to relevant information to determine the relationship among the operational and mission variables (ADP 6-0). Situational understanding occurs after commanders and their staffs analyze the OE through METT-TC (I). Because the "C" in METT TC (I) stands for civil considerations, CA professionals have the lead in identifying how civil considerations affect the commander's visualization of the operational area. CKI supports the process of the civil considerations analysis by providing civil knowledge that is used to update the commander's COP.

1-38. The outcome of this process—the commander's intent—is a clear and concise statement of what the force must do and the conditions the force must meet to succeed with respect to the enemy, terrain, and desired end state. Once published, the commander's intent provides guidance for subordinate units. The subordinate units then start the same process for their subordinate units; the cycle continues until every echelon has a refined commander's intent that is applicable to each individual unit's mission-essential task list. CA forces support the commander's visualization by—

- Anticipating the civil knowledge needs of the supported commander and meeting those needs through the CKI process.
- Conducting civil considerations analysis during CPB.
- Providing the CAO running estimate.

Note. It is important for personnel to remember that the commander's visualization is an ongoing process. Commanders and staffs strive to achieve situational dominance through situational understanding.

1-39. Situational understanding supports the commander's ability to make sound decisions. Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationship among the mission variables and to facilitate decisive decision making. Support to situational understanding is the task of providing civil knowledge to commanders to assist them in achieving a clear understanding of the civil component's current state with relation to other aspects of the AO. Support to situational understanding includes—

- Producing the CAO running estimate.
- Conducting civil considerations analysis.
- Supporting the IPOE process.
- Conducting CPB.
- Conducting civil preparation of the environment.

SUPPORT TO INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

1-40. IPOE is a systematic process of analyzing and visualizing the mission variables of threat, terrain and weather, and civil considerations. IPOE is a continuous staff planning activity undertaken to understand the OE and the options it presents to friendly and threat forces. (ATP 2-01.3 provides more information on IPOE.)

1-41. In collaboration with other staff, CA forces conduct civil considerations analysis and evaluation during mission analysis. This collaborative effort develops CCIRs, identifies COGs, and enhances situational understanding. In support of IPOE, the CAO staff should—

- Provide civil considerations analysis and evaluation.
- Develop the CCIR.
- Provide COG analysis.
- Provide input to the restricted target list.
- Identify civil information gaps.
- Review the mission statements, the higher HQ intent, the AO, and the area of interest (AOI).

- Facilitate reconnaissance and surveillance integration by synchronizing civil information collection with the assistant chief of staff, operations (G-3)/battalion or brigade operations staff officer (S-3).
- Develop consequence management templates.
- Provide a civil considerations overlay to the modified combined obstacle overlay (known as the MCOO) and IPOE.

IDENTIFY CENTERS OF GRAVITY

1-42. A *center of gravity* is defined as the source of power that provides moral or physical strength, freedom of action, or will to act (JP 5-0). At all levels of operation, commanders visualize and direct all aspects of campaigns, translating HN interests and U.S. foreign policy into a clearly defined end state. CA forces are trained and equipped to enhance the commander's situational understanding by identifying complex civil considerations that often become COGs and safe havens for potential threats. CKI directly supports COG analysis by collating and processing relevant civil data and, through the operations process, focuses CAO exclusively on the targeted AOIs that are the most vital to mission success. (See chapter 5 for more on COGs.)

1-43. At each level of war, the commander and his staff should—

- Identify enemy and friendly COGs.
- Identify those critical capabilities inherent in each COG that enable it to function as a COG; that is, those things each COG is able to do to exert the moral or physical power that makes it a COG.
- Identify those critical requirements that enable each of the critical capabilities to be realized.
- Identify critical requirements (or components thereof) that are deficient or vulnerable (or potentially so) to friendly neutralization, interdiction, or attack. These are the enemy's critical vulnerabilities.
- Devise a strategy, campaign plan, or plan of attack that takes maximum advantage of one or more enemy critical vulnerabilities.

Note. When identifying COG, the staff does not have to consider these items in a precise or rigid sequential manner.

1-44. Coordination forges the vital link between the military and the economic, political or diplomatic, and informational entities of the USG, as well as NGOs. Successful coordination and planning enable these agencies, departments, and organizations to mount a coherent and efficient collective operation to achieve unity of effort.

CIVIL PREPARATION OF THE ENVIRONMENT

1-45. *Civil preparation of the environment* (CPE) is defined as the continuous development of civil knowledge within an area of operations to help commanders identify capabilities within civil society that can be integrated with operations for stability and security activities (FM 3-57). CPE is conducted at the operational level of operations by CAO staff prior to the deployment of Army forces. The purpose of CPE is to begin identifying capabilities, resources, and capacities within the civil component that may be used during or effect joint operations to enable the commander's end state. The focus of CPE is to determine during the preparation phase of planning what factors within the civil component will affect future operations both positively and negatively. This minimizes the requirement for U.S. Army forces to locate and identify civil component capabilities, resources, and capacities that can be brought to bear in support of the commander's operations. These preparing actions facilitate the maintenance or restoration of HN governance and legitimacy more quickly, focus CA force efforts within the AO once it has been established, and lead to a critical understanding of the civil component when consolidations of gains occurs before, during, or after large-scale combat operations. The primary starting point for CPE is the CA area study.

1-46. The J-9 and supporting staff conduct CPE to identify civil capabilities that CA forces can develop and integrate into the operations once they are located within the AO. CPE enables the commander's operations through the constant identification and development of civil capabilities within a specific AO. The outputs from CPE prepare CA and other U.S. forces to conduct operations within an AO. CAO that are integrated with a whole-of-government approach that engages the diplomatic, information, military, and economic instruments of national power is enabled by CPE.

1-47. CA forces conducting CAO can take actions that set and shape the physical conditions within the AO to support, enhance, and enable the desired effects, lines of effort, and end state of the commander. Additionally, CPE should identify those factors that can adversely affect the military operations within a specified operational area so that during the preparation phase courses of action can be identified to minimize these adverse effects.

1-48. Effective CPE results from consistently identifying capabilities, resources, and capacities within the civil society and integrating these capabilities with operations for stability and security missions. This constant identification of capabilities, resources, and capacities is maintained in the regional country studies that are developed by CA forces and maintained according to the regional alignment of the force. CA forces must constantly assess the civil component of the OE to ensure that changes are identified, integrate this knowledge into the COP, and update the appropriate area study and CAO running estimates. CA forces conduct initial assessments, deliberate assessments, and surveys to update the area studies and the CAO running estimates.

1-49. Constant and consistent CPE executed by the J-9 and staff enables all CA forces to conduct CAO. This continual development of civil knowledge within an AO helps to focus the finite CA force on critical capabilities, resources, and capacities that can enhance military operations. It provides the commander with critical knowledge of the civil societal capabilities within the civil environment and enables the development of an overarching strategy incorporating these capabilities into missions executed by CA and other joint forces. The application of CAO in a complementary and reinforcing manner with the instruments of national power creates critical problems for the threat elements. These operations effectively reduce the ability to engage and mobilize a population in support of the ideals and goals of the threat networks, thereby eroding both the effectiveness and the will to fight of the threat network. Ultimately, CPE enables shaping of the OE, CAO that provide efficient use of civil resources during operations, consolidation of gains, execution of transitional governance, and the efficient transfer of operations to the proper civil or military authorities. (ATP 3-57.60 provides more information about CPE.)

CIVIL PREPARATION OF THE BATTLEFIELD

1-50. *Civil preparation of the battlefield* is the systematic process of analyzing civil considerations in an area of interest to determine their effects on friendly, neutral, and enemy operations (FM 3-57). The role of CA forces is to engage and leverage the civil component of the OE while enhancing, enabling, or providing governance. CPB informs the IPOE process; the IPOE process also informs the CPB process. These two integrating processes combine and are critical to the development of the COP. CPB is executed at the tactical and operational levels of war. CPB is conducted in conjunction with and parallel to the MDMP.

1-51. CPB analyzes and evaluates the civil considerations of METT-TC (I) using ASCOPE. Once Army forces occupy an AO, the CAO staff begins to conduct analysis of the operational variables (PMESII-PT) to determine opportunities and risks in an AO. The PMESII-PT/ASCOPE crosswalk is the primary method used by Army forces to analyze and evaluate the operational variables. CA forces use the crosswalk as the principal means to develop the civil component of the OE. The outputs from the CAO staff's analysis and evaluation of the operational variables are critical to informing the civil information collection plan, which begins the CKI process and provides initial guidance for the development of a civil network engagement plan—the first step in the civil network development and engagement process. The goal is to provide the commander with the capability to enhance, enable, or provide governance, and to identify capabilities, resources, and capacities that can be incorporated into the operation. (ATP 3-57.60 and TC 3-57.51 provide more on CPB.)

1-52. The analysis and evaluation of civil data and information gained through area studies, initial and deliberate assessments, surveys, and other CA processes is developed into civil knowledge. CA forces integrate civil knowledge into CAO and all Army planning processes and use this civil knowledge to inform the warfighting functions. This civil knowledge developed through the CKI process—

- Provides commanders with a greater situational understanding of the OE.
- Enables the commander's visualization of the battlefield.
- Provides options that facilitate decision making and enables information advantage.
- Allows planners to develop effective plans and operations.

CONSTRAINTS

1-53. CA forces should not wait until they deploy to a theater of operation to initiate a civil information collection plan. Collection, like the CKI process, is cyclic in nature and is performed at every level and throughout every phase of the operation. Collection is conducted to fulfill the information requirements established by the commander and staff. Inherent in all CAO is the task to anticipate the mission requirements of the commander by identifying the civil information gaps within the operational area. Collection is the first step in identifying those information requirements. Collection is conducted at all levels of the operation and during every phase of the operation.

1-54. CA forces project influence on the operations process. CA forces and civil-military operations (CMO) planners are required to remain focused and develop an accurate CAO running estimate for incorporation into the operations process. When civil knowledge is accurately and timely integrated into operational planning, commanders are enabled to execute missions that are more successful across the range of military operations. This approach assures the accurate depiction of the IPI in the COP, eliminating redundant CMO and maintaining synergy.

CONSIDERATIONS

1-55. In many cases, the need for the operation dictates the sharing of civil information to agencies and organizations outside of the DOD. However, the decision to share is at the discretion of the supported commander and in all cases should be done with the purpose of facilitating the operations process. CA forces establish a civil information architecture (that is, information exchange systems and processes) to share information between CA forces and applicable partners, such as—

- Developed or existing civil networks.
- Coalition forces.
- NGOs and governmental organizations.
- HN governments.
- Elements of the private sector.

1-56. Information-sharing systems must use the lowest classification possible to ensure the widest distribution of information needed to coordinate with civilian agencies and organizations operating in the same operational area as military forces. During large-scale combat operations or in response to a disaster, the organic military information infrastructure enables CA forces to rapidly establish information-sharing architecture to store, integrate, and disseminate critical civil information. This is accomplished by tying local civilian entities into the military system or by providing data connections to civilian systems. This exchange of information increases the amount of information collected and supports an improved situational understanding, increased trust with other entities within the AO, unity of effort, and a more detailed COP.

SUMMARY

1-57. CKI is conducted in six steps that generate civil knowledge through collection, processing, analysis, evaluation, production, and integration. The primary purpose of CKI is to provide the commander with a steady flow of operationally relevant civil knowledge to facilitate well-informed decision making. When integrated into the operations process, civil knowledge products provide commanders with a visual focal point for CAO and CMO, thus enabling them to engage the civil component of their OE.

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Chapter 2

Planning

In conjunction with ATP 3-57.60, this chapter is designed to assist CA Soldiers with CKI planning considerations while assigned to CA units, S-9 or G-9 positions, or CA plans officer positions. This chapter provides guidance for CKI planning in garrison, predeployment, deployment, transition, and redeployment. It recommends training considerations for CA units to support conventional forces and Army special operations forces.

SUPPORTING PLANNING PROCESSES AND PRODUCTS

2-1. CA planners participate with the staff to develop planning products. CA planners utilize civil information developed within the CKI process to inform mission analysis and contribute to the development of civil knowledge products. In all instances, the planning considerations for CKI focus on the following:

- Producing an updated CAO running estimate.
- Updating situational understanding and the COP.
- Contributing to IPOE.
- Participating in the unit MDMP.
- Developing input to the supported unit's CCIR.
- Preparing CAO annexes.
- Developing the civil information collection plan.

2-2. Commanders communicate their plan by providing guidance. This should include guidance for collection assets and required information. Commanders at all levels must consider risks and provide guidance to the supported unit staff regarding an acceptable level of risk for surveillance and reconnaissance activities, as well as CR activities in their AO. To initiate the planning effort, it is imperative the supported units' staff receives initial guidance on the following:

- CCIR.
- Initial timeline for collection planning.
- Initial collection focus.
- Authorized movement.
- Collection and product development timeline.

2-3. The intelligence staff usually drafts the priority intelligence requirements (PIRs), which form the basis for all intelligence needs. As part of the IPOE process, staffs seek to systematically analyze the effects of terrain, weather, and the enemy on the operation. Some requirements are satisfied during this process, and other requirements are not answered or new requirements emerge. These requirements may become PIRs or intelligence requirements focusing on indicators and specific information requirements (SIRs) and drive the information collection plan and collection management. CA staffs and elements—although focused on civil considerations strengths and vulnerabilities—must be cognizant of PIRs and SIRs, as this is information required by the commander and can be often obtained while executing CAO.

2-4. Unit staffs must recognize that the primary purpose of CA elements conducting CR, CE, and CND is to collect specific items of civil data at a particular time and place. Anticipated times and locations of key civil activity, much like enemy activity indicators, are derived through a thorough understanding of civil considerations and portrayed as a specific timeframe of interest, named AOI, or target AOI. These considerations may be tied to geographic areas and times of interest, which in turn become focal points for civil data collection requirements. From these indicators, the staff can articulate anticipated collection requirements posed as basic questions or as SIRs. The intelligence and operations staffs develop a collection strategy for the SIRs, and the CAO staff develop a collection strategy for required civil data, which includes any questions pertaining to the civil environment. Combined, these staff entities develop an overall collection strategy for each echelon with oversight by the operations staff.

CIVIL INFORMATION COLLECTION PLANNING

2-5. CA planners use assessments to support the preparation, planning, and execution of CAO. CA planners use the CA area study prepared in advance of need to support IPOE. The CA area study is continually updated by initial and subsequent deliberate assessments and surveys. Information gaps identified in the area study form the CA information requirements that require the development of a civil information collection plan. The civil information collection plan is the first step in the CKI process. (See figure 2-1.) The collection of civil data feeds into the process, and that data is subsequently processed into civil information that is analyzed and evaluated for actionable civil knowledge products used to inform all of the planning processes. The civil knowledge produced during this process also clarifies, focuses, and directs the civil information collection plan.

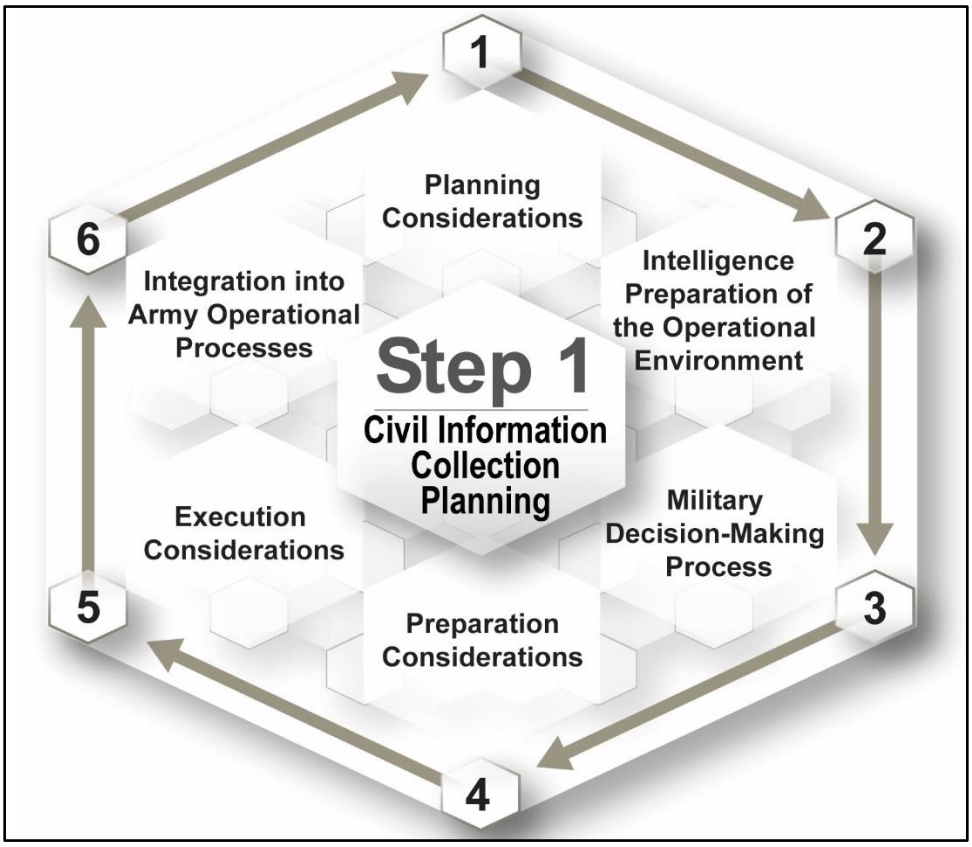

Figure 2-1. Step 1 of civil knowledge integration

2-6. CA staffs develop or update the civil information collection plan using this civil knowledge that has been identified and is pertinent to the operations. Concurrently, the civil information collection plan matrix is created to articulate and track the activities of CA elements in the AO. This matrix provides an objective method to regulate taskings versus requests, and it offers tracking mechanisms to ensure requirements are satisfied. Any required civil information or identified gaps must be addressed. Once those needs are identified, which may be through requests for information from the staff, civil data is then collected for analysis and evaluation.

2-7. CA forces planning for CAO participate in MDMP with the other staff entities. The CAO staff conducts analysis and evaluation of the civil component while CA forces begin to collect civil information from the AO. CAO staff and CA forces focus on the following areas:

- The staff uses existing area studies, assessments, and surveys to conduct analysis of the mission and operational variables. The outcome is a developed PMESII-PT/ASCOPE crosswalk.
- The outflow of this analysis and evaluation is the who, what, when, where, why, and how to focus CA capabilities, resources, and effects that support the commander's intent, planning guidance, and the concept of operations.

- The G-9/S-9 prepares the civil information collection plan from information gathered from CR, CE, and CND from the conduct of assessments and engagements within the AO. Also, the G-9/S-9 contributes to the development of the high-payoff target list and refines identified gaps (civil strengths and vulnerabilities) through analysis and evaluation of civil considerations.
- The assistant chief of staff, intelligence (G-2)/battalion or brigade intelligence staff officer (S-2) ensures all available collection assets provide required threat information.
- The G-3/S-3 prepares and provides the information collection plan, which is developed through coordination with the entire staff—synchronizing information collection efforts of the operations, intelligence, and CA staff sections.
- CA forces build rapport and relationships with the nonmilitary participants of the operation, including the IPI, and determine those conditions or events that call for a specific CAO/CMO response.
- CA forces engage the civil component with planned or contingency CAO, as appropriate.
- CA forces and CAO staff at all echelons evaluate the effects of executed mission through previously established measures of effectiveness and measures of performance.
- CA forces and CAO staff plan continuously for transitions of CAO or CMO to follow-on CA units, other military units, HN forces or agencies, United Nations organizations, international organizations, NGOs, and other civilian agencies, as appropriate.

SUPPORTING THE MILITARY DECISION-MAKING PROCESS

2-8. CKI supports the MDMP. Civil information collection directly supports the development of intelligence and operations products used throughout the decision-making process. Within the MDMP, the G-3/S-3, G-2/S-2, and G-9/S-9 work closely to ensure they fully synchronize and integrate information collection activities into the overall plan. (ADP 5-0 and ATP 3-57.60 provide more detailed information on the MDMP and CAO staff support to the MDMP.)

MEASURES OF PERFORMANCE AND MEASURES OF EFFECTIVENESS

2-9. During the MDMP, CAO staff planners at every echelon should develop measures of performance (MOPs) and measures of effectiveness (MOEs) that coincide with the developed courses of action during staff planning. Continuous assessment is required to ensure that any changes in the OE are evaluated in a timely manner and the appropriate actions taken to resolve any issues within the AO or take advantage of positive changes in the operational area. Assessment involves deliberately comparing forecasted outcomes with actual events to determine the overall effectiveness of the effort. Assessment enables the CAO planning staff to determine the progress toward attaining the desired end state, achieving objectives, and performing tasks. It also involves continuously monitoring and evaluating the OE to determine what changes might affect the mission and the OE. Assessments involve monitoring and evaluating the progress of the MOPs as well as the outcomes of the MOEs. MOEs focus on the attainment of effects by demonstrating the impact that completed actions have had in attaining desired adversary or populace behaviors. MOPs focus on task accomplishment. In other words, MOPs confirm or deny that "we did things right." MOEs answer two questions: "Are we doing the right thing?" and "Are additional or alternate actions required?" (See figure 2-2 on page 16 for an example of a method to track assessment levels and measures.)

2-10. These MOP/MOE will help the commander determine when transitions are required and if the desired effects are being achieved. The commander and staff identify a set of associated desired effects that support the objectives. In addition, they identify MOEs and MOPs for the various related objectives and tasks, respectively. CA forces identify tasks to be accomplished for CAO in support of the commander's plan. Once execution of the CAO or CMO plan begins, every task performed (or mission executed) requires a critical evaluation to determine the results of the action.

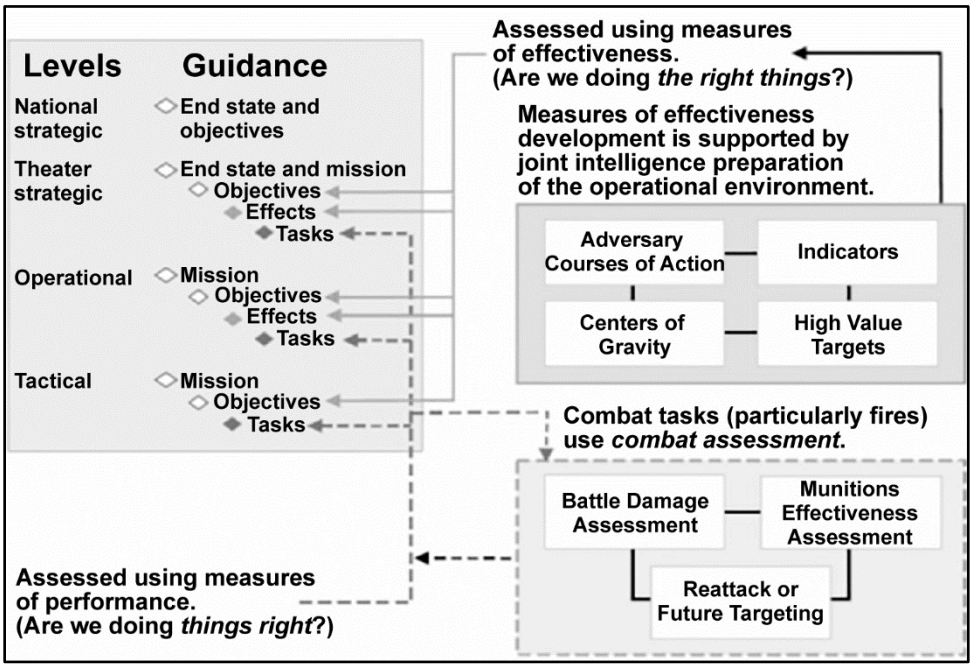

Figure 2-2. Assessment levels and measures

2-11. Evaluation of ongoing operations validates the CAO concept of operations and determines whether the established MOEs and MOPs have been met. It also helps commanders decide when and how to adjust the plan, when to develop new plans to address unforeseen consequences of operations, and when to terminate or transition an operation. Decisive operations are achieved through a cycle of planning, preparation, execution, and continuous assessment. These continuous and cyclic activities are sequential but not discrete. They overlap and recur as circumstances demand. (See table 2-1.)

Table 2-1. Possible civil component measures for military operations

Measures of Performance	*Measures of Effectiveness*
Shape: foreign humanitarian assistance supplied or quick impact projects. **Deter:** levels of violence or disruptive events. **Seize the initiative:** integration with host nation civil-military authorities, the host nation government, or the local populace. **Dominate:** decrease in hostilities, collateral damage, deaths, or injuries. **Stabilize:** foreign humanitarian assistance, restoration of services, or repair or rebuild projects. **Enable civil authority:** train or equip law enforcement and military, political elections, or mentoring of government officials.	**Shape:** perception by host nation government and host nation populace, reduction of turmoil, or return to pre-event levels. **Deter:** restoration of pre-event civil activities. **Seize the initiative:** perception that host nation government and civil-military authorities are legitimate or credible and that the United States Government intervention is welcome. **Dominate:** host nation government in the lead and the United States Government supporting role is unhindered and unchallenged. **Stabilize:** self-sufficiency or stability at pre-event levels or better. **Enable civil authority:** self-sufficient or legitimate military and law enforcement, legitimate or unquestioned political elections, or legitimate government.

2-12. An effects matrix will help to catalog MOPs and MOEs that have been established during the planning process. The matrix below is an example of one possible effects matrix that will help the CAO staff assess and make appropriate recommendations to the commander as the mission unfolds. (See table 2-2.)

Table 2-2. Example effects matrix

Source of Instability	*Causes*	*Activities*	*Impact*	*Baseline*	*Change*	*Monitoring Method*	*Objective*
Local government lacks capacity and influence.		District governance capacity-building.					
Land not controlled by viable deed and title.	Tribal and individual disputes.	Enable host nation to counter violent extremist organizations through populace and resources control measures.	Grievances mitigated.	Fifty percent of land disputes settled by government and not imposed by violent extremist organizations.	Seventy five percent of land disputes settled by government.	Poll and canvas local residents. Monitor with provincial counsels.	Improve reach and extend capacity of local governance to reduce conflict. Erode violent extremist organization influence.

2-13. There are important differences between task accomplishment and effects attainment. MOEs determine the attainment of desired effects via quantifiable indicators. Effects fill the gap between an objective (either strategic or operational) and tasks to subordinate units. CAO and CMO planners identify specific tasks that must be performed to obtain the desired effects. Achieving the desired effect will result in the desired end state or realization of the objective. CAO and CMO planners use MOPs and MOEs collectively to provide an evaluation and to identify trends that can affect future operations. Excessive numbers of MOEs and MOPs become unmanageable. At that point, the cost of collection efforts outweighs the value of assessing.

2-14. Assessments by the CAO staff differ from assessments of many other staff entities because success of the operation often relies on non-military factors and factors outside of the commander's direct control. This increases the focus on diplomatic, informational, and economic objectives. As with other operations, the operation assessments will link the performance of the military forces to the conditions of the current OE. Because the lines of effort (known as LOEs) and lines of operations (known as LOOs) within CAO assessments are interdependent, the impact of military actions can be difficult to isolate in the OE. Often, this requires that the military force determine progress toward these objectives to understand the relationships that exist between non-military and military objectives. (See table 2-3.)

Table 2-3. Examples of quantitative versus qualitative assessments

	Measures of Performance	*Measures of Effectiveness*
Quantitative	• Number of wells drilled • Number of schools built • Inoculations given • Number of police stations manned	• Cases of water-borne illness • Literacy rate per 1,000 • Malaria rate per 1,000 • Crime rate percentage
Qualitative	• Integration with other government or nongovernment organization programs • Host nation perception of quality of work	• Sentiments of the host nation population regarding health and safety • Police morale

2-15. Higher echelon staffs should ensure established MOEs and MOPs do not overly burden lower echelons, especially battalion and below. CAO and CMO planners identify MOEs for desired and undesired effects. MOEs indicate how the ASCOPE characteristics of the system in the operational environment are behaving; for example, how the adversary is acting. Indicators for each MOE are developed and fed into intelligence collection planning. The resulting data from assessments provides input into running estimates for the COP to develop branches and sequels within the operations plan. Assessment measures and indicators answer important questions that inform staff estimates, information requirements, and the commanders' decision making. (See table 2-4 on page 18.)

Table 2-4. Assessment measures and indicators

Measures of Effectiveness	*Measures of Performance*	*Indicators*
Answers the question: "Are we doing the right things?"	Answers the question: "Are we doing things right?"	Answers the question: "What is the status of this MOE or MOP?"
Measures purpose accomplishment.	Measures task completion.	Measures raw data inputs to inform the MOEs and MOPs.
Measures "why" in the mission statement.	Measures "what" in the mission statement.	Information used to make measuring "what" or "why" possible.
No hierarchical relationship to MOPs.	No hierarchical relationship to MOPs.	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrixes.	Often formally tracked in formal assessment plans.
Typically challenging to choose the correct ones.	Typically simple to choose the correct ones.	Typically as challenging to select correctly as the supported MOE or MOP.
MOE measure of effectiveness	MOP measure of performance	

2-16. Ultimately MOPs and MOEs will determine for the commander when transitions should occur in the operational area. The following considerations are critical in the planning, execution, and transfer of current operations and projects to another force or entity within the AO. This is not a comprehensive list, because each situation must be reviewed and planned for according to the operational, cultural, and physical environment of the transfer operation. Considerations may include the following questions:

- Who will determine when the transition begins or when it is complete?
- Has the end state been accomplished?
- Who will fund the transition?
- What is the new mission?
- What U.S. forces, equipment, or supplies will remain behind?
- What will be the command relationship for U.S. forces that remain behind?
- What will be the communications requirements for U.S. forces that remain behind?
- Who will support U.S. forces that remain behind?
- Can intelligence be shared with the incoming force or organization?
- Will new rules of engagement be established?
- Will ongoing operations (for example, engineer projects) be discontinued or interrupted?
- Will the United States be expected to provide a communications capability to the incoming force or organization?
- Will the incoming force or organization use the same headquarters facility as the departing force?
- What is the policy for redeployment of the departing force?
- Will sufficient security be available to provide force protection? Who provides it?
- How will the turnover be accomplished?
- Who will serve as the public affairs officer for the transition?

2-17. In some cases, the ultimate end state may be too broad for progress to be assessed toward it directly. In such cases, intermediate MOEs (such as outcomes) may be useful to measure progress towards more limited but more measurable objectives. Activities, MOPs, and MOEs should be linked through a series of decision points that articulate how each step of the plan is expected to contribute to the next part and to reaching the desired end state, particularly in complex environments. Ultimately, the MOPs and MOEs established by the CAO staff at echelon enable the commander to understand when nonlethal effects have been achieved, when to transition operations, and determine when a branch or sequel is required to be followed. The CAO staff is integral in the establishment of these MOPs and MOEs that will help determine if the integration of the civil component and the military component is being executed effectively.

SUPPORTING INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

2-18. CAO staff executing the CKI process and CPB, in collaboration with other staff, support the IPOE process during mission analysis. That collaboration should result in the drafting of initial PIRs, which translate into taskings to subordinate units.

2-19. When synchronizing with the G-2/S-2 and G-3/S-3, the G-9 (or supporting CA forces) provides a clear understanding of potential civil strengths and vulnerabilities or COGs that friendly forces can then exploit. CA forces should anticipate data and information collection requirements to support the IPOE and CKI processes and plan accordingly. Considerations include the following:

- Reviewing friendly mission statements, higher HQ intent, the named AOI, and the target AOI.
- Identifying civil information gaps.
- Facilitating integration, collaboration, and synchronization with the G-3/S-3 with civil considerations analysis and input to the information collection plan.
- Coordinating with the staff for local cultural considerations and effects.
- Performing civil analysis, evaluation, and visualization of the AOI, named AOI, and target AOI.
- Providing civil knowledge products.

CONTRIBUTING TO THE COMMON OPERATIONAL PICTURE

2-20. The OE is analyzed during mission analysis using operational and mission variables in order obtain situational understanding that promotes a COP. Civil data and information found in the CA area study, CA assessments, and civil consideration analysis and evaluation contribute to the COP. These actions combine to become CPB. Once CPB is complete, the outputs from CPB are combined with IPOE to develop a clear COP. Enemy deception, civil interference, and security concerns may prevent CA forces from collecting civil information. Some CAO are conducted to develop the situation, assess current conditions, and validate facts and assumptions. As current data is collected and fed into the CKI process, the resulting civil knowledge is used to inform these gaps in operational planning, further focus the civil information collection plan, and update appropriate running estimates. These processes are continuous so that the COP is constantly updated with the most accurate civil knowledge available within the AO.

SUPPORTING THE OPERATIONS PROCESS

2-21. Data collection has several complicated factors that must be considered before any data mining, collaboration, CR, CE, or CND can be accomplished. Failure to implement appropriate mechanisms and controls can seriously degrade data collection operations. Planning is an integral requirement for the CKI process to be successful and accurate. There are several considerations to address:

- Planning considerations.
- Preparation considerations.
- Execution considerations.

PLANNING CONSIDERATIONS

2-22. CKI supports the production of all CA products, including the area study, CAO running estimate, or annex K (Civil Affairs Operations). Transitions occur throughout the operations process and are an intrinsic part of military operations. Military units conduct transitions as part of their deployment and redeployment. CKI considerations are particularly important in planning, shaping, and implementing the transition of CAO across the range of military operations. The G-9/S-9 is primarily responsible for transitional planning within the civil component and revise it as conditions change. CA forces should plan and coordinate to train and orient incoming replacement CA units as necessary. This training can be part of the relief-in-place or transfer-of-authority process.

2-23. For U.S. forces, transitions are often part of the relief-in-place or transfer-of-authority process by which the unit assumes or relinquishes responsibility for operations. CKI planning during this phase of the operation focuses on transitioning or terminating operations. For CA forces, this ultimately dictates whether the CA unit will transition with a follow-on unit, transition some activities or developed civil networks to the HN or other civil agency, or terminate operations altogether.

2-24. Termination represents an ending of operations or activities for any number of reasons. These reasons may include that a specified time has passed, milestones or objectives were reached, support for the operation or activity is lost, or a change of mission is initiated. Termination procedures include administrative closeouts, the return or transfer of equipment or facilities, determination of the disposition of existing civil networks, and the completion of after action reviews and evaluations.

2-25. Considerations for CKI during transition are similar, even if they vary in degree. CKI considerations during transition planning include—

- Identifying all CAO, tasks, and issues that require transition.
- Reviewing key civil knowledge and events (past and present) that affect the operation, task, or issue.
- Developing a realistic timeline (with sufficient overlaps) for the units and organizations involved.
- Understanding the capabilities of the follow-on organization taking over the tasks and operations.

2-26. Transition planning should include—

- Arranging meetings between transitioning organizations to develop a plan and timeline.
- Agreeing upon and understanding the following (should be reflected in a written plan):
  - Operations, tasks, and projects to transition.
  - Timeline for transitions, to include orientation and formal transfers of authority.
  - Property, resources, and facilities to transfer.
  - Information exchange requirements and points of contact in each organization.
  - Identification of transitions that require the involvement of outside organizations and agencies, especially in cases that require approvals and coordination.
  - Legal requirements for the handover of projects and financial obligations.
- Identifying key leaders and spheres of influence to transition a relationship to the incoming unit or organization.
- Developing a written plan that includes—
  - Specific requirements for the transfer of each operation, task, and activity.
  - Valid information (levels of completion and quality assurance/quality control) of ongoing work, maintenance, and functionality status of transferred equipment, projects, and physical resources.
  - Timelines for each step and the specific requirements and criteria for dictating when transfer of authority occurs.
  - Introduction and orientation of the organization, personnel assuming responsibility with the area, and individuals, key leaders, and details of the transferring operation, task, or activity.
- Identifying the documents required for the handover of responsibilities. This is particularly true of U.S.-funded projects, though it may also be true of other operations and tasks. Organized transition of documentation often determines the experience of a transitioning organization and reflects on the staff work conducted.
- Handing over the civil database of information, current CAO running estimate, current civil information collection plan, and the area study with pertinent assessments regarding the civil component of the COP from one U.S. military unit to another U.S. unit.
- Updating and refining the civil component of the COP and the supporting assessments, which is critical for the incoming unit. The quality of the products affects how readily new personnel absorb and understand the information, as well as how quickly the new unit orients to its civil OE. An organized transfer of information with updated products supports mission continuity.
- Planning briefings and orientations for incoming personnel to become familiar with the civil OE and identifying key leaders and specific operational products.
- Applying situation-specific considerations when transitioning information products to a coalition member or organization or a HN force or agency.
- Coordinating with the commander and the G-2/S-2.

2-27. Successful transitions are well planned and detail oriented. They have logical and organized documentation that personnel can easily present to commanders and staffs. Successful transitions are extremely important to the overall experience of a unit's deployment.

PREPARATION CONSIDERATIONS

2-28. During predeployment, all CA forces should—

- Update the current area study.
- Plan the initial assessment.
- Plan for the development of the civil information collection plan.
- Determine theater-specific reporting requirements.
- Identify the reporting format used by the supported unit.

- Determine automations and logistical requirements.
- Analyze the supported unit's CCIRs to plan, resource, and execute mission-oriented predeployment CAO/CMO training.
- Identify established lines of effort to plan, resource, and execute mission-oriented predeployment training.

EXECUTION CONSIDERATIONS

2-29. Collection is dependent on the level of operations and environmental factors. The civil information collection plan must—

- Determine data requirements (running estimates, requests for information, and CCIRs).
- Provide all elements of the CCIRs and essential elements of friendly information.
- Determine theater-specific reporting requirements.
- Determine specific collection targets.
- Identify and separate responsibility for supporting the civil information collection plan and conducting data collection.
- Synchronize the collection plan with the CCIRs.

2-30. During mission execution, CA forces should—

- Explain the unit's CKI process so new personnel understand how the unit performs basic CKI steps and functions. This includes the following:
  - Periodic reporting, which informs civil situational awareness (such as routine periodic briefs).
  - Recording, processing, and storing civil data for future retrieval.
  - Updating Army processes and informing the warfighting functions.
  - Updating the CAO running estimate.
- Coordinate with the unit G-3/S-3.
- Collaborate with the G-2/S-2 as the COP is developed.
- Transition the incoming CA unit on the unit's CKI process and periodic reporting standard operating procedures (SOPs).

RECOVERY AND TRANSITION

2-31. Upon redeployment, the CA forces should—

- Capture lessons learned.
- Improve processes and SOPs.
- Conduct training to sustain the CKI process.
- Review and safeguard classified information.
- Prepare computer-based files to support future operations.

CAPTURE LESSONS LEARNED

2-32. Capturing lessons learned is usually initiated before redeployment and culminates at the home station. An after action review (AAR) captures the following topics:

- **Operational information and lessons learned.** Operational information and lessons learned review what did work, what did not work, and what the pitfalls were. They recommend remedies and improvements.
- **Organizational information.** Organizational information outlines how CA forces were task-organized to conduct CAO and support CMO. It explains what worked and what did not.
- **Recommendations for training.** Training recommendations identify shortfalls and recommend training to prepare for the next deployment.
- **Interactions between interagency and higher and adjacent HQ.** This section of the AAR is a review of what did work and what did not work in interagency interactions and in interactions with higher HQ and adjacent HQ. This part of the AAR makes recommendations.
- **Equipment performance and shortcomings.** This identifies what did work and what did not work for the CKI process.

2-33. The CAO staff AAR process provides information to the following audiences:

- Center for Army Lessons Learned.
- Higher HQ G-9/S-9 staff sections.
- CA community at large. CA AARs should be forwarded by electronic mail to the CA Doctrine Division, USAJFKSWCS, at cadoctrine@socom.mil.

IMPROVE PROCESSES AND CAPTURE STANDARD OPERATING PROCEDURE CHANGES

2-34. The CAO staff assesses and evaluates the SOP for the CKI process. They review and evaluate all steps as they relate to the execution of CAO and the support of CMO. The CAO staff reviews the reporting mechanisms and methods for updating and integrating civil knowledge into the Army processes and methodologies to inform the warfighting functions. They recommend changes and follow up with the unit G-3/S-3. The CAO staff captures the SOP and formats in computer files easily accessed by follow-on replacement personnel. All CA units should review and update their SOPs on the conduct of CR, CE, and CND in support of the CKI process and the execution of the civil information collection plan.

SCHEDULE, DEVELOP, AND CONDUCT TRAINING TO SUSTAIN UNIT CIVIL AFFAIRS OPERATIONS AND CIVIL-MILITARY OPERATIONS SKILLS

2-35. During the planning stages of a tactical unit's reset phase, the CA staff works with the G-3/S-3 (training) to integrate planning and execution of CAO and support to CMO training into the annual training calendar. CAO skills will not be the first priority as units retrain on individual and collective skills. The CA staff plans a gradual step-by-step approach to reintroduce planning and execution of CAO training by—

- Identifying and developing training for individual and collective CAO and CMO skills, as required.
- Identifying when team and unit training events permit integrating CAO and CMO training tasks.
- Developing training that focuses on officer and noncommissioned officer professional development on the planning and execution of CAO, support to CMO, and stability task skills. This group should include personnel responsible for the planning and execution of CAO and support to CMO tasks.
- Developing training at the company and team level to more effectively conduct the tactical mission tasks of CR, CE, and CND.

REVIEW AND SAFEGUARD CLASSIFIED INFORMATION

2-36. Normally, upon redeployment and return to a garrison, unit staffs move from a classified operating environment that uses a Secret Internet Protocol Router Network (SIPRNET) to an Unclassified one that uses a Nonclassified Internet Protocol Router Network (NIPRNET). During the return to the unit's home station, the G-2/S-2 sections keep all classified hard drives and data. CA staff personnel should coordinate with the G-2/S-2 to review all classified information and determine what to keep and how to organize it. The CA staff should follow G-2/S-2 procedures when transferring information from classified to unclassified networks.

2-37. Caution should be used during operations when classifying civil knowledge products and other CAO products. Over-classification of civil knowledge causes friction within the operational force and can prevent the commander from achieving unity of effort. If civil knowledge cannot be shared with unified action partners, IPI, and other interested parties, working towards common goals becomes more difficult. The goal of CAO is to enhance the commander's abilities to achieve designated end states within the civil component. It is prudent to err on the side of more accessible civil knowledge products rather than classified documents. There will be information that can only be shared with appropriately cleared entities during operations, but the goal is to develop civil knowledge in a manner that enables a broad sharing of that knowledge with multiple entities for achievement of mission goals and unity of effort.

PREPARE COMPUTER-BASED FILES AND CONTINUITY BOOK FOR FOLLOW-ON PERSONNEL

2-38. The CAO/G-9 staff saves useful files, SOPs, AARs, lessons learned, reports, and formats in a computer file system that follow-on personnel and replacements can easily access. This process establishes a sustaining continuity on CA staffs during periods of high personnel turnover. A detailed continuity book includes current and past operational results, future plans or effects that will be used within the AO, and finally lists of points of contacts and entities working within the AO. The information included in the continuity book should be anything that the CAO staff or S-9/G-9 deems important for future entities conducting stability tasks within the current AO.

2-39. The continuity book provides continuity to the incoming forces, commander, and other entities that will ultimately replace military forces and civilian counterparts through normal rotational reasons. A continuity book is a backup to the computer files that should be available to the appropriate people upon transition of operations.

SUMMARY

2-40. This chapter provided planning considerations for CKI while in garrison and during predeployment, deployment, transition, and postdeployment operations. It also recommended CKI training considerations for CA units supporting conventional forces and Army special operations forces. While planning is critical to all operations, planning considerations for CKI are solely those that facilitate the effective integration of civil knowledge into Army processes and updating the warfighting functions. Operational planning is the domain of the various planning cycles that CKI supports.

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Chapter 3
Collection of Civil Data

Collection of civil data is the second step of the CKI process and refers to the physical gathering of relevant civil data. Driven by the CCIR, collection occurs at all levels of the operation through CR, CE, CND, data mining, and collaboration with IPI, international organizations, NGOs, unified action partners, and other government agencies. (See figure 3-1 on page 26.) The purpose of collection is to gather the civil data necessary to confirm or refute assumptions, fill gaps in civil information, and inform Army mission planning and the joint planning process. All civil information collection efforts are synchronized within the CPB process and integrated into the IPOE and Army processes. The civil knowledge developed from the collection efforts ultimately serves to enhance the situational awareness and understanding for all elements in the AO and the development of the COP. In addition, collected and processed civil information will enhance decision making at all levels of command.

COLLECTING DATA

3-1. The civil information collection plan outlines the information collection requirements for each echelon. The CMOC at echelon supports the S-9/G-9 in the management of the plan, while the CAO staff is responsible for synchronizing the plan with CCIRs and are required to manage it. The civil information collection plan focuses all collection efforts for CA forces by synchronizing the CCIR, CPB, or CPE, intelligence requirements, and civil information requirements developed within the MDMP and captured within the CAO running estimate. After receiving the commander's intent, the G-9/S-9—in close coordination with the G-3/S-3 and G-2/S-2—executes planning requirements and evaluates collection tasks necessary to update and clarify the COP for the commander and staff. These tasks are the basis for creating an information collection plan that synchronizes CPB and other information requirements, enabling the commander's situational understanding of the OE. If a collection tasking does not include direction on what information is to be collected, the CAT requests clarification of the tasking.

3-2. CMO planners should consider whether the commander possesses the necessary authority to collect data. Operations conducted in foreign countries under title 22, United States Code, authority are to be integrated and coordinated through the U.S. Embassy in support of the HN IDAD plan. Collection may be prohibited depending on the terms of any bilateral agreements.

CIVIL DATA COLLECTION VERSUS INFORMATION COLLECTION

3-3. There is a distinction between civil data collection and information collection directed by the S-2. CA forces collect civil data on the civil requirements within the civil component of the operational area, while the S-2 requests information collection that is focused on the enemy and terrain. CA forces passively collect data while executing the civil information collection plan and pass the relevant data on to the appropriate intelligence entities. Information collection regarding the enemy is not a primary purpose of CA forces. CAO are a force multiplier because of their access to the local populace. CA forces enable HN governance while furthering U.S. interests within the AO. CA forces bridge the gap between U.S. foreign policy and the HN IDAD, building up local support for military operations by addressing civil strengths and vulnerabilities.

3-4. While all Soldiers are reconnaissance and surveillance assets, all CA Soldiers must be mindful of being associated with an intelligence gathering activity. If associated, all CA forces—

- Become the target of hostile activity.
- Lose access.
- Lose credibility.

Figure 3-1. Step 2 of civil knowledge integration

3-5. Civil data collection is driven by the supported unit's CCIRs and by reporting through the operations process in the same manner as CPB and IPOE. All collection tasking requirements must be filtered through the civil information collection plan to ensure that the solicited information remains focused on the civil component of the COP. CA forces and their specific capabilities of CR, CE, and CND must be focused because the CA force is finite and must be employed effectively to enable the commander to visualize and understand the AO. CA forces cannot be replicated quickly. If CA forces are used inappropriately and become combat ineffective or are lost entirely, the commander loses the ability to understand the civil component within the AO and the ability to quickly develop effects necessary to support the mission requirements.

PRIMARY AND SECONDARY COLLECTION

3-6. CR, CE, and CND are the primary methods of collecting civil data. These tactical mission tasks are executed concurrently with the secondary tasks of data mining using online sites, updating the area study, internet archives, and NIPRNET and SIPRNET queries. Using all these resources, CA forces, staffs, and Soldiers collect the civil data that is transformed into civil knowledge, which is integrated into all Army processes and updates the warfighting functions as necessary. This constant collecting of civil data updates and focuses the CA processes and products of CPB, CKI, civil network development and engagement, the CAO running estimate, and the area study. All these tactical mission tasks have graphic representations to support mission requirements and overlay production for operational understanding.

CIVIL RECONNAISSANCE

3-7. *Civil reconnaissance* is a targeted, planned, and coordinated observation and evaluation of specific civil aspects of the environment such as areas, structures, capabilities, organizations, people, or events (JP 3-57). CR involves collecting civil data to enhance situational understanding and facilitate decision making. Potential sources of civil data include ASCOPE assessments. One of the primary requirements of CR is to collect civil data that can answer CCIRs, PIRs, SIRs, friendly force information requirements, and essential elements of friendly information. The civil information collection plan that directs and focuses CR is the responsibility of the S-9/G-9 and CAO staff and must be coordinated with the S-2 and the S-3. The S-3 is responsible for the tasking of CR missions to subordinate units.

3-8. The purpose of CR as a tactical mission task is to—

- Verify or refute assumptions in civil information.
- Provide feedback on civil information gaps.
- Locate and identify potential civil networks and capabilities.
- Assess the OE.
- Locate, identify, assess, and observe the civil considerations of ASCOPE.
- Detect and monitor changes in the civil component.

3-9. CA forces conduct CR to gather civil data and assess or monitor effects of military operations on the civil component. CR is focused by the civil information collection plan, which synchronizes CA collection efforts with the commander's critical information requirements and specific requests for information through the operations process. The outcomes from CR feed into the CKI process, which transforms this data into civil information and ultimately civil knowledge. Civil knowledge aids in the analysis and evaluation of civil considerations that ultimately become inputs to the commander's COP. CR is conducted at the tactical level and focused by the civil information collection plan, which synchronizes CA collection efforts with the CCIRs and specific requests for information through the operations process. The MDMP initiates troop leading procedures at tactical levels, and thus begins the CR tactical mission task planning. (See figure 3-2.)

3-10. CR begins with the commander's guidance published in the warning order (known as the WARNORD). The operation order (known as the OPORD), developed with input from the CAO staff, is produced through the MDMP, which generates tasks to subordinate units. Troop leading procedures for CATs are the same as for any other operational unit. Troop leading procedures focus on what the CAT will collect, equivalent to missions with a task and purpose. Upon the receipt of the mission, the CAT leader or the team sergeant initiates troop leading procedures. (ADP 5-0 provides additional information on troop leading procedures.)

3-11. CR is executed throughout all CA core competencies and enables CA forces to effectively fulfill its roles of engaging and leveraging the civil component of the OE while enhancing, enabling, or providing governance. CR strives to consider the human, physical, and information dimensions of the OE. CR is conducted systematically over time to observe certain civil factors through the use of—

- Routine engagement.
- Patterned civil observance.
- Active, passive, and virtual sensors.
- Unmanned mobility systems.
- Other means to support assessments, MOPs, and MOEs. (See appendix A for CR reporting formats.)

Figure 3-2. Civil reconnaissance steps

CIVIL ENGAGEMENT

3-12. A *civil engagement* is defined as a targeted, planned, and coordinated meeting with known or potential contacts in a civil network that is designed to develop or maintain relationships and to share or collect information (FM 3-57). CA conduct CE to promote the relationship between military forces and the civil component. (See figure 3-3.) This enhances the commander's understanding of the civil component and helps to legitimize the U.S. mission. CE may be in person or by other means of communication. The purpose of the CE tactical mission task is to—

- Inform or seek information.
- Facilitate operations.
- Coordinate efforts.
- Collaborate with the civil component.
- Deconflict operations between the civil populace and military.
- Resolve conflict.
- Mitigate the impact of military operations on IPI.
- Influence actions by civil entities.
- Develop civil considerations.

3-13. CA forces are trained in negotiation and mediation techniques. They cultivate the ability to identify cultural nuances, divergent world views, biases, prejudices, and stereotypes. These unique skills allow them to better establish and maintain relationships and communications channels with various civil entities, facilitate coordination and integration, facilitate information flow, synchronize efforts, and promote mission legitimacy. CA forces understand that relationships and coordination between various civil entities can enhance or enable successful mission accomplishment. The outcomes from CE flow into the information gathering process of CKI. The collected data as a result of CAO is processed into information and provides an understanding of civil considerations, which is then integrated into Army processes as civil knowledge. Civil knowledge provides valuable input to the commander's COP and understanding of the OE. (GTA 41-01-008 provides additional information on negotiations and mediation.)

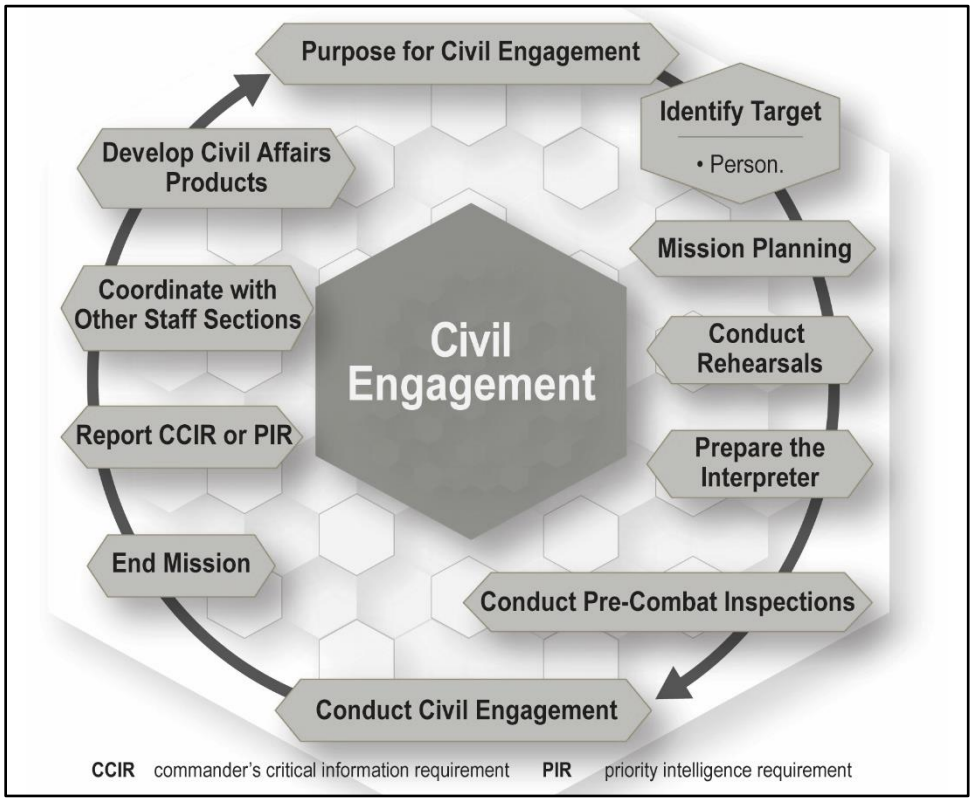


Figure 3-3. Civil engagement steps

Identify

3-14. CA forces conduct CE to elicit certain behaviors and collect specific information. Additionally, CA forces conduct CE to gain an understanding of the capabilities, resources, and capacities that individuals or civil networks could provide to achieve unified action. Identifying the right person to engage is the key to an effective CE. Assessing the engaged individual's ability to influence will help determine this and will ensure that the engagement produces the desired effects. On many occasions, what takes place outside of the engagement is just as important as what is discussed in the engagement. Therefore, every member of the CAT must fully understand the objective of the engagement.

Prepare

3-15. During the prepare stage, every member of the CAT should be assigned a role during CE. Although each team member is assigned a primary task, personnel need to remember that every Soldier is a sensor. Rehearsals provide excellent opportunities to develop and refine SOPs for conducting planned and unplanned engagements. During a CE, the position of the engaged party or parties dictates the position of the remaining team members. Rehearsing SOPs eliminates confusion, builds confidence, and hones skill sets challenged by an OE that is constantly changing.

3-16. Assigning roles ensures that every aspect of the engagement is being exploited to its fullest potential. Typical roles include the following:

- **Engagement lead.** Whether the engagement is impromptu or deliberate, the engagement lead's position allows the rest of the team to fulfill their assigned roles and promotes open discussion. The engagement lead should introduce every member of the team and offer whatever hospitality is available.
- **Recorder.** The recorder is positioned close to the key leaders and, throughout the discussion, records the body of the conversation. The recorder's job is to capture the details and specific data points.
- **Note taker.** The note taker should also be positioned close to the key leaders to aid in capturing any nuances or details that fall outside of the conversation. The note taker should pay close attention to nonverbal communication that is taking place during the engagement.
- **Photographer documentation.** The photographer has the responsibility of documenting the engagement through capturing critical moments in time and details that effect messaging.
- **Interpreter.** The interpreter places themselves in the best position to facilitate the engagement.

Execute

3-17. During the engagement, it is important for the engagement lead to focus the discussion on the primary objective while maintaining an open dialogue. A good understanding of cultural considerations helps guide the engagement lead through this. There is nothing wrong with not having the answer to a question. If the engagement lead cannot provide an answer, a follow-on engagement should be conducted. During the engagement, team members should—

- Be supportive and show genuine concern.
- Never promise anything that cannot be delivered.
- Develop cohesion and legitimize the local governance.
- Maintain eye contact with the key leader, if culturally appropriate, especially when using an interpreter.
- Speak clearly and refrain from using acronyms and slang because they cause confusion and may be misinterpreted.
- Actively listen and display a genuine interest in the individual's ideas and opinions.
- Never become the main character of the meeting.
- Be truthful and honest.

Report

3-18. The CAT should conduct an after action review as soon as possible after the engagement. Capturing all of the data from each team member's perspective is critical for accurate reporting of the engagement. Every team member reviews the key leader engagement from his perspective, ensuring full dissemination across the team. The interpreter should be included to capture thoughts and perspective. The CAT should use caution when discussing CCIRs and ensure that it handles sensitive information correctly.

3-19. Details of the key leader engagement should be captured in both operational and situational reporting. Locations, status, and arrival and departure times are examples of operational reporting and should be reported through operational channels. In addition to reporting operational details, personnel should report any information or CCIRs collected during the engagement through situational reporting channels according to the supported unit's SOP. An engagement that is not reported is an engagement that did not happen and represents a lost opportunity. (See appendix A for CR reporting formats.) When reporting on the details of an engagement, the CAT should capture—

- Demographics
- Associations.
- Agenda.
- Motivations.
- Interests.
- Identifying features, mannerisms, and habits.

Reengage

3-20. Reengagement is necessary when an engagement concludes without the gathering of all critical information or when the engagement lead has unanswered questions. Reengagements are important because they foster cooperation, relationships, and communication flow between the parties. Exchanging contact information between the parties is invaluable for future engagement coordination and follow-up discussions on gathered information. Team members should be familiar with available resources and techniques to develop relationships. Additional considerations include—

- Being familiar with and prepared to discuss available funding sources to facilitate objectives defined during the engagement.
- Continuing to update contact data on key leaders. Redundant information is better than assumptions.
- Widening the social network through repeat engagements by encouraging local ownership and acceptance from the IPI.
- Reengaging, which offers the opportunity to establish measures of effectiveness.

CIVIL NETWORK DEVELOPMENT

3-21. *Civil network development* is defined as the planned and targeted action in which Civil Affairs forces develop networks within the civil component of the operational environment to influence populations and manage local resources in order to extend the operational reach, consolidate gains, and achieve military objectives (FM 3-57). CA forces use this tactical mission task to identify, develop, leverage, and mobilize civil networks to establish effects within the AO that support the commander's line of effort, mission plans, and goals. (See figure 3-4.)

3-22. A civil network is a collection of formal and informal groups, associations, military engagements, and organizations within an operational environment that interact with each other with varying degrees of frequency, trust, and collaboration. Civil networks can be mobilized or self-motivated to bring collective action and/or social or political pressure around an area of common interest.

3-23. The result of CND enables commanders to understand the civil component of the OE. The effects of developing civil networks include—

- Enabling freedom of movement and maneuver.
- Managing limited resources.
- Preserving combat power.
- Providing the command with options to find, disrupt, and defeat threats in the civil component such as—
  - Destabilized or failing infrastructure.
  - Enemy special purpose forces.
  - Enemy proxy forces.
  - Criminal entities or unidentified adversaries who aim to create civil strife.
  - Consolidation of gains.

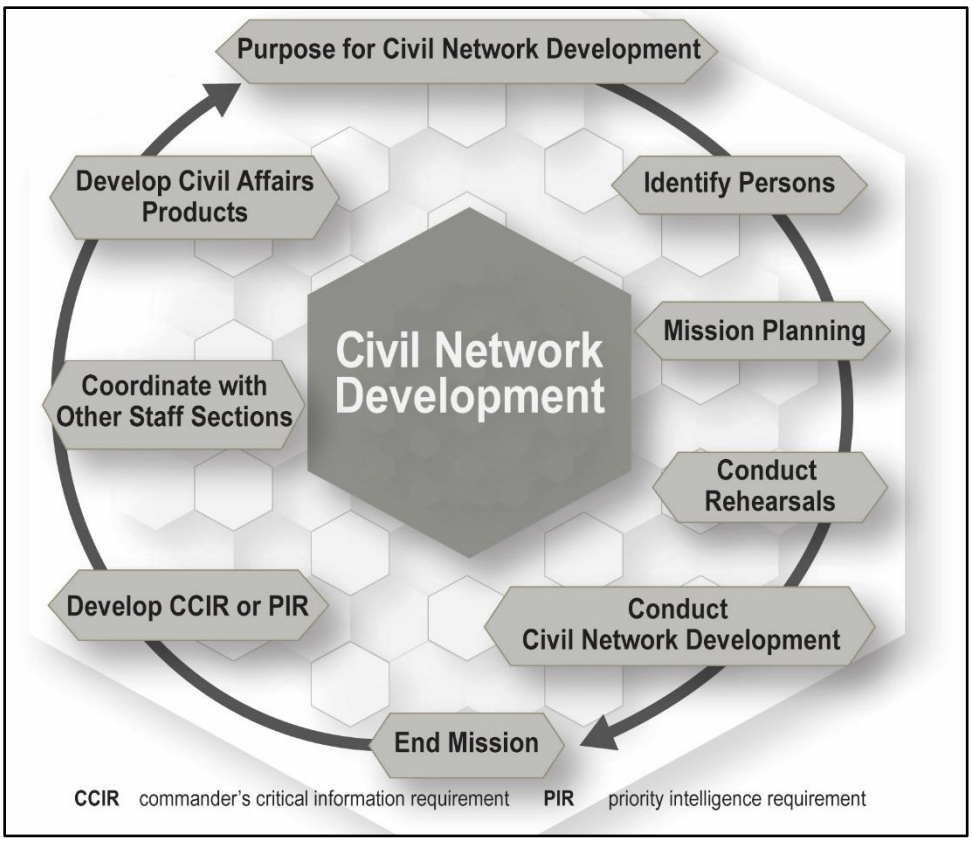


Figure 3-4. Civil network development steps

DATA MINING

3-24. Data mining is the collection of information from various sources and finding key pieces of information that may be buried in the mass of data available. Data mining uses automated statistical analysis techniques to search for specific data parameters that intelligence professionals predetermine will answer their information requirements. Data mining can assist in organizing the mass of collected data. Primarily conducted within the CAO staff at echelon, data mining is a collection activity that uses a combination of open and restricted-source materials for routine and continuous study and research. The CCIR and the civil information collection requirement focus data mining. Data mining provides corroboration of other collected civil data. Data mining is focused on—

- PIRs.
- Gaps remaining in the area study and area assessment.
- CAO running estimate.

3-25. Data mining occurs at all levels of the operation. The commander provides the guidance and focus through the CCIR, PIRs, and friendly force information requirements that drive the operations and intelligence processes.

DATA PREPARATION

3-26. There are two sources of data: primary and secondary. Primary data are collected and developed by the same entity (for example, CR, CE, and CND). Secondary data are created by other entities, such as data exploration and collaboration. For any issue, some combination of primary and secondary data collection will be conducted.

3-27. CA forces should ensure that collected data is checked for accuracy and relevancy and that it contains common information to guarantee the usability of the data now and in the future. Collected data should contain—

- Grid location.
- Date-time group.
- Reliability.
- Accuracy.

GRID LOCATION

3-28. Regardless of the type of mapping software used, all collected civil data should be indexed by location. The military grid reference system is the coordinate system used by the North Atlantic Treaty Organization for locating points on the earth. The use of a 10-digit grid coordinate with a grid zone designator suffices to identify a location anywhere in the world.

DATE-TIME GROUP

3-29. The date-time group is a prescribed format expressed as 12 digits with the time zone at which the message was prepared for transmission. The first pair of digits denotes the date, the second pair the hours, and the third pair the minutes followed by the abbreviation for the military time zone Zulu (known as Z), a three-letter month abbreviation, and a two-digit year abbreviation. For example, 191830ZAPR23 is a message prepared on April 19th, 2023, at 1800 hours and 30 minutes Zulu. In military time code reference, Zulu is used as a representation of Coordinated Universal Time (known as UTC) and Greenwich Mean Time (known as GMT). The concept of universal time is similar to UTC but is based on hours plus (+) or hours minus (–) Greenwich Mean Time, which is considered Hour Zero (0). In operations spanning various time zones, Zulu will be used to give all operating units a time zone to adjust their time to so that transmissions are monitored effectively, timely, and accurately.

RELIABILITY

3-30. Reliability ratings range from A (reliable) to F (cannot be judged). An F rating does not necessarily mean the civil data is unreliable; it means the civil data has not been previously verified to make a determination of reliability. Table 3-1 provides reliability rating criteria.

Table 3-1. Reliability ratings

A	***Reliable***	There is no doubt the civil data is authentic, trustworthy, or complete. There has been a history of complete reliability. The civil data is within adherence to known professional standards and a verification process.
B	***Usually reliable***	There is minor doubt that the civil data is authentic, trustworthy, or complete. There is a history of valid information most of the time. The civil data may not be adhering to professionally accepted standards.
C	***Fairly reliable***	There is doubt that the civil data is authentic, trustworthy, or complete, but information provided in the past has been valid.
D	***Not usually reliable***	There is significant doubt that the civil data is authentic, trustworthy, or complete, but information provided in the past has been valid.
E	***Unreliable***	The civil data is lacking in authenticity, trustworthiness, or completeness. Other civil data indicates this civil data is invalid information.
F	***Cannot be judged***	No basis exists for evaluating the reliability of the source.

ACCURACY

3-31. Accuracy ratings range from A (confirmed) to F (cannot be judged). A F rating does not necessarily mean the civil information is inaccurate but that the team has no means of verifying the information. A block for assessing source reliability and accuracy is included on assessment forms. (See table 3-2.)

Table 3-2. Accuracy ratings

A	***Confirmed***	The civil information is confirmed by other independent sources. The information is logical in itself. The information is consistent with other information on the subject.
B	***Probably true***	The information is not confirmed. The information is reasonably logical in itself. The information agrees with some other information on the subject.
C	***Possibly true***	The information is not confirmed. The information is possible but not logical. There is no other information on the subject.
D	***Doubtfully true***	The information is not confirmed. The information provided is possible but not logical. There is no other information on the subject.
E	***Improbable***	The accuracy of the information is not confirmed. The information is not logical in itself. The information is contradicted by other information on the subject.
F	***Cannot be judged***	No basis exists for evaluating the validity of the information.

3-32. The basis of collection is the daily interaction between U.S. forces and the myriad civilians in the supported commander's AO. All CA forces who encounter the civilian elements of an AO are potential sensors of civil information. Civil information collection focuses on CR, CE, CND, data mining, and collaboration.

3-33. When developing civil information collection plans that involve the following CA-supported activities, the CA staff should focus on the specific requirements for each of these activities. CA forces collect and provide civil information when supporting the following missions:

- **Foreign humanitarian assistance.** Collection tasking requirements are usually funneled through the lead relief agency and focused on the state of essential services. CA forces should note initial assessment works to establish a baseline of data and provides a point from which to measure both effectiveness and performance (MOEs and MOPs).
- **Support to civil administration.** Collection tasking requirements draw on the collaborative efforts of a whole-of-government approach at every echelon of the operation. This nesting demonstrates the importance of a well-managed civil information collection plan to synchronize collection efforts across all echelons of the operation.
- **Populace and resources control.** Collection tasking requirements draw on interagency and HN resources as well as collaboration with NGOs and international organizations in the AO. Collection efforts should focus on identifying capabilities, capacities, and available resources.
- **Foreign assistance.** Collection tasking requirements draw on all five collection subsets: CR, CE, CND, data mining, and collaboration. Foreign assistance focuses CAO on long-term developmental operations. The collection efforts focus on demonstrating the effects of CAO to guide operational- and strategic-level decision making.

ASSESSMENTS

3-34. CA assessments are techniques that provide precise means to extract meaningful and significant information. CA Soldiers perform three basic types of assessments: initial assessments, deliberate assessments, and surveys. CA forces conduct the tactical mission tasks of CE, CR, and CND to execute these assessments. (Appendix A contains survey and assessment checklists to accomplish these tasks.)

3-35. Gathering information should not be a haphazard process. Each type of assessment is based upon the information and analysis of the previous type. In addition, each type of assessment in the progression becomes more focused, specific, and detailed with an ultimate goal of identifying and mitigating civil vulnerabilities that pose a threat to the successful and timely completion of the mission. The basic steps of a well-formed assessment plan include—

- Determining what data to gather (in concert with the operational planning staff).
- Determining the most likely source (such as a person, place, event, or reference) from which to obtain the civil data.
- Preparing a list of questions for the source that supports the civil information collection requirements.
- Engaging the source; for example, researching references, observing activities, assessing locations or systems, and interviewing individuals.

- Compiling the results.
- Reporting the results according to the CKI process and unit SOP.

3-36. Every assessment must contain well-defined geographical boundaries and timeframes within which the assessment is valid. As mere snapshots in time, assessments and surveys must be updated as often as necessary to remain current. It is also crucially important to geo-reference whatever is reported.

INITIAL ASSESSMENT

3-37. The initial assessment is conducted upon entry into the designated AO. The objective and focus of the initial assessment should be broad enough to allow CA forces to quickly get an updated baseline of the general conditions within the entire AO. This validates or refutes the information and assumptions used in planning and aids with updating the CAO priorities and the civil information collection plan. During continuous operations, the initial assessment requirement may not be necessary for follow-on CA forces because of the transfer of current and detailed operational data during transition. CATs conducting initial assessments must be aware of the security situation at all times. The objectives of the initial assessment are to—

- Update the area study.
- Obtain a rapid overview of the conditions in the AO.
- Validate or refute information used during planning.
- Validate or refute assumptions used during planning.
- Determine general areas of perceived civil strengths and vulnerabilities.
- Update the CAO running estimate.
- Finalize or modify operations planned before deployment.
- Update CAO priorities.
- Identify key areas for follow-on deliberate assessments.
- Identify civil networks that require follow-on evaluation and development.
- Update the CAO information collection plan to provide input to PIRs and the CCIR.
- Identify patterns and indicators.
- Identify requirements for follow-on CA forces.
- Identify requirements for functional specialty support.

3-38. Products of the initial assessment include situation reports, spot reports, and requests for assistance. The findings of an initial assessment may lead to refined mission statements, updates to the CA area study, input to fragmentary orders, and reallocation of forces and resources.

DELIBERATE ASSESSMENTS

3-39. Deliberate assessments are conducted in a methodical manner—in accordance with CAO priorities and the civil information collection plan—on specific geographic areas or social, economic, governmental, or infrastructure systems of interest. Deliberate assessments are based on gaps found in the initial assessment. They are a determination of current conditions, capabilities, or attitudes within these defined areas. Deliberate assessments are characterized by firsthand observation, key leader engagements, civil network engagements, interviews, and other tools to gather information used to make knowledgeable decisions and to determine locations and priorities for follow-on, in-depth analysis. CATs may use a wide variety of detailed checklists or formats during a deliberate assessment to ensure that they scrutinize all aspects of the assessment target. Deliberate assessments can be ongoing or directed. (See appendix A for assessment formats.) The objectives of deliberate assessments are to—

- Update the area study.
- Collect civil data on specific geographic areas (region, city, or town).
- Collect civil data on social, economic, governmental, legal, health, educational, or infrastructure systems.
- Collect data on a specific civil network's capabilities, capacities, and resources.
- Determine specific areas of perceived civil strengths and vulnerabilities.
- Provide greater detail on priorities identified during the initial assessment.
- Update the CAO running estimate.
- Update the CAO information collection plan to provide input to PIRs and the CCIR.
- Identify key locations for follow-on surveys.

- Identify patterns and indicators.
- Update requirements for follow-on CA forces.
- Update requirements for functional specialty support.
- Validate or assess MOEs and MOPs.

SURVEYS

3-40. CA forces conduct surveys in a methodical manner—in accordance with CAO priorities and the civil information collection plan—on specific locations identified as requiring in-depth analysis during deliberate assessments. The requirement to conduct more focused surveys is based on the analysis and evaluation of the information from the initial and deliberate assessments. CAO staff identify gaps from that information to target future CAO to conduct detailed surveys in that AO. These surveys could include specific people, groups, civil networks, locations, facilities, or capabilities within a specific location or a specific piece within a system. CA forces conduct surveys as time and circumstances permit. The survey is a detailed assessment in which the object of the assessment is examined carefully, as during an inspection or investigation. During the survey, the CAT may use a variety of detailed checklists or formats within the CKI construct to ensure it has scrutinized all aspects of the civil network, location, or facility targeted for survey. Survey development should leverage operations or research analysis capabilities if available. The findings of a survey may lead to refined mission statements or reallocation of forces and resources. Surveys can be ongoing or directed. The objectives of a survey are to—

- Collect detailed civil data on a specific location within a geographic area such as a forest, lake, valley, or neighborhood.
- Collect civil data on specific components within civil society including education or infrastructure systems (religious sect, water treatment plant, hospital, or prison).
- Collect civil data on civil network's capabilities, capacities, and resources.
- Identify capabilities and capacities, to include shortfalls, of surveyed items.
- Evaluate specific areas of perceived civil strengths and vulnerabilities.
- Identify patterns and indicators.
- Identify possible project solutions to identified shortfalls and vulnerabilities when appropriate.
- Update requirements for follow-on CA forces.
- Update requirements for functional specialty support.
- Validate or assess MOEs and MOPs.

COLLABORATION

3-41. Collaboration involves the sharing of civil data, information, and knowledge, normally done online. Collaboration may take many forms. Collaborative tools include computer-based platforms that help individuals work together and share information. These tools allow for virtual online meetings and data sharing. Sharing allows analysts, other intelligence personnel, and other subject-matter experts to freely exchange information and intelligence to assist in answering their commander's requirements. The intelligence staff must identify the most effective methods to share intelligence products and information with all required users. Sharing applies specifically to multinational partners who are unable to access U.S. information systems or data files. Some users may require hardcopy printouts of new or updated intelligence products, estimates, and assessments; some may simply need to access the unit intelligence web page, and some may require access to specific unit databases.

3-42. Collaboration is a coordinated effort focused on sharing data. Collaboration increases overall operational efficiency by eliminating redundant collection efforts. Collaborative tools are information systems that include online capabilities that enhance team development and facilitate collaboration. Examples of collaboration include the following:

- Targeting and other effects working groups.
- CAO working groups.
- NGOs, IPI, and international organizations.
- The MDMP.
- Multinational forces.
- Chat rooms, white-boarding, professional forums, and communities of interest.

- Battle update briefs, commanders update briefs, and targeting boards.
- Observations of maneuver forces supporting CATs in the conduct of offensive tasks.
- Debriefings of Soldiers involved in civic action projects conducted to determine the attitudes of the local population affected by the operation.
- Debriefings of Soldiers involved in daily convoy operations.

Note. The security classification typically associated with intelligence products is due to the sources and methods of collection. The intent of CKI is to keep most of this information Unclassified and easily shared with non-USG partners.

3-43. When focusing collection efforts, establishing and monitoring the civil information collection plan is the task of the S-9 or G-9 and the supporting staff. Without regard to the size of the CA element, the requirement to support the civil information collection plan remains the same. All CA forces must be actively engaged in identifying the early information requirements for the commander at each echelon. Every CA Soldier is required to observe, collect, and report on all civil data received on each mission. Soldiers observe different data points during missions, and that data point may be a critical link to the overall mission requirements. Collection considerations include—

- **Identifying primary sources of information.** CA forces should focus on identifying existing primary sources of civil data and cultivating new ones for inclusion in the area study. These sources may already be in the AO.
- **Identifying current conditions on the ground.** During the planning for the predeployment site survey, the operations representative is tasked to identify reporting requirements, the existing civil information collection plan, and the collection tasking requirements from the supported unit.
- **Starting the CAO running estimate.** The CAO running estimate is derived from the area study; it identifies facts and assumptions to be corroborated or refuted during the initial assessment. Preparing the CAO running estimate during mission planning starts laying the groundwork for the civil information collection plan.
- **Preparing for the initial assessment.** During mission planning, information gaps identified during the area study should be used to direct the collection efforts during the initial assessment.

SUMMARY

3-44. CA forces conduct collection activities at every level of operation and during every phase of operation. Directed by the CCIR, the purpose of CA collection efforts is to fulfill the information requirements of the supported unit. Through CR, CE, CND, data mining, and collaboration, CA forces drive civil data into the processing civil information step of CKI. It is incumbent upon the commander to ensure that CA collection activities remain focused on the civil aspects of the OE. The output of the collection step is the raw data submitted to the S-9/G-9 staff at echelon for the transition of civil data into civil information.

Chapter 4
Processing Civil Information

This chapter is designed to assist CA Soldiers with the processing of civil data while assigned to CA units, G-9/S-9 staffs, or in CA plans officer positions. This chapter provides guidance for operational and tactical CA forces through the predeployment, deployment, transition, and postdeployment phases of the operation. It recommends training considerations for CA units to support conventional forces and special operations forces. This chapter provides information to assist CA forces in synchronizing processing efforts with the staff functions of the supported unit.

GENERAL

4-1. Processing civil information is the third step in CKI. Processing describes the act of associating data via established and routine sets of procedures to link or fuse it with other related data in order to create information. It is the physical and cognitive manipulation of separate pieces of civil data into civil information. Processing focuses on information management, which is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect knowledge products, data, and information. (See figure 4-1.)

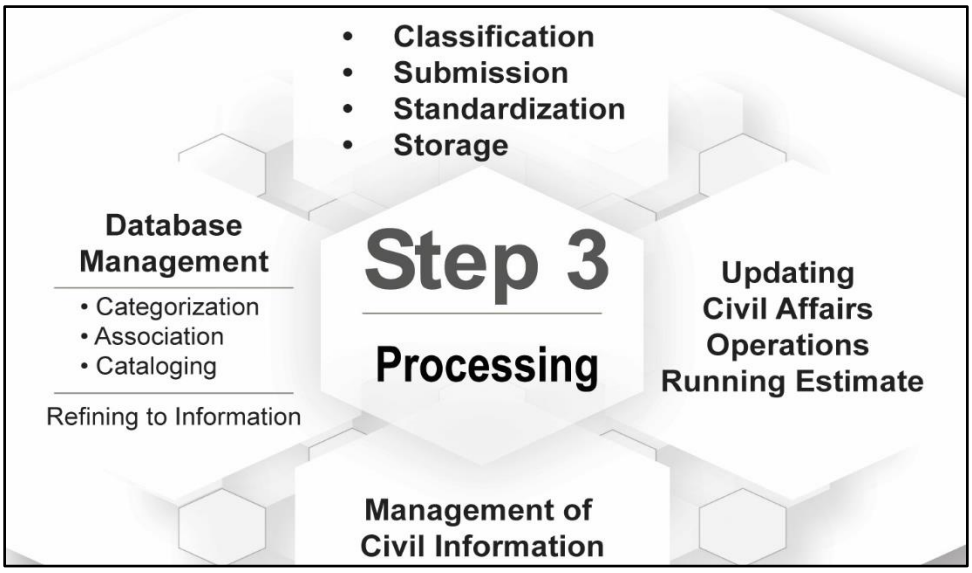


Figure 4-1. Step 3 of civil knowledge integration

4-2. Civil information is developed from data collected within the civil component of the commander's OE. The transition of data into information occurs when the collected data is brought together and processed. Each piece of collected data—no matter how insignificant—is a piece of the puzzle. The most mundane civil data can be used to corroborate facts and confirm an assumption. Collation is a key part of this process, and the activities contained therein ensure all reported data is compiled in its unanalyzed form. As with the preceding steps of the CKI process, it is important for personnel to remember that no analysis is performed until the data is fully processed to prevent developing premature conclusions.

4-3. The purpose of processing is the reduction and conversion of collated data into specific categories. Processing reduces data size by removing obsolete, irrelevant, inaccurate, or incomplete data, and then collapsing overlapping (similar or repetitious) data according to categories or specific areas. The data is then converted into information that can be assessed through analysis and evaluation to ensure the data is sensible, reasonable, and practical. This must be done at each echelon. Throughout each step of the CKI process, accuracy in the management of civil information is the key to processing and maintaining civil data and information that is to be analyzed and evaluated for use as civil knowledge.

4-4. The CAO staff (or S-2/3/9 fusion cell in those echelons that are not authorized organic CAO staff) and the CA unit HQ convert collated data into formats amenable to analysis and evaluation. Proper formatting ensures collated data is suitable for transformation into practical information. Effective civil information management (CIM) requires developing file and data management procedures that facilitate search and retrieval capabilities. CKI is a process, and although technological tools may expedite the process, the techniques used to effectively process raw civil data into civil information remain the same. Readily available computer-based software programs can help catalog vast amounts of data. Many of these programs are already installed on most DOD computer systems. Before the civil data can be transformed into civil information, the raw civil data must be collated. The CIM cell that supports the S-9/G-9 at each echelon (except the company) is responsible for the input, collation, and management of all civil data and information.

COLLATION

4-5. Collation is not limited to CATs reporting to the company HQ, it consists of compiling all collected data into one location, whether the data was collected by a brigade staff officer in collaboration with another staff element, a civil liaison team, or a CA specialist conducting data mining in the company HQ or CMOC.

4-6. During collation, the CA forces address the potential challenges such as—

- Large volumes of information that could inundate the collator. There may be challenges finding the time to correlate each report to a requirement or into the correct areas.
- Reports that partially satisfy required collection tasks. Other reports may have nothing to do with the collection task.
- Reported information that fails to refer to the original task that drove collection.

4-7. Collation is the bringing together of multiple sources of civil data from every level of operation and consists of submission, standardization, classification, and storage. The S-9/G-9 at echelon is responsible for establishing collating procedures and, in some cases, may have to coordinate collation of civil data with a supporting CA unit HQ.

COLLATION CONSIDERATIONS

4-8. CA forces should not wait until deployment into a theater of operations to determine how and where collected civil data is compiled. Considerations should consist of identifying the method by which subordinate units conduct operational and situational reporting. The following paragraphs discuss collation considerations. During CPE, prior to deployment, the CA staff should review the area study, previous assessments within the future AO, and any other pertinent civil information available from various sites. This provides the S-9/G-9 insight for planning shaping operations within the civil component for the commander.

Operational Considerations

4-9. CA forces working within the spectrum of an established task force or CATs operating independently of an operational command have unique reporting requirements. CA personnel must identify those requirements, determine what equipment or resources are necessary for mission accomplishment, and begin sourcing process for nonorganic equipment.

4-10. Throughout the conduct of operations, it is essential to continually assess the supported unit's information requirements to ensure that CAO remains focused on the commander's priorities. This requires a periodic assessment of the civil information collection plan to ensure collection efforts continue to meet the evolving information requirements of the commander and his staff. CA forces should also monitor other staff functions, such as CMO work groups, targeting boards, and mission planning cycles, to better anticipate these groups' information needs as well.

4-11. CA forces must consider—

- **Battle rhythm.** CA forces must identify the battle rhythm of the supported unit's staff.
- **Mission requirements.** In many instances, data is sent through the supported unit's communications section. It is incumbent upon the CAO staff to check regularly for incoming data.
- **Collation from the supported staff.** At the operational level, much of the collected data comes from other staff sections through collaborative efforts. CA forces at the operational level ensure that they are on routine distribution lists from those staff sections and that they receive regular reporting.

Tactical Considerations

4-12. During tactical operations, it is critical for the CA force to know the reporting requirements and to ensure the timely submission of collected data. CA forces should be aware of any changes to the mission plan that might affect collation requirements. Tactical considerations include—

- Determining if the technical capability to meet the reporting requirements exists within the current table of organization and equipment.
- Understanding mission requirements. It is essential that CA commanders ensure the widest dissemination of CCIRs and PIRs to ensure operational CA forces are actively soliciting and reporting pertinent data. It is incumbent upon leaders to ascertain the difference between operational reporting and situational reporting, especially on those occasions in which they may be one in the same. For example, a PIR may require units to report coalition forces operating in the area while a specific civil consideration is reporting coalition forces conducting CMO in the area.

Technical Considerations

4-13. Collation depends heavily upon technology to transmit, receive, and store data. CA forces should determine the existing automation capabilities of both the organic and supported unit. This helps determine if new automation equipment must be requisitioned and helps focus CIM training and preparation. Technical considerations include the following:

- Does the supported theater or unit communications section require reimaging computers for use on their network?
- Does the CA force have the CIM-specific software and permissions to reinstall and use on the supported network or will they require a standalone computer?
- Will the CA force have access to both NIPRNET and SIPRNET?
- How many network drops will be provided at the location of every CA element?

4-14. Data management involves developing a working structure of files and folders to support the mission. It is important to develop strong data management SOPs. It is much more difficult to initiate or modify the file structure architecture during a mission; there is too much data to manipulate. Good practices for CA forces to follow are to—

- Collate unprocessed data in one location for processing.
- Back up all data on a regular basis. This pertains to all levels of the operation. All CIM files should be backed up to a separate physical location (like an eternal hard drive or server) on a regular basis.
- Develop uniform reporting to reduce workload at the collation point.

Transition Considerations

4-15. Collation efforts must be adjusted to meet the changing operational requirements and technical capabilities during ongoing operations. Collation efforts will also conform to the changing characteristics and entities within the OE.

4-16. During the transition, it is essential for CA forces to maintain an operational tempo while transitioning responsibility. The replacing unit may not be a unit at all; it may be an NGO or international organization. During transition, the final collation activities must be focused on gathering of all remaining data for the purpose of maintaining a historical database of the CAO that took place. Some transition considerations include—

- Capturing lessons learned.
- Completing and collating after action reviews.
- Using collected data to update area studies.

COLLATION CONSTRAINTS

4-17. Although limited by operational constraints and available technologies, collation is most affected by time. Collected data must be collated in a timely manner. The relationship between the parent organization and the supported unit may further hinder collation. CA leaders must anticipate these issues to achieve a balance between operational and tactical reporting to ensure all information requirements are being met. It is incumbent upon CA leaders to anticipate these issues and prevent dire consequences.

Note. It is important for personnel to remember that data collected by and for CA forces must be collated and processed by CA forces to ensure the data is not manipulated before it is provided to the CA staff at echelon for analysis.

SUBMISSION

4-18. Data collected is submitted to the CAO staff prior to standardization, storage, and classification. This submission is the first step of quality control as the reported data is checked to ensure that the collection data: who, what, when, where, and why are listed on the report. This quality control effort helps the CAO staff ensure timely satisfaction of requirements.

STANDARDIZATION

4-19. Standardized naming conventions and the use of standard terms and graphics ensures that all civil data is stored for easy retrieval, regardless of the composition or the type of software in use. Standardization allows the CAO staff to screen the data for these criteria:

- **Relevance.** Does the information address the tasked collection requirement? If not, can the data be used to satisfy other requirements?
- **Completeness.** Is essential information missing? (Refer to the original collection task.)
- **Timeliness.** Was the data reported by the established time in the original task?
- **Opportunities for cueing.** Can this asset or another asset take advantage of this data to increase the effectiveness and efficiency of the overall civil information collection effort? If the report suggests an opportunity to cue other assets, the CAO staff officer passes this information to higher.

CLASSIFICATION

4-20. Civil data should remain at the Unclassified level. This allows the information to be shared with all partners requiring the civil data. Once civil information has become civil knowledge, steps should be taken to ensure that civil knowledge that is sensitive to military operations is protected as necessary from non-U.S. military entities. It should be established who is able to receive certain information based on a need-to-know basis.

STORAGE

4-21. Every database has a stockpile of supporting documents that were used to compile the database. The processing of civil data amasses significant amounts of data. Data is lost if it is stored in a manner in which it cannot be retrieved. Erroneous entries or misspellings can cause data to be lost or stored improperly and may also call into question the accuracy of the facts in the report. Standardized naming conventions and the use of standard terms and graphics work to ensure that all civil data is stored so that all CA forces can retrieve it, regardless of the composition or the type of software in use.

4-22. Data and civil information should be stored (at a minimum) in accordance with the standardization information—date, type, location, organization, activity—and can be tagged by supported goals and objectives. The CAO staff can also use additional tagging to ensure that the data is retrievable through redundant searches. These tags are determined by the CAO staff or by unit SOP.

DATA MANAGEMENT

4-23. Data management is critical during the processing of civil information. Ensuring that appropriate data is placed in the proper categories will ensure that the information that will then be evaluated and analyzed is done so in the proper context. Lost data that has failed to be properly processed will impact the outcomes of the analysis steps conducted by the CA staff. Attention to detail, accuracy of transfer, sequencing, and version control will all be important factors for the staff when conducting CIM. Generally, the same group of individuals should be used for the processing of civil data and information. There should be a dedicated location and computer interface for CA staff members to execute this data management.

CATEGORIZING DATA

4-24. Effective categorizing of data begins by identifying the specific type of data presented into data sets. Such data falls in two categories:

- **Developed data.** This is a compilation of data provided through protected or open sources that provides a substantially complete picture and is usually from authenticated and reliable sources.
- **Indicators.** This is data derived from open sources or from detectable actions that can be interpreted to help reach personal conclusions concerning intentions, capabilities, or activities. Data in this category is more easily exploited by adversaries. Once data is categorized, it is associated.

ASSOCIATING DATA

4-25. Once data is effectively categorized, the data is processed for identifiable characteristics or factors that associates it to other data within that specific category. Associating data assists in the initial uncovering of relationships between seemingly unrelated data within a database.

CATALOGING DATA

4-26. A catalog is a directory of information about databases, data sets, or files. A catalog usually describes where a data set, file, or database entity is located and may also include other information related to that specific piece of data.

DATABASES

4-27. CIM databases facilitate the CKI process. CIM databases contain civil information that is structured and indexed for the user's access and review. CIM databases are made to facilitate information sharing. They should provide civil information to the supported units and agencies partnered with CA units across the OE. It is important to remember at this stage that naming conventions and the use of standardized terms and graphics become critical. When processing data, CA forces should remember the quality of the input impacts the quality of the output—erroneous entries or misspellings can cause critical data elements to fall by the wayside and go unnoticed. It is also important for personnel to remember that every piece of information is important no matter how insignificant it may seem at the time of collection.

4-28. Information structured into a database can be quickly retrieved when there is an immediate need for it. In addition to mission planning for current operations, databases also support other staff functions, including updating the area studies and feeding the CAO running estimate. Although the content varies depending on the mission, the purpose of the CIM database is to enhance the commander's situational understanding by offering insight to past and present conditions within the civil component of the OE. Examples include the following:

- **Civil considerations.** This captures ASCOPE data.
- **Requests for information.** Capturing requests for information and the responses within a database ensures that the answers to those particular question are readily available for future reference.
- **Civic action programs.** Tracking civil action programs is an excellent way to measure past and present influence within the AO by establishing the necessary data foundation for predictive analysis.
- **Significant activities tracking.** Capturing the date, time, and location of significant activities within a database offers a source of measurable factors on current operations.
- **Mapping.** Map CAO and CMO, both past and present.
- **Targeting.** Synchronize CAO with areas identified by the commander as being AOIs.

4-29. Databases that interact with analytical software like geographic information systems (GISs) are designed to capture very specific data to facilitate analysis. GISs support mission planning, enhance predictive analysis, and prepare graphic analytical products in support of other staff functions. To best leverage analytical software, the associated databases should be continually refined to ensure both accuracy and relevancy.

4-30. These databases—

- Support time event charts, association matrices, link analysis, and other analytical tools.
- Duplicate or replicate data on higher security networks. For example, NIPRNET to SIPRNET and SIPRNET to Joint Worldwide Intelligence Communication System (known as JWICS).
- Require a designated systems administrator at each echelon. To ensure a high degree of integrity, the data must be verified for accuracy and completeness. Without accurate metadata, databases cannot be easily searched for their information. In addition, a lack of metadata makes verification of the source nearly impossible.
- Allow operators, managers, and analysts to—
  - Compartment (protect) source-sensitive, operational database segments, files, records, and fields.
  - Create, update, and maintain databases from locally generated information.
  - Import complete or partial databases from databases that are the same size or larger.
  - Share databases between subordinates, peers, or higher with appropriate access authorization.
  - Adapt data processing to meet the needs of the supported unit's operations, standardized forms, and associated databases for information storing, sharing, retrieval, and analysis.
  - Allow query functions for decision making, as well as operational and analytical support.
  - Provide analytical programs that are able to correlate data and aid with information retrieval from other data repositories.
  - Incorporate information retrieval functions, such as browsing, Boolean functions, keyword searches, and similar functions.

DATA SETS

4-31. A data set is a collection of related, discrete items of related data that may be accessed individually or in combination or managed as a whole entity. A data set is organized into some type of data structure. In a database, for example, a data set might contain a collection of data elements. The database itself can be considered a data set, as can bodies of data within it related to a particular type of information, such as sales data for a particular corporate department. (JP 1-0 provides additional information on databases.)

SPREADSHEETS

4-32. Spreadsheets are another way to categorize and catalog data. By using a software program such as Microsoft Excel, vast amounts of data can be quickly imported and exported to meet current operational needs while maintaining integrity for future use. Data entry occurs when the collected data is broken down into specific categories determined by current operational needs. Once categorized, the data is stored in cells and further defined by columns and rows.

4-33. In the CKI process, CIM data entry is more than entering raw data into a spreadsheet. CA Soldiers must first mine the unanalyzed data to extrapolate relevant civil information. (Figure 4-2 provides an article collected through data mining in the United States Indo-Pacific Command theater. At first glance, the article reveals four casualties resulted from a flood in East Java. A closer examination reveals many people are missing and hundreds were forced to relocate.)

Flooding Kills Four in Indonesia's East Java

Posted: Monday, 11 Jan 2010 03:58:02 GMT

Category: Nature (Environment)

News Alerts by Email (click here)

Nature Environment News

JAKARTA – Flooding has left at least four people dead and submerged thousands of homes in Indonesia's crowded province of East Java, the government said Monday. Days of rain caused rivers in the Pasuruan District to overflow their banks, inundating more than 5,000 houses across eight subdistricts, Indonesia's National Disaster Management Agency said.

At least four people were killed in the floods, the agency said, adding that hundreds of residents were forced to flee their homes and had taken shelter at places such as mosques.

An agency spokesperson said two of the victims were killed when they were swept away by flood waters and the others died in lightning strikes. Searches were also under way for people missing in the floods.

Floods and landslides are common in Indonesia, which is densely populated and prone to frequent heavy rain.

Environmentalists warned that logging and failure to reforest denuded land in the world's fouth–most populous country are often to blame.

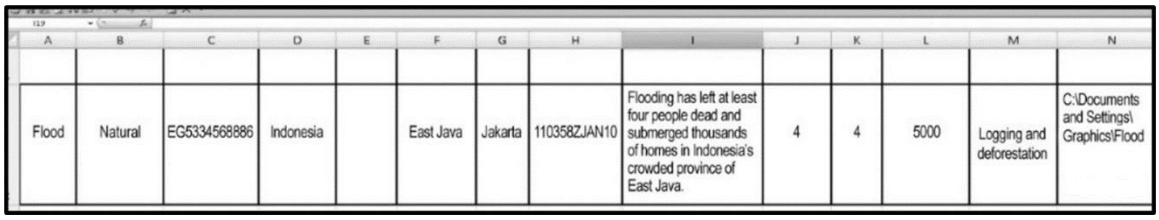
Figure 4-2. Example of civil information that has not been analyzed

4-34. Different data processing techniques result in different groupings of the same data set. For example, when indexed into columns under major groupings, the data may look similar to the data in figure 4-3.

	A	B	C	D	E
1					
2	Flood	EG5334568886	110358ZJAN10	Flooding has left at least four people dead and submerged thousands of homes in Indonesia's crowded province of East Java.	4 dead

Figure 4-3. Data entry into a limited spreadsheet

4-35. However, if this unanalyzed civil information was indexed based on all available groupings from the context, it may look something like figure 4-4 on page 44. While the difference is obvious, what is not so obvious is the wealth of analytical capability that the data offers when it is categorized and cataloged into more specific data sets. What this shows is that, under certain circumstances, insignificant data may become operationally relevant and the key to ensuring that all information maintains the potential to be operationally relevant is through the proper structure of the database.



A	B	C	D	E	F	G	H	I	J	K	L	M	N
Flood	Natural	EG5334568886	Indonesia		East Java	Jakarta	110358ZJAN10	Flooding has left at least four people dead and submerged thousands of homes in Indonesia's crowded province of East Java.	4	4	5000	Logging and deforestation	C:\Documents and Settings\ Graphics\Flood

Figure 4-4. Data entry into an enhanced spreadsheet

TECHNICAL CONSIDERATIONS

4-36. While developing data management procedures, there are technical concerns that should be addressed. Some OEs may not offer commercial power or internet access. These situations require generators and satellite defense network systems. Under these circumstances, it is especially important for the CA force to use uninterruptible power sources and sufficient surge protection. In all environments, it is a good practice to back up data regularly to ensure the integrity of the available data.

CONSTRAINTS

4-37. Information that is incomplete or imprecise is the same as having no information; Information that is untimely or not in a usable form is the same as not having information; and information that is inaccurate or irrelevant is worse than no information at all. In general, a commander does not require information beyond a moderate level to accomplish the mission, as long as the information is relevant, accurate, timely, and usable. To meet the commander's needs, civil information must be processed both quickly and accurately. CKI is only as effective as the relevancy of the products provided and the degree in which it is incorporated into the operational process. It is imperative to develop relationships with the other staff functions and to integrate into the operational process.

WORKSPACE

4-38. Processing and analyzing of civil information require a work environment conducive to conducting research, having discussions, and being free of distractions. When planning the workspace, consider the following:

- CA forces must have unrestricted access to the World Wide Web.
- Processing and data entry cannot be rushed or performed in conjunction with other duties.
- Operational relevance is the key to establishing credibility.

TASK ORGANIZATION

4-39. Task-organized CA forces may deploy without designated civil data management resources. Therefore, the ability to effectively process civil information is incumbent upon all CA Soldiers, whether assigned as a G-9/S-9, CAO/CMO planner, or as a member of a tactical CA element. CA commanders at each echelon should ensure that all Soldiers have a fundamental understanding of data management and a unit SOP that describes and standardizes the process.

INTEGRATION

4-40. The CKI process is, by definition, the activities to analyze, evaluate, and organize collected civil data and then input civil knowledge into Army integrating processes. Mission analysis through the execution of CPB is a staff function, and CKI is a supporting process that provides the civil knowledge products for accurate course of action development. Even in a joint CMO task force, the CAO staff only provides civil information to be integrated with other mission variables and then analyzed through the full MDMP as a staff function. Once the civil information has been identified, it is analyzed and evaluating and turned into civil knowledge. The civil knowledge is designed to fill gaps within the civil considerations analysis conducted by the CAO staff. Once the actionable civil knowledge that influences the civil layer of the COP has been identified, this knowledge is injected into all Army integrating processes and updates the warfighting functions. This knowledge provides the commanders and staff a clear COP and a better understanding of the civil component that enables the development of appropriate courses of action.

MAINTAINING LIVING DOCUMENTS

4-41. All civil information changes constantly. It must be continually updated as conditions change. These living documents of civil information must be maintained for historical purposes, reference data, and for any future needs of the force. Continually updating the information as conditions change provides the commander the ability to visualize the civil component of the OE. The CA area study is the document that all current and historical civil information should be maintained. A constant review of the area study and updating by the CAO staff is critical for current information on a geographical area or theater that may become an AO where CA forces will be required to conduct missions.

SUMMARY

4-42. Management of civil information is a critical aspect of the CKI process. Efficient processing of civil data can supply the supported unit with critical information and lay the foundation for targeted CAO and CMO effects. Inefficient CIM processing techniques, combined with the constraints of data collection, can greatly reduce the actionable civil knowledge available to the commander and staff. This leads to a poor understanding and visualization of the AO. Collected civil information that cannot be collated into mission or operational variables is an indicator of irrelevance. This civil information may become relevant based on future events within the AO.

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Chapter 5

Analysis and Evaluation of Civil Information

CA forces must understand how the analysis of civil information supports the operations process. (See ADP 5-0.) CKI focuses on managing the collection, collation, and processing of civil data within an AOI. Analysis and evaluation, the fourth step in the CKI process, refers to transforming the managed data into actionable civil knowledge for the commander and staff. The responsibility for this analysis and evaluation is the S-9/G-9, CA staff element at echelon, or the theater Civil Affairs planning (known as TCAP) team based on the task organization of the supported element.

GENERAL

5-1. Analysis is the drawing of connections among ideas. It is performed to provide simple answers to complex situations. When applied to CAO, analysis is the sifting of civil information for patterns and indicators of past behaviors or ideas that might possess predictive value and application. More than restating facts, analysis is a process where complicated issues are simplified by separating the information into the basic components of cause and effect.

5-2. The purpose of analysis is to apply civil information that identifies current and future impacts of the threat, the environment, and identified civil vulnerabilities on operations. This critical analysis and evaluation transforms information into actionable knowledge for the supported commander. (See figure 5-1.)

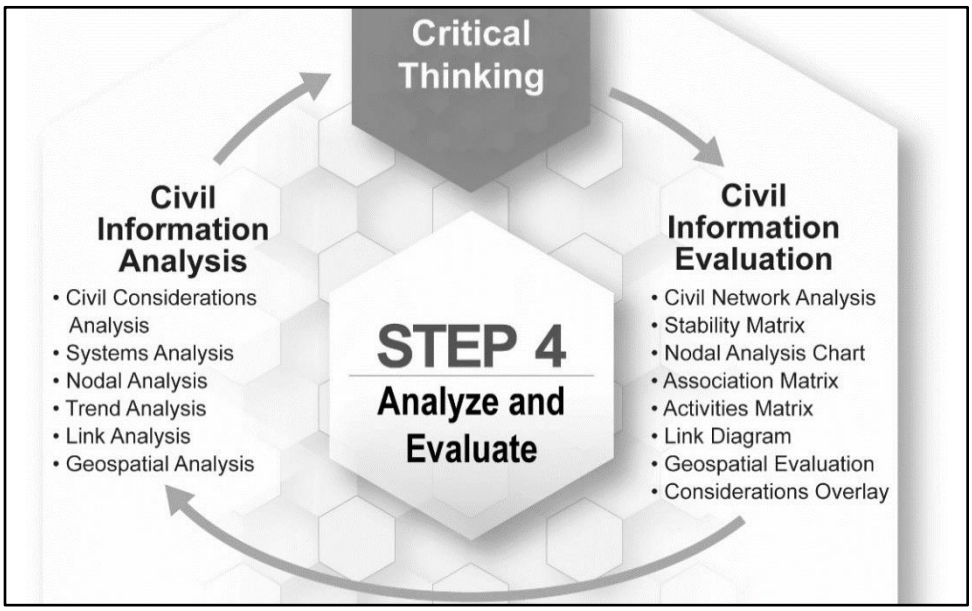


Figure 5-1. Step 4 of civil knowledge integration

5-3. There is not a definitive approach to analysis. In fact, there are many different processes and methodologies to frame problems. The CAO staff must be critical thinkers and problem solvers who are familiar with different problem-solving methods to uncover the unknown.

5-4. Civil analysis is performed to support the operations process. The operations process is accomplished by the continuous planning, preparation, execution, and assessment of military operations. Planning cycles and the established battle rhythm dictate the type of civil analysis necessary to support operations. Civil analysis usually creates more questions than answers and generates several requests for information. Analysis identifies both lethal and nonlethal effects. This becomes actionable information, once evaluated, for both CA and maneuver requirements.

CRITICAL THINKING

5-5. CA Soldiers must use critical thinking when executing the CKI process. Critical thinking is the foundation of analysis. Critical thinking is purposeful, reflective judgment focused on what to believe or what to do. Essential to problem solving, critical thinking involves forming a hypothesis by applying logic and reasoning to determine if adequate justification exists to support conclusions. Critical thinkers often reevaluate their work to ensure accuracy and relevancy.

5-6. CA forces may be inclined to develop conclusions based on personal experience. However, experience is subjective and may lead to flawed conclusions. Unbiased knowledge should be the basis for critical thinking. In addition, when it is combined with experience, unbiased knowledge greatly enhances CKI analysis. Objectivity should drive critical thinking and be the cornerstone for CKI analysis. (ADP 5-0 and ADP 6-0 provide more information on critical thinking and planning.)

5-7. A foundational requirement for critical thinking is the use of logic. Logic is the study of reason or rationalization of the causes of a situation. Logic involves both inductive and deductive reasoning. Logical reasoning is only as effective as the information under analysis. The use of logic during critical thinking provides a systematic process to analyze and evaluate data to deduct what that data provides to the user. (ADP 2-0 and FM 3-55 provide more information on critical thinking and analysis.)

CIVIL INFORMATION ANALYSIS

5-8. Civil information analysis breaks through social nuances and cultural barriers, enhancing situational understanding and supporting the commander's visualization. When analyzed and evaluated, civil information reveals factors in the civil component of the OE that provide commanders with a focal point for CAO. At tactical and operational levels, civil information analysis and evaluation enable CKI, which supports the operations process by identifying civil considerations and COGs during the MDMP (for example, mission analysis and course of action development).

5-9. The primary output from civil information analysis is the civil considerations overlay during civil information evaluation. (See paragraph 5-53.) This overlay becomes the basis for the CAO staff's inputs and management of the course of action selected during MDMP. This overlay becomes part of the modified combined obstacle overlay (known as the MCOO) used during IPOE to enable the commander and staff to understand the civil component of the COP. (See FM 5-0 and ATP 2-01.3.)

TYPES OF CIVIL INFORMATION ANALYSIS

5-10. Different information requirements call for different types of analysis. For example, civil analysis conducted during the planning and execution of tactical operations is focused on civil considerations. In contrast, civil analysis at operational levels focuses more on the systems approach. All CA forces should be familiar with the different civil analytical models and their relationship to METT-TC (I), PMESII-PT, and ASCOPE to maximize the accuracy and relevancy of civil information analysis. The following are different types of analysis:

- **Civil network analysis.** The quantitative measurement of the importance and influence of nodes (people, organizations, events, and other like relationships) within a civil network.
- **Civil considerations analysis.** This analysis is conducted in support of mission analysis based on the mission variables outlined in the mnemonic METT-TC (I).
- **Systems analysis.** This analysis is conducted at operational levels and above to identify COGs based in the operational variables outlined in the mnemonic PMESII-PT.
- **Geospatial analysis.** The analysis of imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities that are of interest to the support commander.
- **Nodal analysis.** The study of the interrelationship of nodes.
- **Trend analysis.** This analysis identifies patterns and inclinations in data.
- **Link analysis.** Illustration of the interrelationship of people, events, and locations through associations.

5-11. Most civil information analysis falls into either civil consideration analysis or systems analysis. Both processes exercise simple logic and employ inductive and deductive reasoning. Civil considerations analysis is performed to measure how civil considerations will impact operations. Systems analysis is performed to define the physical or behavioral state of the operational variables within the environment.

CIVIL NETWORK ANALYSIS

5-12. The civil network analysis methodology looks at an individual's network-level measurements and subnetwork measurements that are interrelated. Individual network-level measurements include—

- **Betweenness.** This measures the extent to which a node is key to connecting otherwise unconnected nodes (essential and/or vulnerable).
- **Closeness.** This measures the average number of steps from one node to every other node in the network (measured in degrees).
- **Degree.** This measures the number of direct links a node has to other nodes in the network (popularity contest, social network friend count).
- **Eigenvector.** This identifies high-degree nodes connected to other high-degree nodes (influencers connected to influencers).

5-13. Analysis of networks assists in establishing civil security, establishing civil control, restoring essential services, and supporting governance and economic development. This analysis is nonsequential and often occurs simultaneously with civil considerations analysis. It also provides the commander with friendly, neutral, and threat critical vulnerabilities that can be engaged by CA forces by echelon. These include—

- Information inputs, including publicly available information, CA information, USG databases, and input from tactical leaders.
- Inputs and outputs of the six civil network analysis methodologies, which include organization mapping, network functions analysis, critical factors analysis, network template analysis, link analysis, and social network analysis.
- Qualitative versus quantitative analysis.
- Individual network-level measures (betweenness, closeness, degree, eigenvector).

CIVIL CONSIDERATIONS ANALYSIS

5-14. During mission analysis, the commander and staff ensure that they understand the OE and design the tactical end state regarding the civil component. Mission analysis focuses on the mission variables of METT-TC (I) that will directly affect the mission. Civil considerations analysis is the "C" in METT-TC (I). Civil considerations analysis is the process by which civil information is evaluated to determine the impact of the civil environment on operations, as well as the impact of operations on the civil component. Based on the factors of ASCOPE, civil considerations analysis is critical to mission success. For example, the commander and staff compare the relationship between ASCOPE and the terrain and weather considerations of OAKOC: observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, and cover and concealment. (See figure 5-2.)

Terrain and Weather	Civil Considerations
Observation and fields of fire	**A**reas
Avenues of approach	**S**tructures
Key and decisive terrain	**C**apabilities
Obstacles	**O**rganizations
Cover and Concealment	**P**eople
	Events
OAKOC is used to evaluate the physical terrain.	**ASCOPE** is used to evaluate the civil terrain.

Figure 5-2. Physical terrain and civil considerations

5-15. Identifying civil considerations during mission analysis is inherent in all operations and is the key to mission success. However, identifying the tertiary effects from operations is just as critical. CA forces are best suited to anticipate the unforeseen consequences of military operations. During mission analysis, the CAO staff provides critical guidance that is based upon the most updated civil knowledge that pertains to current mission planning.

5-16. Civil information viewed through PMESII-PT is broken down into specific groupings of civil information that has not been analyzed. When categorized by the mnemonic ASCOPE, the information is further divided and lends itself to detailed analysis. The PMESII-PT/ASCOPE analytical paradigm provides CA Soldiers with a tool with which to identify specific factors and conditions that impact the OE. (See appendix B for an example of civil analysis using the PMESII-PT/ASCOPE analytical paradigm.)

SYSTEMS ANALYSIS

5-17. Systems analysis identifies the root cause of instability. The cause may be a natural or man-made disaster arising from conflict or changes in the status quo. Analysis of the operational variables with the mission variables provides the foundation for systems analysis. (See figure 5-3.) Systems analysis identifies civil vulnerabilities within the civil component by determining both the cause and the effect. Based on ASCOPE and focused on PMESII-PT, systems analysis defines COGs and enhances situational understanding. (See figure 5-7 on page 57 for a possible outcome of this analysis.) Systems analysis is conducted based on operational necessity and the products reflect a single moment in time. (See appendix B for the interrelationships of operational variables and civil considerations.)

5-18. Systems analysis closely follows the scientific method; it focuses on evaluating operational variables against civil considerations and is based on the ASCOPE/PMESII-PT analytical paradigm. It is important to remember that the purpose of all civil analysis is to facilitate operations. CAO should remain focused on and established in lines of effort. During combat operations, systems analysis focuses more on limiting civil interference on operations while avoiding damage to the IPI. During stability tasks, systems analysis focuses more on identifying civil vulnerabilities. In both instances, the operational focus helps frame the problem and reveals which CA capability may be best suited to resolve the issue. (Figure 5-3 compares the operational variables and mission variables.)

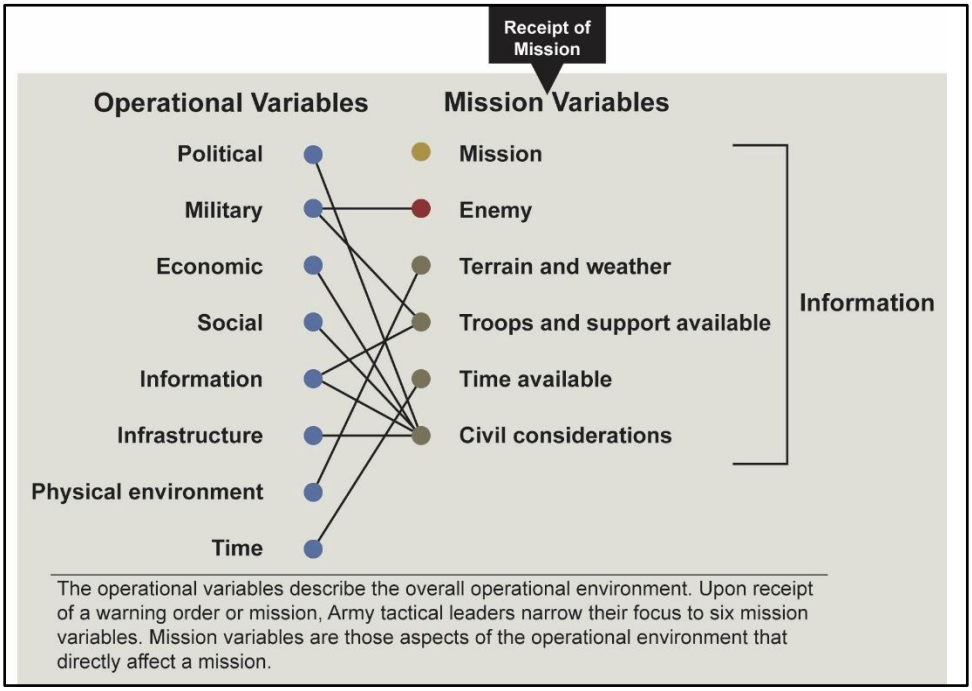


Figure 5-3. Operational variables and mission variables

Framing the Problem

5-19. Systems analysis begins with framing the problem. Framing the problem is an analytical process. During this phase of the analysis, it is necessary to identify the problem, facts, and assumptions and to determine if there is enough information available to conduct detailed analysis. Framing the problem creates requests for information to source additional information, driving the civil information collection plan and focusing collection efforts.

5-20. Effective problem framing focuses on the—

- Visualization of the commander.
- Enhancement of situational understanding.
- Development of facts and assumptions.

Filtering the Data

5-21. Once the problem has been effectively framed, it is then necessary to gather all relevant information together and to identify any information gaps. Information gaps are voids in understanding that must be filled to conduct accurate analysis and subsequent evaluation. Once identified, these gaps become requests for information. Filtering the data is accomplished by addressing those AOIs to the commander in order of significance. Filtering data focuses analytical efforts within a specific area and greatly reduces the analytical workload. Civil information databases are structured to filter information quickly and efficiently.

5-22. In addition to meeting operational requirements, populating the CA area study and CAO running estimate, and writing the CAO annex, CAO staff must anticipate the needs of the commander and staff. Therefore, CA forces should continually look at all civil aspects of the OE. CA forces should continually assess factors within the OE that possess the ability to affect CAO.

IDENTIFYING CENTERS OF GRAVITY DURING MILITARY OPERATIONS

5-23. CKI supports the operations process through the integration of civil knowledge into the COG analysis. Only through full collaboration with the CAO staff and other primary staff officers can COG analysis be effective. CAO staffs at each echelon work closely with commanders and their staffs during COG analysis, focusing on—

- Framing the problem.
- Formulating the design.

Framing and Reframing

5-24. Framing (and reframing) the problem consists of marrying the commander's visualized end state with the COG. Framing requires a systemic approach to identifying and analyzing COGs, and like the initial COG analysis, it is a collaborative effort.

5-25. CKI supports framing at all levels of operation through a process of systems approaches. Analysis and evaluation of the civil component reveals appropriate operational themes and approaches to the commander.

Formulating the Design

5-26. Formulating the design builds on the framework developed through framing the problem and lies in the domain of the supported commander. CKI supports this by identifying COGs and offering solutions to the problem by—

- Recommending appropriate operational approaches.
- Helping to identify decisive points.
- Developing lines of operations and effort.

5-27. Determining the operational approach includes identifying the defeat or stability mechanisms that best accomplish the mission. Decisive points that offer the greatest leverage against COGs are then selected. CAO staff establish decisive points through establishment of MOEs and MOPs.

5-28. The CAO staff graphically depicts civil strengths, weaknesses, and vulnerabilities, allowing commanders to determine which operational assets within their command can be employed along lines of effort to impact strategic level effects. Civil networks that are identified can ultimately be developed and mobilized to provide and execute certain effects that will support the commander's lines of effort and mission goals.

TREND ANALYSIS

5-29. Trend analysis is a continuous analytical process that identifies patterns or societal behaviors in response to enemy and friendly operations over a period of time. Typically, trend analysis is the compilation of several systems analysis products, reflecting changes in a temporal view and giving analysts potential predictions of future social behavior.

LINK ANALYSIS

5-30. Link analysis is the process of identifying and analyzing relationships between personnel, contacts, associations, events, activities, organizations, and networks to determine key or significant links. The CAO staff uses link analysis to determine who is involved with whom and how they are involved. Link analysis tools include association matrices, activity matrices, and link diagrams.

5-31. There are two types of matrices used in civil analysis. The two types are the—

- Association matrix, which is used to determine existence of relationships between people.
- Activities matrix, which is used to determine connectivity between individuals and any organization, event, address, activity, or other entity.

Note. The graphics involved in constructing the two types of matrixes differ slightly, but the principles are the same.

Association Matrix

5-32. During CAO, the association matrix is a good tool for mapping the relationships between key leaders, organizations, and significant events. This information assists in the planning and execution of CAO. A known association is determined by direct contact between individuals. Direct contact is determined by a number of factors, including (but not limited to) face-to-face meetings of all members of a particular organizational cell. CAO staff should remember that the association matrix will show only the existence of relationships and not the nature of the relationships. (See figure 5-4.)

5-33. The association matrix is constructed in the form of an equilateral triangle having the same number of rows and columns. Personalities must be listed in exactly the same order along both the rows and columns to ensure that all possible associations are correctly depicted. An alternate method is to list the names along the diagonal side of the matrix.

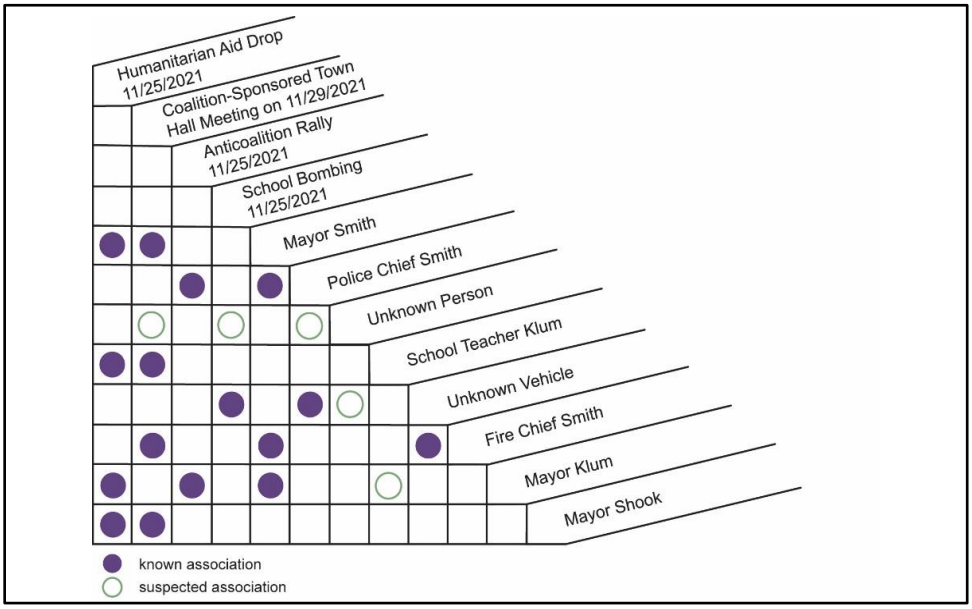


Figure 5-4. Sample association matrix

5-34. The rationale for depicting suspected associations is to get as close as possible to an objective, analytic solution while not straying from known or confirmed facts. A secondary reason for depicting suspected associations is that it gives the CAO staff a focus for requests for information to confirm the suspected association. Suspected associations are considered to be associations that are possible, or even probable, but cannot be confirmed using the above criteria. The CAO staff should verify information and confirm suspected associations. Examples of suspected associations include the following:

- A key leader engagement where one party is identified but the other party is only tentatively identified.
- Civil networks that are interrelated (person or group).
- A new group of people identifying with different ethnicities.
- A political party affiliation.
- A family relation.

Note. In the event that a person of interest is or becomes deceased, a diamond is drawn next to his or her name on the matrix. The purpose of the association matrix is only to show the analyst who is associated with whom.

5-35. When corroborating suspected information, it is important for the CAO staff to remember that information sources are not limited to official sources. Local television, radio, newspapers, and online news sources are all excellent examples of the different kinds of information available.

Activities Matrix

5-36. The activities matrix determines connections between individuals, organizations, events, entities, addresses, activities, or anything other than another person. The activities matrix is a rectangular array of personalities compared against activities, locations, events, or other appropriate information. The kind and quantity of data that is available to the analyst determines the number of rows and columns and the content. The CAO staff changes the matrix to fit the needs of the problem at hand or may add to it as the problem expands in scope. (See figure 5-5-.)

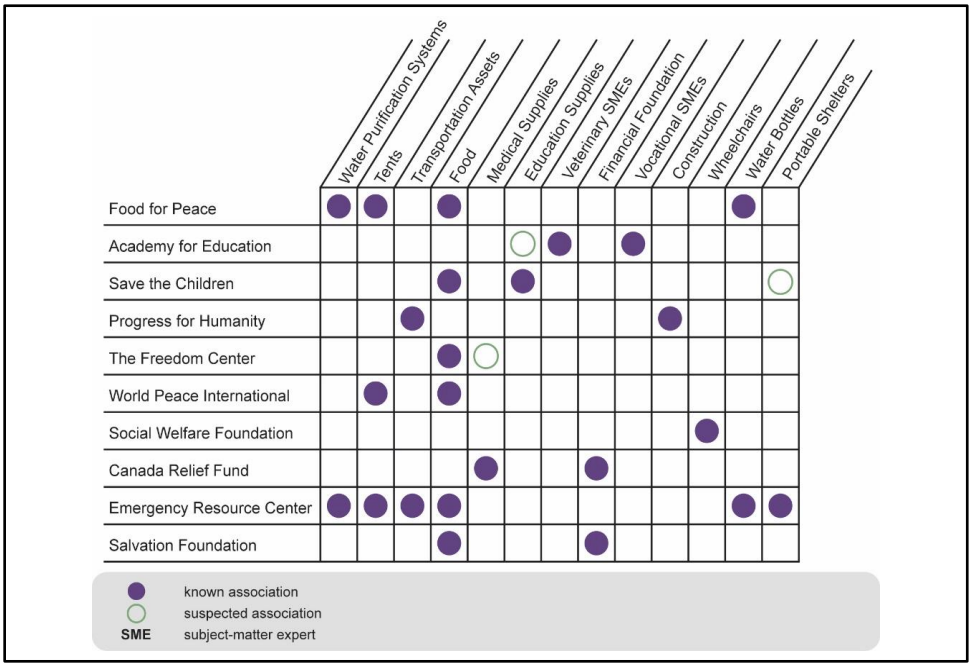


Figure 5-5. Sample activities matrix

5-37. The activities matrix is constructed with personalities arranged vertically on the left. Events, activities, organizations, addresses, and capabilities are arranged along the bottom of the matrix. The activities matrix identifies internal and external activities, external ties, and links revealing motivational factors.

5-38. As in the sample association matrix (See figure 5-4 on page 52.), confirmed or strong associations between individuals and entities are shown with a solid circle or dot while suspected or weak associations are illustrated by an open circle. By using matrixes, the analyst can pinpoint the optimal targets for further information collection, identify key personalities within an organization, and considerably increase the understanding of an organization and its structure. Matrixes can be used to present briefings and evidence or to store information in a concise and understandable manner within a database. Matrixes do not replace standard reporting procedures or standard database files.

Link Diagram

5-39. The link diagram shows the connections between people, groups, or activities. It differs from matrices in that the link diagram portrays all relationships, not just those made through an activity or an association. The link diagram uses standardized symbols that represent locations, people, and organizations by linking them through activities, associations, and events. Association matrixes show who knows whom, who did what, who went where, and who belongs to what group. The link diagram draws information from association and activities matrixes. People should be grouped into organizations or cells based on information about joint association, activities, or membership. Lines are drawn to represent connections between individuals, organizations, or activities to complete the diagram. The link diagram identifies relationships between people through events, locations, and organizations. Similar to nodal analysis, link analysis focuses on social networking and identifying relationships between people. (See figure 5-6 for the various degrees of link diagramming.)

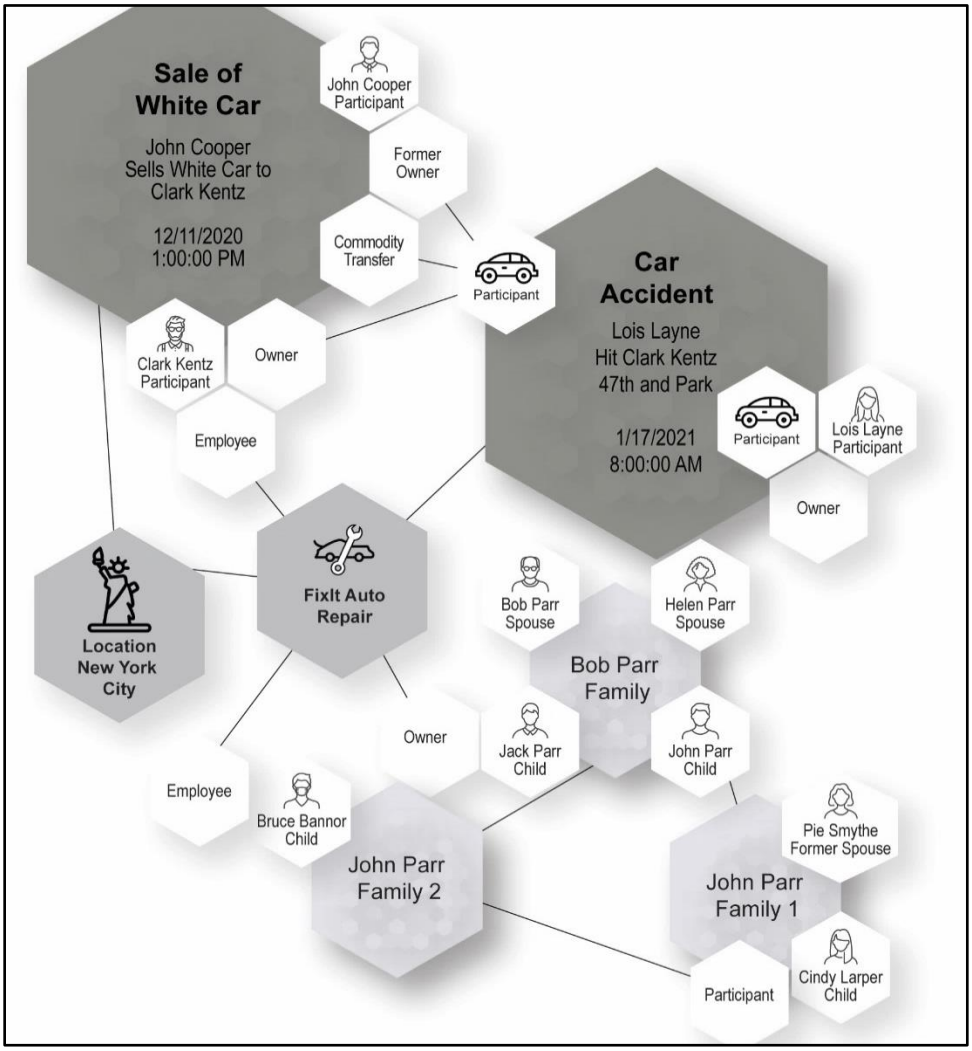


Figure 5-6. Sample link diagram

Note. Entities are linked together through associations, locations, and events. This offers the greatest potential for further analysis. When individuals are only linked to individuals, the only association they have to the rest of the link chart is through another person, failing to link the entity by membership in a group or an association with another entity or an event.

NODAL ANALYSIS

5-40. Nodal analysis reveals the interrelationship between people, organizations, entities, and locations. The individual nodes represent complex relationships between a person, place, or physical thing that are a fundamental component of a system and link the behavioral, physical, or functional relationships between the nodes. Critical nodes are those identified as being essential and whose disruption or removal becomes a single trend analysis point failure. (JP 5-0 contains additional information on this subject.)

GEOSPATIAL ANALYSIS

5-41. Geospatial analysis refers to analyzing imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities that are of interest to the supported commander. Geospatial analysis produces imagery-based products and geospatial information in a GIS common to the entire DOD that is designed to capture, store, manipulate, and manage all types of geographically referenced data. Geospatial analysis draws geospatial information from the global information grid. The global information grid is a globally interconnected, end-to-end set of information capabilities, associated processes, and personnel for collecting, processing, storing, disseminating, and managing information. CA geospatial analysis focuses on COGs within the civil component. Personnel continually update geospatial analysis to meet the commander's intent.

5-42. *Geospatial information* is defined as information that identifies the geographic location and characteristics of natural or constructed features and boundaries on or about the Earth, including: data and information derived from, among other things, remote sensing, mapping, and surveying technologies; and mapping, charting, geomatics data, and related products and services (JP 2-0). Geospatial information is the foundation upon which all other information about the physical environment is referenced to form the COP. CA forces and CAO staff develop geospatially referenced civil information to answer requests for information and to develop mission specific products. Effective geospatial analysis demands timely, accurate, and relevant geospatial information to support the operations process and enhance the commander's situational understanding.

CIVIL INFORMATION EVALUATION

5-43. In the CKI process, evaluation is taking analyzed information and making a determination of the value, nature, character, or quality in order to justify a stance or decision regarding the information. Evaluation of civil information results in forming conclusions from validated data that are the basis of understanding civil considerations and enable planning, execution, and assessment of operations. It provides situational awareness about operational conditions which decision makers synthesize with operational requirements, commander's guidance, and direction from higher to achieve situational understanding, which provides the basis for timely and effective decision making. Confirming civil considerations during evaluation is key to mission success.

5-44. The evaluation of information combines the civil considerations of operational and mission variables provided by the CAO staff or the supporting CA organization. The analysis of these variables by the G-2/S-2 provides a complete and detailed COP for the commander. This evaluation assists the commander in the development of his CMO plan.

5-45. Regardless of the type of analysis used, the CAO staff must evaluate the products, validating the post-analytical information and forming conclusions. This evaluation ensures CA forces anticipate and can address civil strengths, weaknesses, and vulnerabilities in relation to the mission. Additionally, the staff can identify indicators and warning of civil threats and hazards.

5-46. In addition to answering specific requests for information, the CAO staff must anticipate the needs of the commander and staff. In addition to supporting the operations process, CA forces should continually look at all civil aspects of the OE. Although civil analysis should be focused on specific mission sets, CA forces should also continually consider those factors that may not be key to the operational forces yet still possess the ability to affect the CAO mission.

VISUALIZATION

5-47. Creating a visual display of information assists in identifying relationships. In many cases, displaying the data on a map reveals previously hidden links. Building charts and matrices gives clarity to cause and effect in a linear fashion. Civil information can be demonstrated with different types of products, such as—

- Stability matrices.
- Nodal analysis charts.
- Link analysis charts.
- Geospatial analysis.
- Civil considerations overlays.

5-48. The matrix is the simplest way to show the relationships between associated items. The items can be anything, such as people, places, organizations, events, or locations. In civil analysis, matrixes are typically used to identify who knows whom or who has what in a clear concise manner.

STABILITY MATRIX

5-49. The stability matrix offers a visual representation of potential causes and effects. This matrix is helpful in determining the root causes of instability. The matrix aids with identifying the main concerns and serves as a reference point for targeted questioning. The data is combined with input from other staff sections and other information sources. All this input is used to create a prioritized list of the causes of instability and sources of resiliency that guide the conduct of CAO. (See table 5-1 for a sample stability matrix.)

Table 5-1. Sample stability matrix

		Analysis				***Design***		
Source of Instability	Causes (Perception)	Causes (Systemic)	Objective	Impact Indicators	Impact Indicator Data Sources	Activities	Output Indicators	Output Indicator Sources
Lack of water. Lack of food shortage.	We need more wells. We need more water for our crops. No food.	Increasing population. Tribal competition prevents people from cooperating. Water table could be dropping.						
		Task	**Objective**	**MOE**	**Sources**		**MOP**	**Task**
MOE measure of effectiveness				**MOP** measure of performance				

NODAL ANALYSIS CHARTS

5-50. Nodal analysis essentially brings systems analysis and link analysis together. (See figure 5-7.)

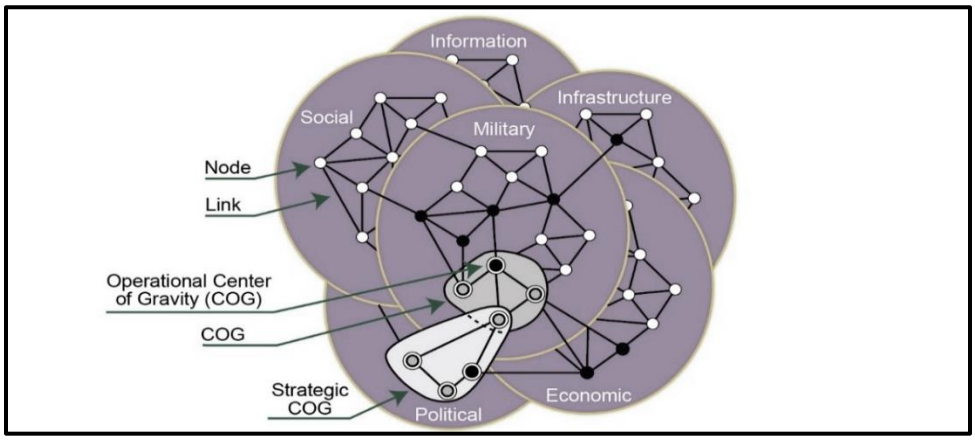


Figure 5-7. Relationship of system, node, link, and centers of gravity

GEOSPATIAL EVALUATION

5-51. Geospatial evaluation is conducted by mapping the interrelationships of operational variables (PMESII-PT), current conditions (situation), and their combined impact on the civil component. When the civil component is broken down by operational variables, each variable can be used independently of the others to determine specific indicators of instability. When stacked together, these individual variables, or layers, identify complex relationships and reveal how these factors may affect the OE. For example, if a road map were overlaid with a layer showing populated areas and another layer showing the locations of available potable water, the routes people would take to and from the water sources would be easily identified. Geospatial analysis—

- Significantly contributes to anticipating, estimating, and warning of possible future events.
- Supports the MDMP.
- Provides the foundation for developing shared situational awareness.
- Produces geospatial information on GIS products.
- Improves understanding of CA capabilities and limitations.
- Describes the civil environment.
- Facilitates the CAO staff's analysis of the OE.
- Supports situational understanding.
- Enables well-informed decision making.

5-52. Although geospatial evaluation implies the use of GIS, geospatial analysis can be performed with nothing more than a base map and layers of transparent sheets. The concept of geospatial evaluation is essentially applying the fundamentals of nodal analysis to geographic information to reveal both the cause and effect of social instability. Regardless of the type of analysis used, the CAO staff must evaluate the data, validating the post-analytical information and forming conclusions. This evaluation ensures CA forces anticipate and can address civil strengths, weaknesses, and vulnerabilities.

CIVIL CONSIDERATIONS OVERLAY

5-53. After analysis and evaluation are complete, the civil considerations overlay is a tool used to graphically depict civil considerations in the OE. (See figure 5-8 on page 58.) The overlay should be clear and concise and capture the entire operational area. It can also depict the information as incorporated in the civil information collection plan. In addition to identifying the ASCOPE variables, some other considerations may include the following:

- **Traffic flow.** The overlay identifies main thoroughfares for vehicular, rail, and water traffic to determine the impact on military operations.
- **Commodity flow.** The overlay identifies the manner in which goods are brought to market.

- **Essential services.** The overlay identifies potential single-point failures in power facilities, water sources, sewers, media sources, bridges, and other potential civil vulnerabilities that, if damaged, could potentially create a humanitarian crisis.
- **Population density.** The overlay identifies how many people per square mile are in the AO.
- **Ethnic overlays.** The overlay identifies ethnic boundaries and cultural calendars; it also identifies significant ethnic events that may take place during the operation and require the need for additional interpreters or resources to ensure the least impact on the operation.

5-54. The example in figure 5-8 is a depiction of just one type of a civil considerations overlay. Planners use this as a model for other types of operations with different effects and desired outcomes. These overlays should be used with the modified combined obstacle overlay (known as the MCOO) and other tools that show the civil component of the operational area and the impacts it has on military operations. It will also depict a military operation's effect on the civil component. This overlay should show actionable objectives and COGs within the civil component that the commander needs to know to understand how they impact mission goals and end states.

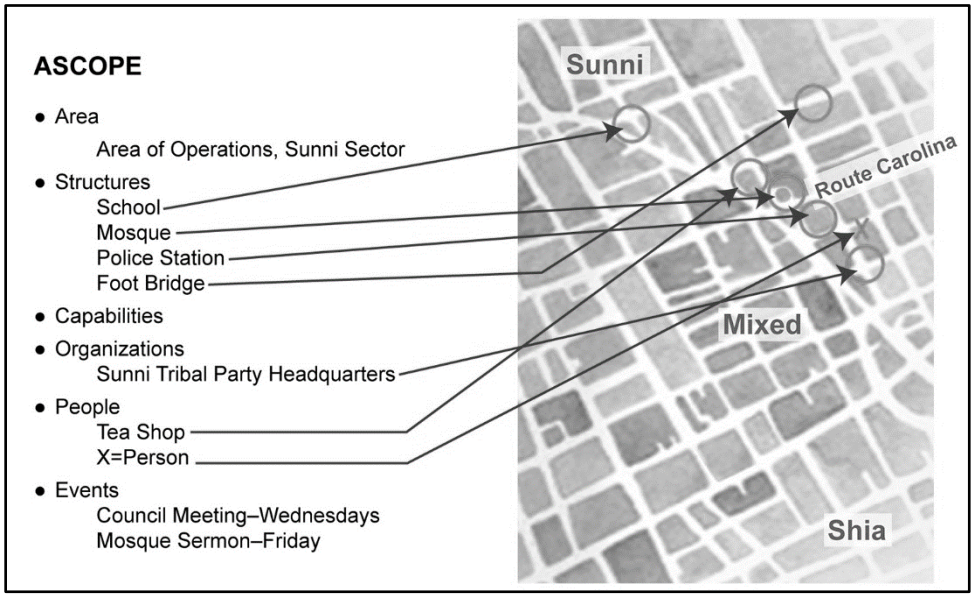
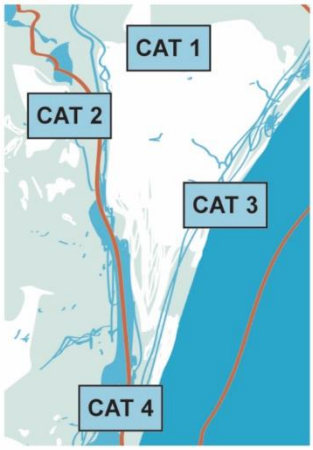


Figure 5-8. Sample civil considerations overlay

5-55. CAO staff and Soldiers should be prepared to conduct civil considerations analysis on a map with transparent overlay sheets. Having an in-depth understanding of the OE includes a rudimentary understanding of the local culture, supporting civil networks, and economic functions. The CAO staff gain this understanding by generating requests for information. Once the requested information has been obtained the staff can then produce the necessary products to inform the commander and staff. The CAO staff is prepared to conduct this critical requirement, but this requirement may fall to other CA Soldiers depending on the situation. The information contained within this overlay should be the critical items that impact the success of the stated mission. This information becomes civil knowledge and is then integrated into the Army integrating processes and informs the warfighting functions. There are multiple types of civil information analysis methodologies used to develop a civil consideration's overlay. (Figure 5-9 is an example of a civil information collection plan used to answer gaps in the commander's CCIRs and gaps identified on the civil considerations overlay.)



Mission: From 23OCT–27OCT, a CA BN(A)(SO) conducts CR and targeted HTA in vicinity of southeast North Carolina (the area marked in orange) to develop information on potential threats, determine governance capabilities, and facilitate future operations.

Key Tasks:
1. Map and analyze targeted networks through CR and HTA.
2. Understand the operational environment, develop an integrated common operational picture.
3. Synchronize efforts with interagency or partner networks.
4. Increase understanding of or proficiency on HTA systems.

Focus Area/Line of Effort:
- CAT 1 - Emergency management or disaster relief.
- CAT 2 - Immigration.
- CAT 3 - Community outreach.
- CAT 4 - Health and human services.

Team	23 OCT (UNDERSTAND)	24 OCT (UNDERSTAND)	25 OCT (UNDERSTAND)	26 OCT (MANIPULATE)	27 OCT (TRANSITION)
CAT 1 Emergency Management/ Disaster Response	Director for Emergency Management PIRs 2, 2.1, 2.2, 3, 3.2	GIS Department PIRs 1, 2, 3, 4, 5	NHC Fire Department PIR	To Be Determined	Redeployment/ Recommendations
CAT 2 Immigration	KLE NHC Deputy Sherriff, CR NAI 1 PIRs 1, 4, 5 SIRs 1.1, 4.1, 5.1, 5.2	CR NAI 2, NAI 3 PIRs 1, 4, 5 SIRs 1.3, 4.3, 5.1, 5.2	KLE Social Services CR NAI 4 PIRs 1, 4, 5 SIRs 1.3, 4.3, 5.1, 5.2	CAO Development	Present CAO Recommendation
CAT 3 Community Outreach	KLE Dreams/ Good Shephard Center PIRs 1, 2, 3, 4	Police Public Affairs Officer PIRs 1, 3, 4	Communications and Outreach/ Judicial Services PIRs 1, 4 NAI 1, 2	To Be Determined	Redeployment
CAT 4 Health/Human Services	KLE Health Dept. Director PIRs 1, 2, 3	Chief Human Resources Officer PIRs 4, 5	CR in NAI 1 and NAI 2 PIR 1, 3	To Be Determined	Redeployment

(A)	airborne	**KLE**	key leader engagement
BN	battalion	**NAI**	named area of interest
CA	Civil Affairs	**NHC**	National Hurricane Center
CAT	Civil Affairs team	**OCT**	October
CAO	Civil Affairs operations	**PIR**	priority intelligence requirement
CR	civil reconnaissance	**SIR**	specific information requirement
HTA	human terrain analysis	**(SO)**	special operations
GIS	geographic information system		

Figure 5-9. A sample civil information collection plan for a civil considerations overlay

SOCIAL-CULTURAL CONSIDERATIONS

5-56. When local support is necessary for success, as is often the case in operations in the urban environment, the population is central to accomplishing the mission. The COG of operations in urban environments is often human. To effectively operate within an urban population and maintain its good will, it is important to develop a thorough understanding of the society and its culture to include values, needs, history, religion, customs, and social structure.

CONSTRAINTS

5-57. Effective civil information analysis is subject to many shortcomings. The OE, technical issues, high operational tempo, and data integrity typically confound day-to-day CKI processes. Although effective CKI planning can mitigate many of these issues, inaccuracy, relevancy, biases, assumptions, and omissions are harder to plan for and adversely affect civil information analysis and evaluation. These issues are typical and, if left unchecked, challenge the timely and accurate analysis of civil information. It is incumbent upon leaders at all levels to address these considerations to maximize the CAO staff's ability to critically evaluate civil information.

OPERATIONAL ENVIRONMENT

5-58. Civil information analysis requires critical thinking. Leaders at all levels should ensure CAO staffs are provided an environment that is conducive to critical thinking. Although the CMOC and the CAO staff are often located together, every effort should be made to maintain a workspace that promotes critical thinking and lends itself to analysis. In circumstances where the CMOC and the CAO staff are collocated, the CA commander should ensure that the CAO staff is insulated from internal CMOC functions and is focused exclusively on CKI. OE considerations include the following:

- Workspace.
- Distractions.
- CKI battle rhythm.

TECHNICAL CONSIDERATIONS

5-59. Effective civil information analysis requires unhindered access to media sources and operational reporting from the command at every echelon. Civil information analysis is constrained by technical factors that include the following:

- **Limited bandwidth.** Units reporting from austere environments may not be able to send detailed information in a timely matter. CAO staff assigned to operational commands at each echelon should make every effort to use brevity and codified terms to expedite the transfer of data. CA units and organizations should ensure that data transfer is as concise as possible. This will help to convey the understanding and significance of the data to the receiving element.
- **Automation systems.** Because they are subject to negative environmental and manmade impacts (extreme weather, power surges, accidental damage, viruses, hacking, and so on), computers are the weakest technical link in civil information analysis. The CAO staff should be afforded automation systems with high processing capabilities that are capable of handling large files and detailed graphics. Computers used for civil information analysis should be restricted exclusively to the CAO staff and the personnel conducting the analysis. Automation and communications systems are vital to analysis and facilitate real-time collaboration, detailed operational planning, and to support to planning requirements. All communication, collaboration, and analysis and evaluation within the CAO staff should be facilitated by a common use computer program and system. This common use computer-based program and system should provide network-centric, enterprise intelligence, weather, geospatial engineering, and space operations capabilities to maneuver, maneuver support, and sustainment organizations at all echelons from battalions to joint task forces. The system should integrate tasking, collection, processing, and dissemination across the Army and joint community. This common system should provide Army forces (through all phases of training and deployment) with a fully compatible information collection ground processing system capable of supporting each computing environment.
- **Software considerations.** Different versions of similar software may not be compatible. In addition, not all software can be installed on the different government networks. Local units should accept software installation vetted by other DOD networks.

5-60. Addressing technical considerations during CKI planning greatly enhances the CAO staff's ability to analyze and fuse data with the command at every echelon. (See chapter 2 for CKI planning.)

ACCURACY

5-61. Accurate information is the key to accurate analysis. Decisions based on inaccurate information are made in error, causing a waste of time and resources. Every effort must be made to corroborate information and update existing data. Assessments, area studies, and country studies are all living documents and have a limited shelf life. Living documents are those documents that are continually edited and updated. It is important for CA forces to remember that any analytical work based on dated information is subject to be flawed or inaccurate.

BIAS

5-62. CA Soldiers must understand bias to remain objective. Bias is a preconception that sways an individual's outlook or temperament. Developed throughout our lives, biases emanate from cultural beliefs and life experiences. Biases may become manifested personally or institutionally, either cognitively or subconsciously, imperceptibly manipulating perspectives and beliefs.

5-63. To be objective is to remain neutral or unbiased. For example, to state that "Americans have a unique perspective of the world" demonstrates bias. However, to state that "all people have a different perspective of the world" demonstrates objectivity.

5-64. During civil information analysis, biases can be factored by influence. Cultural, ethnic, and political biases are among the most prevalent. For example, ethnocentrism is the belief that one's ethnic or cultural group is centrally important and defines what is right and wrong. CA forces encounter ethnocentrism at all levels and in every theater. CA forces must be able to recognize bias to mitigate the influence of bias. It is important to remember that biases are quick to develop and difficult to overcome.

RELEVANCY

5-65. CA forces are a very limited resource; every effort must be made to ensure CAO remains operationally relevant. Relevancy means relating to or bearing upon the matter in hand. During the CKI process, CA forces seek relevant information by asking the necessary question, "So what?" It is important for CA forces to remember that all civil information is relevant; however, not all civil information is operationally relevant. Operationally relevant civil information is information that specifically satisfies a CCIR or PIR.

Relevancy

In support of the State Department economic stimulus policy during the surge in Iraq in 2007, CA forces were directed to identify the location of all financial institutions in densely populated areas. Orders were issued, the CCIR was refined, and PIRs were developed as taskings went out across the combined joint task force requesting the locations of the financial institutions across Iraq.

Subsequently, CA forces conducted assessments of all the financial institutions in Iraq, collecting enormous amounts of data that were eventually submitted to the combined joint task force CAO staff.

However, the State Department only requested the location of all the financial institutions in densely populated areas. While the collected information was relevant, it was not operationally relevant and delayed the process.

5-66. To ensure the relevancy of CAO and CMO, analysts should remain focused on—

- Developing new requests for information.
- Defining COGs.
- Supporting the MDMP.
- Refining named AOIs and target AOIs.
- Conducting trends analysis.
- Refining CCIRs.
- Using area study topics, operational variables, and stability sectors.

ASSUMPTIONS

5-67. Assumptions are among the biggest challenges to effective civil information analysis for CKI. This is because both inductive and deductive reasoning involve making assumptions. The problem is that assumptions are beliefs, and, like all beliefs, assumptions may or may not be true.

5-68. The rationale that situational circumstances are the same in every AO is not accurate-and usually stems from personal experiences. It is a good practice to treat every situation as its own and not automatically render a response based on previous analysis or personal experiences. This is not to imply that CAO staff analysts cannot make assumptions. Logical assumptions supported by facts are permissible, and CAO staff analysts should not hesitate to render such assumptions during the analytical process.

GENERALIZATIONS AND PREMATURE CONCLUSIONS

5-69. Generalizations and premature conclusions occur when the CKI process is rushed, when there is not enough information to effectively analyze, or when commanders and staffs rush the CAO staff to provide quick results due to tempo. The CAO staff must ensure that the leadership and staff sections understand the need for realistic suspense time up front. Despite the desire for quick results, civil considerations analysis must be thorough, and the quality of CAO staff analysis is commensurate with the amount of time involved. CAO staff analysts must draw on training and experience to ensure quality products are developed in a timely manner.

OMISSION

5-70. Omission is another critical limiting factor to CAO staff analysis during the CKI process. To omit is to leave something out. During the MDMP, it could be potentially devastating to leave out one of the mission variables of METT-TC (I). Omitting a variable during CKI analysis has the same potential to affect the accuracy and relevancy of the analytical product. This is the reason civil analysis is rarely done by itself.

5-71. Those circumstances, usually limited to foreign humanitarian assistance operations, provide clear-cut variables to not fall outside of the information collection capabilities of CA forces. However, during operations in which enemy forces provide a counterinfluence to CAO, the effects of their operations must be factored into systems analysis.

OVERSIMPLIFICATION

5-72. The complex nature of CKI analysis and evaluation begs for simplification, and the natural reaction is to oversimplify by not addressing all the variables present during analysis. Oversimplifying can occur because of the need for brevity or clarity or because of a general lack of understanding of this step of the CKI process.

5-73. The real danger in oversimplification lies in the ability of the CAO staff to articulate the matter at hand. The basis for CKI analysis and evaluation is to enhance the commander's visualization and to develop situational understanding. Oversimplification endangers both by usurping cognitive development and by merely sustaining situational awareness.

SUMMARY

5-74. The analysis and evaluation of civil information is necessary to identify subtle influences that detract from the facts that measure stability or U.S. foreign policy. CKI analysis and evaluation, used correctly, provide the commander and staff with understanding of critical civil considerations that support current operations and a basis to measure trends that meet the commander's end state. CKI analysis and evaluation provide the focus point for commanders to direct CAO and CMO, thus ensuring that limited CA forces are used to their fullest potential.

Chapter 6

Production

This chapter is designed to assist CA Soldiers with CKI production while assigned to CA units, G-9/S-9 staffs, or in CA plans officer positions. This chapter provides guidance for the production of civil knowledge products and considerations that will assist in the production process through the predeployment, deployment, transition, and redeployment phases of the operation. It recommends training considerations for CAO staff and CA units to support in the synchronizing CKI production efforts with the Army operations processes.

GENERAL

6-1. Civil knowledge products are developed from civil data that is collected, collated, analyzed, and evaluated to enable well-informed decision making. Operational necessity determines production; civil knowledge products may take many forms and are tailored to satisfy the information needs of the staff processes. Civil knowledge products are not produced without necessity. The application of the CKI process is a limited resource, and the products it develops should focus exclusively on responding to requests for information generated during mission planning. Production answers who, what, where, why, and when within the civil component of the COP. Production is the second-to-last step of the CKI process and one of the most critical. (See figure 6-1.)

Figure 6-1. Step 5 of civil knowledge integration

6-2. The purpose of production is the packaging of civil information products into easily disseminated reports, presentations, and updates. The production phase of the CKI cycle ensures civil knowledge products and services are accurate, timely, and useable for commanders and other senior leaders. The final products that will be integrated into the Army processes at each echelon should be fashioned after the formats used by the supported command.

6-3. The transition of data into information is built upon the time-honored processes of research, analysis, and deliberation. Libraries across the world are full of scrolls, periodicals, and books, all of which amount to massive amounts of data. However, not one word or idea from a single book becomes knowledge until it is retrieved and practically applied. The transition of information to knowledge is limited by the individuals who dictate what information will be produced and where it will go.

CIVIL INFORMATION PRODUCT TYPES

6-4. Production of civil knowledge products occurs at all levels of operation to fulfill the various needs of the operations process. At tactical levels, civil considerations analysis is prominent in mission planning and defines the type of product that are produced. Operational-level planning involves more in-depth analysis to meet different production requirements. CA forces at all levels must be familiar with the types of products that can be provided. They should also be familiar with the different mission planning cycles to accurately predict the information needs of the supported commander. Civil knowledge products may take many forms such as the CAO estimate and running estimate, GIS shapefiles, maps, link diagrams, network diagrams, and reports.

CIVIL AFFAIRS OPERATIONS RUNNING ESTIMATE

6-5. Upon receipt or in anticipation of a mission, each staff section begins updating its estimate based on information requirements related to the mission. CA forces record relevant information in running estimates. They maintain a continuous assessment of the civil component of the OE as related to current operations as a basis to determine if they are proceeding according to the mission, commander's intent, and concept of operations.

6-6. CKI has a mutually supporting relationship with the CAO running estimate. The CAO running estimate helps to focus the civil information collection plan, which in turn produces collected civil data that is analyzed and evaluated into civil knowledge. This civil knowledge is integrated into the CAO running estimate. The CKI process constantly updates the CAO running estimate with civil knowledge products that enable the commander to determine if a specific line of effort is being met and, if not, what changes might be needed. (FM 3-57 and ATP 3-57.60 provide additional information on the CAO running estimate.)

GEOGRAPHIC INFORMATION SYSTEMS

6-7. A shapefile is a standardized geospatial vector data format for GIS software that allows groupings of data to be graphically depicted in operational maps. Essentially, shapefiles are groupings of similar data that portray the location of the listed data on a map. For example, a medical infrastructure shapefile would contain a list of medical facilities and their locations. Shapefiles are not limited to location data. Shapefiles may also contain additional information. For example, when building an academic infrastructure shapefile, it would be a good practice to capture the number of students and teachers in each school in addition to their locations. Although the amount and type of data that can be stored on a shapefile is practically endless, personnel should ensure the data is operationally relevant and focused on meeting the commander's information requirements.

MAPS

6-8. A map is a graphic representation of a portion of the earth's surface drawn to scale as seen from above. It uses colors, symbols, and labels to represent specific features and information of a particular location. Maps speak in a universal language, curbing operational challenges and language barriers to support mission planning. During any operation, Soldiers and materials must be transported, stored, and placed into operation at the proper time and place. Much of this planning must be done by using maps.

6-9. Maps offer perspective and, when used to graphically depict the civil environment, can be used to demonstrate trends, the location of events, and AOIs, or to call attention to stratified layers of data. Maps offer CA forces a blank canvas from which to draw the civil environment as it stands and demonstrate how it should be.

6-10. To support the diverse nature of operations, CA forces must be able to prepare maps and mapping information that support the operations process. There is no rule when it comes to maps. The content, type, and scale are left entirely to the map builder. The target audience should determine the particulars of the map. It is a good practice to determine the desired format and structure before building mapping products to ensure that the civil knowledge products meet with their intended purpose.

LINK DIAGRAMS

6-11. Link analysis charts, maps, and graphs are all tools used to assist in developing trends and patterns. Care should be given to ensure standard symbols are utilized and that naming conventions are followed. This ensures greater interoperability and more widespread application of civil knowledge products. When coupled with the G-2/S-2 efforts, link diagrams demonstrate activity that may affect the operational picture, exceeding the impact of CAO.

NETWORK DIAGRAM

6-12. Upon completion of analysis, evaluation, and production of any other overlays, additional products may be prepared from the evaluated civil information. The network overlay depicts networks and recommendations on how to counter identified civil vulnerabilities. (See figure 6-2.)

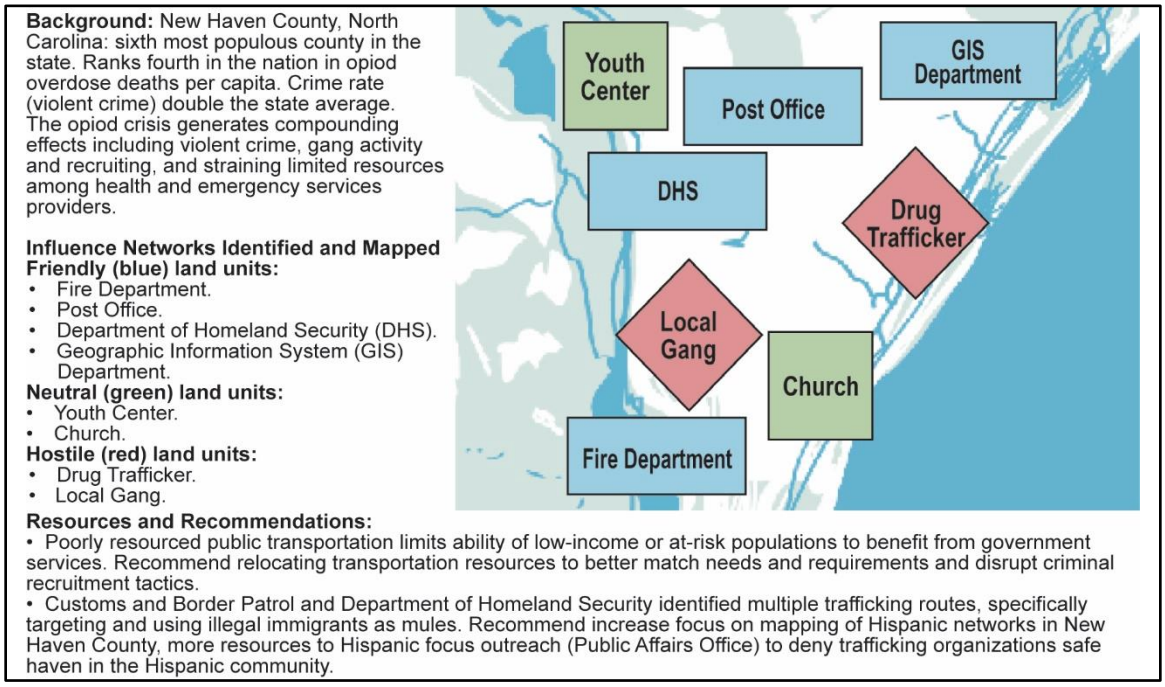


Figure 6-2. Sample network diagram

REPORTS

6-13. Link analysis charts, maps, and graphs are all tools used to assist in developing trends and patterns. When coupled with G-2/S-2 efforts, these tools demonstrate activity that may affect the operational picture, IPOE, and CCIR. The CKI process informs all Army processes with updated and pertinent civil knowledge. All civil knowledge products must be relevant to the current operations to enable the commander and staff to have a better understanding of the COP.

BRIEFING CIVIL KNOWLEDGE PRODUCTS

6-14. Visual products are often the best way to produce civil knowledge products. They are multilingual, save time, and, when used effectively, speak across social barriers. Maps, pictures, and graphics are intrinsic to CKI and present the opportunity to connect the physical environment to the cognitive realm by the use of visual aids. However, consideration should be given when determining the best method to present civil knowledge products. The civil component of the OE is multilingual, complex, and diverse. Some briefing recommendations include the following—

- Slide show presentation.
- Map briefing.
- Pictures.

6-15. When developing civil knowledge products, it is important to first determine the forum the COP manager will use to brief the supported commander. The forum determines how to develop civil knowledge products that are synchronized with the supported unit's operations process.

SLIDE SHOWS

6-16. Computer-generated presentations are very useful as a briefing tool and are a common format in most commander update briefs. Presentation software offers the user many functional tools with which to graphically depict the civil component and to demonstrate current CAO or civil conditions in the OE through a series of slides. However, as useful as presentation software is, care should be given to ensure that civil knowledge products remain operationally relevant, are simple to understand, and are self-explanatory in nature.

STORY BOARD

6-17. A story board is essentially a quad-chart (depicted as a presentation software slide) that contains two to three pictures with the remaining quadrant providing a summary of events and results. This product has proven to be essential in bottom-line-up-front briefings that depict CA MOPs and MOEs. Story boards can also depict specific targets and effects necessary to support the current operations. This technique can inform the targeting process or discuss the specific effects that a mobilized civil network can produce in support of the operations.

MAPS

6-18. Maps are excellent briefing tools. However, maps cluttered with too much data or too many colors may obstruct the briefer's intent. When briefing a timeline of events, a good technique is to use a series of the same base maps with changes to the layered data to demonstrate a progression of the sequence of events. In briefings, maps should—

- Be oriented to north or have a reference to indicate otherwise.
- Be drawn to scale.
- Avoid overcrowding.
- Possess enough data in the margin to explain specific details on the map.
- Contain a familiar geographic feature or insert to enhance geographic familiarity.
- Use current CA graphics.

PICTURES

6-19. When using pictures in briefs, the briefer should consider whether—

- The picture clearly demonstrates the intended purpose or confuses or distracts from the intended purpose of the product.
- All the pictures have been vetted by the appropriate G-2/S-2 and hold the appropriate classification for the intended audience.
- All pictures have date-time group and military grid reference system coordinate data.
- The visual quality of the picture has been checked.

Note. High-definition pictures create large file sizes. If compression software is being used, the quality of the picture may suffer.

WHITE PAPERS AND EXECUTIVE SUMMARIES

6-20. Another form of civil knowledge products are white papers and executive summaries. These higher level documents are developed at the division and corps level by the G-9/J-9 to inform the commander and staff of a specific event, effect, action, or other civil society issue that may or may not affect the military operation. These summaries are generally provided to the commander as meeting or event preparation, to create a more personal understanding of the civil component, or to prompt a decision to expend military capabilities for effects within the civil society. These products are to be succinct, easily read, and provide a clear direction or recommendation to the commander.

PRODUCT DEVELOPMENT

6-21. Civil knowledge products are developed to display the results of analysis and evaluation. These products may be the end state or input for further research, analysis, and evaluation. Civil knowledge products should be prepared on a regular basis for practical application. It is incumbent upon CAO staff to ensure that production efforts are focused on information requirements generated by the supported commander.

6-22. Civil knowledge products take many forms. Presentation software is an excellent briefing tool, offering the presenter any number of options to present the material. Slides should be built to present facts or assumptions and demonstrate a theory that results in a recommended decision point.

6-23. The presenter should refrain from overusing colorful graphics and busy slides with too much information. Presenters need to consider the target audience when developing the product. It is important to remember that one busy slide is not as effective as a sequence of slides that take the reviewer through a range of events. The presenter should zoom in from macroperspectives to microperspectives. It is important to recognize that people receiving the information may not be familiar with the area. When the presenter starts with an overall perspective, it helps the audience maintain perspective. Some good practices include the following:

- Provide supporting information with the graphic. Additional information can remain hidden until needed.
- Rehearse the presentation on the projector that is to be used for the briefing to reveal poor color combinations and incorrect font sizes.
- Keep in mind that red laser pointers are not effective on liquid crystal display televisions; green laser pointers work much better.

SUMMARY

6-24. Civil knowledge production is the key to mission planning. Identifying specific product types and incorporating their production into the weekly battle rhythm will ensure all staff entities have a greater understanding of the civil component. Clear and concise products ensure that the presentation of this civil knowledge is quickly understood and incorporated into the appropriate integrating system. All civil knowledge products should answer specific information requests. Leadership must ensure that resources are focused on named AOIs and target AOIs to maintain efficiency.

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Chapter 7
Integration

This chapter is designed to assist CA Soldiers with the integration of civil knowledge products while assigned to CA units, G-9/S-9 staffs, or in CA plans officer positions. This chapter provides guidance for operational and tactical CA forces through the predeployment, deployment, transition, and postdeployment phases of operation. It recommends training considerations for CA units that enable them to support conventional forces and Army special operations forces by synchronizing integration efforts with the staff functions of the supported unit and the Army integrating processes.

GENERAL

7-1. Civil knowledge products used to integrate civil knowledge are at the discretion of the supported commander. Integration and dissemination requires that all classified information be handled according to AR 380-5 and only be shared with entities that have the appropriate clearance. Although most civil information is Unclassified, it is important to remember that when it comes to classifications it is not necessarily the information itself that is classified but the aggregate of the information. Integration of civil knowledge into Army integration processes supports shared understanding among the command staff of the COP horizontally (between two units or organizations of the same echelon) and vertically (between echelons).

7-2. CKI leverages the available knowledge management architecture within the command so that CAO mission requirements and effects are easily communicated to and located within the operational plan and are identified within the AO to advise the commander and staff. (See FM 6-0 for more on the knowledge management systems.) Once civil information has been transformed into civil knowledge products, CAO staff ensure that civil knowledge sensitive to military operations is protected as necessary from non-U.S. military entities. Civil data and information that is general in nature can remain Unclassified so that all unified action partners and public media can use them. (See figure 7-1.)

Figure 7-1. Step 6 of civil knowledge integration

7-3. The purpose of integration is to ensure the dissemination of civil information, knowledge, and products get to all stakeholders in the OE, which facilitates situational understanding. The CKI process leverages the available knowledge management architecture so that civil knowledge products are easily located. There are several technologies to facilitate integration; however, only a single information repository is developed. It is the responsibility of the CAO staff at each echelon to integrate the analyzed and evaluated civil information as widely as possible while protecting the integrity of the source material in the repository.

7-4. Managing CKI ensures that personnel, units, or organizations that need it have access to and obtain the civil knowledge they require. Civil information may reside on classified and Unclassified databases, networks, and other web-based collaborative environments. Granting access is governed by—

- Multinational, joint, and Army policies and regulations; U.S. laws; DOD regulations; classification guidelines; and security protocols.
- Individual system accreditation.
- Specialized training for clearances and systems or database usage.

7-5. All civil knowledge products will be classified accordingly, which affects integration with other Army integrating processes. AR 380-5 dictates that all classified information be handled according to and only be shared with entities that have the appropriate clearance. Most civil information is Unclassified; however, it is not necessarily the information itself that needs to be classified but the aggregate form of the information, civil knowledge products, whose classification should be determined by an original classifying authority.

7-6. Integration types include—

- Direct integration.
- Granting access.
- Sharing.
- Updating the COP.

DIRECT INTEGRATION

7-7. Direct integration may be in a verbal, written, interactive, or graphic format. The type of information, tempo, and internal staff processes all influence the format. The CAO estimate provides a common backbone for direct integration of civil knowledge. Answers to requests for civil information and CCIRs for the commanders and their staffs require direct integration. It is incumbent on all Civil Affairs forces at every echelon to develop the CKI plan ensuring that all civil knowledge is integrated into the Army integrating processes. In those instances where the supported command does not have a dedicated G-9/S-9, the commander of the CA element should become the G-9/S-9. The supported commander determines who will serve in this position. (ATP 3-57.60 provides additional information on Army integrating processes.)

GRANTING ACCESS

7-8. Granting access to civil information is a shared responsibility of the G-9/S-9 and the manager of the civil data and information. Users requiring access to data files and databases must be identified by the G-9/S-9 and the manager of the civil data and information. Managing access to civil data ensures optimal information sharing and continuity of operations. A common electronic data base to hold the collected civil data from multiple sources is required for CIM to be effective. The management of civil information is key as the sorting of the civil data into civil information occurs and is then analyzed and evaluated into civil knowledge for integration.

SHARING

7-9. Sharing is based on need to know. It includes databases and documents and gives access to information from platforms, reporting, and websites, and it is primarily conducted in a web-based, collaborative environment. Collaboration involves the sharing of civil data, information, and knowledge, and it is normally done online. Collaboration may take many forms. Collaborative tools include computer-based tools that help individuals work together and share information. They allow for virtual online meetings and data sharing. Sharing allows the free exchange of civil knowledge to assist with informed decision making. The G-9/S-9 and the manager of the civil data and information must identify the most effective methods to share collected data and developed civil knowledge with all required users. Sharing applies specifically to multinational forces and NGOs that are unable to access U.S. information systems or data files. Therefore, it may be necessary to print hardcopies or provide access to specific data. In all instances, it is important to have the security manager authorize all disclosures of information pursuant to U.S. laws, DOD regulations, classification guidelines, and security protocols.

7-10. CATs or the manager of the civil data and information at the lowest level are responsible to ensure that collected data and information is passed to the supported G-9/S-9. This information is relevant to not only the local area but may also affect adjoining operational areas or other countries within the region. Some information may also affect operations worldwide. Units will establish sharing procedures with the supported G-9/S-9 and unit SOP. (See figure 7-2.)

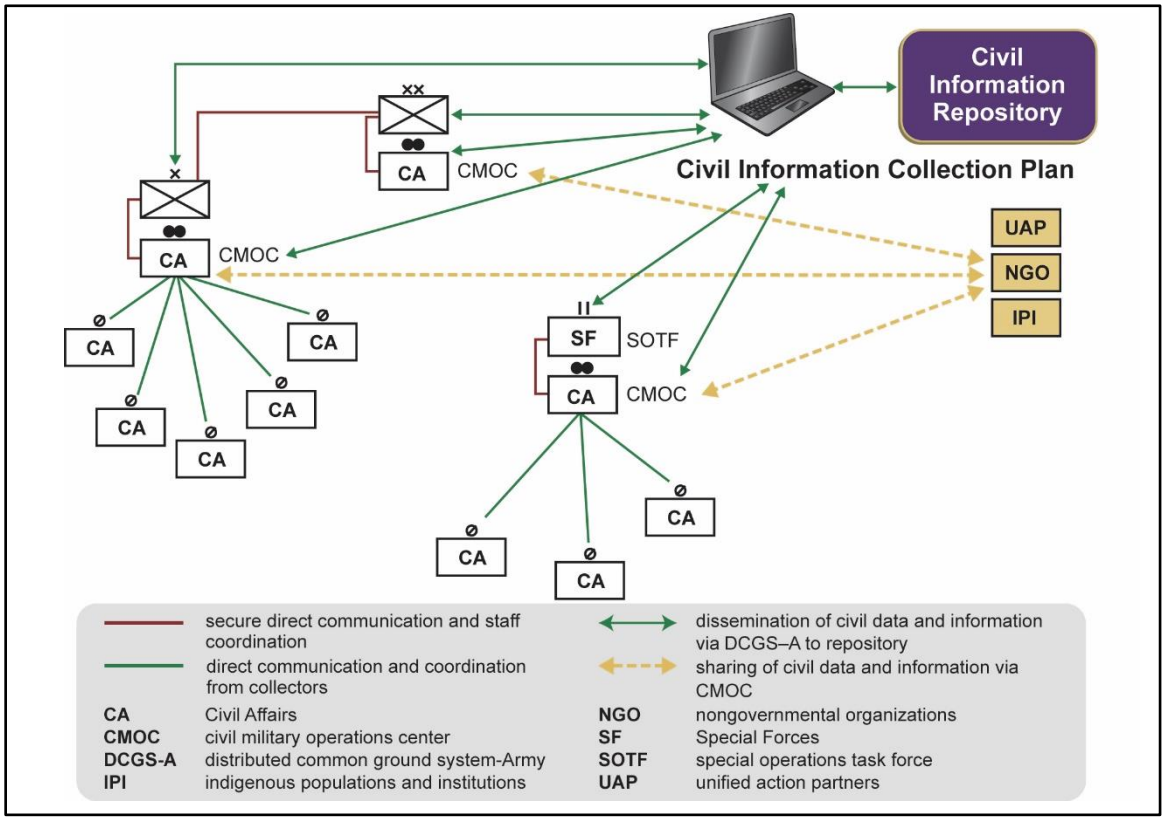

Figure 7-2. Sharing information

7-11. The G-9/S-9 or the manager of the civil data and information should share relevant civil data and processed civil knowledge with multinational partners consistent with respective national disclosure policy and joint force commander guidance. However, information about operations and collection sources and methods should not be shared among allies and partner nations until approved by the appropriate national-level agency or foreign disclosure officer. Foreign disclosure enables the provision of relevant information to the right person at the right time and in a usable format. In order to share civil knowledge with allies and partner nations efficiently, any civil knowledge should be written for release at the most appropriate classification level and given the fewest possible dissemination restrictions within foreign disclosure guidelines. Foreign disclosure is a critical part of interoperability with multinational partners. Conducting operations with unified action partners affects the way the force collects and disseminates information. The disclosure of classified and Controlled Unclassified Information to foreign representatives is governed by policy and regulations. Keeping as much information as possible Unclassified improves interoperability, operational effectiveness, and trust.

7-12. When information relating to a particular source cannot be shared, the information derived from that source may still be provided to other partner nations so long as the information itself does not compromise the source. The G-9/S-9 or the manager of the civil data and information must establish procedures for separating civil data collected from sources and methods. Like intelligence sections, G-9s/S-9s and CIM cells can use “tear lines” as a means of integrating civil knowledge. Intelligence production agencies often use a “tear line” in classified reports to separate compartmented information from intelligence that can be widely disseminated. The J-2 and component intelligence staff officers keep information above the tear line and disseminate the intelligence below. Having CA staff sections supporting theater CA planning teams or CIM cells use such tear lines will greatly facilitate civil knowledge integration.

ARMY INTEGRATING PROCESSES

7-13. Ultimately civil knowledge is integrated into the Army integrating processes. From the point that civil data is collected and gathered from multiple sites, sources, and materials, and then placed into a common civil data/information holding site by CIM personnel, it is raw and unusable. Once the raw data is codified and placed in like categories using the PMESII construct, it can then be analyzed into civil information and evaluated into civil knowledge.

7-14. Civil knowledge is actionable, critical to the decided course of action, and directs the use of CA capabilities to enable the commander's lines of effort, lines of operation, and mission requirements. It is this civil knowledge that is integrated into Army integrating processes at each echelon. This is a continuous process of updating running estimates, fulfilling CCIRs, and informing the Army integrating processes. Constant requirements for updated civil information from the civil component focus the civil information collection plan accordingly.

7-15. Commanders and staffs integrate the warfighting functions and synchronize the force to adapt to changing circumstances throughout the operations process. They use several integrating processes to do this. An integrating process consists of a series of steps that incorporates multiple disciplines to achieve a specific end. For example, during planning, the MDMP integrates the commander and staff in a series of steps to produce a plan or order. Key integrating processes that occur throughout the operations process where civil knowledge is integrated are the following:

- IPOE.
- Information collection.
- Targeting.
- Risk management.
- Knowledge management.

INTELLIGENCE PREPARATION OF THE OPERATIONAL ENVIRONMENT

7-16. *Intelligence preparation of the operational environment* is defined as the systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations (FM 2-0). Civil considerations are analyzed by the S-9, G-9, and J-9 at each echelon to produce civil knowledge that is then incorporated into the IPOE process. This informs the intelligence warfighting function regarding the strengths, vulnerabilities, capabilities, and motivations of the civil component of the OE. This civil knowledge combined with the threat analysis is fused together to develop the COP. This provides the commander and staff a complete picture of the AOI and provides the foundation from which an appropriate course of action can be developed and executed.

UPDATING THE COMMON OPERATIONAL PICTURE

7-17. The supported unit's tempo or battle rhythm will dictate how often new or updated information is required to update the COP. The COP is a single display of all operationally relevant information within a commander's AOI and is shared by subordinate commanders. Based on common data and information, the COP is tailored to the commander's requirements. It is conveyed through reports, automatic updates, and overlays that are common to all echelons and digitally stored in a common database. The COP facilitates command and control through collaborative interaction and the real-time sharing of information between commanders and staffs. The CA portions of the COP are those messages and overlays relating to the civil component of the OE that are maintained in a common access database. The S-9/G-9 collaborates with the S-2/G-2 to monitor the common database to ensure it reflects the most current civil knowledge and intelligence available. All staff sections must regularly provide updated information to the COP in accordance with unit SOPs to support commander and staff situational awareness.

INFORMATION COLLECTION

7-18. *Information collection* is an activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations (FM 3-55). It integrates the functions of the intelligence and operations staffs that focus on answering CCIRs. Information collection includes acquiring information and providing processing elements.

7-19. The S-9/G-9 at each echelon develops the civil information collection plan and civil network development plan based on current civil data or information available. This information will initially come from the area study, initial assessments, surveys, and various other sources. The CCIRs, PIRs, and other civil information requirements will help focus the civil information collection plan at each echelon. The S-9/G-9 will coordinate with the S-3/G-3 to task subordinate CA forces with the requirements to conduct CR, CE, and CND to collect required civil data that will ultimately be transformed into civil knowledge products that are incorporated into the command's information collection requirements.

TARGETING

7-20. *Targeting* is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities (JP 3-0). Targeting seeks to create specific desired effects through lethal and nonlethal actions. The S-9/G-9 attends the targeting working group and target coordination board at each echelon to ensure that nonlethal effects are incorporated into the targeting planning for all operations. Civil networks developed by CA forces can be mobilized and leveraged to achieve specific nonlethal effects. CA forces will ensure other effects, such as populace and resources control measures, are effective and meet established MOPs and MOEs. Nonlethal effects can be applied throughout the AO. Civil networks within the AO and AOIs of the commander can be leveraged to support the commander's goals and end states.

7-21. Lethal effects can also impact civil component operations. The S-9/G-9 at each echelon is responsible for integration of no-fire areas, protected fire areas, or other fire control measures to protect religious, critical infrastructure, and cultural sites within the operational area. No-strike areas should be addressed based on the rules of land warfare, international law, and rules of engagement established within the theater of operations. For example, if an industrial facility such as a cement factory is affected by lethal fires, toxic industrial materials could be released which could adversely impact the civilian populace as well as friendly forces. In this instance, the chemical, biological, radiological, and nuclear officer and the S-9/G-9 would provide input on these hazards to the targeting board to assess if a fire control measure is appropriate.

RISK MANAGEMENT

7-22. *Risk management* is the process to identify, assess, and control risks and make decisions that balance risk cost with mission benefits (JP 3-0). Commanders and staffs use risk management throughout the operations process to identify and mitigate risks associated with hazards (to include ethical risk and moral hazards) that have the potential to cause friendly and civilian casualties, damage or destroy equipment, or otherwise affect mission effectiveness. Like targeting, risk management begins in planning and continues through preparation and execution. The S-9/G-9 is to focus on the protection of civilians from military operations and reducing the effects of civil populations on military operations during risk management.

KNOWLEDGE MANAGEMENT

7-23. *Knowledge management* is the process of enabling knowledge flow to enhance shared understanding, learning, and decision making (ADP 6-0). It facilitates the transfer of knowledge among commanders, staffs, and forces to build and maintain situational understanding. Knowledge management helps get the right information to the right person at the right time to facilitate decision making. The S-9/G-9 is responsible for the integration of civil knowledge into the knowledge management process at each echelon. The actionable civil knowledge that is derived from the CKI process is integrated through this methodology to update staff running estimates and answers CCIRs, PIRs, and other mission essential requirements that relate to the civil component of the OE. (See ADP 5-0, FM 5-0, and ATP 3-57.60 for more on the Army integrating processes.)

INTEGRATION METHODS AND TECHNIQUES

7-24. There are numerous methods and techniques for integrating civil knowledge. The appropriate technique in any situation depends on many factors, such as capabilities and mission requirements. Possible integration methods and techniques for civil knowledge include—

- Dispersing directly by electronic means.
- Posting in authorized or secure chat rooms.
- Posting on portals and collaboration sites.
- Printing and sending via courier.

- Putting it on a compact disc and sending it to the recipient.
- Briefing it to those cleared with a need to know.

7-25. CA forces must also develop techniques to integrate civil knowledge products when normal methods and techniques are unavailable. Civil knowledge products can be disseminated using liaisons or regularly scheduled resupply missions, provided that classified information is handled properly.

INTEGRATION PROCEDURES

7-26. CA officers and personnel at all levels assess the integration of civil knowledge products. Integrating civil knowledge simultaneously to multiple recipients is one of the most effective integration methods. Most reports and other civil knowledge products move through specific personnel and along specific channels. These channels help streamline the flow of information and ensure the integration and dissemination of the right information to the right person or section. There are three channels through which commanders and their staffs communicate:

- **Command channel.** The command channel is the chain-of-command link that commanders and their staffs use for command-related activities.
- **Staff channel.** The staff channel is the staff-to-staff link within and between units.
- **Technical channels.** Staffs typically use technical channels to control specific activities.

7-27. Prior to integration and dissemination of civil knowledge to international organizations, NGOs, HNs, or allies, the G-9/S-9 or CIM section must obtain the necessary foreign disclosure authorization from the assigned foreign disclosure officer as soon as possible. The foreign disclosure officer is knowledgeable of the specific foreign disclosure policy, procedures, and regulations for the operation. The function of the foreign disclosure officer is to make information products accessible and to determine which entities have accessibility and at what levels, including DOD, Department of State, North Atlantic Treaty Organization, HN, international organizations, and NGOs.

7-28. After integrating civil knowledge into higher echelon planning and operations, the G-9/S-9 or the manager of the civil data and information will assess, monitor, and evaluate the civil knowledge. This evaluation will provide an understanding of current, emerging, and future conditions within the AO. The G-9/S-9 or manager of the civil data and information will use research methods to measure and evaluate changes within the civil component. The goal is to evaluate the effectiveness of CAO, while providing valuable insights to the staff and informing the commander's decision-making process.

SUMMARY

7-29. The best civil knowledge products has no real value if it is not clear, timely, or properly integrated into Army planning processes. The final step in the CKI process proactively pushes civil knowledge products to end users. The best method to integrate civil knowledge products is to synchronize the CKI process with the supported units battle rhythm, directly feeding civil knowledge products into the operations process. This ensures the timely availability of civil knowledge and the widest possible integration of that knowledge for the commander and staff during mission planning. Ultimately, civil knowledge that is timely, accurate, and actionable provides a critical input to the commander’s information advantage and decision dominance over threat forces.

Appendix A

Surveys and Assessments

This appendix provides CA Soldiers with the required elements of an Army or joint civil information management (CIM) survey and assessment for a node within a civil network. The following is the order in which these surveys and assessments are listed:

- Airports and airfields.
- Buildings (other).
- Civilian engagements.
- Contractors.
- Docks, ports, and harbors.
- Farms.
- Fire stations.
- Fuel facilities.
- Police stations.
- Railway facilities.
- Schools.
- Sewage facilities.
- Stores and markets.
- Trash facilities.
- Village or city health assessments.
- Warehouses.

GENERAL INFORMATION

A-1. All Army or joint CIM surveys and assessments require the following elements in the top margin or top of the survey for the proper collation and management of the civil information:

- Date the survey was created.
- Named or target area of interest (AOI).

HEADERS

A-2. All Army or joint CIM surveys begin with a header section including the following elements:

- Name of the place.
- Date of the assessment.
- Name of the civil data collector.
- Region of the country.
- Department of the government.
- Administration head.
- A separate column or box with the following:
  - Latitude.
  - Longitude.
  - Military Grid Reference System (known as MGRS) coordinates.
  - A description of the location.

POINTS OF CONTACT

A-3. All Army or joint CIM surveys require the following descriptive elements about the point of contact (POC) to the node:

- Title or position.
- Email address.
- Other contact information (specify what type such as radio frequency, beeper, and so on).
- Primary POC. Yes, or no?
- Name.
- Sex.
- Duties.
- Street address or grid coordinates.
- Phone and fax machine numbers.

A-4. In addition, more POCs can be listed in a separate survey with a header that specifies the following:

- Category of the POCs such as friendly, neutral, or enemy.
- Identification number for tracking the survey.

ADDITIONAL COMMENTS

A-5. At the end of all Army or joint CIM surveys, create space for any additional comments the civil data collector can provide.

SPECIFIC INFORMATION

A-6. Managers of civil information create Army or joint CIM surveys with elements specific to the type of facility or node to assist civil data collectors in their assessments.

AIRPORTS AND AIRFIELDS

A-7. All Army or joint CIM surveys for airports and airfields require space for descriptions of the following elements:

- Type. Provide the following options:
  - Government.
  - Military.
  - Commercial.
  - Private.
- Street address.
- Condition. Provide the following options:
  - Operational.
  - Nonoperational.
  - Unknown.
- Number of building stories—
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- International civil aviation code.
- Air traffic control capability. Yes, or no?
- Air traffic control tower. Yes, or no?
  - If yes, what is the back-up power source?
  - If yes, what radios are present, if any?
- An instrument landing system. Yes, or no?
- An available visual navigation aid. Yes, or no?

- Lights available and its condition. Provide the following options and specify to indicate the condition for each (operational, nonoperational, or unknown):
  - No lights.
  - Runway lights.
  - Approach lights.
  - Parking ramp lights.
  - Other. Provide additional space for a description.
- Hangars. Yes, or no? If yes, how many?
- A customs office. Yes, or no?
  - If yes, where is it located? Provide additional space for a description.
  - If yes, provide options for the condition: operational, nonoperational, or unknown.
- An immigration office. Yes, or no?
  - If yes, where is it located? Provide additional space for a description.
  - If yes, provide options for the condition: operational, nonoperational, or unknown.
- Fuel point. Yes, or no?
  - If yes, where is it located? Provide additional space for a description.
  - If yes, provide options for the type(s) of fuel available and indicate to check all that apply: unleaded, leaded, kerosene, diesel, jet propellant-1, jet propellant-2, jet propellant-3, jet propellant-4, jet propellant-5, jet propellant-6, jet propellant-7, jet propellant-8, jet propellant thermally stable (known as JPTS), aviation gasoline (known as AVGAS), or other and provide space for a description of other type(s) of fuel.
  - Radar capability. Yes, or no?
  - If yes, where is it located? Provide additional space for a description.
  - If yes, provide options for the condition: operational, nonoperational, or unknown.
- Cargo-handling equipment. Yes, or no?
  - If yes, provide options for the type(s) of equipment available: air cargo containers, air cargo-handling hooks, air cargo loaders, airborne cargo, winches, bulk handling, drum handling, fluid handling, pallet handling, waste handling, livestock handling, or other.
  - Provide additional space for a description of other types of cargo-handling equipment.
- Terminals. Provide the following options:
  - None.
  - Passenger. Provide additional space to describe the location. Provide options for the condition: operational, nonoperational, or unknown. Provide a space for more details.
  - Cargo. Provide additional space to describe the location. Provide options for the condition: operational, nonoperational, or unknown. Provide additional space for more details.
  - Other. Provide additional space for a description.
- Loading ramp. Yes, or no?
- De-icing equipment. Yes, or no?
- Number of runways. Provide the following details about each runway:
  - Obstacles on or near the runway.
  - Condition: operational, nonoperational, or unknown.
  - Length in meters.
  - Width in meters.
  - Material: asphalt, brick or masonry, clay, cobblestone, concrete, concrete blocks, coral, earth or dirt, gravel, ice, metal, pebble, rock, sand, silt, wood or timber, a combination of materials, or other type and provide additional space to describe the other material.
- Aircraft maintenance capability. Yes, or no? If yes, provide additional space to describe the capability.

BUILDINGS (OTHER)

A-8. All Army or joint CIM surveys for buildings that don't fit in any other category require space for descriptions of the following elements:

- Facility or building name.
- Grid coordinates.
- Street address.

- Building utilization. Provide the following options:
  - Political.
  - Military.
  - Economic.
  - Social.
  - Information.
  - Infrastructure.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Residents. Yes, or no? If yes, how many?
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Critical issues that must be addressed immediately. Provide additional space to describe the issues.
- Approximate footprint. Specify square feet or square meters.
- Number of building stories—
  - Above ground.
  - Below ground.
- Number of rooms.
- Security capability. Provide the following options and indicate to check all that apply: alarms, cameras, dogs, door locks, fences, guard personnel, walls, window locks, or other and provide space to describe the other security measures.
- Communications system. Provide the following options and indicate to check all that apply: phones, internet, ultra-high frequency, very high frequency, high frequency, satellites, public announcement system, or other and provide additional space to describe the other communications system.
- Year-round operations. Yes, or no? If no, provide the following options to indicate which months are nonoperational and to check all that apply: January, February, March, April, May, June, July, August, September, October, November, December.
- Hours of operation.
- Operated in shifts. Yes, or no?
- Key personnel required during operations. Provide the following options: owner, director, manager, or other and provide additional space to describe the other key personnel.
- Construction material. Provide the following options: block, brick, clay, concrete, earth or dirt, glass, masonry, metal, wood or timber, or other and provide additional space to describe the other material.
- Predominate roofing surface material. Provide the following options: asphalt, clay concrete tile, metal shingle, nailed metal sheet, perforated panels, slate shingle, standing seam metal, thatched roof, wood shingle, or unknown.
- Electricity. Yes, or no? If yes, provide the following options for the source of the electricity: grid, generator, solar, hydro, geothermal, wind, or other and provide additional space to describe the other source.
- Water. Yes, or no? If yes, provide the following options for the source of water: city, cistern, well, water tower, natural source, delivered, or other and provide additional space to describe the other source. If there is a source of water in the building, provide the following details:
  - According to the locals, is the water drinkable? Yes, or no?
  - Where is the water source located?
  - Does the water exhibit an unusual taste, color or odor? Yes, or no?
  - How many people can the building effectively shelter?
  - Is the building occupied? Yes, or no?

- Water pressure drops. Yes, or no? If yes, how often?
- Hot water. Yes, or no? If yes, provide the following options for the source of the hot water: boiler, water heater, solar, or other and provide additional space to describe the other source of hot water.
- Water temperature fluctuations. Yes, or no? If yes, how often?
- Plumbing. Yes, or no? If yes, is the plumbing functional? Yes, or no?
- Climate control. Yes, or no?
  - If yes, provide the following options for the type of cooling system: central air conditioner, central plant, chiller, evaporative cooling, thermal storage, heat pump, room air conditioners, unknown, or other and provide additional space to describe the other type of cooling system.
  - If yes, provide the following options for the type of heating system: boiler, central plant, electric resistance heat, forced air furnace, heat pump, passive solar, radiant, unknown, or other and provide additional space to describe the other type of heating system.
- Fuel and fuel storage. Yes, or no?
  - If yes, provide the following options for fuel and indicate to check all that apply: coal, crude oil, electric resistance heat, fuel oil, natural gas, propane, wood, unknown or other and provide additional space to describe the other type of fuel used.
  - If yes, what is the capacity for each fuel type?
- Sewage. Provide the following options: none, sewer, septic, drainage, bucket, or other and provide additional space to describe the other type of sewage.
- Inadequate utilities. Provide the following options for utilities that do not adequately meet the needs of the building: electricity, water, sewage, communications, heating, cooling, or other and provide additional space to describe the other utilities.
- Sanitation issues. Provide the following options for sanitation issues in the building: garbage, sewage, biohazards, chemical exposure or other and provide additional space to describe the other issues.
- The organization that built the building.
- The year the building constructed.
- Contents of the building.
- Fire suppression system. Yes, or no? If yes, provide the following options for the percentage of the building that is protected: <25, 25, 50, 75, 100.
- Wall assembly type. Provide the following options: curtain grid, curtain panel, monolithic framed, stacked unit, unknown, or other and provide additional space to describe the other wall type.
- Handicap accessibility. Yes, or no? If yes, provide the following options for the type access: ramp, elevator, or other and provide additional space to describe the other type of access.
- Vehicle parking. Yes, or no? If yes, provide additional space to list the dimensions of the parking area and indicate to specify length and width.
- Building lease. Yes, or no?
  - If yes, provide additional space to list the leasing authority.
  - If yes, provide additional space to indicate the cost of the monthly lease.
- Building inspection notes.

CIVILIAN ENGAGEMENTS

A-9. All Army or joint CIM surveys for civilian engagements require space for descriptions of the following elements:

- Name given at introduction.
- Complete name with no nickname or alias.
- Age of civilian in years.
- Sex. Male or female?
- Picture. Provide additional space for the photographic image.
- Height.
- Weight.
- Education. Provide the following options: elementary, high school, college, graduate degree, or trade. Provide additional space to indicate where the education was received.
- Languages spoken.

- Languages understood.
- Handicaps.
- Race. Provide the following options: White, Black, Asian, Pacific Islander, Hispanic, or Arab.
- Social class.
- Employment. Yes, or no?
  - If yes, provide additional space to specify the location of employment by address or grid coordinates.
  - If yes, provide additional space to specify the occupation of the civilian.
  - If yes, provide additional space to indicate if they are a government employee.
  - If yes, provide additional space to indicate if they are a soldier and what rank.
- Primary source of transportation. Provide the following options: bicycle, bus, car, car pool, motorcycle, taxi, truck, walking, or boat.
- Place of birth.

CONTRACTORS

A-10. All Army or joint CIM surveys for contractor engagements require space for descriptions of the following elements:

- Title or position.
- Name.
- Street address or grid coordinates.
- Phone numbers. Provide additional space for two different numbers.
- Fax machine number.
- Email.
- Other contact information and specify what type such as radio frequency, beeper, and so on.
- Primary POC. Yes, or no? Provide additional space to list an additional contact form identification (create and match identification on the additional contact form).
- Name of the contractor's business.
- Type of business.
- Languages spoken.
- Languages understood.
- Ability to read. Yes, or no?
- Contractor's current rate charged.
- Contractor's supplies. Provide additional space for the following:
  - Costs.
  - Source of materials.
- Contractor's labor. Provide additional space for the following:
  - Costs.
  - Source of labor.
- Currency accepted. Provide additional space for multiple options.
- Contractor's competitors.

DOCKS, PORTS, AND HARBORS

A-11. All Army or joint CIM surveys for docks require space for descriptions of the following elements:

- Type. Provide the following options and specify to indicate how many are present:
  - Floating dry dock.
  - Graving dry dock.
  - Marina.
  - Marine railway.
  - Pier.
  - Quay wall, wharf, or mole.
  - Ship lift.
  - Slipway.
  - Other. Provide additional space to describe the other type of dock. Use this space to indicate if multiple types exist and which types.

- Primary construction material. Provide the following options: asphalt, brick or masonry, clay, cobblestone, concrete, concrete blocks, coral, earth or dirt, gravel, ice, metal, pebble, rock, sand, silt, wood or timber, a combination of materials, or other and provide additional space to describe it.
- Length in meters.
- Width in meters.
- Number of berths.
- Water depth in meters at low tide.
- Height in meters above water at low tide.
- Height in meters above water at high tide.
- Mooring aids. Provide the following options:
  - Fenders.
  - Barges.
  - Bollards.
  - Cleats.
  - None.
  - Other. Provide additional space to describe the other type of mooring aid.
- Utilities. Provide the following options and indicate to check all that apply:
  - Water.
  - Sewage.
  - Steam.
  - Electricity.
  - Phone.
  - None.
  - Other. Provide additional space to describe the other type of utilities.
- Source of electricity. Provide the following options:
  - Grid.
  - Generator.
  - Solar.
  - Hydro.
  - Geothermal.
  - Wind.
  - Other. Provide additional space to describe the other source of electricity.
- Lighting. Provide the following options:
  - Adequate.
  - Inadequate.
  - None.
  - Other. Provide additional space to describe the other lighting conditions.
- Fueling. Yes, or no?
  - If yes, provide the following options for the refueling type: bunkering barge, fixed installation, tanker road, pierside, unspecified, none, or other and provide additional space to describe the other refueling type.
  - If yes, provide additional space for the refueling station location in grid coordinates.
  - If yes, provide additional space to specify if there is a defueling capability. Yes, or no? If yes, provide additional space for the defueling capability location in grid coordinates.
- Condition of the fueling facilities. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
- Agency responsible for the port. Provide the following options:
  - Public or government.
  - Private (individual ownership).
  - Commercial (multiple ownership).
  - Military.
  - Other.

- Port of entry for customs and immigration. Yes, or no?
  - If yes, provide additional space to specify if a customs agency representative is present. Yes, or no? If yes, provide additional space to include point-of-contact information for the customs agency representative. (See paragraph A-3.)
  - If yes, provide additional space to specify if a customs agency standard operating procedure is being implemented. Yes, or no?
- Capability to handle nuclear-powered ships. Yes, or no?
- Biological-secure facilities. Yes, or no? If yes, provide additional space for the location in grid coordinates.
- Degaussing facilities. Yes, or no? If yes, provide additional space for the location in grid coordinates.
- Firefighting capability. Provide the following options:
  - Afloat.
  - Ashore.
  - Unspecified.
  - None.
  - Other. Provide additional space to describe the other firefighting capability.
- Convoy-marshaling facilities. Yes, or no? If yes, provide additional space for the location in grid coordinates.
- Tanker facilities. Yes, or no? If yes, provide additional space to list the tanker facilities.
- Launch and recovery services. Yes, or no? If yes, provide additional space for the location in grid coordinates.
- Dirty ballast facilities. Yes, or no? If yes, provide additional space for the location in grid coordinates.
- Capability for repair and dry dock operations. Yes, or no?
- Publicly available harbor schedule. Yes, or no?
- Estimated time of arrival message requirements. Yes, or no?
- Local policies, regulations, or restrictions. Yes, or no?
- Legal tariffs, costs, or payments. Yes, or no?
- Illegal taxation. Yes, or no?
- Sanitation issues. Provide the following options:
  - Garbage.
  - Sewage.
  - Biohazard.
  - Chemical exposure.
  - None.
  - Other. Provide additional space to describe the other sanitation issues.
- Critical issues that must be addressed immediately. Yes, or no? If yes, provide additional space to describe the critical issues.
- Communication systems available. Provide the following options and specify to indicate the condition for each (excellent, good, poor, or inoperable):
  - Cellular.
  - Microwave.
  - Radio aids to navigation.
  - Bridge-to-bridge radio or very high frequency radio.
  - Ultra-high frequency radio.
  - Public announcement systems.
  - Internet.
  - Satellite radio.
  - None.
  - Other. Provide additional space to describe the other communication system and its condition.
- Transportation systems in the area. Provide the following options and specify to indicate the condition for each (excellent, good, poor, or inoperable):
  - Airfields or airports.
  - Railways.

    - Bus terminals.
    - Roadways.
    - Other. Provide additional space to describe the other transportation system and its condition.
- Detection devices available. Provide the following options and specify to indicate the condition for each (excellent, good, poor, or inoperable):
    - Sonar.
    - Radar.
    - Optics or low-light optics.
    - Laser rangefinders.
    - Other. Provide additional space to describe the other detection device and its condition.
- Emergency services available. Provide the following options and specify to indicate the condition for each (excellent, good, poor, or inoperable):
    - Firefighting.
    - Police.
    - Other security.
    - Hazardous material handling.
    - Other. Provide additional space to describe the other emergency service and its condition.
- Key personnel required during operations. Provide the following options: owner, director, manager, or other and provide additional space to describe the other key personnel.
- Type of passenger vessels. Provide the following options:
    - Ferries.
    - Cruise ships.
    - Other. Provide additional space to describe the other type of passenger vessel.
- Types of facilities on the passenger-handling dock. Provide the following options:
    - Buildings.
    - Open air.
    - Other. Provide additional space to describe the other type of passenger-handling facility.
- Method of passenger embarkment and debarkation. Provide additional space to describe the method.
- Number of ships that can be embarked or debarked at once.
- Daily passenger throughput.
- Passenger-accommodating facilities. Provide the following options:
    - Food.
    - Snacks.
    - Toilets.
    - Showers.
    - Berthing.
    - None.
    - Other. Provide additional space to describe the other facilities.
- Method of purchasing tickets. Provide the following options:
    - Online.
    - Onsite.
    - Cash.
    - Credit.
    - Other. Provide additional space to describe the other method.
- Condition of the passenger-accommodating facilities. Provide the following options:
    - Excellent.
    - Good.
    - Poor.
    - Inoperable.
    - None.
- Separate designated area or building for customs in the passenger facilities. Yes, or no?
- Customs regulation enforcement in the passenger facilities. Yes, or no?
- Connecting transportation to the passenger facilities. Provide the following options:
    - Rail.
    - Bus terminal.

  - Taxi.
  - Car.
  - Foot (pedestrian ways).
  - Other. Provide additional space to describe the other connecting transportation.
- Passenger terminal months of operation. Provide the following options: January, February, March, April, May, June, July, August, September, October, November, December, or never.
- Passenger terminal days and hours of operation. Known or unknown? If known, specify the day of the week and the opening and closing times by hours and minutes; for example, Monday: 0800 to 1600.
- Passenger vessels available for rent or hire. Yes, or no?
- Passenger vessels, facilities, and equipment availability for use in an emergency. Yes, or no?
- Types of cargo vessels. Provide the following options:
  - Bulk.
  - Break bulk.
  - Container.
  - Other. Provide additional space to describe the other vessel.
- Types of cargo. Provide the following options:
  - Grains.
  - Liquid fuels.
  - Liquid chemicals.
  - Wood.
  - Coal.
  - Automobiles or trucks.
  - Produce.
  - Meats.
  - Other. Provide additional space to describe the other cargo.
- Separate docks for each type of cargo. Yes, or no?
- Methods of loading and unloading cargo. Provide the following options:
  - Cranes.
  - Forklifts.
  - Barges.
  - Conveyors.
  - Manually.
  - Other. Provide additional space to describe the other method.
- Types of facilities on the cargo-handling dock. Provide the following options:
  - Buildings.
  - Open air.
  - Other. Provide additional space to describe the other facilities.
- Number of ships that can be loaded or unloaded at once.
- Capability to handle hazardous materials. Yes, or no?
- Availability of lighters (barges). Yes, or no?
- Method of moving cargo from the dock. Provide the following options:
  - Rail.
  - Truck.
  - Air.
  - Cart.
  - Other. Provide additional space to describe the other method.
- Support for the lighter aboard ship (known as LASH) transport system. Yes, or no?
- Vehicle-handling facilities. Provide the following options:
  - Roll on, roll off.
  - Fixed link span.
  - Floating ramp.
  - Moveable link span.
  - Unspecified.
  - None.
  - Other. Provide additional space to describe the other facility.

- Types of dock workers. Provide the following options and indicate to check all that apply:
  - Stevedores.
  - Unskilled.
  - Skilled.
  - Union.
  - Nonunion.
  - Other. Provide additional space to describe the other type of dock worker.
- Separate designated area or building for customs in the cargo facilities. Yes, or no?
- Customs regulation enforcement in the cargo facilities. Yes, or no?
- Availability of cargo-handling equipment in the cargo facilities. Yes, or no? If yes, provide additional space for the following elements:
  - Type.
  - Condition. Provide the following options: excellent, good, poor, inoperable, or none.
  - Number.
- Overall condition of the facilities. Provide the following options:
  - Excellent.
  - Good.
  - Poor.
  - Inoperable.
  - None.
- Cargo terminal months of operation. Provide the following options: January, February, March, April, May, June, July, August, September, October, November, December, or never.
- Cargo terminal days and hours of operation. Known or unknown? If known, specify to indicate the day(s) of the week and the opening and closing times by hours and minutes; for example, Monday: 0800 to 1600.
- Cargo vessels, facilities, or equipment available for rent. Yes, or no? If yes, provide additional space to list the available items.
- Cargo vessels, facilities, and equipment availability for use in an emergency. Yes, or no?
- Types of fishing. Provide the following options:
  - Commercial.
  - Subsistence.
- Types of product. Provide the following options:
  - Fresh water.
  - Salt water.
  - Fish.
  - Crustaceans.
  - Mollusks.
  - Other. Provide additional space to describe the other type of product.
- Commercial fishing boats. Yes, or no? If yes, provide additional space for the following elements:
  - Type.
  - Condition. Provide the following options: excellent, good, poor, inoperable, or none.
- Charter fishing boats. Yes, or no? If yes, provide additional space for the following elements:
  - Type.
  - Condition. Provide the following options: excellent, good, poor, inoperable, or none.
- Rental fishing boats. Yes, or no? If yes, provide additional space for the following elements:
  - Type.
  - Condition. Provide the following options: excellent, good, poor, inoperable, or none.
- Method of harvesting fish. Provide the following options:
  - Dredges.
  - Hooks.
  - Nets.
  - Traps.
  - Trawling.
  - Other. Provide additional space to describe the other method of harvesting fish.

- Average size of an individual catch when harvested. Indicate to specify the following elements:
  - Length in centimeters.
  - Weight in grams.
- Average daily harvest. Indicate to specify the following elements:
  - Total number caught.
  - Weight in kilograms.
- Average size of the monthly catch. Indicate to specify the following elements:
  - Total number caught.
  - Weight in metric tons.
- Trends of fishing and harvesting. Provide the following options:
  - Better than normal.
  - Normal.
  - Worse than normal.
- Types of facilities on the fishing dock. Provide the following options:
  - Buildings.
  - Open air.
  - Other. Provide additional space to describe the other type of facility on the fishing dock.
- Catch processing location. Provide the following options:
  - On site.
  - Other. Provide additional space to describe the other location.
- Catch marketing location. Provide the following options:
  - On site.
  - Other. Provide additional space to describe the other location.
- Method of moving catch from the dock. Provide the following options:
  - Rail.
  - Truck.
  - Airborne.
  - Cart.
  - Other. Provide additional space to describe the other method.
- Overall condition of the commercial fishing facilities. Provide the following options:
  - Excellent.
  - Good.
  - Poor.
  - Inoperable.
  - None.
- Commercial fishing facilities months of operation. Provide the following options: January, February, March, April, May, June, July, August, September, October, November, December, or never.
- Commercial fishing facilities days and hours of operation. Known or unknown? If known, specify to indicate the day(s) of the week and the opening and closing times by hours and minutes; for example, Monday: 0800 to 1600.
- Commercial fishing vessels, facilities, and equipment availability for use in an emergency. Yes, or no?
- Types of recreational activities. Provide the following options:
  - Boating.
  - Fishing.
  - Scuba diving.
  - Water skiing.
  - Swimming.
  - Other. Provide additional space to describe the other recreational activity.
- Types of facilities on the recreational activities dock. Provide the following options:
  - Buildings.
  - Open air.
  - Other. Provide additional space to describe the other type of facility.

- Overall condition of the recreational facilities. Provide the following options:
  - Excellent.
  - Good.
  - Poor.
  - Inoperable.
  - None.
- Recreational equipment availability for rent. Yes, or no?
- Recreational facilities months of operation. Provide the following options: January, February, March, April, May, June, July, August, September, October, November, December, or never.
- Recreational facilities days and hours of operation. Known or unknown? If known, specify to indicate the day(s) of the week and the opening and closing times by hours and minutes; for example, Monday: 0800 to 1600.
- Recreational facilities and equipment availability for use in an emergency. Yes, or no?
- Military branches. Provide the following options:
  - Navy.
  - Coast guard.
  - Other. Provide additional space to describe the other military branch.
- Types of military vessels. Provide the following options:
  - Combatants.
  - Patrol craft.
  - Support ships.
  - Other. Provide additional space to describe the other type of military vessel.
- Other military assets. Provide additional space to describe the other military assets.
- Overall condition of the military facilities. Provide the following options:
  - Excellent.
  - Good.
  - Poor.
  - Inoperable.
  - None.
- Interaction between the military and civilians in the port. Yes, or no? If yes, provide additional space to describe the interaction.
- Security plan. Yes, or no?
- POC information for the police or security forces chief or leader. Provide additional space for the following elements:
  - Last name.
  - First name.
  - Title.
  - Phone number.
- International Ship and Port Facility Security (also known as ISPS) code compliance. Yes, or no?

FARMS

A-12. All Army or joint CIM surveys for farms require space for descriptions of the following elements:

- Information for the farm POC and the land owner, if separate. (See paragraph A-3.)
- Address.
- Size. Provide the following options:
  - Industrial (1,001 acres or more).
  - Large (500–1,000 acres).
  - Medium (50–499 acres).
  - Small (0–49 acres).
  - Unknown.
- Nearest market name and address.
- Information for the POC for the veterinary or agriculture provider. (See paragraph A-3.)

- Mix of products. Provide the following options:
  - All multiproducts.
  - Mostly multiproducts (some monoproducts).
  - About an equal mix of multiproducts and monoproducts.
  - Mostly monoproducts (some multiproducts).
  - All monoproducts.
- Mix of crop or animal farm. Provide the following options:
  - All crops.
  - Mostly crops (some animals).
  - About an equal mix of crops and animals.
  - Mostly animals (some crops).
  - All animals.
- Mix of subsistence or cash farm. Provide the following options:
  - All subsistence.
  - Mostly subsistence (some cash).
  - About an equal mix of subsistence and cash.
  - Mostly cash (some subsistence).
  - All cash.
- Mix of extensive or intensive farm. Provide the following options:
  - All extensive.
  - Mostly extensive (some intensive).
  - About an equal mix of extensive and intensive.
  - Mostly intensive (some extensive).
  - All intensive.
- List of top products and the quantity sold for a given time; for example, corn at 200 bushels per year. Provide additional space for three examples.
- Source(s) of water. Provide additional space for the following elements:
  - What kind of water source.
  - Where the source is located.
  - Quality of water.
  - Quantity of water.
  - Frequency of delivery.
  - Delivery method.
- Source(s) of feed, seed, and supplies. Provide additional space for the following elements:
  - What kind(s) of feed, seed, or supplies.
  - Where the source is located.
  - Processing method.
  - Storage.
  - Delivery method.
  - Feed waste.
  - Indicate which products used are genetically modified organisms (known as GMOs).
- Markets. Provide additional space for the following elements:
  - Where the market is located.
  - When the market is open.
  - What kind(s) of products sold.
  - Price notification (such as LEWS).
  - Transport method.
  - Intermingling.
  - Method of returning unsold or new animals to the farmstead.
- Disposal methods for waste and dead stock. Provide additional space for the following elements:
  - Manure.
  - Dead stock.
  - Abortions and placentas.

- Capital and financing. Provide additional space for the following elements:
  - Use of capital.
  - Source(s) of capital.
  - Terms of financing.
  - Expected return on investment.
- Veterinary and extension care. Provide additional space for the following elements:
  - Professional qualifications.
  - Practice base locations.
- Development groups and other influencers.
- Labor. Provide additional space for the following elements:
  - Who works for the farm.
  - Seasonal or year-round workers.
  - Where the workers are from.
- Visitors or nomads. Provide additional space for the following elements:
  - Who comes to visit the home or farmstead.
  - Who migrates through the farmstead.
  - Visitors or nomads bringing their own animals. If yes, are the animals brought onto the farm and are there conflicts over grazing and water?
- Profitability according to different sources. Provide additional space for the following elements:
  - The farmer.
  - Current information.
  - Trends.
- Top three problems or diseases according to the farmer. Identify each as either new or historically expected. Provide additional space for the following elements for each:
  - Species affected.
  - Diagnostics used.
  - Treatments implemented.
  - Effects on profitability.
- Historical context according to the farmer or what things were like before the current state.
- Production according to the farmer. Provide additional space for the following elements:
  - Changes in farm size.
  - Products grown.
  - Product diversification (more or less).
  - Methods used.
  - Intensification (more or less).
- Opportunity costs according to the farmer. Provide additional space for the following elements:
  - Pursuit of off-farm income or subsidies (more or less).
  - Competitiveness of farming to other economic choices.
  - Farm-to-urban migration potential.
- Biggest or main strengths of the operation. Provide the following elements and additional space for comments for each element chosen:
  - Political.
  - Environmental.
  - Socio-cultural and religious.
  - Technological and human capital.
  - Unknown.
- Biggest or main weaknesses of the operation. Provide the following elements and additional space for comments for each element chosen:
  - Political.
  - Environmental.
  - Socio-cultural and religious.
  - Technological and human capital.
  - Unknown.

- Biggest or main opportunities of the operation. Provide the following elements and additional space for comments for each element chosen:
  - Political.
  - Environmental.
  - Socio-cultural and religious.
  - Technological and human capital.
  - Unknown.
- Biggest or main threats to the operation. Provide the following elements and additional space for comments for each element chosen:
  - Political.
  - Environmental.
  - Socio-cultural and religious.
  - Technological and human capital.
  - Unknown.
- Animal feed and feeding or crop seed and seeding. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Animal housing or crop cultivation and planting. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Animal husbandry practices or crop harvest practices. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Animal veterinary interventions or crop pest and weed controls. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Surrounding geography, soil characteristics, and climate. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Animal veterinary interventions or crop pest and weed controls. Provide additional space for a detailed descriptive narrative that is as complete as possible.
- Summary comments. Provide the following elements and additional space for comments.
  - Narrative summary from the team collecting the civil data.
  - Identified discrepancies.
  - Narrative summary according to the farmer.

FIRE STATIONS

A-13. All Army or joint CIM surveys for fire stations require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Number of building stories—
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the fire station POC. (See paragraph A-3.)
- Size of the population or area supported by the facility.
- Identifier or name of the fire station (optional).
- Total number of volunteer fire personnel.

- Vehicles. Yes, or no? Provide the following options:
  - Tanker. Provide additional space to indicate the gallon or kilo capacity of each tanker.
  - Pumper. Provide additional space to indicate the gallon or kilo capacity of each pumper.
  - Ladder. Provide additional space to indicate the length of each ladder.
  - Ambulance.
  - Other. Provide additional space to describe the other type of vehicle.
- Equipment. Provide the following options:
  - Jaws of life.
  - Hoses.
  - Lights.
  - Megaphones.
  - Medical supplies.
  - Chainsaws.
  - Chop saws.
  - Other. Provide additional space to describe the other type of equipment.
- Individual firefighter equipment. Provide the following options:
  - Protective coat.
  - Protective pants.
  - Protective boots.
  - Protective gloves.
  - Fire retardant clothing.
  - Helmets.
  - Masks.
  - Oxygen.
  - Locator beacons.
  - Flashlights.
  - Axes.
  - Pry bars.
  - Halligan bars.
  - Other. Provide additional space to describe the other type of equipment.
- Personnel communications systems. Provide the following options:
  - Amplitude modulation (known as AM).
  - Frequency modulation (known as FM).
  - Cellular.
  - Ultrahigh frequency (known as UHF).
  - Very high frequency (known as VHF).
  - None.
  - Other. Provide additional space to describe the other type of personnel communications system.
- Source of current equipment. Provide the following options:
  - Government.
  - Public.
  - Private.
  - Community.
  - Other. Provide additional space to describe the other source.
- Water supply points. Yes, or no? Provide additional space to enter the location and identifier (optional) for each point.
- Alarm systems employed. Yes, or no? Provide additional space to enter the type(s) of systems.
- Method of notifying volunteer personnel.
- Number of firefighters available at one time.
- Sleeping quarters at the station. Yes, or no?
- Types of fire to which the station responds. Provide the following options:
  - Routine.
  - High rise.
  - Chemical.
  - Forest.

  - Naval.
  - Other. Provide additional space to describe the other type of fire.
- Firefighter training. Yes, or no? Provide additional space to describe the kind of training received and where the training is received.
- Arson investigator. Yes, or no?
- Specialized arson equipment. Yes, or no? Provide additional space to describe the type(s) of arson equipment.
- Emergency medical technicians (known as EMTs). Yes, or no? Provide additional space to describe the equipment available to them.
- Paramedics. Yes, or no? Provide additional space to describe the equipment available to them.
- Casualty evacuation (known as CASEVAC) capabilities. Provide the following options:
  - Civilian.
  - Ambulance.
  - Air.
  - None.
  - Other. Provide additional space to describe the other capability.
- Rescue capability. Yes, or no? Provide additional space for the following elements:
  - Explanation of the capability available.
  - Number of building stories accessible by ladder (known as rescue up).
  - Number of meters deep accessible by excavation (known as rescue down).
- Hazardous materials (known as HAZMAT) capability. Provide the following options:
  - Fuel.
  - Chemical.
  - Biological.
  - Radiological.
  - Other. Provide additional space to describe the other type of capability.
- Established policies. Yes, or no? Indicate to the civil data collector to upload the policies if available.
- Fire prevention programs. Yes, or no? Provide additional space to describe the programs for which the station is responsible.
- Enforced fire code. Yes, or no?
- Fire laws for schools, office buildings, hospitals, and factories. Yes, or no? Provide additional space to describe the fire laws.
- Relationship between the fire system and the civil defense system. Yes, or no? Provide additional space to describe the relationship.
- Complementary capability with neighboring fire systems. Yes, or no?
- Fire safety training provided to the community. Yes, or no? Provide additional space to describe the training type, audience, frequency, and so on.

FUEL FACILITIES

A-14. All Army or joint CIM surveys for fuel facilities require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the fuel facility POC. (See paragraph A-3.)

- Fuel depot availability. Yes, or no?
- Type(s) of fuel available. Provide the following options and indicate to check all that apply: unleaded, leaded, kerosene, diesel, jet propellant-1, jet propellant-2, jet propellant-3, jet propellant-4, jet propellant-5, jet propellant-6, jet propellant-7, jet propellant-8, jet propellant thermally stable (known as JPTS), aviation gasoline (known as AVGAS), or other and provide space for a description of the other type(s) of fuel.
- Capacity of fuel available. For each type of fuel available, provide the following elements:
  - Capacity of fuel depot.
  - Number of pumps.
  - Number of tanks.
- Fuel truck availability. Yes, or no? If yes, provide the number of fuel trucks available.
- Location of fuel storage tanks. Provide the following options:
  - Above ground.
  - Under ground.
- Condition of the storage tanks. Provide the following options:
  - Good.
  - Fair.
  - Poor.
  - Unusable.
- Maximum capacity of the discharge pump(s).
- Fuel point resupply. Provide the following options:
  - On order.
  - By delivery schedule.
  - Weekly.
  - Monthly.
  - Other. Provide additional space for a description of the other resupply schedule.
- When the fuel point is resupplied.
- Where the fuel is resupplied from.
- What company conducts the resupply.
- Type of fuel pump. Provide the following options:
  - Automatic.
  - Manual.
  - Both.
- Spilled pools of fuel on the ground. Yes, or no? If yes, indicate to provide how much fuel is spilled in square meters.
- Emergency shut-off procedures available. Yes, or no? If yes, indicate to provide an explanation.
- Emergency fire procedures available. Yes, or no? If yes, indicate to provide an explanation.
- Emergency security procedures available. Yes, or no? If yes, indicate to provide an explanation.
- Emergency security personnel available. Yes, or no? If yes, indicate to provide an explanation.
- Emergency medical procedures available. Yes, or no? If yes, indicate to provide an explanation.
- Emergency medical personnel available. Yes, or no? If yes, indicate to provide an explanation.
- Additional services provided. Yes, or no? Provide the following options:
  - Tire repair.
  - Engine repair.
  - Body repair.
  - Convenience store.
  - Automated teller machine (known as ATM).
  - Check cashing.
  - Restaurant.
  - Religious accommodations.
  - Restrooms.
  - Water.
  - Other. Provide additional space for a description of the other service(s).

- Method of payment accepted. Provide the following options:
  - Cash. Indicate to provide the currency used.
  - Credit.
  - Debit.
  - Check.
  - Other. Provide additional space for a description.

POLICE STATIONS

A-15. All Army or joint CIM surveys for police stations require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Number of building stories—
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the police station POC. (See paragraph A-3.)
- Administrative level of the police station. Provide the following options:
  - Municipal.
  - District.
  - County.
  - Province.
  - Federal.
  - Other. Provide additional space for a description.
- Name or title of the jurisdiction for the police station.
- Who the police station answers to.
- Locations of any other facilities the police station is responsible for.
- Size of population or area supported by the police station. Provide the following ranges and indicate to specify the unit of measure:
  - 0–100.
  - 101–500.
  - 501–1,000.
  - 1,001–5,000.
  - 5,001–10,000.
  - 10,001–50,000.
  - 50,001–100,000.
  - >100,000.
  - Unknown.
- Indicate to the civil data collector to upload a map of the jurisdiction for the police station, if possible.
- Description of the surrounding area and the type of neighborhood. Provide the following options and indicate to check all that apply:
  - Upper.
  - Middle.
  - Lower.
  - Urban.

    - Suburban.
    - Rural.
    - Other. Provide additional space for a description.
- Most prevalent crime(s) in the area. Provide the following options and indicate to check all that apply:
    - Murder.
    - Rape.
    - Theft.
    - Kidnapping.
    - Drugs.
    - White collar crime.
    - Blue collar crime.
    - Other. Provide additional space for a description.
- Crime-fighting strategy.
- Criminal records maintained. Yes, or no?
- Number of personnel. Provide the following elements:
    - Officers.
    - Patrolmen. Indicate to provide how many patrolmen are available during the day and during the night.
    - Administration or support.
    - Reserve policemen.
- Personnel shortage. Yes, or no? Provide the following options for the percentage missing:
    - <25.
    - 25.
    - 50.
    - 75.
    - 100.
- Role of police station in national defense.
- Role of police station in natural disasters or relief.
- Type(s) of personnel employed. Provide the following options and indicate to provide the number of each type employed:
    - Uniformed.
    - Plain clothed.
    - Administrative.
    - Auxiliary forces.
    - Border guards.
    - Paramilitary.
    - Specially trained. Provide additional space for an explanation of the specially trained personnel.
    - Other. Provide additional space for a description.
- Specialties available. Provide the following options:
    - Homicides.
    - Fraud.
    - Vice.
    - Gangs.
    - Counterterrorism (known as CT).
    - Explosive ordnance disposal (known as EOD).
    - Search and rescue (known as SAR).
    - Investigations.
    - Border guards.
    - Forensics.
    - Community outreach.
    - Other. Provide additional space for a description.
- Additional services provided. Yes, or no? Provide additional space for a description.

- Method of distinguishing officers from the population. Provide the following options:
  - Uniform.
  - Other apparel.
  - Badge.
  - Identification (known as ID).
  - Equipment.
  - None.
  - Other. Provide additional space for a description.
- Percentage of officers with uniforms or distinguishing apparel. Provide the following options:
  - <25.
  - 25.
  - 50.
  - 75.
  - 100.
- Description of uniform. Indicate to the civil data collector to upload a photograph, if available.
- Other security organizations operating in the area. Yes, or no?
  - If yes, who is this organization?
  - If yes, who do they report to?
- Formal police training. Yes, or no?
  - If yes, what percentage of the police are trained in policing? Provide the following options: <25, 25, 50, 75, or 100.
  - If yes, where did they receive their training?
  - If yes, what does the training consist of?
- Public sentiment about the police department.
- Police officers feel safe. Yes, or no? If no, provide additional space to explain why not.
- Descriptions of the backgrounds and demographics of the police force.
- Funds received from the host nation government. Yes, or no?
- Where supplies for the police station are received from.
- Police station vehicles. Yes, or no?
  - If yes, how many and what types of vehicles? Provide additional space for a description.
  - If yes, are the vehicles marked? Prove additional space for a description of how they are marked.
  - If yes, do any of the vehicles have special capabilities or equipment? Provide additional space for an explanation.
- Police equipment. Provide the following options and indicate to check all that apply:
  - Rifle. Provide additional space to describe the kind of rifle.
  - Pistol. Provide additional space to describe the kind of rifle.
  - Ammunition.
  - Handcuffs.
  - Pepper spray.
  - Baton.
  - Telescopic baton.
  - Taser.
  - Blade.
  - Zip ties.
  - Radio. Provide the following options for the operating frequency of the radio: ultrahigh frequency, very high frequency, high frequency, amplitude modulation, frequency modulation, or other and provide additional space for a description.
  - Flashlight.
  - Handbook.
  - None.
  - Other. Provide additional space for a description.
- Equipment provided by the police station. Yes, or no?
- Enough equipment for police. Yes, or no?
- Enough ammunition for police. Yes, or no? Provide additional space to list the ammunition used.

- Radios in the police station itself. Yes, or no? Provide the following options for the operating frequency: ultrahigh frequency, very high frequency, high frequency, amplitude modulation, frequency modulation, or other and provide additional space for a description.
- Secure arms room in the police station. Yes, or no?
- Weapons stored at the police station. Yes, or no? Provide additional space to describe what type(s) of weapons and how many of each type.
- Ammunition stored at the police station. Yes, or no? Provide additional space to describe what type(s) of ammunition and how many of each type.
- Jail at the police station. Yes, or no? Indicate to provide the prisoner capacity.
- Crisis management plans to include natural disaster response. Yes, or no?
  - If yes, provide additional space for a description of the plans.
  - If yes, do the plans involve interagency partners? Yes, or no? Provide additional space to list the organizations.
- Mutual aid agreements with other agencies. Yes, or no? Provide additional space to list the agreements and indicate to the civil data collector to upload copies of the agreements.
- Other organizations working with the police station. Yes, or no? Provide the following elements for POC information for each organization:
  - Name of the nongovernmental organization (known as an NGO).
  - Frequency of support.
  - Organization POC name.
  - Organization POC address.
  - Organization POC primary phone.
  - Organization POC address.
  - Organization POC alternate phone.
  - Organization POC email.
  - Other information for the organization POC.
- Technology utilized in the police station.
- Wants and needs of the police station.
- Secure parking area. Yes, or no? Provide additional space for the capacity of the secure parking area.

RAILWAY FACILITIES

A-16. All Army or joint CIM surveys for railway facilities require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Number of building stories—
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the railway facility POC. (See paragraph A-3.)
- Train station at the railway facility. Yes, or no? Provide the following elements:
  - Location of the train station.
  - Condition of the train station. Provide the following options: operational, nonoperational, or unknown.
  - Other information about the train station.

- Track gauge. Provide the following options:
  - Narrow.
  - Standard.
- Signal system. Provide the following options:
  - Color light.
  - Color position.
  - Electric light.
  - Inconclusive analysis.
  - Position light.
  - Semaphore.
  - Other. Provide additional space for a description.
- Maximum speed rate.
- Type of railway. Provide the following options:
  - Light.
  - Conventional.
  - High-speed.
  - Other. Provide additional space for a description.
- Railway assessment—
  - Start point.
  - End point.
- Track count along railway.
- Train tracking system. Provide the following options:
  - None.
  - Global Positioning System (known as GPS).
  - Radio-frequency identification (known as RFID).
  - Other. Provide additional space for a description.
- Bridges along railway. Yes, or no? Provide the following elements:
  - Location of each bridge.
  - Description of each bridge.
- Tunnels along railway. Yes, or no? Provide the following elements:
  - Location of each tunnel in Military Grid Reference System coordinates.
  - Height of each tunnel.
- Oncoming train signal system. Yes, or no?
- Defects along the railway. Yes, or no? Provide the following elements:
  - Location of each defect in Military Grid Reference System coordinates.
  - Description of each defect.
- Traction system. Yes, or no? Provide the following options:
  - Electric.
  - Not electric.
- Switch stand. Yes, or no? Provide the following elements:
  - Height of the switch stand.
  - Frog responds to the switch stand. Yes, or no?
- Type of train using the railway. Provide the following options:
  - Cargo.
  - Passenger.
  - Combination.
  - High-speed.
  - Other. Provide additional space for a description.
- Type of cars used on the railway. Provide the following options and indicate to check all that apply:
  - Bulk.
  - Dining.
  - Engine.
  - Flatbed.
  - Hazardous materials.
  - Livestock.

- Passenger.
- Refrigerator.
- Sleeper.
- Tanker.
- Weapon.
- Other. Provide additional space for a description.

SCHOOLS

A-17. All Army or joint CIM surveys for schools require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide additional space to describe the other source of damage.
- Number of building stories. Provide the number for the following:
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the school facility POC. (See paragraph A-3.)
- Type of school. Provide the following options:
  - Public.
  - Private.
  - Day care.
  - Primary.
  - Secondary.
  - University.
  - Boarding.
  - Orphanage.
  - Other. Provide additional space for a description.
- Grades teaching. Provide the following options and indicate to check all that apply: kindergarten, 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, college, vocational, or other and provide additional space for a description.
- Receiving outside support. Yes, or no?
  - Where the support is from. Provide the following options: government organization, nongovernment organization, international organization, private, local, community, or other and provide space for a description.
  - Who provides the support.
  - What type of support. Provide the following options: monetary, supplies, personnel, training, services, or other and provide additional space for a description.
- Curriculum. Provide the following options:
  - Parochial.
  - Trade.
  - Religious.
  - Other. Provide additional space for a description.
- Recognized by the central government. Yes, or no? If no, provide additional space for an explanation.
- Religious school. Yes, or no? Provide the following options:
  - Muslim.
  - Christian.

  - Buddhist.
  - Hindu.
  - Jewish.
  - Other. Provide additional space for a description.
- Practicing religious beliefs. Yes, or no? If yes, provide additional space for an explanation.
- Number of students designed to support.
- Total number of students. In addition, provide the number for the following:
  - Male students.
  - Female students.
- Total number of staff.
- Total number of teachers. In addition, provide the number for the following:
  - Male teachers.
  - Female teachers.
- Paying teachers. Yes, or no? If yes, who is paying them from the following options:
  - Government.
  - Private.
  - Other. Provide additional space for a description.
- Kind of training provided for teachers.
- Number of classrooms.
- Enough desks and chairs. Yes, or no?
- Cafeteria. Yes, or no? If yes, provide additional space to describe if the cafeteria is functional.
- Playground. Yes, or no?
- School is closed. Yes, or no? If yes, provide additional space to describe how long it has been closed.
- Method(s) of treatment for student medical needs.
- Number of students with mental or physical handicaps.
- Primary needs or concerns of the school.
- Additional information for the physical building and facility. (See paragraph A-8.)

SEWAGE FACILITIES

A-18. All Army or joint CIM surveys for sewage facilities require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide a space to describe the other source of damage.
- Number of building stories. Provide the number for the following:
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the sewage facility POC. (See paragraph A-3.)
- Office at the facility. Yes, or no? If yes, provide additional space for the following elements:
  - Location of the office.
  - Condition of the office. Provide the following options: operational, nonoperational, unknown.
  - Other information about the office.
- Diagram of the sewage system available. Yes, or no? Indicate to the civil data collector to upload the diagram if available.
- Designed capacity of the sewage system.
- Current capacity of the sewage system.

- Treatment or processing facilities. Yes, or no? If yes, provide additional space for the following elements:
  - Location.
  - Type of facility.
  - Designed capacity.
  - Current capacity.
  - Functional. Yes, or no? If no, provide additional space to describe what repairs are needed to return the facility to operational status.
- Spare parts available to the sewage system and their location.
- Maintenance capabilities.
- Number of maintenance crew members.
- Type of sewage systems in the area.
- Sewage burning. Yes, or no?
- Accommodating additional load generated by displaced refugees. Yes, or no?
  - If yes, provide additional space for the maximum number of additional people supported.
  - If no, provide additional space for an explanation of how displaced refugees can be supported.
- Sewage contaminating local drinking water. Yes, or no? If yes, provide additional space for an explanation.
- Sewage system funding.
- Inventory of equipment available. Yes, or no? If yes, provide additional space for a list of the equipment and the quantity for each.
- Inventory of chemical supplies available. Yes, or no? If yes, provide additional space for a list of the supplies and the quantity for each.
- Inventory of parts available. Yes, or no? If yes, provide additional space for a list of the parts and the quantity for each.

STORES AND MARKETS

A-19. All Army or joint CIM surveys for stores and markets require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide a space to describe the other source of damage.
- Number of building stories. Provide the number for the following:
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the school facility POC. (See paragraph A-3.)
- Type of operation. Provide the following options:
  - Open market.
  - Storefront.
  - Unknown.
- Multiple vendors. Yes, or no? If yes, provide additional space for a list of the vendor names.
- Types of products sold. Provide the following options:
  - Alcohol.
  - Animal feed.
  - Animals.
  - Appliances.

  - Automotive parts.
  - Building supplies.
  - Clothing.
  - Communication equipment.
  - Electronics.
  - Food furniture.
  - Household goods.
  - Illicit drugs.
  - Industrial chemicals.
  - Jewelry.
  - Money exchange.
  - Prescription drugs.
  - Tobacco.
  - Tools.
  - Unknown.
  - Other. Provide additional space for a description.
- Prices of key products.
- Price stability. Yes, or no? If no, provide additional space to describe how prices vary.
- Type of currency used.
- Estimated number of customers per day.
- Population or area supported.
- Primary means of transportation by the consumers to the store or market. Provide the following options:
  - Bicycle.
  - Boat.
  - Bus.
  - Car.
  - Car pool.
  - Livestock.
  - Motorcycle or scooter.
  - Taxi.
  - Train or subway.
  - Truck.
  - Walking.
  - Other. Provide additional space for a description.
- Public sentiment. Provide the following options:
  - Negative.
  - Neutral.
  - Positive.
  - Unknown.
- Warehouse attached. Yes, or no? If yes, provide additional space for the information from a warehouse assessment. (See paragraph A-22.)
- Delivery records maintained. Yes, or no? If yes, provide additional space for an explanation.
- Method of providing produce or supplies. Provide the following options:
  - Farms.
  - Government subsidies.
  - Nongovernmental organizations (known as NGOs).
  - Private vendors.
  - Wholesales.
  - Other. Provide additional space for a description.
- Total number of people employed. In addition, provide the number for the following:
  - Male employees.
  - Female employees.

TRASH FACILITIES

A-20. All Army or joint CIM surveys for trash facilities require space for descriptions of the following elements:

- Name of the company or organization.
- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide a space to describe the other source of damage.
- Type of agency responsible for the facility. Provide the following options:
  - Private.
  - Public.
- Information for the school facility POC. (See paragraph A-3.)
- Office at the facility. Yes, or no? If yes, provide additional space for the following elements:
  - Location of the office.
  - Condition of the office. Provide the following options: operational, nonoperational, unknown.
  - Other information about the office.
- Responsibility to haul trash. Yes, or no? If yes, provide additional space to indicate if the company or organization has the following available:
  - Sufficient trucks.
  - Appropriate permits.
  - Sufficient personnel.
  - Sufficient landfill space.
- Type of agency responsible for trash removal systems. Provide the following options:
  - Private.
  - Public.
- Citizens pay for personal trash removal. Yes, or no? If yes, provide additional space to indicate if the cost dissuades citizens from participating in trash removal.
- Citizens haul personal trash to the landfill. Yes, or no?
- Trash piles present in the streets. Yes, or no?
- Trash affects the health of the community. Yes, or no? If yes, provide additional space for an explanation.
- Amount of trash removal needed to promote healthy living.
- Citizens burn personal trash. Yes, or no?
- Trash removal schedules such as days of the week, hours, and so on.
- Active recycling programs. Yes, or no? If yes, provide additional space for an explanation.
- Trash such as scrap metal considered valuable in that location. Yes, or no?
- Landfill at or near the trash facility. Yes, or no? If yes, provide additional space for the following elements:
  - Location.
  - Owner.
  - Manager (name of person or organization).
  - Trash burning. Yes, or no? If yes, provide additional space to describe the method used.
  - Trash compacting. Yes, or no?
  - Trash burying. Yes, or no?
  - Sufficient personnel and equipment for operations. Yes, or no?
  - Security or containment systems available. Yes, or no?
- Established routes. Yes, or no?
- Trash contains used medical waste. Yes, or no?
- Dead animal collection. Yes, or no?
- Hazardous materials present. Yes, or no?

- Human waste present. Yes, or no?
- Containers with more than five gallons of capacity available. Yes, or no?
- List of other equipment available.

VILLAGE OR CITY HEALTH ASSESSMENTS

A-21. All Army or joint CIM surveys for the health assessments of villages or cities require space for descriptions of the following elements:

- Population data available. Yes, or no? If yes, provide additional space for the number of the following:
  - Total population amount.
  - Pregnant and lactating women.
  - Disabled and wounded persons.
  - Unaccompanied minors.
  - Average family or household size.
  - Rate of new arrivals or departures.
- Sex data available. Yes, or no? If yes, provide additional space for the following:
  - Number of males.
  - Number of females.
- Age data available. Yes, or no? If yes, provide additional space for the number of the following:
  - Children under five.
  - Children five to 12.
  - Men 12 to 17.
  - Men 18 to 29.
  - Men 30 to 49.
  - Men 50 to 69.
  - Men 70 or older.
  - Women 12 to 17.
  - Women 18 to 29.
  - Women 30 to 49.
  - Women 50 to 69.
  - Women 70 or older.
- Mortality rate data available. Yes, or no? If yes, provide additional space for the mortality rate number of the following:
  - Crude (overall).
  - Women.
  - Men.
  - People aged 17 or younger.
  - People aged 18 to 29.
  - People aged 30 to 49.
  - People aged 50 to 69.
  - People aged 70 or older.
  - List of other mortality rates based on specific causes.
- Morbidity rate data available. Yes, or no? If yes, provide additional space for the main causes of morbidity of the following:
  - Overall population.
  - Women.
  - Men.
  - People aged five or younger.
  - People aged 6 to 17.
  - People aged 18 to 29.
  - People aged 30 to 49.
  - People aged 50 to 69.
  - People aged 70 or older.
  - Descriptions of any changes in the severity of an illness or the case fatality rate.
- Information for the village or city POC. (See paragraph A-3.)

- Name of the most influential person.
- Common acute diseases.
- Common chronic diseases.
- Determination of the degree of infestation of parasites living on humans and vermin.
- Sources of health care.
- Significant changes in health care coverage.
- Important health beliefs and traditions such as food taboos during pregnancy.
- Strength and coverage of public health programs such as immunizations in the country of origin.
- Approximate prevalence of malnutrition in the population aged five years or younger.
- Recent changes in the nutritional status of the community.
- Approximate prevalence of specific deficiencies such as scurvy, pellagra, or anemia in the population aged five years or younger.
- Signs and symptoms of micronutrient deficiencies observed.
- Average daily food intake approximated in number of calories.
- Cases of a disease that has not been previously reported in the population.
- Immunization coverage and programs.
- Distribution of oral rehydration solutions (known as ORSs).
- Supplemental feeding program enrollment and attendance.
- Typical antenatal and postnatal clinic coverage.
- Climatic conditions.
- Geographic features.
- Water sources.
- Local disease epidemiology.
- Vector control programs in place.
- Medical facilities and personnel.
- Sufficiency of medical supplies and equipment.
- Practices doctors use to treat patients.
- Treatment plants used for the urban water supply.
- Locations of wells and the quality of the water for rural water supply.
- Attitudes of the local populace towards purification methods.
- Sewage disposal. (See paragraph A-18.)
- Local economy.
- Local food, rationing and currency.
- Foods cultivated for consumption. Yes, or no? If yes, provide additional space for a list of foods cultivated.
- Foods provided by the United States. Yes, or no? If yes, provide additional space for a list of the following:
  - Foods preferred.
  - Foods rejected.
- Cash crops raised.
- Natural resources.
- Local industries.
- Residents received help from any international organizations, nongovernmental organizations, or the United Nations. Yes, or no? If yes, provide additional space for a description.
- Physical layout of the communities.
- Areas with a high number of crimes.
- Criminal drug activities.
- Prostitution.
- Black market activities.
- Trucks or any means of transportation for the residents.
- Buildings of religious significance.
- Sites of historical significance.
- Hospitals.

- Schools.
- Local materials available for shelter and food. Yes, or no?
- Existing shelters.
- Existing sanitation.

WAREHOUSES

A-22. All Army or joint CIM surveys for warehouses require space for descriptions of the following elements:

- Street address.
- Overall condition. Provide the following options:
  - Undamaged.
  - Damaged but usable.
  - Damaged and unusable.
  - Destroyed or damaged beyond repair.
  - If damaged in any degree, provide options to specify the source of the damage: vandals, criminals, conflict, natural, or other and provide a space to describe the other source of damage.
- Number of building stories. Provide the number for the following:
  - Above ground.
  - Below ground.
- Agency responsible. Provide the following options:
  - Private.
  - Public.
- Information for the warehouse facility POC. (See paragraph A-3.)
- Type of building. Provide the following options:
  - Concrete.
  - Container.
  - Tent (portable).
  - Silo.
  - Open storage.
  - Other. Provide additional space for a description.
- Type of floor composition. Provide the following options:
  - Concrete.
  - Unimproved surface.
  - Gravel.
  - Paved.
  - Reinforced.
  - Other. Provide additional space for a description.
- Dimensions of the warehouse. Indicate to provide the length, width, and height in feet.
- Loading doors available. Yes, or no? If yes, provide additional space for the number of loading doors and the following for each:
  - Height.
  - Width.
  - Condition. Provide the following options: excellent, good, poor, unusable.
- Number of people or organizations using the warehouse. Provide additional space for a list of names of people and organizations.
- Purpose or main use of the warehouse.
- Information for the warehouse renter(s) POC. (See paragraph A-3.)
- Items stored.
- Cold storage available. Yes, or no? If yes, provide additional space for the capacity.
- Loading docks available. Yes, or no? If yes, provide additional space for the number.
- Customs bonded. Yes, or no?
- Mechanical handling equipment available. Yes, or no? If yes, provide the following options:
  - Forklifts.
  - Trucks.

  - Hoists.
  - Cranes.
  - Pallet jacks.
  - Dollies.
  - Wheelbarrows.
  - Conveyor belts.
  - Other. Provide additional space for a description.
- Pallets available. Yes, or no? If yes, provide the following options for the condition of the pallets:
  - Excellent.
  - Good.
  - Fair.
  - Poor.
  - Unusable.
- Fuel depot available. Yes, or no?
  - If yes, provide the following options for the type(s) of fuel available and indicate to check all that apply: unleaded, leaded, kerosene, diesel, jet propellant-1, jet propellant-2, jet propellant-3, jet propellant-4, jet propellant-5, jet propellant-6, jet propellant-7, jet propellant-8, jet propellant thermally stable (known as JPTS), aviation gasoline (known as AVGAS), or other and provide space for a description of the other type(s) of fuel.
  - If yes, provide additional space for the capacity of each type of fuel available.
- Administrative facilities on site. Yes, or no? If no, provide additional space for the address or grid coordinates of the administrative facility.
- Additional information for the physical building and facility. (See paragraph A-8.)

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Appendix B

Civil Analysis Example of the Interrelationship of Operational Variables and Civil Considerations

This appendix serves as an example of civil analysis using the operational variables of PMESII-PT: political, military, economic, social, information, infrastructure, physical environment, and time. This civil analysis breaks down specific groupings of civil information that have not been analyzed and then categorizes that information using the civil considerations of ASCOPE: areas, structures, capabilities, organizations, people, and events. This example provides a detailed analytical tool to process data into quantifiable information for evaluation to assist the commander and staff in the development of appropriate courses of action, branches or sequels to current operations, and inputs to future operations concerning the civil component of the OE. (See tables B-1 through B-8, pages 109 through 114.)

Table B-1. The political operational variable and civil considerations

PMESII-PT	***ASCOPE***
Political: Civil Affairs operations analysis provides relevant political information that identifies the— • Overall strategic political situation in the area of operations. • Political leadership and type of government within the area of operations. • Key aspects of the commander's operational environment such as political boundaries and centers of the foreign nation government, including strengths, weaknesses, role in society, and so on. • International organizations present in the area of operations. Consider the consequences of removing, limiting, or altering the political ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Areas:** Analysis of key political areas or terrain. Consider the locations of the following: • Areas of influence. • Physical boundaries such as districts within a city or municipalities within a region. • Governance such as areas where government services are available and areas without services. **Structures:** Analysis of key political infrastructure. Consider the location and types of the following: political, religious, or criminal facilities as well as government centers. **Capabilities:** Analysis of the existing political capabilities within the area of operations. Consider the following: • Influence on the existing population. • Influence on the host nation. • Influence on the world stage. • Ability to meet the needs of the populace. • Ability to assist with needs such as public works and utilities. **Organizations:** Analysis of groups with or without affiliations to government agencies such as political organizations, religious groups, and nongovernmental organizations. **People:** Analysis of civilians or nonmilitary personnel in an area of operations whose actions, opinions, or political influence can affect the population or mission such as— • Local civil authorities, elected officials, tribal or clan figureheads, traditional leaders, or religious leaders. • Third-nation government agency representatives. • Media representatives including journalists from print, radio, and visual media. • Expatriates. • Dislocated civilians including refugees, displaced persons, internally displaced persons, evacuees, migrants, and stateless persons. **Events:** Determine and analyze political events that will or have occurred in the area of operations for their political and legal implications such as local or national elections, national holidays, religious periods (only religious states), riots and demonstrations, or military operations.

Table B-2. The military operational variable and civil considerations

PMESII-PT	*ASCOPE*
Military: Civil Affairs operations analysis provides relevant military information that identifies the— • Civil Affairs operations capabilities of all U.S. and non-U.S. forces available in the area of operations. • Potential influence of the military situation within the area of operations and on the current mission requirements. • Effect of the current military situation on stability, government security, and the populace. • Role of the military and, when applicable, paramilitary security forces in the country. • Degree to which indigenous security forces are resourced, accountable, and capable. • Level of border security. • Degree of trust and cooperation between elements of the indigenous security apparatus. Consider the consequences of removing, limiting, or altering the military ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Areas:** Analysis of key military installations or facilities such as— • Location of key installations. • Occupied areas, operational areas, and areas of influence. • Roadblocks and checkpoints. **Structures:** Analysis of key military infrastructure such as installations, bases, airports, and naval facilities. **Capabilities:** Analysis of military capabilities within the area of operations such as equipment, sustainment, and operational status. **Organizations:** Analysis of military organizations within the area of operations such as government forces, security forces, private militias, or insurgent forces. **People:** Analysis of military personnel in an area of operations such as— • Key military leaders. • Militia leaders. **Events:** Analyze military events that have or will occur in the area of operations such as— • Combat operations, including indirect fires, riots, and demonstrations. • Civilian evacuations (both voluntary and involuntary). • Terrorist incidents.

Table B-3. The economic operational variable and civil considerations

PMESII-PT	*ASCOPE*
Economic: Civil Affairs operations analysis provides relevant economic information that identifies the— • Strengths and weaknesses of the economic systems along with the host nation's plans for economic development. • Economic goals and objectives affecting the military mission. • Shortages affecting the operation of the commander's ability to use foreign-nation supplies, including of the foreign nation to supply enough food to meet the need of the civil populace. • Agricultural calendar, including harvest, planting, and spraying seasons. • Economic fiscal calendar.	**Areas:** Analysis of key economic areas such as— • Agricultural, industrial, and mining regions and trade routes. • Markets, both formal and informal. • Impoverished areas. • Areas with high unemployment. • Currency or currencies if more than one are exchanged. • Taxes, tariffs, or other restrictions. **Structures:** Analysis of key economic infrastructure such as— • Banking, stock, and commodity exchanges. • Industrial facilities and pipelines. • Mints and financial institutions. • Markets and bazaars. **Capabilities:** Analysis of economic capabilities within the area of operations such as— • Gross national product. • Manufacturing and industry. • Population (available workforce). • Nongovernmental organizations and international organization programs. • International trade agreements. • Changes to host nation economic policy.

Table B-3. The economic operational variable and civil considerations (continued)

PMESII-PT	*ASCOPE*
Economic: (continued). Consider the consequences of removing, limiting, or altering the economic ASCOPE variables from the operational environment as well as the impact these variables have on current operations.	**Organizations:** Analysis of economic organizations within the area of operations such as— • Banking and financial institutions. • Nongovernmental organizations and international organizations. • Financial assistance. • Government agencies. • Chamber of Commerce. **People:** Analysis of economic factors that affect people in an area of operations such as— • Business leaders. • Key leaders. • Poverty rate. **Events:** Analyze economic events that have or will occur in the area of operations such as planting and harvesting seasons.

Table B-4. The social operational variable and civil considerations

PMESII-PT	*ASCOPE*
Social: Civil Affairs operations analysis provides relevant social information that identifies the— • Current social climate in the area of operations. • Key civilian communicators inside and outside the area of operations and their link to the population. The most important identifications are of various faction leaders in the population, including— ▪ Figureheads. ▪ Religious leaders. ▪ Subject-matter experts associated with the operation of critical civil infrastructure such as water production and treatment, communications, electrical generation, transportation, health services, and so on. • Role of religion in society and the various religious and fraternal groups. • Key events that can affect the commander's mission, such as elections, school events, fiscal schedules, and holidays such as religious periods and traditional vacation time. Consider the consequences of removing, limiting, or altering the social ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Areas:** Analysis of key social areas such as populated areas and ethnic boundaries. **Structures:** Analysis of key social infrastructure such as cultural and traditionally protected sites, including churches, mosques, national libraries, shrines, and hospitals. **Capabilities:** Analysis of social capabilities within the area of operations such as religious outreach, social programs, and orphanages. **Organizations:** Analysis of social organizations within the area of operations such as— • Religious groups. • Fraternal organizations. • Civic groups. **People:** Analysis of social people in an area of operations such as— • Local nationals including town and city dwellers, farmers and other rural dwellers, and nomads. • Local civil authorities, including elected and government. • Expatriates. • Tribal or clan figureheads and religious leaders. • U.S. Government and third-nation government agency representatives. • Foreign employees of international organizations or nongovernmental organizations. • Contractors, including U.S. citizens, local nationals, and third-nation citizens that provide contract services. • Media, including journalists from print, radio, and visual media. • Dislocated civilians including refugees, displaced persons, internally displaced persons, evacuees, migrants, and stateless persons. **Events:** Analyze social events that have or will occur in the area of operations such as— • National holidays, school year, and religious periods. • Civilian evacuations (both voluntary and involuntary). • Natural or man-made disasters.

Table B-5. The information operational variable and civil considerations

PMESII-PT	*ASCOPE*
Information: Civil Affairs operations analysis provides relevant information that identifies the— • Status and ability to transmit and receive information within the area of operations. • Legitimate government's ability to inform its population. • Locations and meeting cycles of key nonmilitary agencies and programs in the area of operations such as— ▪ International organizations. ▪ Nongovernmental organizations. ▪ The United Nations High Commissioner for Refugees. ▪ The World Food Program. ▪ The Office of the U.S. Foreign Disaster Assistance, U.S. Agency for International Development. ▪ Governing bodies. ▪ Health services. ▪ Judicial and law enforcement. ▪ Community organizations. Consider the consequences of removing, limiting, or altering the information ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Areas:** Analysis of key information areas such as— • Radio and television coverage areas. • Telephone and cell phone coverage areas. • Areas with Internet access. • Areas without access to information infrastructure. **Structures:** Analysis of key information infrastructure such as— • Radio and television stations. • Print media and local media. • Communications towers. **Capabilities:** Analysis of information capabilities within the area of operations such as— • Population within radio and television coverage areas. • Subscriber base. • Government media restrictions. **Organizations:** Analysis of information organizations within the area of operations such as— • News and media outlets. • Government-run media. • Telephone companies. • Broadcast companies. • Wireless service providers. **People:** Analysis of information people in an area of operations such as the media including journalists from print, radio, and visual media. **Events:** Analyze information events that have or will occur in the area of operations such as— • Public announcements. • Current events.

Table B-6. The infrastructure operational variable and civil considerations

PMESII-PT	*ASCOPE*
Infrastructure: Civil Affairs operations analysis provides relevant infrastructure that identifies the— • Civil infrastructure in the area of operations. The analyst concentrates on how the state of the infrastructure assists or hinders the commander's mission. • Condition and location of key structures, including— ▪ Government facilities. ▪ Medical treatment facilities. ▪ Cultural sites, such as monuments, religious shrines, libraries, museums, and so on. ▪ Facilities with practical applications, such as detention facilities and warehouses. ▪ Power generation and transmission facilities.	**Areas:** Analysis of key infrastructure such as— • Electrical coverage areas. • Water coverage areas. • Sewer coverage areas. • Road and rail networks. **Structures:** Analysis of key infrastructure such as— • Power generation facilities. • Water and sewer facilities. • Bridges and roads. • Medical facilities. • Port and aerial facilities. • Facilities with practical military application including warehouses, schools, television and radio stations, and transmission towers, and print plants.

Table B-6. The infrastructure operational variable and civil considerations (continued)

PMESII-PT	*ASCOPE*
Infrastructure: (continued) ▪ Transportation grids and port, rail, and aerial facilities. ▪ Water purification and sewage treatment plants. ▪ Emergency management facilities, equipment, and response capabilities. ▪ Radio and television production and transmission facilities. • Agricultural and mining regions and other significant geographic and economic features. Consider the consequences of removing, limiting, or altering the information ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Capabilities:** Analysis of infrastructure capabilities within the area of operations such as— • Public works and utilities including power plants, water, and sewer facilities. • Public transportation including roads, bridges, and port and aerial facilities. • Public health facilities. • Resources and services that the United States can contract to support the military mission including interpreters, laundry services, construction materials, and equipment. **Organizations:** Analysis of infrastructure organizations within the area of operations such as— • Service providers and contractors. • Local civil authorities. **People:** Analysis of infrastructure people in an area of operations such as subject-matter experts associated with the operation of critical civil infrastructure (water production). **Events:** Analyze infrastructure events that have or will occur in the area of operations such as— • Groundbreaking ceremonies. • School, government, or medical facilities.

Table B-7. The physical environment operational variable and civil considerations

PMESII-PT	*ASCOPE*
Physical Environment: Civil Affairs operations analysis provides relevant physical environment information that identifies— • Man-made structures, particularly urban areas. • Climate, weather, and significant reoccurring weather events such as floods. • Topography. • Hydrology. • Environmental conditions and hazards. Consider the consequences of removing, limiting, or altering the information ASCOPE variables from the operational environment, as well as the impact these variables have on current operations.	**Areas:** Analysis of the physical environment such as— • Weather constraints. • Areas prone to flooding, avalanche, or mudslides. • Areas affected by man-made or natural disasters. **Structures:** Analysis of structures within the physical environment such as populated urban areas and major thoroughfares. **Capabilities:** Analysis of capabilities within the physical environment such as available natural resources. **Organizations:** Analysis of the physical environment within the area of operations such as— • Nongovernmental organizations and international organizations. • Environmental protection groups. **People:** Analysis of the physical environment effect on people within the area of operations such as lifestyle and poverty rate. **Events:** Analysis of events and the physical environment such as— • Seasonal changes. • Natural disasters. • Climate change.

Table B-8. The time operational variable and civil considerations

PMESII-PT	*ASCOPE*
Time: Civil Affairs operations analysis provides relevant time information that identifies the implications of the operation's duration on— • Friendly forces. • Adversary forces. • Interagency timeline comparison.	**Areas:** Analytical considerations for time include— • Short-term, high-impact mitigating Civil Affairs operations, which provide immediate results; however, they are usually limited to low-cost projects and have little impact on host nation capability development. • Long-term development Civil Affairs operations, which are conducted in accordance with the host nation development plan; however, they have little immediate impact and often exceeds operational dwell time. **Structures:** Analytical considerations for time are in relation to other operational variables; structures are planning factors during mission planning. **Capabilities:** Analytical considerations for time include— • Relationship to other operational variables; measure the impact of time on capabilities during mission planning. Capabilities that exist today may not tomorrow. • Impact of time on the populace's capability to sustain itself. • Timing and availability of resources and services that the United States can contract to support the military mission. • Dissident forces sustainment capabilities. **Organizations:** Analytical considerations for time include— • Nongovernmental organizations, international organizations, and other organizations capable of forming the nucleus for humanitarian assistance programs interim governing bodies, civil defense efforts, and other activities. • Counterinsurgency public affairs operations. **People:** Analytical considerations for time include public support. Public support for military operations naturally diminishes with time. **Events:** Analytical considerations for time include— • Current events. • National holidays, school year, and religious periods.

Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

AAR	after action review
AO	area of operations
AOI	area of interest
AR	Army regulation
ASCOPE	areas, structures, capabilities, organizations, people, and events [civil considerations]
ATP	Army techniques publication
CA	civil affairs
CAO	civil affairs operations
CAT	civil affairs team
CCIR	commander's critical information requirement
CE	civil engagement
CIM	civil information management
CKI	civil knowledge integration
CMO	civil-military operations
CMOC	civil-military operations center
CND	civil network development
COG	center of gravity
COP	common operational picture
CPB	civil preparation of the battlefield
CPE	civil preparation of the environment
CR	civil reconnaissance
DA	Department of the Army [form]
DOD	Department of Defense
DODD	Department of Defense directive
FM	field manual
G-2	assistant chief of staff, intelligence
G-3	assistant chief of staff, operations
G-9	assistant chief of staff, civil affairs operations
GIS	geographic information system
GTA	graphic training aid
HN	host nation
HQ	headquarters
IDAD	internal defense and development
IPI	indigenous populations and institutions

IPOE	intelligence preparation of the operational environment
J-2	intelligence directorate of a joint staff
J-9	civil-military operations/interagency cooperation directorate of a joint staff
JP	joint publication
MDMP	military decision-making process
METT-TC (I)	mission, enemy, terrain and weather, troops and support available, time available, civil considerations, and informational considerations [mission variables]
MOE	measure of effectiveness
MOP	measure of performance
NGO	nongovernmental organization
NIPRNET	Nonclassified Internet Protocol Router Network
OAKOC	observation and fields of fire, avenues of approach, key and decisive terrain, obstacles, and cover and concealment [terrain and weather considerations]
OE	operational environment
PIR	priority intelligence requirement
PMESII	political, military, economic, social, information, and infrastructure [operational variables] (DOD)
PMESII-PT	political, military, economic, social, information, infrastructure, physical environment, and time [operational variables] (Army)
POC	point of contact
S-2	battalion or brigade intelligence staff officer
S-3	battalion or brigade operations staff officer
S-9	battalion or brigade civil affairs operations staff officer
SIPRNET	Secret Internet Protocol Router Network
SIR	specific information requirement
SOP	standard operating procedure
TC	training circular
U.S.	United States
USAJFKSWCS	United States Army John F. Kennedy Special Warfare Center and School
USG	United States Government

SECTION II – TERMS

area of interest

That area of concern to the commander, including the area of influence, areas adjacent thereto, and extending into enemy territory. (JP 3-0)

area of operations

An operational area defined by the joint force commander for land and maritime forces that should be large enough to accomplish their missions and protect their forces. (JP 3-0)

center of gravity

The source of power that provides moral or physical strength, freedom of action, or will to act. (JP 5-0)

civil affairs operations

Actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; and/or involve the application of functional specialty skills normally the responsibility of civil government. (JP 3-57)

civil considerations

The influence of man-made infrastructure, civilian institutions, and attitudes and activities of the civilian leaders, populations, and organizations within an area of operations on the conduct of military operations. (ADP 6-0)

civil engagement

A targeted, planned, and coordinated meeting with known or potential contacts in a civil network that is designed to develop or maintain relationships and to share or collect information. (FM 3-57)

civil information

Relevant data relating to the civil areas, structures, capabilities, organizations, people, and events of the civil component of the operational environment used to support the situational awareness of the supported commander. (JP 3-57)

civil information evaluation

The evaluation of civil information for operational relevance and feasible courses of action. (FM 3-57)

civil information management

Process whereby data relating to the civil component of the operational environment is gathered, collated, processed, analyzed, produced into information products, and disseminated. (JP 3-57)

civil knowledge integration

The actions taken to analyze, evaluate, and organize collected civil information for operational relevance and informing the warfighting function. (FM 3-57)

civil-military operations

Activities of a commander performed by designated military forces that establish, maintain, influence, or exploit relations between military forces and indigenous populations and institutions by directly supporting the achievement of objectives relating to the reestablishment or maintenance of stability within a region or host nation. (JP 3-57)

civil-military operations center

An organization, normally comprised of civil affairs, established to plan and facilitate coordination of activities of the Armed Forces of the United States within indigenous populations and institutions, the private sector, international organizations, nongovernmental organizations, multinational forces, and other governmental agencies in support of the commander. (JP 3-57)

civil network

A collection of formal and informal groups, associations, military engagements, and organizations within an operational environment that interact with each other with varying degrees of frequency, trust, and collaboration. (FM 3-57)

civil network development

The planned and targeted action in which civil affairs forces develop networks within the civil component of the operational environment to influence populations and manage local resources in order to extend the operational reach, consolidate gains, and achieve military objectives. (FM 3-57)

civil preparation of the battlefield

The systematic process of analyzing civil considerations in an area of interest to determine their effects on friendly, neutral, and enemy operations. (FM 3-57)

civil preparation of the environment

The continuous development of civil knowledge within an area of operations to help commanders identify capabilities within civil society that can be integrated with operations for stability and security activities. (FM 3-57)

civil reconnaissance

A targeted, planned, and coordinated observation and evaluation of specific civil aspects of the environment such as areas, structures, capabilities, organizations, people, or events. (JP 3-57)

commander's critical information requirement

An information requirement identified by the commander as being critical to facilitating timely decision making. (JP 3-0)

commander's visualization

The mental process of developing situational understanding, determining desired end state, and envisioning an operational approach by which the force will achieve that end state. (ADP 6-0)

common operational picture

(DOD) A single identical display of relevant information shared by more than one command that facilitates collaborative planning and assists all echelons to achieve situational awareness. (JP 3-0) (Army) A display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than one command. (ADP 6-0)

geospatial information

Information that identifies the geographic location and characteristics of natural or constructed features and boundaries on or about the Earth, including: data and information derived from, among other things, remote sensing, mapping, and surveying technologies; and mapping, charting, geomatics data, and related products and services. (JP 2-0)

indigenous populations and institutions

The societal framework of an operational environment including citizens; legal and illegal immigrants; dislocated civilians; and governmental, tribal, ethnic, religious, commercial, and private organizations and entities. (JP 3-57)

information collection

An activity that synchronizes and integrates the planning and employment of sensors and assets as well as the processing, exploitation, and dissemination systems in direct support of current and future operations. (FM 3-55)

intelligence preparation of the operational environment

The systematic process of analyzing the mission variables of enemy, terrain, weather, and civil considerations in an area of interest to determine their effect on operations. (FM 2-0)

knowledge management

The process of enabling knowledge flow to enhance shared understanding, learning, and decision making. (ADP 6-0)

measure of effectiveness

An indicator used to measure a current system state, with change indicated by comparing multiple observations over time. (JP 5-0)

measure of performance

An indicator used to measure a friendly action that is tied to measuring task accomplishment. (JP 5-0)

military decision-making process

An iterative planning methodology to understand the situation and mission, develop a courses of action, and produce an operation plan or order. (ADP 5-0)

operational environment

The aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

priority intelligence requirement

An intelligence requirement that the commander and staff need to understand the threat and other aspects of the operational environment. (JP 2-0)

risk management

The process to identify, assess, and control risks and make decisions that balance risk cost with mission benefits. (JP 3-0)

situational understanding

The product of applying analysis and judgment to relevant information to determine the relationship among the operational and mission variables. (ADP 6-0)

targeting

The process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. (JP 3-0)

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16 October 2024

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