

Enhancing Intelligence

III MEF enterprise solution

by Maj Derek A. Filipe

Since initial considerations of the Marine Corps drawdown, discussions related to manning and resource allocation shortfalls within 3d Intelligence Battalion (3d Intel Bn) continue to occur. These manning and resource issues exist without question and have been documented in a formal Table of Organization & Equipment Change Request (TOECR). However, it is shortsightedness and poor resource management to state that a robust MAGTF Intelligence Center (MIC) within the III MEF cannot exist without approval of the TOECR. As Marines, we always “do less with more.” As Marine officers, we must always seek out the most effective and efficient manners and procedures (some may even be unorthodox) to accomplish the mission with what we have—not with what we would like to have. Anything less is not optimal. It is time to take a lesson from a former Chief of Naval Operations (CNO).

Almost ten years ago, then-CNO ADM Michael Mullen introduced his “1,000-ship navy” concept at the Seventh International Seapower Symposium at the U.S. Naval War College. This concept is a fleet-in-being of nations dedicated to the security of the maritime domain—an enterprise

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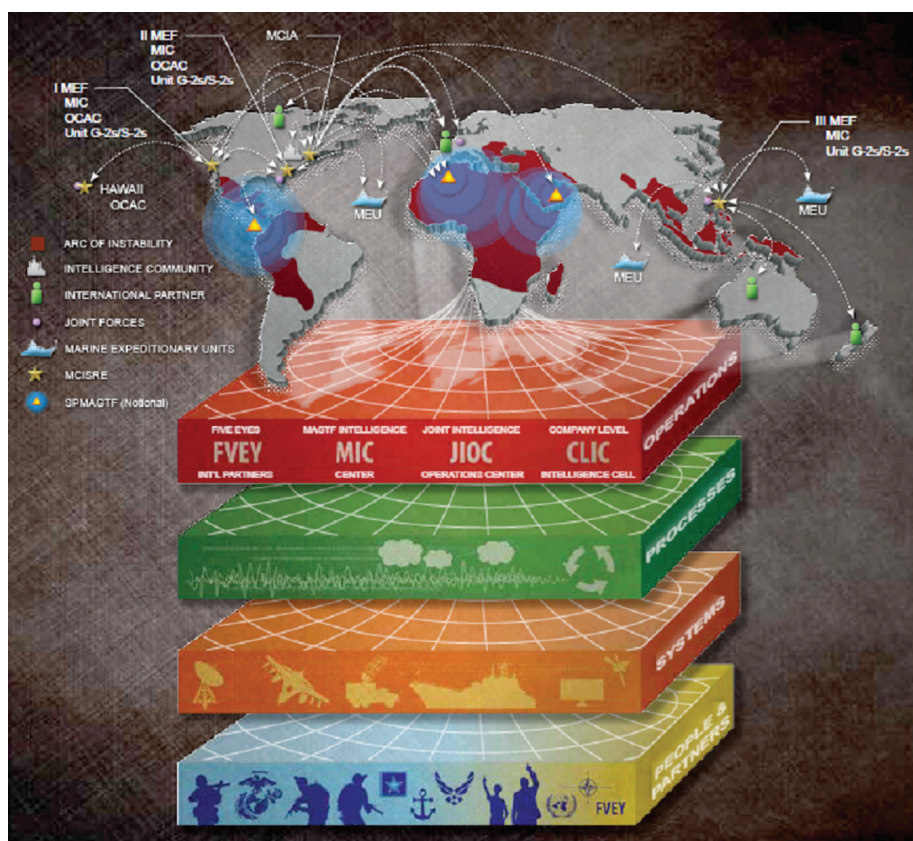


Figure 1. Operations diagram from the MCISRE Plan 2015–2020.

“Adapting our current intelligence structure to remain relevant and responsive to the future operating environment demands a readiness ... an eagerness ... to change.”

– Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise Plan 2015–2020, September 2014

solution that has proven to be an effective approach to quell the numerous challenges and threats within the Pacific Command Area of Responsibility (PACOM AOR) spanning the entire range of military operations. A similar concept is described in depth in the *Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE) Plan 2015–2020* (Annex B to the *Marine Corps Service Campaign Plan 2014–2022*) that “merges disparate nodes of the Marine Corps intelligence effort into a cohesive, mutually reinforcing whole.”¹ Figure 1 is the operations diagram of the *MCISRE Plan 2015–2020* and allows for visualization of the similarities between the MCISRE and the 1,000-ship navy concept. It conceptualizes the desired interactions amongst the U.S. intelligence community (IC), Joint forces, and international partners; an enterprise approach to not just “doing more with less,” but “doing more, better” within III MEF.

Development of III MIC based on the goals and objectives outlined in the *MCISRE Plan 2015–2020* lays the foundation for “the Enterprise solution” to epitomize the future operating concept of Marine Corps intelligence. From an intelligence perspective, the PACOM AOR is the most challenging and demanding AOR—encompassing collections, analysis, and dissemination—and requires more human capital than is resident within III MEF to provide decision makers the sound and relevant intelligence they need in a timely manner for the foreseeable future.

This article outlines how III MIC will meet the intelligence requirements of the CG, III MEF through numerous professional relationships both within the United States and abroad, leveraging the 1,000-ship navy concept put forth by ADM Mullen. It begins with an overview of III MIC, including goals and key leadership tasks. This is followed by a detailed breakdown of how the 1,000-ship navy concept transpires to III MIC partnerships, thereby demonstrating how hundreds, maybe even thousands, of intelligence professionals are working the various intelligence problem sets encountered within the PACOM AOR on any given day.

Global Maritime Partnership and the MCISRE Plan 2015–2020

ADM Mullen’s release of the 1,000-ship navy construct came when the United States had approximately a quarter of the number of ships required to meet that goal and was focused on two major combat operations in Iraq and Afghanistan. His vision relied on allied/coalition support, or “Global Maritime Partnership”² whenever and wherever a crisis required a response. The physical concept of a 1,000-ship U.S. Navy was an astronomical assertion (nor was it the intent) when ADM Mullen publicized his vision, but the theoretical concept was powerful. The same is true when discussing manning and resourcing requirements for III MIC, because III MEF requires an intelligence apparatus capable of tackling the plethora of challenges resident throughout the PACOM AOR.

There are many technical challenges when operating alongside allied/coalition forces, but the benefits significantly outweigh the risk. This also exists when Marine Corps intelligence professionals interact with other Service intelligence professionals and the greater U.S. IC. The global maritime partnership concept and the *MCISRE Plan 2015–2020* are analogous in many respects and both fundamentally rest on the premise of federating action and networking people—this is precisely what III MIC is postured to harness. The enterprise solution within III MEF achieves the objectives outlined by the Director of Marine Corps Intelligence (DIRINT) in the *MCISRE Plan 2015–2020*.

III MIC Overview

III MIC’s goals and lines of operation are directly traceable to the *MCISRE Plan 2015–2020*. As described by the 3d Intel Bn Assistant Fusion Officer and Senior Analyst (Capt Nicholas Castle and CWO2 Jacob Crone, respectively) in the draft III MIC SOP:

... III MIC is designed to execute those concepts outlined by the DIRINT in the current MCISRE Plan 2015–2020. As such, III MIC is critical to the successful implementation of the MCISRE Plan 2015–2020 in the PACOM AOR. III MIC’s end state is an ‘always

on’ intelligence enterprise—capable of near seamless transitions from garrison to contingency operations—that meets the needs of today’s dynamic hybrid threat environment through the effective integration, sharing, and dissemination of intelligence to Marines conducting operations throughout the PACOM AOR. Although difficult in today’s environment, no intelligence node should stand alone; this means that battlespace knowledge knows no chain of command. III MIC will facilitate and disseminate relevant and predictive intelligence to the warfighter in the timeliest method available. Through the integration and sharing of intelligence with partners in PACOM, III MIC will reduce the time it takes to disseminate actionable intelligence.³

Per the DIRINT’s guidance, 3d Intel Bn CO commands the MIC while the MEF Assistant Chief of Staff for Intelligence (AC/S G-2) is the primary MIC customer and directs the overall intelligence effort throughout the MEF. III MIC is the “hub” of the intelligence effort in garrison and the main effort for intelligence support to the MAGTF with the ability to surge to 24/7 operations. It provides regionally focused, all-source intelligence support to garrison and deployed MEF Operating Forces by leveraging the MEF organic, external intelligence resources, and the MCISRE to satisfy commanders’ requirements across the MAGTF. The MIC supports commanders across the MAGTF in three vital areas to the effective planning and execution of military operations:⁴

- An understanding of the battlespace that encompasses a sophisticated knowledge of the threat and the physical, political, economic, and cultural environment throughout the AOR.
- Support for the planning and directing of intelligence operations.
- Support management of the MEF intelligence cycle and the enterprise.

The Fusion Officer/III MIC Director coordinates activities with higher, adjacent, and subordinate intelligence units and draws on the full range of nonorganic assets available, integrating national, theater, Joint, other Service, allied, and multinational intelligence

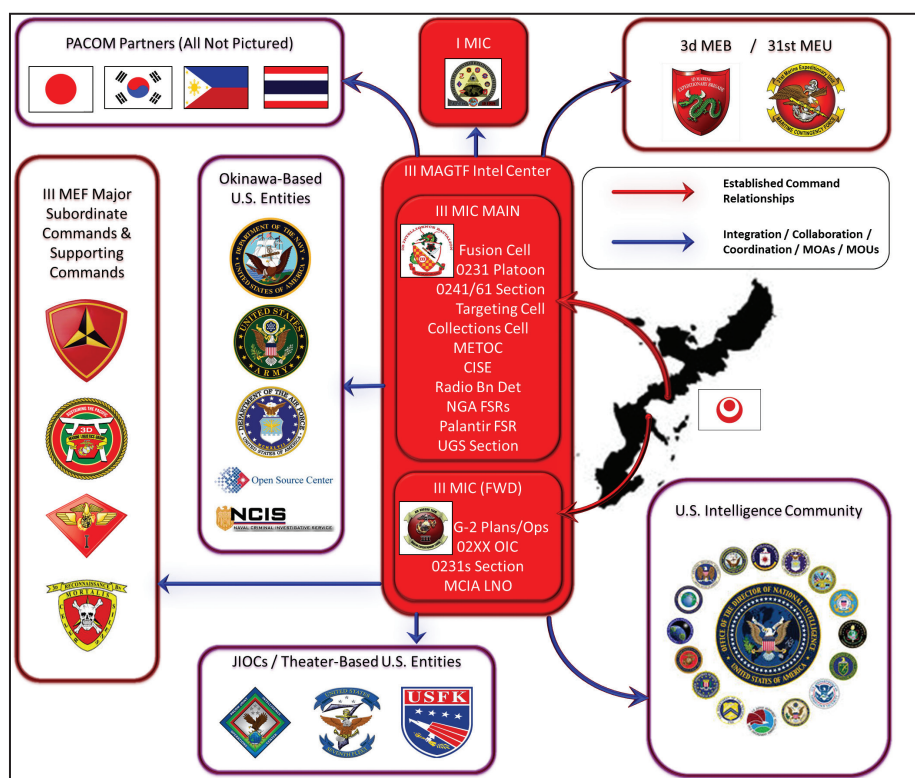


Figure 2. III MIC and networked entities.

assets to support existing requirements. Although current doctrine is insufficient for MIC development,⁵ the development of the MIC SOP based on current intelligence operations doctrine will provide the way forward in the interim and sets the conditions for institutionalization within III MEF.

III MIC – 1,000 Strong

Figure 2 provides an overview of how III MIC may eventually harness brainpower globally dispersed, as ADM Mullen envisioned in the maritime domain for his 1,000-ship navy concept. Admittedly, some of these relationships currently exist only in theory; however, the intent is to formalize and codify them in the III MIC SOP. Of note, this is not an exhaustive list of every unit or entity that III MIC coordinates with on a daily or scheduled basis, but it does cover the preponderance of normal business interactions.

Within 3d Intel Bn, there are over one hundred Marines, four National Geospatial-Intelligence Agency (NGA) subject matter experts (SMEs), and a Palantir® Mentor who are paramount

to the mission of III MIC: well short of 1,000 brains, which is why the enterprise solution is a necessity in the PACOM AOR. However, the integration and coordination detailed below demonstrates that on any given day, there are well over 1,000 individuals working various intelligence problem sets in support of III MEF.

MSCs and other Marine Corps commands. There is great benefit to both the MSCs (major subordinate commands) and III MIC to conduct daily coordination and integration. Daily analytic exchanges with each MSC G-2 (intelligence) will plan the federation of intelligence products required by both the MEF CG and the MSCs CGs. The optimal scenario for integration is for the MSC to each provide 0231 (intelligence specialist) liaisons to be temporarily assigned to the III MIC IOC (intelligence operations center). This allows the extensive capability set and daily battle rhythm of the MIC to be used and understood by the MSCs as they require.

As a notional example, the MAW G-2 0231 that is temporarily assigned

to the IOC will follow in near-real time those events the MIC is currently tracking while concurrently understanding what production is in progress. Said named 0231, with an understanding of his CG's PIRs (priority intelligence requirements), would be able to influence any production related to those PIRs. The MAW G-2 may not even be aware of an analytical piece produced by the MIC that is directly related to a CG PIR. Once that 0231 returns to the MAW G-2, he will understand all the capabilities that reside at 3d Intel Bn (and MIC) and be able to better leverage those capabilities in the future at the MAW. Although someone can sympathize with an MSC losing one 0231 to a rotational TAD (temporary additional duty), the long-term benefit to that MSC significantly outweighs the short-term loss.

IMIC. I MIC inherently has a vested interest in a relationship with III MIC due to the overlapping PACOM AOR. Based on this premise, key personnel in both MICs will video teleconference (VTC) to outline current productions, exercise support, and future productions in order to eliminate redundant production. This regularly scheduled VTC will also act as an analytical exchange between the 0231s at both MEFs. Previous Joint operations between 3d Intel Bn and 1st Intel Bn unattended ground sensor entities paved the way for close and frequent coordinated efforts and integrated operations across both MEFs. As Marine Corps intelligence professionals, this MIC-to-MIC relationship in the PACOM AOR is paramount to supporting the high operational tempo including all theater security cooperation requirements and contingency operations.

Okinawa-based U.S. entities. Collocation on an island in the Pacific Ocean should be reason enough for close synchronization of the intelligence collection efforts between the Services. However, this is not always the case as each Service's intelligence apparatus is focused on answering different PIRs to reduce uncertainty for their CG. From an ISR/collections perspective, there is a significant benefit to all parties to share organic collection and

analysis capability. Another notional example, the Air Force flying out of Kadena Air Base may be able to collect on a specific island chain the MIC is interested in. Concurrently, the MIC (via 3d Radio Bn's detachment) may be able to assist in exploiting some tactical communication of interest to the Air Force. Similarly, The Naval Criminal Investigative Service may require analytical assistance from III MIC with a potential counterintelligence threat to U.S. personnel stationed on Okinawa. Open Source Center's Okinawa Bureau provides invaluable open source intelligence (OSINT) and OSINT training to the 0231s of the MIC. Humanitarian assistance/disaster relief operations are the perpetual most likely course of action in the PACOM AOR, requiring a robust and efficient OSINT capability.

An untapped resource on Okinawa, until recently, is the intelligence cell of the Naval Mobile Construction Battalion Four (NMCB-4). NMCB-4's S-2 shop consists of a Navy lieutenant and two intelligence specialists. Close coordination and potential future TAD rotation in the MIC is a symbiotic relationship: the Seabees extend their analytical capability and increased domain resources (Combined Enterprise Regional Information Exchange System – South Korea [CENTRIXS-K] and Joint Worldwide Intelligence Communications System [JWICS] access) while the MIC 0231s have important analytical exchanges with the Navy intelligence specialists with respect to route studies and bridging/construction analysis and requirements. Although this level of engineering analysis is not a training and readiness standard for 0231s, it is a desired level of expertise in the PACOM AOR.

Theater-based U.S. entities. Daily VTCs with United States Forces Korea (USFK) and the PACOM Joint IOCs (JIOCs) provide the MIC with access to SMEs focused on the intelligence problem sets unique to the PACOM AOR. Along with daily VTCs, 3d Intel Bn and the MEF G-2 have a memorandum of understanding in place with USFK and the JIOCs to provide Marines for a rotational TAD. Upon completion of the TAD, the Marine

returns to the MIC better educated in the capabilities of USFK and the JIOC while those two entities benefit from a better understanding of what III MEF is interested in from an analysis perspective. Similar to the MSC proposition, this relationship is mutually beneficial to all parties.

Two memorandums of understanding/agreement to theater-based entities demonstrate a symbiotic relationship to all interested parties. The CO, 3d Intel Bn has a memorandum of agreement with the 607th Weather Squadron, 607th Air Support Operations Group, 7th Air Force on Yongson, ROK (Republic of Korea) to “deploy Meteorological and Oceanographic (METOC) Analysts in order to increase proficiency and interoperability between Marine and Air Force assets within the Korea Theater of Operations (KTO) and provide more tactical expertise to the 607th WS existing weather capabilities.”⁶ This Marine provides direct support to Air Force aviation operations in the KTO and briefings to Marine Forces Korea upon request. In return, he gains valuable atmospheric understanding and knowledge of the KTO.⁷

Separately, the 3d Intel Bn CO and III MEF AC/S G-2 have an memorandum of understanding with the Navy Information Operations Command—Whidbey Island (NIOCWI) to “agree to a formalized rotation of manpower in support of the VQ-1's Mobile Quick Look (MQL) post mission ground station ... the Marine will assist MQL personnel with intelligence analysis, production, and dissemination ... in support of VQ-1 mission, function, and tasks.”⁸ This relationship provides our electronics intelligence Marines (2631 MOS) access to unique databases that are not available via traditional secure Internet protocol router or JWICS searches, and they retain these privileges when they return to 3d Intel Bn. In addition, this rotation provides our 2631s access to professional development that is not resident within the battalion.⁹

U.S. IC. The greater IC is leveraged when III MIC requires focused and in-depth knowledge on various aspects of the CG, III MEF PIR due to their resident SMEs on any given

intelligence problem set. To further assist the geospatial intelligence effort in III MEF, nongovernmental agencies currently provides SMEs who work and conduct business side-by-side with III MIC Marines. III MIC, via 3d Radio Bn's detachment, uses National Security Agency/Central Security Service capabilities to assist in completing the all-source intelligence picture. Defense Intelligence Agency expertise and PACOM knowledge usually filters through the 3d Intel Bn and MEF G-2 embedded Marines within the JIOCs.

Topics outside the resident knowledge and expertise of Marine Corps intelligence always have a SME located in one of the IC agencies able and willing to assist the Marine Corps. In order to leverage the IC in a timely fashion, III MIC leadership must have an understanding of what each agency within the IC specializes in and points-of-contact in those agencies.

PACOM allied/coalition partners. At the unclassified level, regularly scheduled coalition integration is essential to fostering positive working relationships. III MIC sends Marines to participate in the majority of exercises that occur throughout the PACOM AOR. One of the objectives every time is to foster command and dissemination relationships with the host country. 3d Intel Bn conducts annual training and continuous intelligence sharing with the Republic of Korea Marine Corps (ROKMC), leading to an in-depth knowledge of the KTO. In a time of war or major contingency, these positive relationships will provide timelier and better situational awareness and intelligence estimates. Coalition integration is far from seamless (but necessary and beneficial) and the technical challenges related are covered in the next section. Combined, these external interactions prove a robust MIC can and will exist within III MEF via extensive networking, coordination, integration, and synchronization efforts across all Marine Corps, other Service, greater U.S. IC, and allied/coalition entities.

Conclusion

Just as ADM Mullen's concept required strong bonds amongst allied/coalition partners, III MIC requires

strong integration, coordination, and synchronization across the Marine Corps IC, the other Services, the U.S. IC, and with our allied/coalition partners to network the brainpower necessary to meet the challenges and threats present in the PACOM AOR. A relevant and functional MIC in III MEF would not be feasible without the creation of a garrison IOC, the backbone of III MIC, within 3d Intel Bn spaces. There are significant personnel and resource limitations in III MEF (specifically 3d Intel Bn) that do not allow an isolated MIC commensurate with the size of the other two MEFs. However, the DIRINT's vision outlined in the *MCISRE Plan 2015–2020* is still attainable if ADM Mullen's 1,000-ship navy concept is morphed to focus on intelligence operations in III MEF—creating an enterprise solution within PACOM. Once full operational capability is achieved, III MIC will be the

benchmark for how intelligence operations, dissemination, and exploitation should be conducted for the next decade to meet the dynamic, hybrid threats that exists throughout the PACOM AOR.

Notes

1. Headquarters Marine Corps, *Marine Corps Intelligence, Surveillance, and Reconnaissance Enterprise (MCISRE) Plan 2015–2020*, (Washington, DC: September 2014). 14.
2. Geoff Fein, "Global Maritime Partnership Gaining Steam at Home and with International Navies," *Defense Daily*, (Washington, DC: 25 October 2006).
3. III MEF, *III MAGTF Intelligence Center Standard Operating Procedures – DRAFT*, (Okinawa, Japan: December 2014).
4. Ibid.

5. MAGTF Intelligence Center Working Group Out-Brief Presentation, 28 July–1 August 2014, Camp Pendleton, CA.

6. Memorandum of Agreement between 3d Intelligence Battalion and the 607th Weather Squadron, signed 26 November 2014.

7. Paragraph content provided by WO Joseph Lester, 3d Intelligence Battalion METOC Officer.

8. Memorandum of Understanding between 3d Intelligence Battalion, III MEF G-2 (Intelligence), and Navy Information Operations Command–Whidbey Island, signed in August 2014.

9. Paragraph content provided by Capt Jeffrey Marston, Targeting Officer, 3d Intelligence Battalion.



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