

# 91st Military Police Battalion: *Enhanced PIO in the Baghdad Operational Environment*

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*The mission of the 91st Military Police Battalion, which is deployed in support of Operation Iraqi Freedom, is to train and mentor Iraqi police in East Baghdad through the use of police transition teams (PTTs). The battalion's passive human intelligence collection efforts and the implementation of police intelligence operations (PIO) have significantly contributed to the sharing of information and intelligence with maneuver and support units and Iraqi security force leaders throughout East Baghdad.*

To provide effective and successful support for an operational deployment, the military police battalion intelligence staff officer (S2) must understand the purpose and importance of the integration of police and criminal intelligence (CRIMINT) into the larger intelligence process. The 91st Military Police Battalion quickly realized and now fully understands their role and contributions to the fight and applies their knowledge and skills with full force. One of the most unique and significant roles of the battalion S2 involves the collection, analysis, and dissemination of police intelligence and CRIMINT to other coalition intelligence elements throughout Baghdad.

The battalion executes their primary mission through the use of PTTs. To effectively support the intelligence cycle and commander's situational understanding, PIO efforts are conducted according to the doctrinal steps of plan, prepare, collect, process, and produce.<sup>1</sup>

## **Plan**

The first step in carrying out PIO is to develop a plan to be incorporated into daily PTT operations. This phase begins long before the unit is deployed to the theater. Back at the home station in Fort Drum, New York, the 91st Military Police Battalion trained and prepared for PIO in the deployed environment. During this first step, information requirements were identified, the commander's intent was recognized and understood, and PIO priorities were set. The many responsibilities of the battalion S2/PIO cell included gathering and analyzing intelligence, determining the severity of a crime, conducting crime trend analyses, developing indicators of and warnings for criminal and threat activity, identifying crime-conducive conditions, and assessing the dimensions of the environment as outlined by the POLICE model.<sup>2</sup> Police intelligence was incorporated into the initial military decisionmaking process, and intelligence briefings were presented to

the battalion commander so that he would have an understanding of the operational environment (OE) that he would later inherit. The battalion's plan for conducting PIO resulted in support, contribution, and enhancement to the commander's situational understanding and common operating picture.

## **Prepare**

Once a plan for conducting PIO is developed, the battalion S2 prepares for its execution. When the 91st Military Police Battalion actually assumed responsibility for training and mentoring Iraqi police in East Baghdad, the battalion S2 began to integrate the PIO plans into the overall mission, ensuring that units at the lowest levels (PTTs) understood the intent and significance of their input. A "bottom up" approach to the collection of information and intelligence was accomplished by ensuring that each subordinate company in the battalion was trained on writing thorough patrol debrief reports, reporting actionable intelligence in a timely manner, and exercising the "Every Soldier a Sensor" concept. PTTs, in turn, were provided with the background information and intelligence necessary to focus their collection efforts and reporting requirements. Armed with directives, passive collection plans, and an understanding of the commander's intent, battalion staff and PTT squads were prepared to conduct PIO.

## **Collect**

Police information is collected to gain an enhanced understanding of the environment, contribute to intelligence efforts, and assist in measuring Iraqi police capabilities. Most passive data collection performed by the 91st Military Police Battalion takes place during daily PTT engagements with Iraqi police, Iraqi police leaders, and local nationals. Topics discussed vary from the possible

resurgence of security threats to the feelings of local neighborhood citizens regarding the winners of the 2009 provincial elections. The ability of the PTTs to engage the Iraqis in such a wide range of topics allows the PTTs to gain a great deal of insight into many aspects of the OE; social, political, and threat information is continuously passed from the PTTs to the S2 for analysis. One of the most important aspects of information obtained by the PTTs is crime data. This data, which is gathered on a weekly basis, is captured in simple, digitized tracking form and forwarded to the S2 for incorporation into CRIMINT products such as crime hotspot overlays and crime trend analyses. These CRIMINT products not only depict crime-conducive conditions in certain areas; they also provide an assessment of the ability of the Iraqi police to track and report crime to their higher elements. In addition to the crime data, PTTs also regularly collect biometric data.

The relationship between PTTs and Iraqi police also facilitates the sharing of exploitable evidence. All detainees who are brought into an Iraqi police facility are searched for illegal contraband, including any exploitable items. If exploitable items are found, Iraqi police temporarily release them to PTTs, who then submit them to the S2 for analysis and exploitation. Through this process, it is often revealed that “everyday criminals” are connected to larger insurgent activity. If it were not for this PIO function, important information and connections might otherwise remain undiscovered.

### Process

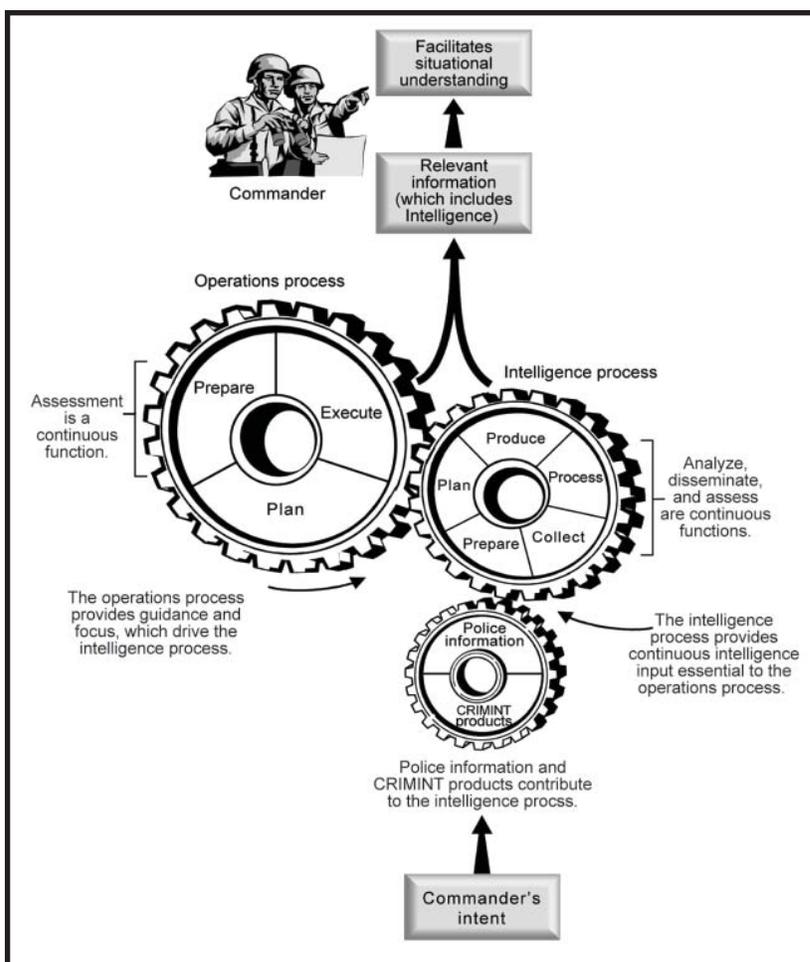
A continuous stream of information flows from company PTTs to the battalion S2 for analysis, dissemination, and assessment. At the battalion level, the raw data is analyzed, evaluated for validity, fused with other intelligence information, and used as input into predictive analysis tools. New information is compared to previous patterns of threats and crimes. This continuous assessment makes it rather easy to identify any shifts in trends. Determining the reasons for the shifts, however, is more challenging. This involves the continuous assessment of **all** aspects of the environment (social, political, threat) and often requires that the battalion S2 research recent and historical coalition force (CF) operations that may have impacted actual or perceived Iraqi police capabilities, threat reporting, or crime and enemy trends.

Conclusions that are drawn from the analysis of events occurring in the

OE are shared with Iraqi police. This enables Iraqi police leaders to focus their efforts and enhance security. In addition, Iraqi police have been trained to conduct their own crime trend analyses. Battalion findings are also shared with lateral and higher CF units to fill information gaps. The unique function of the S2 in integrating police intelligence analysis results into the larger intelligence cycle greatly contributes to the situational understanding of all dimensions of the OE.

### Produce

The final step in ensuring that police information and intelligence is not “stovepiped” within military police channels requires that the S2 generate and disseminate PIO products. Depending on the nature of the information, PIO products generated by the 91st Military Police Battalion range from PTT patrol debrief rollups (highlighting CRIMINT, atmospheric, threat reporting, and Iraqi police capability assessments) to packages that target corrupt Iraqi police. The PTT patrol debrief rollup—a culmination of all PIO information gathered by the company on a daily basis—facilitates information



**Figure 1. Police information and CRIMINT products included in the intelligence process**

sharing with many other CF units. The information and intelligence contained in PTT patrol debrief rollups often addresses requests for information pertaining to Iraqi police capabilities, police corruption, and enemy intelligence. Other significant items generated by the S2 and integrated into Iraqi police and CF intelligence pools include CRIMINT products such as crime trend analysis briefs, crime trackers, crime indicators and warnings, and descriptions (profiles) of common victims and locations.

The S2 submits evidence or biometrics obtained from a crime scene for processing and shares exploitation results with Iraqi police and CF intelligence elements. On a nearly monthly basis, S2-generated CRIMINT and intelligence products are shared with vetted Iraqi police leaders to enhance their understanding of the OE and encourage Iraqi police to share intelligence with other Iraqi security force and CF elements. In addition, brigade combat team S2s rely on battalion PIO products to ensure that they have a complete view of the enemy operating picture in the shared environment. But, while these products are very beneficial to Iraqi police and other units, they are most valuable to the battalion commander, who uses them to assess the current environment and make decisions regarding how and where to place forces to best accomplish the mission.

## Summary

PIO is an integral function and responsibility of the 91st Military Police Battalion S2. The ability to collect and analyze the information provided by PTTs and ultimately produce relevant police intelligence and CRIMINT products is essential to the success of the battalion in supporting Operation Iraqi Freedom. Enhanced PIO in the Baghdad OE represents a unique and important military police-specific contribution to the intelligence cycle and enables leaders across the battlefield to envision and understand the criminal dimension of the environment.

### Endnotes:

<sup>1</sup>Field Manual [FM] 2-0, *Intelligence*, 17 May 2004.

<sup>2</sup>FM 3-19.50, *Police Intelligence Operations*, 21 July 2006. The POLICE model is a tool used to assess the criminal dimension and its influence on effects-based operations. The term “POLICE” is an acronym representing police and prison structures, organized crime, legal systems, investigations, crime-conducive conditions, and enforcement mechanisms and gaps.

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