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# Targeting Plan of Actions & Milestones (POA&M)



## The Execution Plan for the Air Force Targeting Roadmap

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# 1 BACKGROUND

Targeting provides the United States Air Force (USAF) with the means to develop an effects-based approach to support the joint community in the direction and implementation of the national instruments of power; diplomatic, information, military, and economic (DIME). However, the Service's capability, capacity, and proficiency to adequately conduct steady-state deliberate targeting planning, sustain execution of air operations, and support the joint direction of DIME capabilities have atrophied over the last two decades. At the 2012 CORONA South meeting, the senior leadership of the Air Force acknowledged that the Service has insufficient targeting capacity, and the Secretary of the Air Force and the Air Force Chief of Staff together directed the development of an Air Force Targeting Roadmap (AFTRM) as part of the larger goal of reinvigorating Air Force targeting. The resulting AFTRM was initiated in March 2012, completed by the Air Force Targeting Enterprise (AFTE) on 30 September 2012, and signed by the Air Force Chief of Staff on 12 December 2012. It is an all-encompassing and inclusive effort across the AFTE. The AFTRM addresses long-standing issues within Air Force targeting related to a decreasing capability to provide effective and efficient lethal and nonlethal targeting support to Air Force Component forces. Combining findings from numerous studies, strategy and risks outlined in the Core Function Master Plan (CFMP) for Global Integrated Intelligence, Surveillance, and Reconnaissance (GIISR), and targeting-related equities and concerns in other CFMPs, stakeholders across the Air Force identified the deficiencies, shortfalls, and potential actions and tasks that impact effective targeting support for Air Force Component warfighting operations.

To address these issues, an Air Force-wide team grouped these problems into five major focus areas: targeting requirements and production capacity; reachback and distributed operations; systems, tools, and architectures; education and training; and force management. Additionally, each of the focus areas has associated short-, mid-, and long-term actions that must be taken to reinvigorate Air Force targeting and place our Service back on track to effectively and efficiently employ airpower to support national security. Applying the widely-used construct of doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) to the focus areas, Air Force Major Command (MAJCOM) and organizational staffs developed specific actions and tasks. The AFTRM identified 23 actions and 151 tasks necessary to meet the following objectives as derived from the AFTRM focus areas:

- **Establish an efficient Air Force targeting requirements process and increase production capacity:** Appropriate organizations throughout the U.S. Department of Defense (DoD) must clearly identify and prioritize targeting requirements to maximize production capacity. The Air Force must improve air component deliberate planning to clearly identify its targeting support requirements. Establishing streamlined processes and codifying requirements will enable efficient use of the Air Force's targeting capacity. In addition, helping the joint targeting community develop target material standards will allow for increased interoperability of automated solutions to improve efficiency and production capacity.
- **Enable efficient and reliable reachback and distributed operations:** The Air Force will strive to strengthen decentralized execution by establishing processes and architectures to enable reachback and distributed operations. The full range of Air Force targeting capabilities, to include interoperable processes, technology (hardware and software), and standards, must be identified, established, and exercised through an integrated AFTE to ensure success during all phases of operations: steady state, contingency, and combat.
- **To build a standardized, interoperable architecture consisting of defined goals, processes, roles and resources, systems, tools, and standards:** The Air Force shall invest in developing the

architecture associated with the AFTE in order to define goals, processes, roles, systems, tools, resources, and standards to describe the targeting mission and capabilities across the entire range of military operations (ROMO). Additionally, it will support the entire spectrum of system acquisition to enable a distributed targeting enterprise capable of reachback and distributed operations. This will enable a desired materiel end-state for the AFTE to have a centrally managed development and deployment strategy that provides for the development, acquisition, testing, sustainment, and modernization of targeting capabilities. Those solutions will enable the Air Force to accelerate execution of the joint targeting cycle in a dynamic operational environment consisting of all operational domains—air, space, and cyberspace. The development and deployment strategy should aid in ensuring that command, control, communications, computers, and intelligence (C4I) systems; weapon systems; munitions (lethal and nonlethal); cyberspace operations; and their respective life cycle programs fully integrate targeting-related equities, including intelligence mission data.

- **Reinvigorate Air Force targeting education and training:** The Air Force will endeavor to develop a core cadre of officer, enlisted, and civilian targeteers through the appropriate education and training to ensure it has the expertise and experience to execute targeting operations. The training and education elements must be sufficient to initiate, mature, and sustain a professional and knowledgeable targeting cadre capable of planning and executing operations at all levels of war across the ROMO. While the reestablishment of the 1N1X1B enlisted targeting Air Force specialty code (AFSC) has significantly improved the outlook for the state of Air Force targeting, further maturation of training courses, career development, and skill enhancement are necessary for the officer and civilian career fields.
- **Improve force management processes:** The Air Force will strive to improve and enforce force management processes to optimize Air Force targeting resources, enhance management of the development and maintenance of Total Force (including civilian) targeting expertise, and ensure efficient management of a sustainable, scalable force. Recognizing that a majority of future Air Force targeting leadership may begin their careers at the unit level, effective force management is a key element in maturing and sustaining a professional targeting cadre consisting of subject matter experts (SME) capable of planning and executing operations at the operational unit, component, and joint levels. Using an enterprise-wide approach to force management in coordination with MAJCOM functional area managers (FAM), the Air Force must integrate lethal and nonlethal targeting capabilities (the latter with an emphasis on space, cyberspace, and influence) improve training and education, and determine the appropriate allocation of targeting resources between air components and organic/reachback organizations.

By institutionalizing the processes and changes detailed in the AFTRM and simultaneously dedicating the appropriate resources to the mission, the Service will reinvigorate Air Force targeting capabilities and ensure that it is ready to support the Joint Forces and meet the full range of future national security demands.

## 2 PURPOSE

The Air Force Targeting Plan of Actions & Milestones (POA&M) is the execution piece of the AFTRM and will focus on what the Air Force should do in order to evolve targeting capacity and capability, as well as identify tasks, associated sub-tasks, and milestones (dates) to implement and resource the plan. This will be accomplished by establishing a set of actions that allows the Air Force to prioritize and then begin to achieve resolution on many of the problems explored and detailed within the AFTRM. Specifically, the results of the POA&M will enable the Air Force to properly plan and resource its forces

to meet steady-state target intelligence requirements in support of the Air Component's combat operations. This improved steady-state capacity will provide the foundation to further develop the enterprise with a surge capability to support combat operations across the entire ROMO in support of Joint Force Commander requirements and future national security demands.

For the Air Force to succeed in revitalizing their targeting capabilities, much will depend on sustained commitment and advocacy by senior Air Force leadership and support by AF targeting stakeholders to take measured and deliberate action on the guidance provided in the comprehensive targeting roadmap and execution plan.

### **3 APPROACH**

The targeting resources that the Air Force possesses are limited, and the ability for the Air Force to grow these capabilities will remain under intense scrutiny in the current and projected fiscal environments. Therefore, it is paramount that the AFTE prioritize and manage these efforts. By focusing these efforts on the most important priorities, the AFTE can optimize actions and tasks in achieving an immediate effect towards reinvigorating our ability to provide effective support to the Air Force and joint warfighting communities. This POA&M charts a way ahead to conduct and advance the actions and tasks put forth by the AFTRM. More importantly, it shapes the AFTE near-term tasks to address the 2012 CORONA South identified four major challenges, which include lanes in the road, target material standardization, production capacity, and mitigation strategies. While the AFTRM took an unconstrained approach to identifying the targeting issues and requirements in response to its original direction, the POA&M will be more constrained in order to address the four major challenges, or problem sets, facing the AFTE.

Setting the stage in such a manner will help prioritize and manage the actions necessary to answer the most pressing questions being decided at the highest level of our Service. In addition, the 2012 CORONA South provided a 188-billet "down payment" to the Air Force Targeting Center (AFTC). It then tasked ACC to determine "the rest of the bill to fix Air Force targeting." Upon resolution of the major challenges to an acceptable degree, the POA&M will transition to the other tasks identified within the AFTRM. As such, task offices of primary responsibility (OPRs) are expected to determine and prioritize their major/key task(s)/sub-task(s) across the near- (6-12 months), mid- (13-24 months), and long- (24+ months) term goals. Consequently, they will need to consider how their activities, as appropriate, relate to the four major challenges.

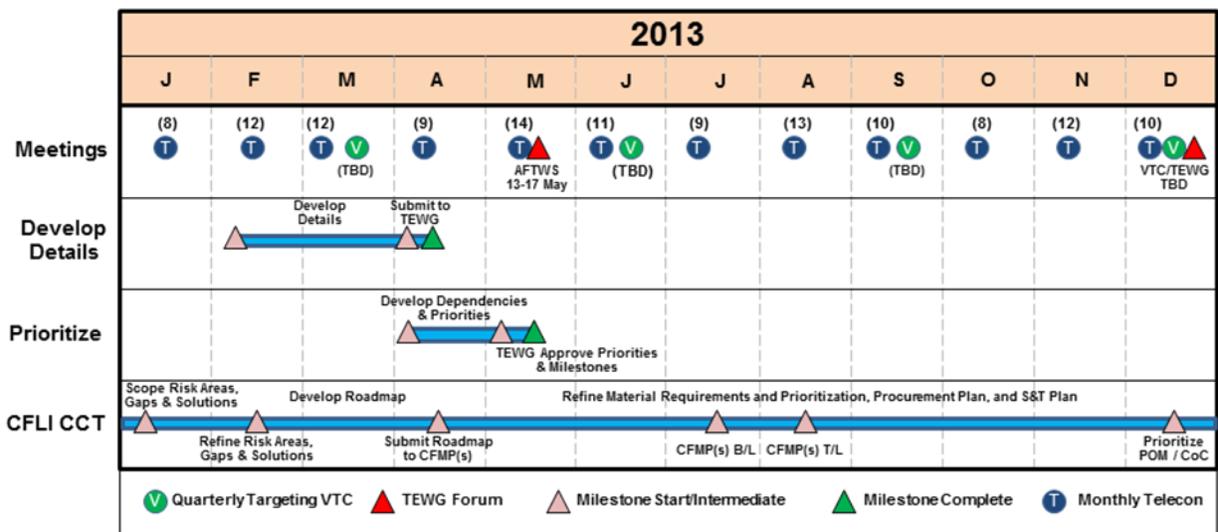
#### **Establishing Milestones and OPR/OCR Responsibilities**

The above approach requires the generation of accompanying overarching milestones to manage the execution of the tasks. The major milestones consist of key process controllers to prioritize and work tasks, including monthly telecons, Targeting Enterprise Working Group (TEWG), Targeting Steering Group (TSG) and appropriate Capability Collaboration Team (CCT). The monthly telecons, TEWG and TSG will be primarily focused on non-materiel tasks, where the expectation will be these bodies will prioritize, work and manage those tasks. The expectation for OPRs with support from offices of collateral responsibility (OCRs) will be to determine sub-task(s) and dependencies/linkages to other task(s), prioritize task(s) and sub-task(s), establish task(s) timelines and an estimated completion date, coordinate activities, complete all task(s) and sub-task(s), and regularly report the status on their task(s)/sub-task(s) (or any other relevant information) to the TEWG (see POA&M Section 4, Governance). The nature of these activities are paramount towards ensuring effective and efficient execution. For example, failure to identify relevant dependencies and linkages early on may lead to schedule and cost issues resulting from the need to re-work or modify other tasks. As a result, the OPR should ensure coordination with any/all

organizations having potential equities in the task(s)/sub-task(s), regardless of whether they have been identified as OCRs or not. All organizations that identify equities in task(s)/sub-task(s) should also make themselves available as OCRs to the OPR. Materiel tasks will be prioritized and worked within the Targeting and Analysis CCT construct.

Recognizing that the execution of the POA&M will entail serial and evolving actions across many years and the initial milestones will focus on activities to be completed in the next six months following POA&M approval. However, this is not to preclude OPRs from working task(s) not associated with the following milestones or those that may extend beyond this timeframe in accordance with their own capabilities and timelines. Essentially, the TEWG will review and update the overarching milestones on a reoccurring basis with the first review to occur at the next Air Force Targeting Workshop (AFTWS) meeting (planned for mid-May 2013). Identified milestones entail the following:

- OPRs establish detailed information on individual tasks (Spring 2013)
- TEWG establish integrated timeline, dependencies/linkages of all tasks across the near-, mid-, and long-term goals (AFTWS, 13-17 May 2013)
- Identify and prioritize materiel tasks to improve targeting capability and buy down risk to the GIISR Core Function Lead Integrator (CFLI) Targeting/Analytical Infrastructure CCT for initial implementation within the FY16 GIISR CFMP process (April 2013)



### Lanes in the Road

“Lanes in the Road” concentrate on defining the roles and responsibilities of organizations having targeting equities within the AFTE. Targeting is not an exclusive province of one type of specialty or division, such as intelligence or operations, but blends the expertise of many disciplines throughout the core functions of the Air Force. This overarching effort requires a comprehensive evaluation of every Air Force participant in the targeting enterprise. The intent is to build a synergistic approach to leveraging the AFTE while eliminating duplication of effort. Identification of the AFTE’s existing and required architecture would serve as a key mechanism to support this evaluation, and all avenues must be considered to include the apportionment of responsibilities and the expectations of production capacity.

The following comprises a combined unprioritized list of AFTRM actions and tasks related to **Lanes in the Road**:

| ACTION/TASK       | DOTMLFP-P               | TASK DESCRIPTION  | OPR    | POC | OCR(s)  | ESD/ECD | STATUS |
|-------------------|-------------------------|---|--------|-----|---|---------|--------|
| 2.4.2.2           | Organization            | Air Force designate the AFTC as the Service's centralized target material production management office for all target types   | AF/A2  |     | ACC/A2, AFTC  | TBD     |        |
| 2.4.2.3           | Policy                  | Air Force continue to engage with the joint targeting community to develop and advocate consistent and enforceable target material standards that support vetting, validation, and force execution requirements | AF/A2C |     | MAJCOMs A2, A3  | TBD     |        |
| 2.4.3.4           | Organization, Policy    | Designate AFTC as Air Force focal point for Service target material production  | AF/A2  |     | AF/A3, ACC, AFTC  | TBD     |        |
| 2.4.3.6           | Organization, Personnel | Air Force analyze proper Total Force mixture to optimize production and services capacity across the AFTE   | AF/A2D |     | AF/A2C, AF/A8X, National Guard Bureau (NGB), Air Force Reserve Command (AFRC) | TBD     |        |
| 2.4.3.7           | Organization, Policy    | Formally establish and document Air Force targeting production responsibilities in appropriate Air Force instructions and joint publications  | AF/A2C |     | AFTC, MAJCOM/ Air Force Component A2/3  | TBD     |        |
| 3.4.2.1 & 2.4.3.5 | Organization, Policy    | Determine most effective [organizational] alignment for AFTC to accomplish assigned roles and missions  | AF/A2  |     | ACC, AF/A2I/A3, AFTC  | TBD     |        |
| 3.4.2.2           | Organization            | AFTC, Air Force components, and Air Force distributed production partners identify number, type of support, and desired level of command/locations for Air Force reachback and distributed Liaison Officers     | AFTC   |     | MAJCOMs, Air Force Components/ AOCs, AFISRA                                   | TBD     |        |
| 3.4.3.3           | Organization, Policy    | Evaluate requirement for Air Force non-traditional intelligence, surveillance,  | ACC    |     | MAJCOMs/ Air Force Components,/   | TBD     |        |

| ACTION/<br>TASK | DOTMLFP-P                                   | TASK DESCRIPTION   | OPR    | POC | OCR(s)   | ESD/<br>ECD | STATUS |
|-----------------|---|--|--------|-----|--|-------------|--------|
|                 |   | and reconnaissance (NTISR) at Air Force reachback and distributed organizations to support combat assessment (CA) mission area. If requirement exists, determine DOTMLFP-P implications to ensure timely receipt and use of NTISR at Air Force reachback and distributed nodes   |        |     | AOCs, AFISRA, AFTC                                   |             |        |
| 3.4.3.4         | Organization, Training, Materiel, Personnel | Assess capabilities of Air Force Distributed Common Ground System [DCGS], non-DCGS SIGINT units, etc. to support target intelligence production  | AFISRA |     | MAJCOM A2/A3, AFTC, AF/A2I                           | TBD         |        |
| 3.4.3.5         | Organization, Training, Materiel, Personnel | Assess capabilities of PED organizations (e.g., Air Force DCGS, National Air & Space Intelligence Center [NASIC], non-DCGS SIGINT units, etc.) to support Phase I and II battle damage assessment (BDA) during contingency operations.   | AFISRA |     | MAJCOMs A2/A3, AFTC, AF/A2I                          | TBD         |        |
| 3.4.3.7         | Organization, Training, Materiel, Personnel | In concert with previous task [3.4.3.6], Air Force assess capabilities of intelligence operational and production organizations to support component level combat assessment (Phase I, II, & III BDA, munition effectiveness assessment [MEA], etc.) during contingency operations. If applicable, recommend appropriate types of targets and or mission areas (e.g., interdiction, offensive counter air) to include in theater reachback and distributed architecture planning | AFTC   |     | AF/A2C, MAJCOMs, AFISRA, Air Components,             | TBD         |        |
| 3.4.3.8         | Organization, Personnel, Training           | Assess GEOINT capabilities for deliberate and dynamic targeting at the AOCs and identify the means to support AOC GEOINT capabilities  | AF/A2C |     | AF/A3, AF/A2I, MAJCOMs, Air Force Components, AFISRA | TBD         |        |

| ACTION/TASK | DOTMLFP-P                      | TASK DESCRIPTION   | OPR    | POC | OCR(s)   | ESD/ECD | STATUS |
|-------------|--------------------------------|--|--------|-----|--|---------|--------|
|             |                                | with a dedicated core of IN1 analysts  |        |     |  |         |        |
| 4.4.1.1     | Organization, Materiel, Policy | Establish formal requirements process between AFTE and acquisition community targeting program office for all capabilities   | AF/A2C |     | AF/A2I, AFMC, ACC/A2   | TBD     |        |
| 4.4.1.2     | Organization, Materiel, Policy | Develop a formal dependency between the GIISR (primary) and Command and Control (C2), Global Precision Attack, Agile Combat Support, Cyberspace Superiority and Space Superiority (secondary) CFMPs with respect to targeting and intelligence mission data (IMD) dependency | AF/A2D |     | ACC, AFMC, Air Force Space Command (AFSPC), AFISRA, Air Force Command and Control Integration Center (AFC2IC), AF/A2C, Air Force Global Strike Command (AFGSC) | TBD     |        |
| 4.4.3.1     | Organization, Policy           | Air Force establish targeting governance to define and enforce interoperability between targeting related capabilities   | AF/A2C |     | AF/A3, AF/A2I, AFISRA, MAJCOMs, SAF/AQ   | TBD     |        |

### Target Material (TM) Standards

The AFTE also needs to establish and enforce an Air Force TM standard that meets the Air Force Service requirements for planning/execution and remains aligned with DoD target material standards. Currently, considerable effort is expended in meeting the different production standards among the combatant commands. The AF must ensure that AF program objective memorandum (POM)-funded assets are focused upon service needs in support of joint force commanders. The Air Force standard will initially apply to conventional target materials and will eventually guide the development of nonlethal target materials, such as those in support of space and cyberspace.

Specifically, a standard should allow for the Air Force to produce materials in support of deliberate planning, while also supporting the tactical nature of air operations and adhering to target development standards defined by Chairman of Joint Chief of Staff Instruction “(CJCSI) 3370.01, *Target Development Standards*. Producing at the intermediate level in steady state operations could mitigate risk across more operations plans (OPLANs) and high-risk areas. The AFTE should also consider factors that will allow the leveraging of non-targeting organizations (e.g., DCGS, NASIC and Air Force Geospatial Production Cell) in support of targeting as another means to help lower risk. Details such as lack of CJCSI 3370.01 compliant training and tooling present in non-targeting organizations should be factored in when exploring this option.

POA&M action leads and coordination organizations should consider innovative ways that would reduce or mitigate manpower and resource consumption during Air Force TM production. To buy down risk across all theaters and plans, it is anticipated that the AFTE may develop target folders to the CJCSI 3370 intermediate-level standard. Also, evaluating the revalidation rate versus production capacity required by theaters may elicit a path to satisfy CCMD production. For example, more production capacity exists with a five year revalidation rate than with tiered production over six years using a two year revalidation rate.

The following comprises a combined unprioritized list of AFTRM actions and tasks related to **Target Material Standard**:

| ACTION/<br>TASK | DOTMLFP-P            | TASK DESCRIPTION  | OPR     | POC | OCR(s)   | ESD/<br>ECD | STATUS |
|-----------------|----------------------|---|---------|-----|--|-------------|--------|
| 2.4.1.10        | Policy               | Determine the standard target materials (graphics and/or products like hard & deep buried targets [HDBT] vulnerability analysis or weapons of mass destruction [WMD] defeat plumeology graphics) required by Air Force component organizations for planning and execution   | AF/A2CG |     | MAJCOMs, AFTC, AFISRA                          | TBD         |        |
| 2.4.2.1         | Organization, Policy | Air Force establish a targeting governance structure to advocate for and enforce target material production standards   | AF/A2C  |     | MAJCOMs, AFTC, NAFs, AOCs, AFISRA              | TBD         |        |
| 2.4.2.4         | Policy               | AFTC coordinate with AFSPC, Air Force Special Operations Command (AFSOC), and other Air Force organizations to determine Service positions on standards for entity-level advanced stage target development that supports employment of engagement types other than conventional munitions and provide feedback into joint standards | AFTC    |     | AF/A2C, AF/A2I, AFISRA, MAJCOM A2/A3/A5 staffs | TBD         |        |
| 2.4.2.5         | Policy               | Air Force enforce Intelligence Supportability Analysis (ISA) direction in Air Force Instruction (AFI) 63-101 <i>Acquisition and Sustainment Life Cycle Management</i> for weapon systems/munitions acquisition programs   | SAF/AQ  |     | AFMC, AF/A2/A9, AFGSC/A2, ACC/A2, ASPC/A2      | TBD         |        |

| ACTION/TASK | DOTMLFP-P            | TASK DESCRIPTION  | OPR      | POC | OCR(s)                         | ESD/ECD | STATUS |
|-------------|----------------------|---|----------|-----|--------------------------------|---------|--------|
|             |                      | including space and cyberspace programs, that could require targeting infrastructure and support to field and operate   |          |     |                                |         |        |
| 4.4.4.1     | Organization, Policy | Establish a community of interest within the proposed Air Force targeting governance structure for targeting to manage and evolve data standards definition for future capability development     | AF/A2C   |     | AF/A2I, MAJCOMs, AFTC, AFISRA  | TBD     |        |
| 4.4.4.6     | Policy               | Identify any additional data fields required for targeting in the space and cyberspace domains to populate computer network operations database (CNODB) and modernized integrated database (MIDB) | AFSPC/A2 |     | 14AF/A2, 24AF/A2, AFISRA, AFTC | TBD     |        |

## Production Capacity

Production capacity inherently relies upon knowing organizational roles, responsibilities, and target material standards. The Air Force, however, has not formally established policy exemplifying the scope of target systems/sets for which it will take responsibility. Not knowing the capacity needed in peacetime and in war results in an inability to properly establish the requisite level of targeting expertise, resources, and training that must exist within and among targeting organizations.

Targeting is a fundamental component of many of the core functions in the Air Force. As a result, the AFTE will follow approved defense planning guidance as a foundation to determining the necessary targeting production capacity. The most demanding planning scenario is the need to support the prosecution of two near-simultaneous theater campaigns, a factor that drives the quantity and types of target folders that must be produced for surge operations. The AFTE must accommodate a moderate risk structure in determining its support to surge operations which can be quantified via the Office of Secretary of Defense-approved Integrated Security Construct-B (ISC-B) force sizing and shaping scenarios and associated planning documents, such as the Non-Nuclear Consumable Annual Analysis (NCAA) Phased Threat Distribution (PTD) report and the associated Munitions Requirements Process (MRP) report. These sources require additional information and planning factors to bound and formulate an understanding of the capacity, such as:

- The scope of responsibility the Air Force will accept with regards to target types. Stated further, the Air Force must establish its policy for TM production in relation to air-centric target systems/sets only, Joint Force Air Component Commander (JFACC)-centric target systems/sets, or all target systems/sets.

- The determination of the average production time for all target types in accordance with an AFTE-approved Air Force Target Material Standard.
- Space and Cyberspace integration. Integration is essential to the establishment of a synergistic enterprise. As the foundational information for nonlethal operations is the same as needed for conventional lethal operations, there exists a need to establish the proper balance based upon the specific context of space and cyberspace weapons capabilities.
- Unique TM requirements for growth in weapons that employ geospatially-derived products (e.g., Terminal Area Model (TAM) for end-game prosecution (e.g., Joint Air-to-Surface Standoff Missile [JASSM] and JASSM-Extended Range [JASSM-ER]; Conventional Air-Launched Cruise Missile [CALCM], Small Diameter Bomb Increment II [SDB II], etc.), as well as specialized target types (e.g., HDBT, WMD, etc.).
- The Air Force should advocate a revalidation rate that balances resources with risk.
- Total Force Integration (TFI) is a primary factor in achieving the proper production capacity during surge operations. As such, the TFI concept must be fully integrated into surge capability requirements (e.g. systems, tools, manning, etc.), which includes steady-state training preparation. However, in steady-state, TFI production is incidental to training, and without military personnel appropriation (MPA) man-days, TFI cannot effectively augment the production capacity of active duty units.

Once the AFTE ascertains what risk the Air Force will mitigate, that capacity for overall target material production becomes the basis for communicating the Air Force’s responsibility. Within that capacity, the air components’ and CCMDs’ production requirements will be satisfied in accordance with coordinated Service and Joint priorities.

The following comprises a combined unprioritized list of AFTRM actions and tasks related to **Production Capacity**:

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR    | POC | OCR(s)                                | ESD/ECD | STATUS |
|-------------|-----------|---|--------|-----|---------------------------------------|---------|--------|
| 2.4.1.9     | Policy    | Air Force establish requisite policies and procedures with CCMDs and the National Intelligence Community (NIC) for the appropriate, direct, and prioritized intelligence support for Air Force component target system analysis and target material production. Recommend policy take the form of the “(U) Terms of Reference Agreement for National-level Target Materials | AF/A2C |     | MAJCOMs, AF/A2I, Joint Staff (JS)/J26 | TBD     |        |

| ACTION/TASK | DOTMLFP-P            | TASK DESCRIPTION   | OPR    | POC | OCR(s)                                      | ESD/ECD | STATUS |
|-------------|----------------------|--|--------|-----|---|---------|--------|
|             |                      | Production Standards between the Joint Staff and the Defense Intelligence Agency and the National Imagery and Mapping Agency”, J2-0000-223-02, January 2002  |        |     |   |         |        |
| 2.4.3.1     | Organization         | Air Force conduct functional analysis based on OPLAN and CONPLAN commitments/taskings and production standards to determine required targeting capacity across the force (i.e. units, AOCs, AFTC, NASIC). Must include kinetic and non-kinetic analysis and production requirements  | AF/A2C |     | AF/A9 & A2I, MAJCOMs, AFISRA, AFTC, AF/A3/5 | TBD     |        |
| 2.4.3.2     | Organization         | Air Force conduct functional analysis to identify and baseline Service organizational targeting capabilities and capacities at the operational level. (i.e., AOCs, AFTC, NASIC). Must include kinetic and non-kinetic (to include specialized products such as HDBT models and vulnerability analysis, WMD defeat plumeology) analysis and production capacity | AF/A2C |     | MAJCOMs, AF/A2I, AF/A3/5, AFISRA            | TBD     |        |
| 2.4.3.3     | Organization, Policy | Air Force establish targeting governance structure to define, advocate resourcing for, and enforce Air Force targeting production roles and responsibilities   | AF/A2C |     | MAJCOMs, AF/A2I, AFISRA                     | TBD     |        |
| 2.4.3.5     | Organization, Policy | Determine most effective organizational alignment for AFTC to accomplish assigned roles and missions   | AF/A2  |     | ACC/A2, AF/A3 & A2I, AFISRA, AFTC           | TBD     |        |

## Mitigation Strategies

Mitigation strategies comprise those tasks and actions that can be brought to bear to increase or off-set targeting operations and production capacity in both steady-state and surge operations. The intent of identifying specific mitigation strategies is to determine the methods and means that can be implemented

to reduce the need for additional AFTE manning resources. This includes considering potential efficiencies and off-sets gained by leveraging non-targeting related resources and organizations that may potentially support targeting operations and functions. While, the Air Reserve Component (ARC) is considered a primary component to mitigating capacity issues, it has already been addressed in the production capacity section.

However, the AFTE has not effectively leveraged the National System for Geospatial Intelligence (NSG). The Air Force can buy down risk through submission of targeting-related production requirements via the annual requirements process to the NSG. In its role as the single AF focal point to facilitate federated targeting production planning and execution, AFTC should leverage NSG by means of established channels for targeting-related support. Additionally, a similar arrangement needs to be explored with the National SIGINT enterprise to support lethal and nonlethal targeting and targeting-related support.

Target development and production also suffers from numerous serial processes, stove-piped solutions that create inefficiencies in the targeting cycle, and a lack of interoperability among tools. These issues ultimately degrade reachback and federated support, increase manpower requirements, and lengthen the targeting cycle response time. Establishment, use, and management of an official AFTE structure would enable a means to fully understand and mitigate unnecessary and inefficient serial processes enabling the establishment of the requisite data/interoperability standards that fully enable machine-to-machine (M2M) and application-to-application (A2A) system environments. In-turn, this would reduce manpower requirements by identifying an efficient route within the information technology architecture. Establishing an A2A capability operating through a single application interface in a parallel/simultaneous effort will significantly reduce the targeting cycle response time. Implementation would occur via the intelligence community enterprise-wide on-demand network that accesses a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services).

Additionally, the Air Force needs to consider integrating AFISRA and subordinate organizations into the AFTE in peacetime and in crisis. For example, AFISRA units might have unique capabilities that may be leveraged to satisfy AFTE production requirements towards “Basic” target development, “Intermediate” target development, target system analysis (TSA), and BDA production. The AFTE needs to build the requisite processes to effectively leverage these capabilities. Leveraging AFISRA capacity helps buy down risk across all OPLANs/Concept Plans (CONPLANS) and other potential high-risk/interest areas.

The following comprises a combined unprioritized list of AFTRM actions and tasks related to **Mitigation Strategies**:

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR    | POC | OCR(s)                                       | ESD/ECD | STATUS |
|-------------|-----------|---|--------|-----|--|---------|--------|
| 2.4.1.1     | Materiel  | Air Force advocate for establishment of a standardized joint/multinational system architecture to support target intelligence processes                 | AF/A2  |     | AF/A2C & A2I, MAJCOMs, AFTC, SAF/A6, AFISRA, | TBD     |        |
| 2.4.4.3     | Personnel | Establish force management procedures to reduce inadvertent loss of critical targeting-related certifications through assignment and deployment process | AF/A2D |     | AFPC   | TBD     |        |

| ACTION/TASK | DOTMLFP-P              | TASK DESCRIPTION   | OPR                  | POC | OCR(s)  | ESD/ECD | STATUS |
|-------------|------------------------|--|----------------------|-----|---|---------|--------|
| 2.4.5.3     | Personnel              | Air Force determine means and way ahead to track specific targeting skill sets (e.g. conventional, HDBT, WMD, SOF, special technical operations [STO], space, cyberspace, etc.), level of experience in each skill set, and skill set training/education completed   | AF/A2D               |     | AFPC, AF/A2C & A2I, AF/A3, MAJCOM A2/A3, AFISRA   | TBD     |        |
| 3.4.2.7     | Organization, Materiel | In response to documented requirements, AFMC establish Air Force Targeting and Geospatial Intelligence (GEOINT) Program Office to centralize management and execution of AFTE systems, tools and applications and establish formal coordination with appropriate C2 and Battle Management (BM) program offices               | AFMC                 |     | AF/A2C, ACC/A2                                    | TBD     |        |
| 3.4.2.8     | Materiel               | Targeting Steering Group (TSG)--within the proposed AFTE governance structure and in conjunction with AFMC--establish a baseline automated targeting technologies/ capabilities across the Air Force   | AF/A2C               |     | MAJCOMs, AFISRA                                   | TBD     |        |
| 3.4.2.9     | Materiel               | Air Force components identify requirements for automated targeting processes/systems and coordinate with parent combatant commands for standardized/interoperable solutions  | AF/A2C               |     | AF/A2I, MAJCOMs A2/A3, Air Force Components, AFTC | TBD     |        |
| 3.4.2.10    | Materiel               | Air Force components document reachback (e.g., conventional, HDBT, WMD, SOF, space, cyberspace, nuclear, etc.) and distributed communication requirements (bandwidth, networks, systems, applications, interoperability requirements) for each supported component in OPLANs/CONPLANs and Joint Air Operations Plans (JAOPs) | Air Force Components |     | AF/A2C & A2I, MAJCOMs, AFISRA, AFTC               | TBD     |        |
| 3.4.2.11    | Materiel               | AFMC investigate potential solutions for providing fused, correlated, and cross-cued near-real-time (NRT) multi-INT data, including national and theater Signals   | AFMC                 |     | AF/A2C & A2I, MAJCOM A2s, AFISRA                  | TBD     |        |

| ACTION/<br>TASK | DOTMLFP-P                                   | TASK DESCRIPTION  | OPR    | POC | OCR(s)  | ESD/<br>ECD | STATUS |
|-----------------|---|---|--------|-----|---|-------------|--------|
|                 |   | Intelligence (SIGINT) data, across security domains to support AFTE production  |        |     |   |             |        |
| 3.4.3.4         | Organization, Training, Materiel, Personnel | Assess capabilities of PED organizations (Air Force DCGS) to support target intelligence production   | AFISRA |     | AF/A2C & A2I, MAJCOM A2/A3, AFTC                      | TBD         |        |
| 3.4.3.5         | Organization, Training, Materiel, Personnel | Assess capabilities of PED organizations (e.g., Air Force DCGS, NASIC, etc.) to support Phase I and II BDA during contingency operations. If applicable, determine appropriate types of targets and/or mission areas (such as interdiction, offensive counter air, etc.) to include in theater reachback and distributed architecture planning  | AFISRA |     | AF/A2C & A2I, MAJCOM A2/A3, AFTC                      | TBD         |        |
| 4.4.1.3         | Organization, Materiel, Policy              | Develop integrated processes to plan, program, and budget targeting capabilities across the AFTE  | AF/A2C |     | ACC/A2, AFC2IC, AFTC                                  | TBD         |        |
| 4.4.2.1         | Organization, Materiel, Policy              | Integrate targeting common architecture with C2, joint, interagency, coalition, and allied communities  | AFMC   |     | AF/A2C, A2X & A2I, AFC2IC, MAJCOMs, AFISRA, SAF/A6    | TBD         |        |
| 4.4.3.2         | Organization, Materiel, Policy              | Define requirements and develop processes and materiel solutions for kinetic and non-kinetic interoperability   | AFSPC  |     | AF/A2C & A2I, MAJCOMs (to include AFMC, AFISRA), AFTC | TBD         |        |
| 4.4.3.3         | Materiel                                    | Document requirements for and develop a multi-level security system that enables multi security domain data transfer (i.e., nonsecure internet protocol router network [NIPRNET] to SECRET internet protocol router network [SIPRNET], SIPRNET to [JWICS], JWICS to SIPRNET, JWICS and SIPRNET to Nuclear Command and Control Communications (NC3), traditional to Space and Cyberspace networks, JWICS and SIPRNET to battlefield information collection exploitation system [BICES], and other Allied and coalition | AFMC   |     | AF/A2C & A2I, MAJCOMs, SAF/A6/IA, 24AF                | TBD         |        |

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION   | OPR    | POC | OCR(s)  | ESD/ECD | STATUS |
|-------------|-----------|--|--------|-----|---|---------|--------|
|             |           | networks)  |        |     |   |         |        |
| 4.4.4.3     | Materiel  | Conduct information technology and process(es) bandwidth study to determine targeting reachback supportability requirements. Establish way ahead to resolve and provide required capabilities  | AF/A2I |     | AF/A2C, MAJCOMs, Air Force Components, AFISRA, 24AF | TBD     |        |
| 5.4.1.2     | Training  | Career field manager (CFM) or designated representative and appropriate career field training manager(s) engage the Air Force targeting community to develop a target training roadmap and implementation plan for officer, enlisted, and civilian career fields | AF/A2D |     | AF/A2C, MAJCOMs, AFTC                               | TBD     |        |
| 5.4.2.6     | Training  | Explore/identify appropriate General Officer courses to incorporate targeting training/education   | AF/A2D |     | AETC, Lemay Center                                  | TBD     |        |

### **AFTRM Issues Beyond the Four Major Challenges and POA&M Management**

Aside from the four major challenges (lanes in the road, target material standardization, production capacity, and mitigation strategies) there exist other tasks that the AFTE must analyze and resolve, some at the same time. Tasked OPRs are expected to determine and prioritize their major/key task(s)/sub-task(s) across the near-, mid-, and long-term goals in addition to considering how they may relate to the major challenges within the initial POA&M development. In addition to the major challenge tasks, the AFTE will work on accomplishing other tasks, many of which are still in the original AFTRM five focus areas (targeting requirements and production capacity; reachback and distributed operations; systems, tools, and architectures; education and training; and force management).

A primary goal of POA&M management and execution is to ensure all stakeholders remain informed of its progress. While OPRs/OCRs have been assigned to each task, the AFTE welcomes organizations' willingness to add themselves as OCRs. However, changes in OPRs require coordination and approval between the original AFTRM identified OPR and gaining OPR, unless the gaining OPR is of higher authority than the original OPR. POA&M task details include identification of POCs and office symbols, email addresses, necessary subtasks or linkage to other tasks (e.g., requires other task/subtasks to complete or vice versa); resources required to accomplish the tasks/subtasks; expected timelines broken into near-, mid-, or long-term goals, and any other relevant information to clearly define the tasks.

The AFTRM tasks beyond those associated with the four major challenges fit into two primary groupings. The first group consists of tasks that have materiel solutions, will impact materiel solutions, and/or may result in a materiel solution in addition to the non-materiel solution. These tasks will need to be integrated into the Targeting/Analytical Infrastructure Capability Collaboration Team (CCT) process. This CCT identifies capabilities that buy down GIISR CFMP defined risk and resolve associated

Targeting/Analytical Infrastructure gaps. The second group consists of tasks that comprise non-materiel solutions and are presented within their respective AFTRM Focus Area.

The following table comprises a combined unprioritized list of materiel-related tasks from the AFTRM that originated with the focus areas for **Reachback and Distributed Operations** and the **Systems, Tools, and Architectures**:

**Reachback and Distributed Operations Focus Area:**

| ACTION/TASK | DOTMLFP-P   | TASK DESCRIPTION  | OPR    | POC | OCR(s)   | ESD/ECD | STATUS |
|-------------|---|---|--------|-----|--|---------|--------|
| 3.4.1.1     | Materiel, Personnel, Policy                         | AF/A2 assess current national/joint targeting prioritization processes and identify the means to support deliberate planning on other than Tier 1/Priority 1 countries  | AF/A2  |     | MAJCOMs, (JS)/J26, AFTC  | TBD     |        |
| 3.4.3.1     | Organization, Training, Materiel, Personnel, Policy | Air Force develop a phased plan to integrate kinetic and non-kinetic capabilities and skill sets into the target development process in support of theater operational plans  | AF/A2C |     | AF/A3/5, MAJCOMs, AFISRA, National Security Agency, AFSPC, AFCYBER | TBD     |        |
| 3.4.3.2     | Organization, Materiel, Personnel                   | Evaluate utility, required locations, and support integrating national tactical information (NTI) and network centric collaborative targeting (NCCT) capabilities into reachback and distributed operations elements of AFTE  | AFISRA |     | AF/A2, MAJCOMs AFTC  | TBD     |        |
| 3.4.3.13    | Materiel  | Determine feasibility for development and resourcing of Information Operation Joint Munitions Effectiveness Manual (IO JMEM) and other tools to enhance accurate assessment of non-kinetic effects (CDE/collateral effects estimate [CEE], BDA, second/third order effects) | AFTC   |     | Air Force Components, AFISRA, AFMC                                 | TBD     |        |
| 3.4.3.14    | Materiel  | Determine feasibility for development of Airdrop JMEM and other tools to enhance accurate assessment of kinetic airdrop damage estimate (ADE)   | ACC/A2 |     | AF/A2C, AMC/A2, AFTC, JS/J26                                       | TBD     |        |
| 3.4.3.15    | Materiel, Policy                                    | Air Force nominate desired effects fields for   | AF/A2C |     | MAJCOMs, AFMC  | TBD     |        |

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR | POC | OCR(s) | ESD/ECD | STATUS |
|-------------|-----------|---|-----|-----|--------|---------|--------|
|             |           | inclusion into United States message format (USMTF) for air tasking order (ATO) and work with C2 community to ensure fields are automatically populated and included in ATO |     |     |        |         |        |

**Systems, Tools, and Architectures Focus Areas:**

| ACTION/TASK | DOTMLFP-P                      | TASK DESCRIPTION   | OPR  | POC | OCR(s)                                      | ESD/ECD | STATUS |
|-------------|--------------------------------|--|------|-----|---|---------|--------|
| 3.4.3.16    | Materiel                       | Air Force develop realistic BDA simulation tool for Air Force and joint training/exercises   | AFMC |     | AF/A2 & A9, ACC/A9 AFAMS                    | TBD     |        |
| 4.4.1.4     | Organization, Materiel, Policy | Establish formal integration mechanisms for C2 community development activities and AFTE development activities for all domains  | AFMC |     | AF/A2C, MAJCOMs, AFISRA                     | TBD     |        |
| 4.4.1.5     | Organization, Personnel        | Assign billets to perform developmental planning, and capabilities, planning and analysis for Targeting and GEOINT Support to targeting                                  | AFMC |     | AF/A2C & A2D, AFC2IC, AFISRA                | TBD     |        |
| 4.4.1.6     | Materiel                       | Develop a targeting acquisition strategy that encompasses development, acquisition, testing, sustainment, and modernization of targeting capabilities across all domains | AFMC |     | AF/A2C                                      | TBD     |        |
| 4.4.2.2     | Materiel                       | Develop systems engineering plan to develop, test, field, and modernize a targeting common architecture  | AFMC |     | AF/A2C & A2I, AFC2IC, MAJCOMs, AFTC, AFISRA | TBD     |        |
| 4.4.2.3     | Materiel                       | Develop software development plan for introducing current and new technologies into the targeting common architecture  | AFMC |     | AF/A2C & A2I, AFC2IC, MAJCOMs, AFTC, AFISRA | TBD     |        |
| 4.4.2.4     | Materiel                       | Develop key performance parameters (e.g. extensibility, composability) for an integrated suite of capabilities that facilitate, enable, & accelerate                     | ACC  |     | AF/A2C & A2I, MAJCOMs, AFTC, AFISRA         | TBD     |        |

| ACTION/<br>TASK | DOTMLFP-P        | TASK DESCRIPTION   | OPR    | POC | OCR(s)   | ESD/<br>ECD | STATUS |
|-----------------|------------------|--|--------|-----|--|-------------|--------|
|                 |                  | execution of the joint targeting cycle across air, space, and cyberspace   |        |     |  |             |        |
| 4.4.2.5         | Materiel         | Define requirements for and develop a three dimensional (like Google Earth) visualization and manipulation tool that integrates non-terrestrial targets with terrestrial targets   | AFSPC  |     | AF/ A2C, AFMC, MAJCOMs, AFTC                           | TBD         |        |
| 4.4.4.2         | Materiel, Policy | Ensure capabilities used in the AOC, and other targeting production centers, seamlessly exchange all appropriate data with operations capabilities used by operations planners   | AFMC   |     | AF/A2C & A2I, MAJCOMs, AFTC, AFISRA                    | TBD         |        |
| 4.4.4.4         | Materiel         | Submit data entry fields for the MIDB to support non-kinetic operations  | AF/A2  |     | AF/A2C & A2I, AFC2IC, AFSPC, AFSOC, AFISRA, 24AF, 14AF | TBD         |        |
| 4.4.4.5         | Materiel, Policy | Ensure capabilities used in the AOC and other targeting production centers seamlessly exchange all appropriate data with the MIDB  | AFMC   |     | AF/A2C & A2I, MAJCOMs, AFTC, AFISRA                    | TBD         |        |
| 4.4.4.7         | Policy           | Air Force work with Joint community, NIC, Air and Space Interoperability Council (ASIC), and “Five-Eyes” allies to establish baseline Targeting Data Standards and conduct follow-on engagement with additional allies and coalition partners to communicate/socialize baseline standards and identify potential changes/enhancements required for allied/coalition environments | AF/A2I |     | JS/J26, AF/A2C & A2I, MAJCOM A2/A3/A5, AFISRA, NASIC   | TBD         |        |

### Non-Materiel AFTRM Tasks

The non-materiel AFTRM tasks cover the range of AFTRM Focus Areas and comprise the remaining lists.

The following table comprises a combined unprioritized list of non-materiel-related tasks from the AFTRM that originates with **Targeting Requirements and Production Capacity** (Focus Area One):

| ACTION/TASK | DOTMLFP-P  | TASK DESCRIPTION  | OPR                  | POC | OCR(s)                                 | ESD/ECD | STATUS |
|-------------|------------|---|----------------------|-----|--|---------|--------|
| 2.4.1.2     | Leadership | AFTC establish working relationships with organizations specializing in specific mission areas (i.e., HDBTs, offensive cyberspace, space-based assets, airdrop), and influence to ensure Air Force component planners can access complete range of capabilities in support of deliberate planning | AFTC                 |     | AF/A2C, MAJCOMs                        | TBD     |        |
| 2.4.1.3     | Personnel  | Increase special technical operations (STO)/special access program (SAP)/special access required (SAR) accesses for target planning   | MAJCOM A3/5          |     | AF/A2C, MAJCOM/A2/A8                   | TBD     |        |
| 2.4.1.4     | Personnel  | Air Force advocate for increased analytical capability (physical, social, and behavioral) to better enable targeting of individuals and populations with both kinetic and non-kinetic means   | AF/A2                |     | AF/A3, A2C, A2I, & A2D, AFISRA, MAJCOM | TBD     |        |
| 2.4.1.5     | Policy     | Air Force advocate publication of detailed Air Force planning guidance for all Joint Strategic Capability Plan (JSCP)-tasked plans to aid identification of targeting requirements  | AF/A5                |     | AF/A2/A3, MAJCOM/A2/A3/A5              | TBD     |        |
| 2.4.1.6     | Policy     | Air Force advocate for CCMD-directed plans to have a current joint target list (JTL) that covers all phases of the plan   | AF/A3/5              |     | AF/A2C, MAJCOM/A2/A3/5                 | TBD     |        |
| 2.4.1.7     | Policy     | Integrate AFTC participation in theater planning process along side Air Force component A2, A3 and A5 directorates to define and document theater Air Force component target intelligence requirements for air, space, cyberspace, influence, and airdrop activities                              | AFTC                 |     | Air Force Components                   | TBD     |        |
| 2.4.1.8     | Policy     | Air Force components identify target system analysis production   | Air Force Components |     | AFTC                                   | TBD     |        |

| ACTION/TASK | DOTMLFP-P              | TASK DESCRIPTION   | OPR    | POC | OCR(s)                                      | ESD/ECD | STATUS |
|-------------|------------------------|--|--------|-----|---|---------|--------|
|             |                        | requirements levied on Air Force components due to combatant command/joint force shortfalls.   |        |     |   |         |        |
| 2.4.1.11    | Policy                 | Coordinate between Joint Space Operations Center (JSpOC), Air Force Cyber Command (AFCYBER)/be 624 OC, the combatant commands, and other interested parties, such as AFTC and NASIC, to clarify how to develop and nominate potential targets that could be engaged with space- or cyberspace-related capabilities | AFSPC  |     | AF/A2C & A2I, AFISRA, NSA, AFTC, 14AF, 24AF | TBD     |        |
| 2.4.1.12    | Policy                 | Evaluate requirement for standardized handbook for targeting processes and procedures supporting deliberate planning by the Air Force Doctrine Center (AFDC) in conjunction with Air, Land, and Sea (ALSA) and the joint community   | AF/A2  |     | AF/A3, MAJCOM/A2/A3                         | TBD     |        |
| 2.4.1.13    | Policy                 | Advocate for essential targeting tasks, to include space and cyberspace-related tasks, to be added to the Universal Joint Task List (UJTL)   | AF A2C |     | AF/A2D, MAJCOMs, AFTC                       | TBD     |        |
| 2.4.3.8     | Policy                 | AFSPC (with 14 AF and 24 AF) advocate to the applicable theater air components appropriate target development nominations (TDNs) for entities which may be engaged with space or cyberspace capabilities to help meet the commander's objectives   | AFSPC  |     | 14AF, 24AF, AFTC                            | TBD     |        |
| 2.4.4.1     | Organization, Training | Establish and/or designate appropriate organization to provide follow-on training to meet targeting education, training, and certification requirements  | AF/A2D |     | ACC, AETC, AFSPC, AFTC                      | TBD     |        |
| 2.4.4.2     | Training               | Identify, codify, and implement specialized cyberspace, space, and other unique functional targeting types (e.g., nuclear, HDBT, WMD,  | AF/A2D |     | AFSPC (14AF, 24AF), AFISRA, AFGSC, MAJCOM   | TBD     |        |

| ACTION/<br>TASK | DOTMLFP-P         | TASK DESCRIPTION  | OPR    | POC | OCR(s)                         | ESD/<br>ECD | STATUS |
|-----------------|-------------------|---|--------|-----|--------------------------------|-------------|--------|
|                 |                   | SOF, STO, etc.) education and training required for targeting-related functions   |        |     | FAMs                           |             |        |
| 2.4.5.1         | Personnel, Policy | Air Force establish and enforce use of special experience identifier (SEI) or other method for civilians identified as meeting requirements; education, training, and experience as a targeteer   | AF/A2D |     | AFPC                           | TBD         |        |
| 2.4.5.2         | Personnel         | Air Force determines if officer SEI is adequate to track personnel with targeting training and experience. Determine necessity to establish an officer or civilian AFSC or prefix for targeting   | AF/A2D |     | AF/A2C & A3, AFPC              | TBD         |        |
| 2.4.6.1         | Policy            | Advocate to the acquisition and intelligence communities to modify DoDD 5250.01, <i>Management of Intelligence Mission Data (IMD) in DoD Acquisition</i> and DoDI 5000.02, <i>Operation of the Defense Acquisition System</i> , to better integrate acquisition with intelligence from analysis of alternatives (AoA) forward throughout the system's lifecycle   | SAF/AQ |     | AF/A2                          | TBD         |        |
| 2.4.6.2         | Policy            | Initiate actions to engage the Air Force targeting and GEOINT governance structure to advocate identified intelligence requirements (per associated draft charter) to system research and development (R&D)/acquisition programs throughout the entire system R&D, acquisition, and life-cycle processes into the formal Air Force Requirements Oversight Council (AFROC) process for systems acquisition | AF/A2C |     | MAJCOM A2/A3/A5/A AFTC, AFISRA | TBD         |        |

The following table comprises a combined unprioritized list of non-materiel related tasks from the AFTRM that originate with **Reachback and Distributed Operations** (Focus Area Two):

| ACTION/TASK | DOTMLFP-P               | TASK DESCRIPTION   | OPR     | POC | OCR(s)                                      | ESD/ECD | STATUS |
|-------------|-------------------------|--|---------|-----|---|---------|--------|
| 3.4.1.2     | Policy                  | AF/A2 create a new Air Force target intelligence production/support prioritization process. Air Force process should complement joint process described in CJCSI 3370.01   | AF/A2C  |     | AF/A2I, MAJCOMs, JS/J26, AFISRA             | TBD     |        |
| 3.4.2.3     | Organization, Personnel | Establish, source, and document LNO unit type code (UTC) in OPLANs / CONPLANs / joint manning documents (JMDs)   | AFTC    |     | MAJCOM A2/A3/A5s                            | TBD     |        |
| 3.4.2.4     | Training                | Resource designated reachback and distributed organizations' participation in theater planning conferences/ exercises  | ACC     |     | MAJCOMs, Air Force Components, AFISRA, AFTC | TBD     |        |
| 3.4.2.5     | Training                | MAJCOMs identify theater exercises appropriate to examine exercise reachback and distributed process to include tactics, techniques, and procedures (TTP), systems/communications architectures, collaboration, and information sharing  | ACC     |     | AF/A2, AFTC, MAJCOM A2/A3s, AFISRA          | TBD     |        |
| 3.4.2.6     | Training                | Identify internal/external training requirements for designated targeting LNO positions  | AFTC    |     | Air Force Components                        | TBD     |        |
| 3.4.2.12    | Policy                  | Air Force components document reachback and distributed interoperability requirements including allied coalition data sharing, in OPLANs/ CONPLANs/ JAOPs  | AF/A3/5 |     | MAJCOMs, Air Force Components               | TBD     |        |
| 3.4.2.13    | Policy                  | AF/A2 coordinate with Defense Intelligence Agency (DIA) regarding updates to releasability and dissemination policies. Releasability of targeting information should be provided on a country-by-country basis, so target material products can more often be produced in a releasable | AF/A2C  |     | DIA, AF/A2I, MAJCOM/A2,                     | TBD     |        |

| ACTION/TASK | DOTMLFP-P              | TASK DESCRIPTION  | OPR    | POC | OCR(s)                                | ESD/ECD | STATUS |
|-------------|------------------------|---|--------|-----|---------------------------------------|---------|--------|
|             |                        | format instead of being sanitized after the fact  |        |     |                                       |         |        |
| 3.4.3.6     | Organization, Training | Air Force determine BDA simulation tool fielding and deployment schedule and organizational responsibilities for supporting material production for Air Force component training/exercise requirements  | AF/A2C |     | AFMC, ACC, AFTC, AFISRA               | TBD     |        |
| 3.4.3.9     | Training, Leadership   | In accordance with AFI 36-2201, <i>Air Force Targeting Program</i> , review tasks and skills delineated in training standards for needed improvement on roles, capabilities, and responsibilities of potential reachback and distributed production organizations and processes | AF/A2D |     | AF/A2C                                | TBD     |        |
| 3.4.3.10    | Training               | Develop training in response to stated training requirements from the AFTE for operations and intelligence disciplines to enhance employment of non-kinetic capabilities  | AF/A2D |     | MAJCOMs, AFTC                         | TBD     |        |
| 3.4.3.11    | Training               | Upon release of draft joint BDA guidance document [CJCSM 3162], AFTC work with AOCs, Air Force ISR Agency and Joint Task Forces (JTFs) to exercise joint BDA processes according to joint standards   | AFTC   |     | MAJCOMs, Air Force Components, AFISRA | TBD     |        |
| 3.4.3.12    | Training               | Exercise employment of integrated kinetic and non-kinetic capabilities in Air Force/Joint exercises and experiments in the air, space, and cyberspace domains   | ACC    |     | MAJCOMs, AFISRA                       | TBD     |        |
| 3.4.3.17    | Leadership, Policy     | Air Force engage Joint Staff to reinvigorate a robust deliberate planning process through JSCP direction  | AF/A5  |     | AF/A2/3                               | TBD     |        |
| 3.4.3.18    | Leadership, Policy     | Air Force advocate for consolidated Air Force Component target intelligence needs to  | AF/A2C |     | AF/A3/5, Air Force Components, AFTC   | TBD     |        |

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR    | POC | OCR(s)                               | ESD/ECD | STATUS |
|-------------|-----------|---|--------|-----|--------------------------------------|---------|--------|
|             |           | combatant commands at Military Targeting Committee (MTC)  |        |     |                                      |         |        |
| 3.4.3.19    | Personnel | Assign aircrew rated personnel with air-to-ground experience to the AFTC and other production/reachback organizations to provide necessary operational input on deliberate planning and expertise on operational TTP  | AF/A3  |     | AF/A6, ACC/A2 & A3, AFISRA, AFTC     | TBD     |        |
| 3.4.3.20    | Policy    | Codify and formalize AFTC role in target-related production in appropriate Air Force policy documentation   | AF/A2  |     | AFTC, Air Force components           | TBD     |        |
| 3.4.3.21    | Policy    | Air Force define and establish streamlined process to utilize/activate ARC units/personnel to support target material production  | AF/A2D |     | AFISRA, ACC/A2 AFTC, NGB/A2, AFRC/A2 | TBD     |        |
| 3.4.3.22    | Policy    | Advocate for establishment of standards for non-kinetic CDE/CEE and CA (reporting standards, format standards, effectiveness standards [JMEM-like])   | AF/A2C |     | MAJCOMs, JS/J26                      | TBD     |        |
| 3.4.3.23    | Policy    | Air Force work with JS/J26 to establish BDA standards in the draft CJCSI 3162, <i>Joint Methodology for BDA</i> , and update reporting formats in Mil-Std-6040B, USMTF. Policy must include standardized tracking procedures, plain text reporting standards, required data, and reporting level (i.e. joint desired point of impact [JDPI], element, facility) | AF/A2C |     | MAJCOMs, AFTC, JS/J26                | TBD     |        |
| 3.4.3.24    | Policy    | AFSPC, in coordination with AFTC and AFISRA, develop a formal Air Force-enabling concept for Space/Cyberspace Targeting in order to establish a common understanding of and lay the foundation for future targeting capability development that   | AFSPC  |     | ACC, AFTC, AFISRA, 24 AF/A2          | TBD     |        |

| ACTION/TASK | DOTMLFP-P               | TASK DESCRIPTION  | OPR                  | POC | OCR(s)                         | ESD/ECD | STATUS |
|-------------|-------------------------|---|----------------------|-----|--------------------------------|---------|--------|
|             |                         | addresses all cross-warfighting domain equities for targeting   |                      |     |                                |         |        |
| 3.4.3.25    | Policy                  | Codify and formalize guidance on roles and responsibilities with functional (e.g. United States Strategic Command [USSTRATCOM], Joint Functional Component Command [JFCC], Space and JSpOC) and regional interests in space (e.g. geographic CCMDs and geographic AOCs), as well as between Air Force organizations (e.g. NASIC, 614 AOC and AFTC) supporting joint warfighters | AF/A2                |     | AFSPC/A2, AFISRA, ACC, AFTC    | TBD     |        |
| 3.4.4.1     | Organization, Personnel | AF/A2 assess feasibility/requirement of foreign disclosure officer (FDO) presence at AFTC and/or other Air Force TM production organizations  | AF/A2C               |     | ACC, AFTC, AFISRA, AFSPC       | TBD     |        |
| 3.4.4.2     | Policy                  | Air Force coordinate with DIA to create foreign disclosure guidance and delegation of disclosure authority as appropriate to lower echelons as it pertains to target materials production   | SAF/IA               |     | AF/A2 & A3/5, Joint Staff, DIA | TBD     |        |
| 3.4.4.3     | Policy                  | Coordinate with combatant commands to ensure their security policies and releasability considerations/processes are readily available to Air Force target intelligence production organizations to enable production at releasable levels to increase timeliness of dissemination to allies and coalition partners  | Air Force Components |     | AF/A2C, JS/J26, MTC            | TBD     |        |
| 3.4.4.4     | Policy                  | AFTC submit production request to DIA/ National Geospatial-Intelligence Agency (NGA) to produce country-by-country standard data/metadata releasability reference guide for TM products   | AFTC                 |     | DIA, NGA, AF/A2, AFISRA        | TBD     |        |

The following table comprises a combined unprioritized list of the non-materiel-related tasks from the AFTRM that originate with **Education and Training** (Focus Area Four):

| ACTION/TASK | DOTMLFP-P            | TASK DESCRIPTION   | OPR    | POC | OCR(s)                  | ESD/ECD | STATUS |
|-------------|----------------------|--|--------|-----|-------------------------|---------|--------|
| 5.4.1.1     | Organization, Policy | Air Force determine most effective alignment of Air Force Targeting training programs (e.g. AF Precision Point Positioning[AFP4], CDE)   | AF/A2D |     | ACC, AETC, AFTC         | TBD     |        |
| 5.4.1.3     | Training             | Integrate new joint target development policy (CJCSI 3370.01) into the basic course (X3ABR1N131B00AB). OPR will leverage existing Joint Intermediate Target Development (JITD) course curriculum to expedite course re-write | AF/A2D |     | AF/A2C, AETC, AFTC      | TBD     |        |
| 5.4.1.4     | Training             | Air Force continue aggressive throughput of the basic course (X3ABR1N131B00AB) to increase levels of targeting expertise in the operational force  | AF/A2D |     | AF/A2C, AFSPC/A2        | TBD     |        |
| 5.4.1.5     | Training             | Develop formal, classified training materials that focus on non-kinetic operations, capabilities, and effects (emphasis on cyberspace and space capabilities) and incorporate as appropriate in all levels of formal courses | AF/A2D |     | AFSPC, AETC             | TBD     |        |
| 5.4.1.6     | Training             | Identify the required training and career tracks for 1N1A, 14N, 1N4, and 1N2 that will supplement kinetic-focused targeting units with the required cyberspace expertise   | AF/A2D |     | AFSPC/A2 & A6, 24 AF/A2 | TBD     |        |
| 5.4.1.7     | Training             | Identify the required training and career tracks for 13S and 1C6 that will supplement kinetic-focused targeting units with the required space expertise  | AF/A2D |     | AFSPC/A2 & A3, 14AF/A2  | TBD     |        |
| 5.4.1.8     | Training             | Include training on specialized targeting skill sets related to specific target types, munitions, missions or domains (nuclear, HDBT, WMD, SOF, space, cyberspace,   | AF/A2D |     | MAJCOMs, NAFs, AFISRA   | TBD     |        |

| ACTION/TASK | DOTMLFP-P           | TASK DESCRIPTION  | OPR    | POC | OCR(s)                              | ESD/ECD | STATUS |
|-------------|---------------------|---|--------|-----|-------------------------------------|---------|--------|
|             |                     | etc.) in the targeting training roadmap and implementation plan   |        |     |                                     |         |        |
| 5.4.1.9     | Training            | Ensure rated personnel (11X, 12X, 17D) placed in targeting positions receive appropriate target-related training  | AF/A3  |     | AF/A2D & A6, AETC, MAJCOM/A2s & A3s | TBD     |        |
| 5.4.1.10    | Training            | Integrate effects-based analysis into applicable formal courses   | AF/A2D |     | AETC                                | TBD     |        |
| 5.4.1.11    | Training            | Determine if there is a valid requirement to establish a weaponeering certification program   | AF/A2D |     | MAJCOMs, AF/A2C                     | TBD     |        |
| 5.4.1.12    | Training            | ADE methodology into applicable formal courses  | AF/A2D |     | AMC, AETC                           | TBD     |        |
| 5.4.1.13    | Training            | Air Force establish curriculum and throughput for potential generation of a Defense Threat Reduction Agency (DTRA) nuclear targeting course (in-residence or mobile training team [MTT])  | AF/A2D |     | AFGSC, AFTC                         | TBD     |        |
| 5.4.1.14    | Training            | Incorporate advanced holistic, multi-discipline weapon effects/weaponeering (kinetic and non-kinetic capabilities with lethal and non-lethal effects) and BDA/MEA concepts into appropriate targeting courses   | AF/A2D |     | AF/A2C, MAJCOM A2/A3                | TBD     |        |
| 5.4.1.15    | Training            | Responsible MAJCOMs or agencies develop distance learning (DL) courses for unconventional and non-kinetic targeting functional areas (SOF, cyberspace, nuclear, behavioral influence, space) to be made available on Global Intelligence Learning Environment (AGILE) | AF/A2D |     | AFSOC, AFSPC, AFGSC                 | TBD     |        |
| 5.4.1.16    | Training, Personnel | AETC work with AFPC and force support career field training managers to ensure adequate breadth and experience in AFTE operations is present in its instructors   | AETC   |     | AF/A2D, AFPC                        | TBD     |        |

| ACTION/TASK | DOTMLFP-P           | TASK DESCRIPTION   | OPR    | POC | OCR(s)   | ESD/ECD | STATUS |
|-------------|---------------------|--|--------|-----|--|---------|--------|
| 5.4.1.17    | Training, Personnel | Limit target instructor positions to deployment support of last resort through X-banding positions as institutional forces to ensure the training mission is accomplished  | AETC   |     | AF/A2D, AFPC                                     | TBD     |        |
| 5.4.1.18    | Training, Personnel | Air Force develop and implement targeting internship program   | AFPC   |     | AF/A2D, MAJCOMs, AFTC                            | TBD     |        |
| 5.4.2.1     | Training            | Review non-1N1X1B intelligence AFSC's training and incorporate requisite target development and assessment training items into their CFETP. May include options such as remote learning, computer-based training (CBT), MTT, etc., and leverage existing courses if applicable | AF/A2D |     | AETC   | TBD     |        |
| 5.4.2.2     | Training            | Develop training and TTPs to implement effective BDA support for both in-theater and reachback operations that include linkages to the IC functions that support target folder development support or reachback  | ACC    |     | AF/A2C & A2I, AFTC, AFISRA, Air Force Components | TBD     |        |
| 5.4.2.3     | Training            | Exercise employment of integrated kinetic and non-kinetic capabilities in Air Force /Joint exercises and experiments in the air, space, and cyberspace domains and the information environment   | ACC    |     | MAJCOMs, Air Force Components, AFTC              | TBD     |        |
| 5.4.2.4     | Training            | ACC assess whether AOC training/courses (e.g., 505 CCW AOC initial qualification training [IQT]) require enhanced targeting and combat assessment training/education and if so generate appropriate implementation plan  | ACC    |     | Air Force Components                             | TBD     |        |
| 5.4.2.5     | Training            | Explore inclusion of blocks of basic instruction on targeting in appropriate related career field courses and professional military education (PME)  | AF/A2D |     | AETC   | TBD     |        |

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR    | POC | OCR(s)                   | ESD/ECD | STATUS |
|-------------|-----------|---|--------|-----|--------------------------|---------|--------|
| 5.4.2.7     | Training  | AFSPC ensure approved targeting principles and courseware are incorporated into and taught at the Space and Missiles Intelligence Formal Training Unit (IFTU), the Cyberspace IFTU once established, and in the Space 100, 200 and 300 courses as well.   | AFSPC  |     | AF/A2C & A2D, AETC, AFTC | TBD     |        |
| 5.4.3.1     | Training  | Investigate establishment of a targeting weapons school course or potential adjustment of existing IWIC course to support Air Force target intelligence training requirements   | AF/A2D |     | MAJCOM A2s               | TBD     |        |
| 5.4.3.2     | Training  | Ensure Targeting ISR 200/300/400 [professional continuing education] courses, currently under development align with the targeting training roadmap   | AETC   |     | AF/A2D, MAJCOMs          | TBD     |        |
| 5.4.3.3     | Personnel | Military and civilian career field managers for 14N, 1N, 17D, 13S, 1B4, 3D, 0132, etc. use system of record to track quantitative and qualitative targeting skill set experience for each professional to precisely identify targeting experience by billet and track inventory for the career field as a whole | AF/A2D |     | AFPC                     | TBD     |        |

The following table comprises a combined unprioritized list of the non-materiel-related tasks from the AFTRM that originate with **Force Management** (Focus Area Five):

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION  | OPR    | POC | OCR(s)                              | ESD/ECD | STATUS |
|-------------|-----------|---|--------|-----|-------------------------------------|---------|--------|
| 6.4.1.1     | Training  | Develop and/or identify continuing training opportunities for 11X, 12X, 18X, 14N, 17D, 13S, 1NX, 1B4, 3D, 1C6, and the enlisted targeting force spanning basic to advanced targeting skills (e.g., IFTU, Intelligence | AF/A2D |     | AETC, MAJCOMs, Air Force Components | TBD     |        |

| ACTION/TASK | DOTMLFP-P | TASK DESCRIPTION   | OPR    | POC | OCR(s)                                       | ESD/ECD | STATUS |
|-------------|-----------|--|--------|-----|--|---------|--------|
|             |           | Weapons Instructor Course [IWIC], Joint Targeting School [JTS] etc.)   |        |     |  |         |        |
| 6.4.1.2     | Training  | Create standards/qualifications to earn special experience identifier for officer, enlisted (not applicable to 14N and 1N1X1B), and civilian personnel   | AF/A2D |     | MAJCOMs                                      | TBD     |        |
| 6.4.1.3     | Personnel | Implement skill set experience tracking method. System must track across AFSCs and categorize education/training   | AF/A2D |     | AFMC, AF/A1D                                 | TBD     |        |
| 6.4.1.4     | Personnel | Conduct data call for 1N1X1B, 1N4X1A, and 14N targeting billet requirements. Units review organization structure and ensure correct AFSC and coding of billets (AFSC, SEI, billet, prefix)   | AF/A2D |     | MAJCOMs/<br>Air Force<br>Components,<br>AFTC | TBD     |        |
| 6.4.1.5     | Personnel | Career field managers use system of record to track quantitative and qualitative target experience (kinetic, non-kinetic, cyberspace, nuclear, HDBT, WMD, SOF, space, etc.) and targeting- related experience (e.g., CA, PPM, CDE, etc.) for each officer, enlisted, and civilian to precisely identify targeting skill set experience by billet and track inventory for the career field as a whole | AF/A2D |     | AFRC,<br>AFPC/MA                             | TBD     |        |
| 6.4.1.6     | Personnel | Create targeting specialty path (w/SEI) for civilian and non-1N1X1B enlisted force personnel. Career path should be applied to intelligence and other appropriate fields/ disciplines in civil service consistent with the requirements of DoDI 1100.22, <i>Policy and Procedures for Determining Workforce Mix</i>  | AF/A2D |     | AFPC/MA,<br>AFRC, ANG                        | TBD     |        |

| ACTION/TASK | DOTMLFP-P               | TASK DESCRIPTION  | OPR    | POC | OCR(s)           | ESD/ECD | STATUS |
|-------------|-------------------------|---|--------|-----|------------------|---------|--------|
| 6.4.1.7     | Personnel               | Develop civilian workforce to fill key targeting positions to include instructor duty, AFTC, and designated staff positions consistent with the requirements of DoDI 1100.22  | AF/A2D |     | AFPC/MA, MAJCOMs | TBD     |        |
| 6.4.2.1     | Organization            | Utilize targeting UTCs and ensure personnel are appropriately aligned   | ACC/A2 |     | AF/A2D, MAJCOMs  | TBD     |        |
| 6.4.2.2     | Organization            | Air Force components and reachback organizations evaluate utility of realigning targeting personnel (i.e., targeting detachments) to prevent diffusion of capability  | AF/A2D |     | MAJCOMs          | TBD     |        |
| 6.4.2.3     | Organization, Personnel | Evaluate utility of a virtual Targeting Center of Knowledge (CoK) through establishment of a registry of functional SMEs (i.e., HDBT, WMD, nuclear, cyberspace, space, influence, SOF, BDA, etc.) that lends itself to ease in identification and access to SMEs for virtual access/support | AF/A2C |     | MAJCOM A2s, AFTC | TBD     |        |
| 6.4.2.4     | Leadership, Policy      | Revise, publish and enforce appropriate AFIs and DCS-ISR career field manager memoranda for record (MFRs) to prevent assignment of enlisted targeting personnel to non-core AFSC duties   | AF/A2D |     | AF/A2C           | TBD     |        |
| 6.4.2.5     | Personnel               | Ensure joint registry of PPM and CDE certified personnel is accurately maintained with Service data   | AFTC   |     | AF/A2C           | TBD     |        |
| 6.4.3.1     | Personnel               | Review and validate Air Force targeting billets assigned to Air Force and joint organizations   | AF/A2D |     | MAJCOMs, CCMDs   | TBD     |        |
| 6.4.3.2     | Personnel               | Pending increased Continental United States (CONUS) authorizations, implement and manage balanced force structure to enable mutually reinforcing and sustainable CONUS/ Outside Continental United States (OCONUS)  | AF/A2D |     | MAJCOMs          | TBD     |        |

| ACTION/TASK | DOTMLFP-P  | TASK DESCRIPTION   | OPR    | POC | OCR(s)  | ESD/ECD | STATUS |
|-------------|------------|--|--------|-----|---|---------|--------|
|             |            | permanent change of station (PCS) move rates   |        |     |   |         |        |
| 6.4.4.1     | Training   | Institute training on non-kinetic capabilities in targeting courses that cover engagement options. Specifically, force application and weaponeering courses must cover non-kinetic capabilities & their effects                  | AF/A2D |     | AFSPC, AETC   | TBD     |        |
| 6.4.4.2     | Leadership | Increase the instruction of targeting policy at all levels of officer, enlisted, and civilian PME  | AF/A2D |     | AETC  | TBD     |        |
| 6.4.4.3     | Personnel  | Determine appropriate billet structure of kinetic/non-kinetic targeting and targeting-related expertise that should reside in operational and reachback/distributed operations locations   | AF/A2D |     | AF/A2C, MAJCOMs, AFTC, AFISRA, Air Force Components | TBD     |        |
| 6.4.4.4     | Personnel  | Assign aircrew rated personnel with air-to-ground experience and a 17 D to the AFTC and other production/reachback organizations to provide necessary operational input on deliberate planning, and expertise on operational TTP | AF/A3  |     | AF/A6, ACC/A2 & A3, AFISRA, AFTC                    | TBD     |        |
| 6.4.4.5     | Personnel  | Streamline procedures for acquiring non-kinetic capability special program accesses for targeting personnel  | AF/A3  |     | AF/A2C  | TBD     |        |
| 6.4.4.6     | Personnel  | AFSPC coordinate Space and Cyberspace ISR Force Development Roadmaps with AFTC to ensure AFTE equities   | AFSPC  |     | AF/A2C & A2D, AFISRA, AFTC, 24 AF/A2                | TBD     |        |
| 6.4.5.1     | Personnel  | Identify requirement (level of expertise and number) for Air Force nuclear targeting positions throughout service, joint, and allied environments  | AF/A2D |     | AFGSC   | TBD     |        |
| 6.4.5.2     | Personnel  | Create method to distinguish and track nuclear targeting expertise/experience for Total Force  | AF/A2D |     | AFPC  | TBD     |        |

| ACTION/TASK | DOTMLFP-P           | TASK DESCRIPTION   | OPR      | POC | OCR(s)           | ESD/ECD | STATUS |
|-------------|---------------------|--|----------|-----|------------------|---------|--------|
| 6.4.6.1     | Personnel           | Active Duty force document type and level of support required from ARC | MAJ-COMs |     | AFRC, NGB        | TBD     |        |
| 6.4.6.2     | Personnel, Training | ARC source and train to documented targeting requirements              | AFRC     |     | MAJCOMs, NGB/ANG | TBD     |        |

## 4 GOVERNANCE

Transitioning into the POA&M phase and obtaining approval of the POA&M plan does not mean that the job of reinvigorating Air Force targeting is done. It is critical to keep all stakeholders across the AF engaged to accomplish the actions and tasks identified in the AFTRM. For governance, the intent is to use the draft AFTE construct, which accomplishes the following functions: establishes a means to assess and manage the targeting force structure; documents and validates targeting requirements; enables senior leadership (General Officer-level) advocacy into acquisition, CFMP, and CFLI Corporate structure processes; establishes, manages, enforces baseline standards to include data, production, and tools/applications which eliminates stovepiped solutions; and establishes guidance and policy to ensure enterprise functional capacity in meeting Air Force missions. It should be noted that this governance structure has not been approved but does serve as a temporary place holder until a more permanent structure is coordinated, finalized, and approved.

### Governance: Where We Are

The POA&M is the AFTRM action and task management tool—the “execution” plan. Essential to this plan is senior leadership commitment and involvement. Currently, no single authoritative body exists to evaluate POA&M actions and progress. An authoritative body is required to evaluate POA&M actions and declare them complete. The POA&M authoritative body should represent the majority of Air Force-wide targeting stakeholders and needs to have cross-discipline membership (e.g., space, cyberspace, nuclear, SOF, WMD, etc.). Additionally, there is no senior level Air Force targeting forum; however, AF/A2CG represents Air Force targeting in joint forums and operates as the Air Force targeting functional manager. Separately, the Commander of Air Combat Command serves as the CFLI for the GIISR CFMP and provides guidance for other CFMPs that address targeting issues; ACC/A2 is also the Combat Air Forces (CAF) lead for targeting. While these organizations represent targeting across the Air Force and in the joint arena, they do so separately and do not fully represent all targeting stakeholders.

### Governance: Where We Need to Go

AF/A2CG developed a draft *Targeting and GEOINT Enterprises (T&GE) Governance Charter* that outlined a proposed structure to address both Targeting and GEOINT functional areas. While the initial draft structure was not signed and implemented fully, the TSG and TEWG bodies will be used to execute the tasks and actions within the POA&M as outlined in the Approach section. Additionally, the GIISR CFLI established the CCT process to identify capabilities and work solutions needed to buy down risk and resolve associated intelligence gaps. As a result, the AFTE will also need to work closely with the Targeting/Analytical Infrastructure CCT for integration of materiel solutions. Between these two governance processes, the following are applicable forums for the Targeting POA&M:

- The Targeting Steering Group (TSG). This is a senior action officer O-6/GG-15 forum that operates as the principal decision authority for action completion. If required, this body will determine the appropriate AF board to present issues needing General Officer (GO)-level engagement (i.e., C2 GOSG, ISR GOSG, and ACC Corporate Structure). AF/A2CG and ACC/D-A2 will co-chair the TSG.
- The Targeting Enterprise Working Group (TEWG). This is an O-5/GG-14 forum which is the monitoring body for all POA&M issues and actions. ACC/A2X is the TEWG lead. The TEWG will monitor POA&M progress through monthly meetings or VTCs and provide updates to the TSG for oversight. For membership, voting and advisory members, as well as potential invitees, will be determined by ACC/A2X and approved by AF/A2CG.
- The Targeting/Analytical Infrastructure (T/AI) CCT. This is an O-5/GG-14 forum which is the primary body to integrate and manage the materiel solutions based upon the priority risks required to be reduced as identified in the GIISR CFMP. As such, the CCT will take the materiel POA&M tasks into the GIISR CFMP and CFLI corporate processes.
- The annual AF Targeting Workshop (AFTWS). This AFI 14-117-mandated forum may evolve into supporting a semi-annual AFTE Working Group. The AFTWS provides the TEWG with the appropriate management forum to review ongoing POA&M activities and integrate issues/requirements across the various action teams. Any actions derived from the AFTWS will be managed by the TEWG.

To manage the AFTE, the POA&M recommends using the following bodies from the draft T&GE Governance Charter as its primary governance construct until such time as an approved enterprise construct is established. At that time, the interim bodies will continue as the AFTE moves forward or will transition to their equivalent counterparts.

**Proposed Interim POA&M Governance Structure Diagram:**



## 5 WAY FORWARD

While the AFTRM is complete, several key activities need to occur during the transition towards executing the POA&M. First, the AFTE must reasonably agree, in principle at least, on the four major challenges: Lanes in the Road, TM Standards, Production Capacity, and Mitigation Strategies. Once all of this occurs to an acceptable degree, POA&M task points of contact, OPRs, and associated OCRs need to be ready to proceed. As part of their responsibilities, OPRs will decompose tasks to sub-task level, establish milestones for each major task(s) and sub-task(s), identify required resources, and establish realistic expectations for task completion. As designated OPR for both the AFTRM and the POA&M, ACC/A2 will work with A3 elements to monitor POA&M execution and provide status updates to AF/A2/A3/5. To manage all of the POA&M execution, ACC/A2 will activate portions of the AFTE Governance structure as specified within the *Air Force Targeting and GEOINT Governance Charter* (draft), as managed by AF/A2CG.

## Appendix 1: Glossary and Acronyms

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### Glossary

**Air Force Component.** The Air Force construct that links or presents Air Force combat capability to joint force commanders at the unified command, subunified command, and joint task force levels. It may include both a component MAJCOM and component numbered air force (C-NAF), a singular C-MAJCOM, or a singular C-NAF. Air Force component headquarters also typically include an AOC, an AFFOR staff, and commander's personal staff.

**Air Force National Tactical Integration (AF NTI).** AF NTI leverages national Intelligence Community (IC) information and ISR capabilities for the Air and Space Component, to include Air Expeditionary Forces (AEF), while also providing the national IC with expertise and insight on AF operations in air, space, and cyberspace.

**Air Force Targeting Center (AFTC).** Formerly the Combat Targeting and Intelligence Group (CTIG), the AFTC stood up on 7 December 2009 headquartered at Langley AFB, VA. Its purpose is to provide target intelligence support for Air Force elements at all levels of command. The AFTC mission is to enable the integration of capabilities across air, space, and cyberspace to deliver precise coercive effects in the defense of our Nation and its global interests. The AFTC provides authoritative guidance for the standardization of targeting processes and procedures across the Air Force. The AFTC has formulated a concept of operations and budgetary plans to increase production resources for providing global target system analysis.

**Air Force Targeting Enterprise (AFTE).** The Air Force Targeting Enterprise is an integrated system of technologies, standards, data, processes, procedures, organizations, and people that are used to develop, plan, execute, assess, and support military operations with decision-quality targeting material and intelligence. It includes the architecture, infrastructure and life-cycle activities of Air Force targeting capabilities and supporting systems; intellectual and technical competencies; ensures sustainable and responsive Air Force targeting capabilities through compliance with published Intelligence Community (IC) and Department of Defense (DoD) policy, guidance, and standards; and guarantees synchronized, synergistic, interoperable targeting operations in conjunction with members of the Military Targeting Intelligence Management Structure (MTIMS). (Draft Air Force Targeting and Geospatial Enterprise Governance Charter)

**Air Operations Center (AOC).** The Senior agency of the Air Force component commander that provides command and control of Air Force and space operations and coordinates with other components and services. Along with the ISR Division (ISRDD), the AOC will shoulder the bulk of the point positioning responsibilities for the area of responsibility (AOR), although the workload may be delegated. Baseline AOC organization includes an AOC director, five divisions (strategy, combat plans, combat operations, ISR, and air mobility), and multiple support/specialty teams. The targeting cell within the ISRDD performs most targeting duties to include validation of JDPI coordinates and weapon end-game guidance parameters. (AFDD 1-02)

**Air Operations Planning.** Preparation of plans including targeting for the next air tasking order, and peacetime preparation including targeting for future contingencies performed in response to requirements identified during the deliberate planning of joint operations plans.

**Air Tasking Order (ATO).** Method used to task and disseminate to components, subordinate units, and command and control agencies projected air sorties, capabilities, forces to targets, and specific missions. Normally provides specific instructions to include call signs, targets, controlling agencies, etc., as well as general instructions.

**Battle Damage Assessment (BDA).** The estimate of damage resulting from the application of lethal or non-lethal military force. Battle damage assessment is composed of physical damage assessment, functional damage assessment, and target system assessment. (JP 3-0)

**Collateral Damage.** Unintentional or incidental injury or damage to persons or objects. (JP 3-60)

**Combat Air Force (CAF).** Organizational grouping that consists of Air Combat Command (ACC), Air Force Global Strike Command (AFGSC), Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), Air Force Special Operations Command (AFSOC), Air Force Space Command (AFSPC), Air Force Reserve Command (AFRC), and Air National Guard (ANG).

**Combat Assessment (CA).** The determination of the overall effectiveness of force employment during military operations. Tactical-level Combat Assessment is composed of three major components: (a) battle damage assessment; (b) munitions effectiveness assessment; and (c) reattack recommendation. (JP 3-60)

**Deliberate Planning.** 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in joint strategic planning documents. Deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System.

2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. (JP 5-0)

**Distributed Operations.** The process of conducting operations from independent or interdependent nodes in a teaming manner. Some operational planning or decision-making may occur from outside the joint area of operations. The goal of a distributed operation is to support the operational commander in the field; it is not a method of command from the rear. (AFDD 6-0)

**Kinetic.** Relating to actions that involve the forces and energy of moving bodies, including physical damage to or destruction of targets through use of bombs, missiles, bullets, and similar projectiles. (AFDD 3-60)

**Non-kinetic.** Relating to actions that produce effects without direct use of the force or energy of moving objects, including such means as electromagnetic radiation, directed energy, information operations, etc. (AFDD 3-60)

**Nonlethal Weapon.** A weapon that is explicitly designed and primarily employed so as to incapacitate personnel or materiel, while minimizing fatalities, permanent injury to personnel, and undesired damage to property and the environment. (JP 3-28)

**Reachback.** The process of obtaining products, services, and applications, or forces, or equipment, or material from organizations that are not forward deployed. (JP 3-30)

**Target Analysis.** An examination of potential targets to determine military importance, priority of attack, and weapons required to obtain a desired level of damage or casualties. (JP 3-60)

**Target Development.** The systematic examination of potential target systems—and their components, individual targets, and even elements of targets—to determine the necessary type and duration of the action that must be exerted on each target to create an effect that is consistent with the commander's specific objectives. (JP 3-60)

**Target Folder (TF).** A folder, hardcopy or electronic, containing target intelligence and related materials prepared for planning and executing action against a specific target. (JP 3-60)

**Target Intelligence.** Intelligence that portrays and locates the components of a target or target complex and indicates its vulnerability and relative importance. (JP 3-60)

**Target Material (TM).** Graphic, textual, tabular, digital, video, or other presentations of target intelligence, primarily designed to support operations against designated targets by one or more weapon(s) systems. Target materials are suitable for training, planning, executing, and evaluating military operations. (JP 2-0)

**Target System Analysis (TSA).** An all-source examination of potential target systems to determine relevance to stated objectives, military importance, and priority of attack. It is an open-ended analytic process produced through the intelligence production process using national and theater validated requirements as a foundation. (JP 3-60)

**Target System Assessment.** The broad assessment of the overall impact and effectiveness of the full spectrum of military force applied against the operation of an enemy target system, significant subdivisions of the system, or total combat effectiveness relative to the operational objectives established. (JP 3-60)

**Time-Sensitive Target (TST).** A joint force commander designated target requiring immediate response because it is a highly lucrative, fleeting target of opportunity or it poses (or will soon pose) a danger to friendly forces. (JP 3-60)

## Acronyms

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A2A – Application-to-Application  
ACC – Air Combat Command  
ADE – Airdrop Damage Estimate  
AETC – Air Education and Training Command  
AF – Air Force  
AFC2IC – Air Force Command and Control Integration Center  
AFCYBER – Air Forces Cyberspace  
AFDC – Air Force Doctrine Center  
AFDD – Air Force Doctrine Document  
AFGSC – Air Force Global Strike Command  
AFI – Air Force Instruction  
AFISRA – Air Force Intelligence, Surveillance, and Reconnaissance Agency  
AFMC – Air Force Materiel Command  
AF NTI – Air Force National Tactical Integration  
AFP4 – Air Force Precise Point Positioning Program  
AFPAM – Air Force Pamphlet  
AFPC – Air Force Personnel Center  
AFPC/MA – Air Force Personnel Center, Manpower Directorate  
AFRC – Air Force Reserve Command  
AFROC – Air Force Requirements Oversight Council  
AFSC – Air Force Specialty Code  
AFSOC – Air Force Special Operations Command  
AFSPC – Air Force Space Command  
AFTC – Air Force Targeting Center  
AFTE – Air Force Targeting Enterprise  
AFTFP – Air Force Targeting Flight Plan  
AFTRM – Air Force Targeting Roadmap  
AGILE – Advanced Global Intelligence Learning Environment  
ALSA – Air, Land, Sea Agency  
AMC – Air Mobility Command  
AoA – Analysis of Alternatives  
AOC – Air Operations Center  
AOR – Area of Responsibility  
ASIC – Air and Space Interoperability Council  
ARC – Air Reserve Component  
ATO – Air Tasking Order  
BDA – Battle Damage Assessment  
BICES – Battlefield Information Collection and Exploitation System  
BM – Battle Management  
C2 – Command and Control

C4I – Command, Control, Communications, Computers, and Intelligence  
CA – Combat Assessment  
CAF – Combat Air Forces  
CALCM – Conventional Air-Launched Cruise Missile  
CBT – Computer Based Training  
CCMD – Combatant Command  
CCT – Capability Collaboration Team  
CDE – Collateral Damage Estimation  
CEE – Collateral Effects Estimation  
CFACC/CJFACC – Combined Forces Air Component Commander/Combined Joint Forces Air  
Component Commander  
CFETP – Career Field Education and Training Program  
CFLI – Core Function Lead Integrator  
CFM – Career Field Manager  
CFMP – Core Function Master Plan  
CJCS – Chairman Joint Chiefs of Staff  
CJCSI – Chairman Joint Chiefs of Staff Instruction  
CJCSM – Chairman Joint Chiefs of Staff Manual  
CNO – Computer Network Operations  
CNODB – Computer Network Operations Data Base  
COCOM – Combatant Command (command authority)  
CoK – Center of Knowledge  
CONPLAN – Concept Plan  
CONUS – Continental United States  
CTIG – Combat Targeting and Intelligence Group  
DCGS – Distributed Common Ground System  
DGS – Distributed Ground System  
DIA – Defense Intelligence Agency  
DIME – Diplomatic, Information, Military, and Economic  
DL – Distance Learning  
DoD – Department of Defense  
DoDI – Department of Defense Instruction  
DoDD – Department of Defense Directive  
DOTMLPF-P – Doctrine, Organization, Training, Materiel, Leadership and education,  
Personnel, Facilities, Policy  
DPG – Defense Planning Guidance  
ECD – Estimated Completion Date  
ESD – Estimated Start Date  
FAM – Functional Area Manager  
FDO – Foreign Disclosure Office  
GEOINT – Geospatial Intelligence  
GIISR – Global Integrated Intelligence, Surveillance, and Reconnaissance  
HDBT – Hard and Deeply Buried Target

IC – Intelligence Community  
IFTU – Intelligence Formal Training Unit  
IIT – Integrated Issues Team  
IMD – Intelligence Mission Data  
INT – Intelligence  
IO – Information Operations  
IQT – Initial Qualification Training  
ISA – Intelligence Supportability Analysis  
ISC - B – Integrated Security Construct-B  
ISR – Intelligence, Surveillance, and Reconnaissance  
ISRD – Intelligence, Surveillance, and Reconnaissance Division  
IT – Information Technology  
ITO – Integrated Tasking Order  
IWIC – Intelligence Weapons Instructor Course  
JAOP – Joint Air Operations Plan  
JASSM – Joint Air-to-Surface Standoff Missile  
JASSM-ER – Joint Air-to-Surface Standoff Missile – Extended Range  
JDPI – Joint Desired Point of Impact  
JFACC – Joint Force Air Component Commander  
JFCC – Joint Functional Component Command  
JFCC-ISR – Joint Force Component Commander-Intelligence, Surveillance, and Reconnaissance  
JITD – Joint Intermediate Target Development  
JMD – Joint Manning Document  
JMEM – Joint Munitions Effectiveness Manual  
JS – Joint Staff  
JSCP – Joint Strategic Capabilities Plan  
JSpOC – Joint Space Operations Center  
JTF – Joint Task Force  
JTL – Joint Target List  
JTS – Joint Targeting School  
JTT – Joint Targeting Toolbox  
JWICS – Joint Worldwide Intelligence Communications System  
LNO – Liaison Officer  
M2M – Machine-to-Machine  
MAJCOM – Major Command  
MEA – Munition Effectiveness Assessment  
MFR – Memoranda for Record  
MIDB – Modernized Integrated Database  
MPA – Military Personnel Appropriation  
MQT – Mission Qualification Training  
MRP – Munitions Requirements Process  
MTC – Military Targeting Committee  
MTIMS – Military Targeting Intelligence Management Structure

MTT – Mobile Training Team  
NASIC – National Air and Space Intelligence Center  
NC3 – Nuclear Command, Control, and Communications  
NCCA – Non-Nuclear Consumables Annual Analysis  
NCCT – Network Centric Collaborative Targeting  
NGA – National Geospatial-Intelligence Agency  
NGB – National Guard Bureau  
NIC – National Intelligence Community  
NIPRNET – Nonsecure Internet Protocol Router Network  
NRT – Near-Real-Time  
NSA – National Security Agency  
NSG – National System for Geospatial Intelligence  
NTI – National Tactical Integration  
NTISR – Non-Traditional Intelligence, Surveillance, and Reconnaissance  
OCONUS – Outside Continental United States  
OCR – Office of Collateral Responsibility  
OPLAN – Operation Plan  
OPR – Office of Primary Responsibility  
PACAF – Pacific Air Forces  
PCS – Permanent Change of Station  
PED – Processing, Exploitation, and Dissemination  
PLANORD – Planning Order  
PME – Professional Military Education  
POA&M – Plan of Actions and Milestones  
POM – Program Objective Memorandum  
PPM – Precise Point Mensuration  
PTD – Phased Threat Distribution  
R&D – Research and Development  
ROMO – Range of Military Operations  
SAP – Special Access Program  
SAR – Special Access Required  
SDB – Small Diameter Bomb  
SECAF – Secretary of the Air Force  
SEI – Special Experience Identifier  
SIGINT – Signals Intelligence  
SIPRNET – SECRET Internet Protocol Router Network  
SME – Subject Matter Expert (ise)  
SOF – Special Operations Forces  
STO – Special Technical Operations  
T/AI – Targeting/Analysis Infrastructure  
TAM – Terminal Area Model  
TDN – Target Development Nomination  
TEWG – Targeting Enterprise Working Group

TF – Target Folder  
TFI – Total Force Integration  
TM – Target Material  
TSA – Target System Analysis  
TSG – Targeting Steering Group  
TST – Time Sensitive Target  
TTP – Tactics, Techniques, and Procedures  
UJTL – Universal Joint Task List  
USAF – United States Air Force  
USAFE – United States Air Forces in Europe  
USMTF – United States Message Text Format  
USSTRATCOM – United States Strategic Command  
UTC – Unit Type Code  
WEPTAC – Weapons and Tactics Conference  
WG – Working Group  
WMD – Weapons of Mass Destruction

## **Appendix 2: Reference Documents**

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CJCSI 3370.01, *Target Development Standards*, 15 Sep 2011

CJCSM 3162 (Draft), *Joint Methodology for BDA*

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