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AIR FORCE TARGETING

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This publication implements Air Force Policy Directive (AFPD) 14-1, *Intelligence, Surveillance, Reconnaissance (ISR) Planning, Resources, and Operations* and is consistent with the guidance portion of Air Force Doctrine Annex (AFDA) 3-60, *Targeting*, Joint Publication (JP) 3-60, *Joint Targeting*. It outlines roles and responsibilities of organizations associated with Air Force (AF) targeting and clarifies the AF role within the joint targeting functional area. This publication applies to the Regular Component, Air Force Reserve (AFR), Air National Guard (ANG), and Department of the Air Force (AF) Civilians. For purposes of this publication, ANG is considered a major command (MAJCOM). Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule (RDS) in the Air Force Records Information Management System (AFRIMS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all direct supplements are routed to the OPR of this publication for coordination prior to certification and approval. MAJCOMs need to provide a copy to the OPR upon publication. IAW Air Force Instruction (AFI) 33-360, *Publication and Forms Management*, the authorities to waive wing/unit level requirements in this publication are identified with a tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

SUMMARY OF CHANGES

This rewrite clarifies and adds roles and responsibilities for AF support to targeting and the AF Targeting Enterprise (AFTE) model as they relate to the AF, the lead MAJCOM and lead command, MAJCOMs, National Air and Space Intelligence Center (NASIC), and numbered air forces (NAFs). It also includes roles and responsibilities for operations centers (OCs), air operations centers (AOCs), units, and the Targeting and Geospatial Intelligence (GEOINT) Program Management Office (PMO). It includes transition of responsibilities and realignment of organizational constructs IAW Program Action Directive (PAD) 14-02 and resultant Programming Plans. It also includes guidance previously contained in AFI 14-126, *Target Coordinate Mensuration Training and Certification Program* regarding Target Coordinate Mensuration (TCM) training and certification and new information regarding the AF Collateral Damage Estimation (CDE) Training Program.

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Chapter 1

INTRODUCTION

1.1. Purpose. This publication establishes guidance to help ensure AF targeting is effective and efficient. It defines the responsibilities of organizations involved in targeting operations to include planning, Target Material Production (TMP), modernization of targeting systems and architectures, and training of personnel within the AFTE. The responsibilities outlined in this document are consistent with joint and AF doctrine, policy, and guidance.

1.2. Targeting. Expounding on the Joint Publication (JP) 1-02 definition of Targeting, the AF understands the targeting process as a systematic, comprehensive, and continuous analytical approach combined with a clear understanding of operational requirements, capabilities, and limitations to identify, select, and exploit critical adversary vulnerabilities within target systems. Its ultimate goal is to achieve a commander's objectives and desired end state.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Deputy Chief of Staff (DCS) for Intelligence, Surveillance, and Reconnaissance (ISR) (AF/A2). AF/A2 is responsible for the establishment, implementation and oversight of AF targeting policy and guidance that apply to ISR activities to include the AF TCM training and certification programs and the CDE training program. The AF/A2 designates the AF CDE Program Manager (AF CDE/PM) in writing to the Joint Staff Deputy Directorate for Warfighter Support, Targeting Division (JS/J234) and designates programs of record for the AF TCM TMP program.

2.1.1. Director for Intelligence, Surveillance and Reconnaissance Capabilities (AF/A2C) . AF/A2C is the functional area manager for service-level AF targeting activities, administration, policy, readiness and requirements. AF/A2C will:

2.1.1.1. Oversee the development, coordination, promulgation, and implementation of AF targeting policy and guidance to ensure consistent policy and guidance across AF, joint, Deputy Chief of Staff for Operations (AF/A3), Deputy Chief of Staff for Strategic Plans & Requirements (AF/A5/8), and AF/A2 targeting activities.

2.1.1.2. Serve as the service-level functional manager for TCM training/certification and CDE training.

2.1.1.3. Serve as the waiver authority for individuals or units that wish to train with or utilize a coordinate mensuration program other than the AF/A2 designated TCM TMP program of record.

2.1.1.4. Provide policy and guidance for the management and fielding of TCM technology, tools, and applications; and related intelligence databases and products required for accuracy and precision.

2.1.2. Chief, Targeting and GEOINT Capabilities Division (AF/A2CG). AF/A2CG is the service-level focal point for targeting activities and executes functional area manager responsibilities on behalf of AF/A2C. AF/A2CG will:

2.1.2.1. Provide subject matter expert (SME) support and promote standardization throughout the Air Staff, service, joint, and national intelligence communities in full-spectrum targeting-related resourcing, personnel and training issues, functions and capabilities to include the following areas: intelligence databases, targeting automation, application of geopositioning capabilities (i.e., TCM), GEOINT, CDE, assessment, weaponeering systems, and TMP. For targeting databases used by the modeling and simulation community, promote standardization in coordination with the Defense Intelligence Agency (DIA), the Director, Air Force Studies, Analyses and Assessments (AF/A9) and Office of Cost Assessment and Program Evaluation (OSD/CAPE).

2.1.2.2. Provide joint and national intelligence community coordination and policy administration to support key AF-managed targeting automation systems resourced to support joint requirements. Maintain day-to-day liaison with Joint Staff Directorate for Intelligence (JS/J2), other services, Combat Support Agencies (CSA), and appropriate MAJCOMs involved in the development and fielding of targeting automation

capabilities, as necessary, to support resolution and coordination of service issues with joint and national intelligence program activities.

2.1.2.3. Coordinate with the Deputy Chief of Staff, Operations (AF/A3) and the Deputy Chief of Staff, Strategic Plans and Requirements (AF/A5/8) to ensure AF Targeting and Command and Control (C2) policy and guidance are consistent with strategic policy and guidance.

2.1.2.4. Coordinate with the Director of Intelligence, Surveillance and Reconnaissance Resources (AF/A2R) and Air Combat Command (ACC) on the development, coordination and implementation of fiscal and information support plans and programs to support target intelligence and joint targeting activities.

2.1.2.5. Assist the ISR Force Management and Readiness Division (AF/A2DF) with targeting manpower, personnel and training issues. Provide subject matter expertise to AF/A2DF for targeting-related Utilization & Training Workshop (U&TW) and Training Planning Team (TPT) activities for both officer and enlisted intelligence career fields.

2.1.2.6. Assist the ISR Analysis Division (AF/A2DA) with targeting and intelligence analysis issues. Provide targeting expertise, as needed, to the Analysis Capabilities Working Group (ACWG).

2.1.2.7. Provide policy and strategic guidance to ACC as the Lead Command for AF Targeting and Air Force Materiel Command (AFMC) Targeting & GEOINT PMO on the development, acquisition, integration, fielding, and life cycle management of existing and new targeting and targeting-related systems and capabilities.

2.1.2.8. Represent AF interests with regard to targeting- and GEOINT-related production and system requirements for the AF portion of the National Intelligence Program (NIP).

2.1.2.9. Represent AF at procedural interagency and Department of Defense (DoD) targeting-related conferences and functions, including the JS/J234-led Military Targeting Committee (MTC) and Director of National Intelligence/Under Secretary of Defense for Intelligence (DNI/USD(I)) activities such as USD(I) focus groups.

2.1.2.10. Provide policy, guidance and oversight to ensure AF compliance with Chairman, Joint Chiefs of Staff Instructions (CJCSIs) and Manuals (CJCSMs) related to targeting.

2.1.2.11. Provide targeting expertise to support Foreign Disclosure Offices (FDOs) on issues related to the release of target intelligence and target materials data to allies, coalition partners and the public.

2.1.2.12. Represent AF targeting equities and provide GEOINT support to joint and national intelligence community forums and working groups.

2.1.3. Director for Intelligence, Surveillance and Reconnaissance (ISR) Strategy, Plans, Policy and Force Development (AF/A2D). AF/A2D provides policy and guidance oversight and coordination on intelligence analysis; force management of manpower, personnel, training, and equipment associated with targeting and intelligence career fields. AF/A2D coordinates with AF/A2C on matters pertaining to AF-wide analytic support to targeting and the TCM training/certification and CDE training programs.

2.1.3.1. Chief, AF Intelligence, Surveillance and Reconnaissance (ISR) Force Management and Readiness Division (AF/A2DF). AF/A2DF is the focal point for all manpower, personnel, and training issues that fall under the purview of AF/A2D. AF/A2DF will:

2.1.3.1.1. Provide input to the development and review of personnel policy coordination issues that affect targeting training and billets. AF/A2 officer and enlisted Career Field Managers (CFM) lead U&TWs and TPTs for AF officer and enlisted intelligence specialties IAW AFI 36-2201, *Air Force Training Program*.

2.1.3.1.2. Provide policy and guidance for the force development of the 1N and 14N career fields and coordinate with AF/A2C on matters pertaining to targeting intelligence.

2.1.3.2. Chief, Intelligence Analysis Division (AF/A2DA). AF/A2DA is the AF/A2 OPR and functional manager for intelligence analysis. AF/A2DA will:

2.1.3.2.1. Provide input on intelligence analysis as it relates to targeting, and represent analytic expertise at the AF Targeting Capabilities Working Group (TCWG) as needed.

2.1.3.2.2. Closely coordinate with AF/A2CG, ACC and the ACWG/TCWG to improve AF ISR analysis and targeting.

2.1.4. Director for Intelligence, Surveillance and Reconnaissance (ISR) Resources (AF/A2R). AF/A2R will:

2.1.4.1. IAW DoD FMR 7000.14R, Vol. 2B, **Chapter 16**, formulate and advocate AF ISR program guidance, specifically to oversee programming, resource allocation, and program evaluation for AF ISR programs within the NIP, Military Intelligence Program and other AF Program Objective Memorandum (POM) funding as appropriate.

2.1.4.2. Advocate for the AF portion of ISR programs; work with ACC and National Air and Space Intelligence Center (NASIC) staffs to prepare and submit various planning, programming, and budgeting documents that provide for the funding requests.

2.1.4.2.1. Serve as Program Element Monitor for operationally fielded capabilities in AF ISR programs, including DCGS and the AFTE.

2.2. Air Combat Command (ACC). ACC is designated as the Lead MAJCOM and Lead Command for targeting. These responsibilities will be executed IAW AFI 38-101, *Air Force Organization* and AFD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*. ACC is responsible for providing combat-ready ISR forces, capabilities, support, and equipment to Combatant Commands (CCMDs), the National IC/CSAs, Component MAJCOMs (C-MAJCOMs), MAJCOMs, Component Numbered Air Forces (C-NAFs) and NAFs. As Lead MAJCOM/Command, ACC will:

2.2.1. Guide the integration, synchronization and advocacy of AFTE requirements.

2.2.2. Organize, train, equip and present assigned forces and capabilities to joint warfighters.

2.2.3. Provide targeting expertise to AF/A2CG, C-MAJCOMs, MAJCOMs, C-NAFs and NAFs as required.

2.3. ACC Director of Intelligence (ACC/A2). On behalf of the Commander, ACC (COMACC), the ACC/A2 serves as the OPR for targeting Lead MAJCOM/Command activities. The ACC/A2 is also designated as the program manager of the AF TCM TMP training and certification programs. The ACC/A2 will:

2.3.1. Designate a representative to provide subject matter oversight and management of all targeting systems, capabilities requirements and operational employment issues.

2.3.2. Designate a representative to provide subject matter expertise on force development and force management to AF/A2C and AF/A2D.

2.3.3. Coordinate common positions and advocate for standardization across the AF concerning operational issues that impact targeting. Provide oversight of changes in targeting plans, programs, resources, and support initiatives.

2.3.4. Lead and coordinate AF targeting intelligence support for AF weapon systems, command, control, communications, computers, and intelligence (C4I), and munitions acquisitions.

2.3.5. Consolidate, validate, prioritize, and submit targeting automation requirements via the requirements system of record and capabilities requirements management program IAW AFI 10-601, *Operational Capability Requirements Development*.

2.3.6. Chair the action officer (AO)-level Intelligence Requirements Review Board and Executive-level Requirements Review Board, and provide AFTE-validated and prioritized intelligence systems requirements to the appropriate organizations.

2.3.7. Provide SMEs to the AOC Weapon System (WS) and unit-level intelligence programs; provide oversight and guidance during development and operational testing of intelligence systems.

2.3.8. Provide guidance related to optimization of AFTE technical architecture, systems configuration, data storage and transmission, and data interoperability with joint and service C4I architectures.

2.3.9. Identify, submit, and monitor AFTE-related gap requirements via the Joint Staff Command, Control, Communications and Computer Systems (JS/J6) Net-enabled Requirements Identification Database, the AF ISR Capabilities Analysis Requirements Tool (ISR-CART), and other service and joint programs as identified.

2.3.10. Consolidate, develop, coordinate, validate, integrate, synchronize, and maintain the AFTE full-spectrum modernization strategy and formal requirements documentation; coordinate AF target-intelligence-related systems and capabilities development with AF/A2CG and Targeting and GEOINT (T&G) PMO.

2.3.11. Coordinate with MAJCOMs, Field Operating Agencies (FOA), Direct Reporting Units (DRU), Numbered Air Forces (NAF), and other organizations with targeting equities and/or responsibilities on development of the AFTE modernization strategy and capability development to ensure operations, training, and enterprise modernization needs are fully considered in the requirements and fiscal planning processes to include AF National Geospatial-Intelligence Program (NGP) and General Defense Intelligence Program (GDIP)-funded activities.

2.3.12. Monitor modernization execution to certify strategy compliance, as well as requirements and capabilities satisfaction.

2.3.13. Oversee planning and execution of authorized and allocated ACC targeting-related program objective memorandum (POM) resources.

2.3.14. In conjunction with other MAJCOMs, FOAs, DRUs, NAFs, and other AF organizations with targeting equities and/or responsibilities, develop an annual estimate of required resources to ensure adequate target development capacity for current operations and contingency planning efforts such as operation plans (OPLANs), contingency plans (CONPLANs), etc. Estimate will address required analyst man hours, systems, and intelligence resources (collection, production) necessary to support all facets of target development as described in CJCSI 3370.01B, *Target Development Standards*.

2.3.15. Ensure sufficient capability and capacity exists to meet steady-state and surge targeting intelligence reachback production requirements.

2.3.16. Establish and maintain a targeting force development vision that will serve as the basis for recommendations to AF and joint training programs that produce targeting analysts with the necessary skills and experience to meet targeting requirements across the AF.

2.3.17. Maintain and implement the AF TCM TMP and Target Mensuration Only (TMO) training/certification programs and the AF CDE training program on behalf of AF/A2. Day-to-day management may be delegated to ACC designated implementation organizations. The ACC designated representative will:

2.3.17.1. Oversee training and certification matters for individuals and units that perform TCM TMP and TMO IAW CJCSI 3505.01B, *Target Coordinate Mensuration Certification and Program Accreditation* and this publication.

2.3.17.2. Organize, train and equip the AF's National Geospatial-Intelligence Agency (NGA)-accredited training and certification teams.

2.3.17.3. Oversee training program for individuals and units that perform collateral damage estimation, IAW CJCSI 3160.01B, *No-Strike and the Collateral Damage Estimation Methodology* and this publication.

2.3.17.4. Organize, train and equip the AF CDE/PM training team.

2.3.17.5. Oversee matters pertaining to work center training and proficiency for individuals performing CDE analysis and verification, as appropriate.

2.3.17.6. Designate an individual to schedule attendance at the AF CDE Initial Qualification Training (IQT) course and coordinate CDE IQT Mobile Training Team (MTT) requests.

2.3.18. Designate representative to serve as Advisory Member to the Joint Staff's MTC on behalf of the Combat Air Force (CAF).

2.3.19. Host AF targeting workshops, video teleconferences, and other forums, as required, to improve targeting capabilities and promote the development and exchange of targeting ideas, concepts, materials, and systems.

2.3.20. Lead the AF TCWG.

2.3.21. Lead, manage, and provide action officers for Global Integrated-Intelligence, Surveillance and Reconnaissance (GIISR) Core Function Lead Integrator (CFLI) Targeting Capability Collaboration Team (CCT).

2.3.22. As GIISR CFLI Targeting CCT and TCWG lead, develop and prioritize targeting system (including the Joint Targeting Toolbox) requirements, develop POM initiatives and seek additional funding for T&G PMO acquisition, as required.

2.3.23. Forward issues that require service-level position or external interaction to A2CG, as required.

2.4. ACC Director of Operations (ACC/A3). In cooperation with ACC/A2 and the TCWG governance structure, ensures synchronization of AFTE policies, plans, and guidance affecting command and control processes and capabilities with regards to targeting-related functions, exercises, and operations.

2.5. ACC Director of Plans, Programs, and Requirements (ACC/A5/8/9). ACC/A5/8/9 coordinates, directs, and manages lifecycle efforts to improve joint targeting automation interoperability and compatibility for new and existing AOC WS, DCGS WS, and the Theater Air Control System requirements. These tasks are performed in cooperation with ACC/A2, the TCWG governance structure, AFMC, 25 AF, and national/theater intelligence agencies and centers.

2.6. ACC Director of Communications (ACC/A6). As an extension of the AF CIO, IAW 10 USC § 2223, ACC/A6 will coordinate on cyberspace/IT budget requirements as they relate to the AFTE.

2.7. Air Force Space Command (AFSPC). AFSPC is responsible for providing AF/A2 and ACC/A2 with the expertise and support needed to guide the integration, synchronization, and advocacy of space and cyberspace targeting activities within the AFTE full-spectrum requirements process. AFSPC will coordinate with AF/A2CG and ACC/A2 on targeting issues that require AF or Lead MAJCOM support.

2.8. AF Global Strike Command (AFGSC). AFGSC is responsible for nuclear targeting-related activities. In coordination with United States Strategic Command (USSTRATCOM), AFGSC is responsible for providing the AF/A2 and ACC/A2 with the expertise and support needed to guide the integration, synchronization, and advocacy of nuclear targeting activities within the AFTE full-spectrum requirements process. AFGSC will coordinate with AF/A2CG and ACC/A2 on targeting issues that require AF or Lead MAJCOM support.

2.9. AF Special Operations Command (AFSOC). AFSOC is responsible for irregular warfare targeting-related activities. AFSOC is responsible for providing AF/A2 and ACC/A2 with the expertise and support needed to guide the integration, synchronization, and advocacy of counterinsurgency and counterterrorism targeting activities within the AFTE full-spectrum requirements process. AFSOC will coordinate with AF/A2CG and ACC/A2 on targeting issues that require AF or Lead MAJCOM support.

2.10. Air Force Materiel Command (AFMC). AFMC is the executor for developing and fielding the full-spectrum targeting systems and capabilities IAW AFTE-defined requirements. AFMC will designate a staff OPR for full-spectrum targeting systems and capabilities. The staff OPR will:

2.10.1. Provide acquisition intelligence support and acquisition expertise to AFTE materiel solution analysis, research, development, test, evaluation, fielding, and sustainment of programs and activities executed at subordinate Air Force Life Cycle Management Center (AFLCMC). Responsibilities include:

2.10.1.1. Identification and documentation of targeting- and GEOINT-related intelligence supportability requirements, deficiencies and constraints.

2.10.1.2. Delivery of target intelligence community products and services to acquisition programs and initiatives that involve targeting- and GEOINT-related capabilities and equities.

2.10.2. Coordinate with AF/A2, ACC/A2, AFGSC/A2, AFSPC/A2, AFSOC/A2, and Air Education and Training Command (AETC) to advocate for the resolution of targeting- and GEOINT-related intelligence deficiencies in AF capabilities planning and resource allocation activities.

2.10.3. Acquire new T&G materiel capabilities through the T&G PMO. The T&G PMO will apply sound acquisition practices and guide selected efforts through the lifecycle management process IAW DoDI 5000.02 and AFI 63-101. The T&G PMO will:

2.10.3.1. Manage development, integration, testing, certification, accreditation, fielding, and sustainment of targeting, geopositioning (i.e., point mensuration, validation, and verification), and GEOINT acquisition efforts within its portfolio.

2.10.3.2. Monitor and shape targeting-related acquisition efforts throughout AFMC activities to ensure efforts are integrated and synchronized with ACC requirements for full-spectrum targeting.

2.11. Air Mobility Command (AMC). AMC is responsible for air-drop targeting-related activities. AMC is responsible for providing AF/A2 and ACC/A2 with the expertise and support needed to guide the integration, synchronization, and advocacy of airdrop targeting activities within the AFTE full-spectrum requirements process. AMC will coordinate with AF/A2CG and ACC/A2 on targeting issues that require AF or Lead MAJCOM support.

2.12. Air Education and Training Command (AETC). AETC executes formal targeting intelligence training and education for the AF. The training pipeline manager co-chairs targeting-related U&TWs and TPTs with the AF/A2DF CFMs IAW AFI 36-2201.

2.13. Air Reserve Component (ARC) The ARC is an integrated partner providing trained ISR personnel in support of Regular AF air, space and cyberspace targeting missions. ARC is responsible for providing AF/A2 and ACC/A2 with the expertise and support needed to guide the integration, synchronization, and advocacy of Reserve personnel into targeting activities within the full-spectrum targeting requirements process. ARC will coordinate with AF/A2CG and ACC/A2 on targeting issues that require AF or Lead MAJCOM support.

2.14. MAJCOM's Director of Intelligence (MAJCOM/A2). The MAJCOM/A2 is the OPR for command intelligence support to targeting. The MAJCOM/A2 will:

2.14.1. Designate a MAJCOM Functional Area Manager (FAM) for Targeting IAW AFI 10-401, *Air Force Operations Planning and Execution* and provide name and contact information to AF/A2CG.

2.14.2. Designate a MAJCOM Functional Lead for intelligence support to targeting. The MAJCOM Functional Lead will:

2.14.2.1. Perform NAF target-intelligence-related management responsibilities outlined in paragraph 2.17 of this publication when NAF command structure does not exist between a MAJCOM and its theater Air Operations Center (AOC).

2.14.2.2. Provide oversight and resourcing for ISR applications and training requirements that enable effective targeting and mission readiness at NAF, AOC, OC and below.

2.14.2.3. Coordinate with AF/A2CG on proposed agenda items or issues for Joint Targeting forums.

2.14.2.4. Develop command targeting intelligence policy, procedures and priorities, and Tactics, Techniques and Procedures (TTP) IAW targeting doctrine and AFIs to supplement this instruction as required.

2.14.2.5. Coordinate with MAJCOM/A3/5/8 offices to ensure consistency of policies, plans, guidance and TTPs affecting targeting-related functions and operations, such as weapon system acquisition, integration into C2 architectures, intelligence databases, targeting automation actions, application of geo-positioning capabilities, GEOINT activities, target location error determination efforts, CDE, strike mission planning, assessment and target materials.

2.14.2.6. Coordinate with AF/A2CG and ACC, as appropriate, on targeting issues that require AF or Lead MAJCOM/Command support.

2.14.2.7. Coordinate with AF/A2CG, ACC and T&G PMO for the development of command-sponsored systems that require or support the targeting process.

2.14.2.8. Provide command representation for the TPT and U&TW review of officer and enlisted targeting training curriculum and personnel utilization.

2.14.2.9. Annually develop and submit to ACC via e-mail an estimate of targeting reachback support the command is projected to require to fulfill operational or concept plans that will exceed the capacity of their AOC to provide.

2.14.2.10. Validate and endorse all TMP and Target System Analysis (TSA) requirements to the 363 Intelligence, Surveillance and Reconnaissance Wing (363 ISRW), the 625 Operations Center (625 OC) and 25 AF on behalf of the Command's AOCs.

2.14.2.11. Ensure MAJCOM FDO informs AF/A2CG of any targeting-related disclosure issues during MAJCOM FDO coordination with the Office of the Deputy Under Secretary of the Air Force, International Affairs.

2.14.2.12. Develop and implement a process to use the Lead Command's requirements system of record for identifying, consolidating, approving and forwarding the command's capability and system requirements.

2.14.2.13. Coordinate with subordinate organizations to ensure positions on Unit Manpower Document are appropriately coded with Special Experience Identifiers to meet AFI 10-401 unit readiness requirements.

2.14.2.14. Develop MAJCOM Command Job Qualification Standard supplement to the Career Field Education and Training Plan, as required.

2.14.2.15. Ensure targeting-related reachback, distributed, and federated interoperability requirements (to include allied coalition data sharing) are properly documented in Air Operations Directives, crisis action planning Joint Operations, Planning & Execution System message categories, OPLANs, CONPLANs, Joint Air Operations Plans (JAOPs) and concept of operations (CONOPS).

2.14.2.16. Validate and resource requirements and billets for TCM training and/or certification, as required.

2.14.2.17. Validate and resource requirements and billets for CDE training, as required.

2.14.2.18. Coordinate with ACC/A2 designated representative to schedule TCM training/certification and/or CDE training, as required.

2.14.2.19. Coordinate attendance at other service or Joint Targeting School-accredited CDE IQT courses when more beneficial to the MAJCOM.

2.14.2.20. Submit a MAJCOM/A2 endorsed memorandum via e-mail to AF/A2C requesting approval to use a coordinate mensuration program other than the AF/A2 program of record.

2.14.2.21. Support ACC by developing an annual estimate of MAJCOM required resources to ensure adequate target development capacity for current operations and contingency planning efforts (OPLANs, CONPLANs, etc.). Estimate will address required analyst man hours, systems, and intelligence resources (collection, production) necessary to support all facets of target development, to include TSA, intermediate target development, weaponeering, CDE, TCM, TLM, target vetting, target validation, and assessment. Estimate will be sent to ACC/A2 designated representative via e-mail.

2.15. C-MAJCOM. An AF MAJCOM that is also the service component to a CCMD is responsible for organizing and employing forces to accomplish assigned missions. The C-MAJCOM's Director of Intelligence (C-MAJCOM/A2) will:

2.15.1. Ensure procedures are implemented in support of the Commander, Air Force Forces (COMAFFOR) as the service component to their JFC.

2.15.2. Manage theater reachback support to the AFTE in support of the JFC.

2.15.3. Validate and endorse all TMP and TSA requirements to the 363 ISRW, the 625 OC and 25 AF on behalf of the command's AOCs.

2.15.4. Respond within 30 days to 363 ISRW requests to validate Theater-specific/unique Standoff Weapon TMP requirements and revalidation of product libraries.

2.15.5. Ensure service subordinate C-NAF with AOC/Intelligence, Surveillance and Reconnaissance Divisions (ISRDs) and direct-reporting AOC/ISRDs are postured to answer readiness reporting, both through Air Force Inspection Systems Management Internal Control Toolset (MICT) for HAF assessments, as well as codify Defense Readiness Reporting System Universal Joint Task List (UJTL) Mission Essential Task Lists for advanced target development capabilities (e.g., produce electronic target folders, conduct CDE, and perform weaponeering) within the monthly COMAFFOR submission to the JFC.

2.16. NASIC. NASIC is a FOA directly subordinate to AF/A2. NASIC will:

2.16.1. Leverage available analytic resources to maximize intelligence support to targeting as requested by MAJCOMS/NAFs for theater Operations Plans support (T-1).

2.16.2. Produce intelligence products that support the development of TSA and post-strike system assessment (T-1).

2.17. NAF Director of Intelligence (NAF/A2). On behalf of the NAF Commander, the NAF/A2 serves as the OPR for targeting activities. NAF/A2 will:

2.17.1. Designate a targeting functional lead to serve as the focal point for targeting issues, capability integration and synchronization, and requirements management throughout the NAF.

2.17.2. Consolidate, validate, and prioritize annual TMP requirements for reachback support. Submit prioritized requirements to its MAJCOM.

2.17.3. With the exception of TSA production, submit ad hoc TMP requests through the 625 OC to the 363 ISRW IAW ACC/A2 policy. NAF/A2 will notify their MAJCOM/A2 Targeting Functional Lead when ad hoc requests are submitted.

2.17.4. Coordinate with MAJCOM/A2 Targeting Functional Lead to validate and endorse TSA production requests on behalf of the subordinate AOC and/or OC.

2.17.5. Implement AF policy and guidance to ensure integration and synchronization of NAF targeting data, applications, and systems with the air tasking cycle operational capabilities.

2.17.6. Document reachback and distributed interoperability requirements to include allied coalition data sharing in OPLANs, CONPLANs, JAOPs, and CONOPS.

2.17.7. Develop local targeting TTPs IAW AFDA 3-60, JP 3-60, targeting-related AFIs and MAJCOM supplements, CJCSIs, CJCSMs, and joint and AF TTPs, as required.

2.17.8. Due to the extensive joint nature of the targeting process, ensure operations, exercises, and training events adhere to joint standards to ensure interoperability across tactical, operational, and strategic levels.

2.17.9. Ensure personnel assigned to targeting billets and conducting targeting operations have received appropriate, specialized, and recurring targeting training per documented positional duties and IAW appropriate joint and AF policies.

2.17.10. Submit requirements for billets/positions that require targeting and ge positioning experience to MAJCOMs and AFPC.

2.17.11. Identify targeting reachback production and liaison requirements in OPLANs and CONPLANs.

2.17.12. Coordinate with functional OCs and 363 ISRW through 25 AF to develop crisis and contingency reachback TTPs, systems architectures, products and responsibilities for targeting-related management responsibilities of AOCs.

2.18. 25 AF. The 25 AF mission is to prepare all assigned forces for deployment and employment to enable ISR support for AF and national missions across the full spectrum of military operations. 25 AF will:

2.18.1. Coordinate with ACC/A2 and NASIC on development of the AFTE modernization strategy and capability development to ensure operations, training, and enterprise modernization needs are fully considered throughout the requirements and fiscal planning processes to include AF NGP- and GDIP-funded activities. Provide update to AFTE via the AF TCWG.

2.18.2. Manage ISR professionals and systems that provide multi-source intelligence (Multi-INT) and targeting support to CCMD, CAF and AFTE planning and operations with products and services designed to enhance all phases of the joint targeting cycle.

2.18.3. Ensure integration of Signals Intelligence production in support of full-spectrum targeting operations.

2.19. 363 ISR Wing (363 ISRW). The 363 ISRW is a subordinate organization of the 25 AF. It is focused on the oversight and direction of targeting-related functions and reach back support to AF air components and AOCs. The organization provides multi-intelligence analysis and targeting expertise at the operational level.

2.20. 363 ISR Group (363 ISRG). The 363 ISRG is subordinate to the 363 ISRW and 25 AF. The mission is to provide targeting-related production and reachback support to AF air components and AOCs. The 363 ISRG is the program manager of the AF TCM TMP training and certification programs. The 363 ISRG is also the AF CDE/PM. The 363 ISRG will:

2.20.1. Function as the AF-designated focal point to lead, facilitate, and manage tasked reachback, distributed, and federated TMP and services throughout the joint targeting cycle for AF capability-based, targeting-related production nodes and expertise to optimize reachback, distributed, and federated support to theater planning and execution (T-1).

2.20.2. Implement Lead MAJCOM guidance on production prioritization and management of reachback and distributed production to optimize the AFTE production capacity (T-2).

2.20.3. Coordinate with theater and functional production activities within AOCs and OCs when requirements cross theater and functional domains (T-2).

2.20.4. Provide theater AOCs and functional OCs support in developing, planning, exercising, and executing crisis and contingency reachback TTP, systems architectures, products, responsibilities, liaisons, etc. (T-2).

2.20.5. Provide targeting reachback to AF operational elements via access to targeting and geospatial systems and databases (T-2).

2.20.6. Maintain capability in steady state and surge to conduct target development, target planning, target analysis, target materials production, weaponeering, Battle Damage Assessment (BDA), CDE, and targeting-related capabilities planning for multi-domain effects IAW CJCSI 3370.01, *Target Development Standards*, CJCSI 3160.01B, CJCSM 3162.01, *Joint Methodology for Battle Damage Assessment*, and other Joint and AF policies (T-2).

2.20.7. Manage targeting-related services and production taskings for 363 ISRG aligned AFRC intelligence squadrons. Coordinate production tasking thru NGB/A2/3/6 for ANG aligned intelligence squadrons (T-2).

2.20.8. Incorporate joint federated production processes into production requirements management and consolidation practices to ensure production activities leverage national capabilities to meet Lead MAJCOM and national production priorities (T-2).

2.20.9. Participate in CCMD, ACC, and air component exercises through reachback processes to strengthen and hone targeting TTP, architectures, and relationships (T-2).

2.20.10. Represent the AF at the Joint Target Materials Production Working Group. Provide AF/A2CG a summary of meeting results (T-1).

2.20.11. With regards to the AF TCM TMP program, do the following:

2.20.11.1. Maintain the AF Precise Point Positioning Program (AFP4) and TCM TMP Program accreditation (T-1).

2.20.11.2. Ensure TMP trainers have completed an instructor-training course (T-2).

2.20.11.3. Ensure trainers and certifiers maintain their certification with the AF/A2 TCM program of record (T-2). If there is a lapse in certification, trainers and certifiers will not perform AFP4 training or certification duties (T-2). Trainers and certifiers may be removed from training and certifying positions for failure to maintain individual TCM certification.

2.20.11.4. Develop and maintain standardized training material for initial training, On-the-Job Training (OJT), and Proficiency Maintenance Training (PMT) that are consistent with NGA CONOPS (T-2).

2.20.11.5. Provide training on the AF/A2 TCM TMP programs of record to targeting personnel (T-2).

2.20.11.6. Evaluate unit personnel to determine individual certification for TCM TMP (T-1).

2.20.11.7. Evaluate unit processes to determine unit certification for TCM TMP (T-1).

2.20.11.8. Enter TMP certification results in the Joint Staff Targeting (JCS/J23) joint registry (T-0).

2.20.12. With regards to the AF CDE program, the 363 ISRG will:

2.20.12.1. Establish and maintain the Joint Targeting School (JTS) accredited AF CDE IQT Program and CDE Standardization Instructor core development IAW CJCSI 3160.01B (T-1).

2.20.12.2. Manage the AF CDE IQT and OJT standards to ensure work centers meet requirements IAW CJCSI 3160.01B (T-1).

2.20.12.3. Maintain standardized training materials as operational baselines for work centers with CDE analysts (T-2).

2.20.12.4. Ensure the Joint CDE Analyst Registry reflects AF qualified CDE analysts (T-0).

2.20.12.5. Establish and maintain format for work center reporting of CDE proficiency status. Submit compiled reports through the 363 ISRW and 25 AF to ACC/A2 and AF/A2CG by the last week of January each year (T-2).

2.20.12.6. Serve as the AF POC for engagement with the joint CDE Standardization Team and the conduct of annual joint curriculum reviews (T-0).

2.20.12.7. Develop and maintain refresher training materials for work center use (T-2).

2.20.12.8. Develop and maintain a standardized baseline training outline for work center OJT requirements (T-2).

2.20.12.9. Provide scenario information and guidance required to produce the quarterly proficiency products to organizations that have not conducted real-world CDE production within the quarter. Scenarios will be developed to stress the widest variation of situations discussed in CJCSI 3160.01B (e.g., human shields, weapons of mass destruction, environmental, dual-use, rules of engagement protected, etc.) over a twelve month period (T-2).

2.20.12.10. Evaluate proficiency products for accuracy and provide feedback to the work center. Feedback will entail, at a minimum, accuracy and issues, if any, of analysis and graphics, and trends seen across the work center (T-2).

2.20.12.11. Evaluate work center production of real-world CDE analysis to ensure proficiency and provide feedback to the work center on potential areas for work center enhancement (T-2).

2.21. 365 ISRG. The 365th ISRG is a subordinate organization of the 363 ISRW and 25 AF. It focuses on analysis of adversary weapons and tactics for the mission areas of air and air defense, cruise and ballistic missiles, space and ISR capabilities for the purpose of Intelligence Preparation of the Operational Environment and high-fidelity AF training and tactics development. As part of the mission the 365 ISRG is responsible for federated TSA. The 365 ISRG will:

2.21.1. Implement ACC guidance on production prioritization and management of reachback and distributed production to optimize the AFTE production capacity (T-2).

2.21.2. Coordinate with theater and functional production activities within AOCs and OCs when requirements cross theater and functional domains (T-2).

2.21.3. Provide theater AOCs and functional OCs support in developing, planning, exercising, and executing crisis and contingency reachback TTP, systems architectures, products, responsibilities, liaisons, etc. (T-2).

2.21.4. Provide targeting reachback to AF operational elements via access to targeting and geospatial systems and databases (T-2).

2.21.5. Incorporate joint federated production processes into production requirements management and consolidation practices to ensure production activities leverage national capabilities to meet ACC and national production priorities (T-2).

2.21.6. Participate in CCMD, ACC, and air component exercises through reachback processes to strengthen and hone targeting TTP, architectures, and relationships (T-2).

2.22. Fourteenth Air Force (14 AF) and the 614 Operations Center (614 AOC) will ensure integration and synchronization of space targeting capabilities with the lead command strategy for development of full-spectrum capabilities and the air tasking cycle operational capabilities (T-1).

2.23. Eighteenth Air Force (18 AF) and the 618 Air Operations Center (618 AOC). 18 AF and the 618 AOC function as the lead component for air-drop-related targeting issues. 18 AF and the 618 AOC will:

2.23.1. Ensure integration and synchronization of air-drop targeting data and capabilities with the lead command. Develop strategy for air tasking cycle full-spectrum operational capabilities (T-1).

2.24. Twenty-fourth Air Force (24 AF) and 624 Operations Center (624 OC) will ensure integration and synchronization of cyberspace targeting data and capabilities with the lead command (T-1).

2.25. AOCs. AOCs will:

2.25.1. Training. Ensure personnel assigned to targeting billets and conducting targeting operations have received appropriate, specialized, and recurring targeting training per documented positional duties and IAW appropriate joint and AF policies (T-2).

2.25.2. Manage reachback support and distribution (T-2).

2.25.2.1. Identify intelligence production and analysis capacity shortfalls and submit annual reachback production requirements to their NAF/MAJCOM for validation and prioritization IAW this publication and AFI 14-133, *Intelligence Analysis* (T-2).

2.25.2.2. Coordinate with NAF/MAJCOM to coordinate/leverage and work with 625 OC, 363 ISRW and functional OCs to develop and deconflict crisis and contingency reachback (to include TTPs), full-spectrum target production requirements, systems architectures, and responsibilities, and optimize use of reachback resources provided by the AFTE to support steady state and crisis targeting requirements (T-2).

2.25.2.3. Document data and systems reachback support and distributed interoperability requirements to include allied and coalition data sharing in OPLANs, CONPLANs, JAOPs, and local CONOPS documents (e.g., BDA, dynamic and time sensitive targeting, etc.) (T-2).

2.26. Flying Wing/Unit-level Targeting Roles and Responsibilities. Intelligence personnel assigned to flying wings/units are responsible for targeting-specific capabilities required to execute air-to-ground missions. Wing and below Senior Intelligence Officer will:

2.26.1. Perform baseline unit-level targeting support IAW appropriate AFI 14-2 mission design series (MDS), MDS-specific AFTTP (e.g., AFTTP 3-1.F-15E, AFTTP 3-1.F-16, etc.), AFTTP 3-1. *General Planning*, Theater Intelligence Reporting Directive, JP 3-09, *ALSA Dynamic Targeting* MTTP, and local unit and mission-specific checklists to do the following:

2.26.1.1. ATO breakout (T-2).

2.26.1.2. Mission planning (T-2).

- 2.26.1.2.1. Ingress (T-2).
 - 2.26.1.2.2. Initial Point (IP) to target (T-2).
 - 2.26.1.2.3. Escape (T-2).
 - 2.26.1.2.4. Egress (T-2).
 - 2.26.1.3. Determine navigational waypoint and offset aim points (T-2).
 - 2.26.1.4. Threat analysis and mitigation (T-2).
 - 2.26.1.5. Terrain analysis (T-2).
 - 2.26.1.6. Target analysis and vulnerability (T-2).
 - 2.26.1.7. Determine attack profile and delivery tactics (T-2).
 - 2.26.1.8. Capabilities analysis (T-2).
 - 2.26.1.9. Verify target aimpoints (T-2).
 - 2.26.1.10. Conduct TCM TMP or TMO (T-2).
 - 2.26.1.11. Geospatial products and data collection.
 - 2.26.1.11.1. Target graphics (overview, mid-range, close-up, Joint Desired Point of Impact (JDPI), CDE, etc.) (T-2).
 - 2.26.1.11.2. Navigational information boxes, course advisory blocks, line-up cards, attack cards, bomb forms, etc. (T-2).
 - 2.26.1.11.3. Strip charts and additional charts with mission specific annotations (T-2).
 - 2.26.1.11.4. Aimpoint graphics (T-2).
 - 2.26.1.12. Build combat mission folders (T-2).
 - 2.26.1.12.1. Mission planning section (T-2).
 - 2.26.1.12.2. Combat mission section (T-2).
 - 2.26.1.13. Phase I BDA reporting and munitions effectiveness assessment support to include weapons system video processing (as appropriate, depending on the airframe, mission, resources available, etc.) (T-2).
 - 2.26.1.14. Mission Planning Cell (MPC) targeting-related support tasks (T-2).
 - 2.26.1.15. Verify CDE (T-2).
 - 2.26.1.16. Conduct CDE (T-2).
- 2.26.2. Unit-level Targeteers will work in close coordination with unit-level intelligence analysts (e.g., in the MPC and Combat Intelligence Center, Weapons and Tactics, and aircrew as well as targeting and all-source analyst counterparts in the AOC to accomplish the above tasks as required (T-3).

2.26.3. Additional targeting support requirements for units with unique or special mission planning considerations will be accounted for in local unit checklists, operating instructions, or standard operating procedures (T-2).

2.26.4. Establish local checklists and procedures in conjunction with requirements from operational squadrons and flying unit's weapons officers (T-2).

2.27. Space and Cyberspace Unit-level Targeting Roles and Responsibilities. Space and cyberspace wings/units are responsible for a number of general tasks and targeting-related capabilities. Space and cyberspace wings/units will:

2.27.1. Provide targeting-related support to mission planning, mission reporting, and other targeting-related tasks, as required by higher echelons (T-3).

2.27.2. Provide targeting expertise for development of higher-echelon policy and guidance, as required (T-3).

2.27.3. Work in close coordination with targeting and all-source analysts in the 624 OC, AOCs, and Wings to develop, integrate, and execute on cyber targets (T-3).

2.28. Work Centers Performing TCM TMP. Work centers performing TCM will appoint a TMP Point of Contact (POC) to oversee the work center TMP program and coordinate with AFP4 Certification Team (T-1). The TMP POC will:

2.28.1. Maintain TMP certification and proficiency in the AF/A2 program of record (T-1).

2.28.2. Develop programs to train personnel on work center specific processes and procedures (T-2).

2.28.3. Submit requests to AFP4 for individual and work center certifications (T-3).

2.28.4. Ensure work center personnel are trained, proficient and certified to perform TCM TMP duties (T-1).

2.28.5. Ensure any changes to work center processes are coordinated with AFP4 and, if required, recertification is accomplished before implementation (T-2).

2.28.6. Notify AFP4 when certified personnel are reassigned to another organization (T-3).

2.28.7. Coordinate with the unit training manager to request initial training class seats through the MAJCOM Training Requestor Quota Identifier manager (T-3).

2.29. Work Center Performing CDE. Work centers performing operational CDE IAW CJCSI 3160.01B, will appoint a work center POC (T-1). The CDE POC will:

2.29.1. Identify in writing, to the AF CDE/PM, work center OJT trainers (T-1).

2.29.2. Maintain work center training program and materials to support applicable CCMD CDE certification and proficiency maintenance requirements IAW CJCSI 3160.01B and CCMD policy and guidance (T-1).

2.29.3. Utilize and ensure currency of AF CDE/PM produced OJT training outline (T-2).

2.29.4. Ensure individuals performing operational CDE are qualified, competent and certified in CCMD specific standards as required, and proficient IAW CJCSI 3160.01B (T-1).

2.29.5. Request individual IQT course attendance and IQT MTTs through MAJCOM/A2 (T-3).

2.29.6. Provide quarterly proficiency status reports to AF CDE/PM (T-2).

2.29.7. Evaluate inbound or returning deployed CDE analyst's knowledge level of the CDE methodology to determine if refresher training is required. If deemed necessary, conduct OJT refresher training (T-2).

2.29.8. Establish and implement local training procedures to maintain proficiency of certified CDE analysts (T-1).

Chapter 3

TCM TMP TRAINING PROGRAM

3.1. TMP Training Program. The TMP training program is considered Specialized Training IAW AFI 14-202, Volume 1, *Intelligence Training*. This training program consists of three levels (initial training, OJT, and PMT) to further develop an individual's point mensuration analytical skills. Successful completion of initial training and OJT does not constitute certification.

3.2. Air Force Precise Point Positioning Program (AFP4) Training. AFP4 training will be developed using the Instructional System Development process IAW AFPD 36-26, *Total Force Development*; AFMAN 36-2234, *Instructional System Development*; Air Force Handbook (AFH) 36-2235 Volume 1, *Information For Designers of Instructional Systems - ISD Executive Summary For Commanders And Managers*, AFH 36-2235 Volume 2, *Information for Designers of Instructional Systems*, AFH 36-2235 Volume 4, *Manager's Guide to New Education and Training Technologies*, AFH 36-2235 Volume 5, *Information for Designers of Instructional Systems Advanced Distributed Learning: Instructional Technology and Distance Learning*, AFH 36-2235 Volume 6, *Informational for Designers of Instructional Systems Guide to Needs Assessment*, AFH 36-2235 Volume 9, *Information for Designers of Instructional Systems Application to Technical Training*, AFH 36-2235 Volume 10, *Information for Designers of Instructional Systems Application to Education*, AFH 36-2235 Volume 12, *Information for Designers of Instructional Systems Test and Measurement Handbook*, and AFI 36-2201 (T-2).

3.3. Initial Training. Initial training is the first required step toward AFP4 certification. At a minimum, training will cover the topics established by NGA as Major Graded Areas, Target Coordinate Mensuration Training Program defined in NGA CONOPS (T-1). This training exposes an individual to general target coordinate mensuration methods without regard to work center-specific mission or processes.

3.3.1. Trainees will attend an initial training course held by the AFP4 Training Team at the 20th Intelligence Squadron (T-2). A MTT is available primarily for overseas units. MTT requests must be submitted by the MAJCOM training manager to AFP4 via ACC/A2 designee (T-2).

3.3.2. Initial training consists of a two-week course of instruction on various TCM methods followed by a final practical exercise and written exam (T-2).

3.3.3. Personnel are required to successfully complete initial training at least once in their career. If a significant lapse in certification occurs and the work center POC determines retraining is necessary, an individual may be required to repeat the initial training course (T-1).

3.4. On the Job Training (OJT). OJT provides the repetition, variety, and in-depth training necessary to prepare individuals for AFP4 certification. OJT is typically completed at an individual's work center.

3.4.1. All students must successfully complete initial training prior to starting the OJT program (T-1).

3.4.2. OJT involves completing additional training datasets, as well as training on work center-specific procedures, tools, and processes (T-2).

3.4.3. Individuals must remain in the certification training program for at least two months and complete all training requirements prior to attempting TMP certification (T-3). If the work center's commander deems warranted and all training requirements have been completed, early certification may be requested by having the commander submit a justification memorandum to the Director AFP4 for scheduling.

3.4.4. To recertify, individuals do not need to re-accomplish OJT. However, repeating the OJT training is recommended if there is a major difference in operational software or the individual cannot demonstrate TMP proficiency.

3.5. PMT. Monthly PMT is required following certification and is designed to assist the analyst and work center in maintaining analysts TCM proficiency. Datasets and validated answers are provided to all AFP4 Certified work centers on a monthly basis.

3.5.1. Individuals must accurately derive coordinates and elevation data for four points, in each certified method, and create one graphic on a monthly basis (T-2). The work center will maintain copies of the target reports and graphics as documentation of PMT completion (T-3).

3.5.2. Points dropped and graphics produced as part normal day-to-day duties may be used to satisfy the monthly PMT requirement. This information will be tracked by the unit POC to ensure compliance with the intent of the monthly PMT program (T-2).

Chapter 4

TARGET COORDINATE MENSURATION TMP CERTIFICATION PROGRAM

4.1. AFP4 Certification Team. The team will perform all individual and work center certifications for TMP (T-1). Individual certification ensures that individuals possess a high level of technical skill and proficiency. Work center certification ensures that units have the necessary tools, procedures, training programs, production capability, and quality control processes in place to assure mission accomplishment. Only certified individuals will mensurate or quality control the coordinates used to support employment of coordinate-seeking kinetic weapons (T-1). Only TMP-certified individuals, using a certified unit process, may produce target materials, to include: mensurated coordinates used for planned/operational targeting or live-drop training; assign JDPI identifiers; and/or include targeting data in the Modernized Integrated Data Base (MIDB) (T-1). Additionally, the production or upload of associated JDPI Graphics must meet established joint target materials standards in order to be used in Joint Targeting Toolbox Electronic Target Folders or NGA's Target Management System (T-1).

4.2. Individual TCM TMP Certification. TMP-certified individuals will be proficient in work center processes, quality review processes, and fulfill all requirements necessary in order to maintain certification (T-1). Only certified individuals may conduct TCM TMP. This certification requirement cannot be waived. While certification in all NGA-validated methods is ideal, at a minimum, individuals must successfully demonstrate proficiency in the Direct Stand Alone/Digital Point Positioning Database (DPPDB) Direct method. Refer to the NGA Exploitation Tool Validation Program website on the Secret Internet Protocol Router Network for specific information regarding validated process scenarios and imagery requirements associated with each mensuration process: <http://www.geoint.nga.smil.mil/programs/validation/index.php> (T-1).

4.2.1. Certification Prerequisites. Individuals must successfully complete initial training and OJT prior to certification (T-1).

4.2.2. Certification. TMP Certification consists of an “over-the-shoulder” evaluation, and a written or oral test that covers topics necessary for mission accomplishment. If assigned to a work center, individuals who pursue certification will also be evaluated on knowledge of their work center’s local procedures, as well as their ability to perform TMP processes that pertain to TCM. (T-1). At the conclusion of the evaluation, AFP4 will determine if individuals meet certification requirements or require further training and assessment (T-1). At AFP4 discretion, individuals who do not demonstrate acceptable proficiency on a task may be provided on-the-spot remedial training and immediate reevaluation or be required to reschedule certification. If a subsequent individual certification visit is required, a waiting period of at least 60 days must be observed (T-1). The following methods will be evaluated during TMP certification:

4.2.2.1. Direct Stand Alone/DPPDB Direct derives precise and accurate coordinate and elevation data directly from DPPDB (T-1).

4.2.2.2. Registration derives precise and accurate coordinate and elevation data via the use of tie points to register a mono image with support data to stereo DPPDB (T-1).

4.2.2.3. Multiple Image Geopositioning derives precise and accurate coordinate and elevation data by correlating multiple images without the use of DPPDB (T-1).

4.2.3. Out-of-cycle certification. In response to deployment tasks or special circumstances, work centers may require that individuals certify or recertify outside of their normal cycle. Out-of-cycle certification requirements will be submitted to the Director AFP4 and approved on a case-by-case basis to ensure that scheduling and funding are coordinated (T-2). Out-of-cycle certifications are typically funded by the work center (T-2).

4.2.4. PMT. To avoid a revocation of certification, individuals must complete monthly Precise Point Mensuration (PPM) PMT (T-2). Individuals with a proficiency gap of two months but less than 12 months will be restricted from performing mensuration duties and must be evaluated by the TMP work center POC to determine the appropriate course of action to regain proficiency (T-2). Individuals with a proficiency gap of more than twelve months must re-complete the certification process (T-2).

4.2.5. Individual Certification Status. TMP certification is valid for two years (T-2).

4.2.6. Certification Extensions. TMP-certified individuals may be granted a certification extension in the event their certification expires during an extended absence from duty station or due to permanent change of station. Extensions may only be granted for the duration that would reasonably be required to make up the biennial certification and may not exceed one year. Certification extensions are granted only if PMT is current. Certification extensions will not to be used to cover lapses in work center execution of periodic certifications (T-2).

4.2.7. Certification is not required for individuals who perform aimpoint verification or flying wing/unit-level targeteers who derive points for training and exercise purposes (does not include live drops on range targets). Non-certified individuals may also verify coordinates but may not derive mensurated coordinates for use in the employment of coordinate-seeking weapons, contingency operations, or for inclusion in the MIDB.

4.2.8. Pending supervisor approval and system availability, certified individuals at non-certified work centers may maintain certification if they complete the required proficiency maintenance. Individuals contact the AFP4 Certification Team for further guidance.

4.3. TMP Work Center Certification. Work center certification is designed to promote work center proficiency through adherence to approved methods and the application of established standards to ensure the accuracy of target coordinates.

4.3.1. Requirements. Organizations requesting a TMP work center certification must have documented processes in place that meet the standards set by NGA and the AFP4 (T-1).

4.3.2. Certification Process. Organizations requiring initial work center TMP certification will coordinate with the AFP4 Certification Team to review work center PPM processes and training tools (T-2). After AFP4 review and approval, organizations will request AFP4 conduct a site visit in order to validate proper program employment (T-2). The AFP4 Certification Team reviews work center programs and provides feedback. TMP work center certification will only be granted when AFP4 is satisfied that all requirements are being fulfilled (T-2).

4.3.3. Work Center Recertification. Work centers renew their certification when individuals assigned to the work center certify or recertify using that work center's process. The work center certification becomes inactive, if no individuals certify using the work center's processes for two years. If a work center process changes significantly, the work center may be required to recertify (T-3).

Chapter 5

CDE QUALIFICATION PROGRAM

5.1. CDE Qualification Program. The training program to support CDE qualification is considered specialized training IAW AFI 14-202, Volume 1, Intelligence Training. This training program consists of IQT to develop an individual's analytical skills in the Collateral Damage Methodology. To be qualified, a CDE analyst must complete the academic and practical portion of a JTS accredited qualification program and pass a comprehensive evaluation that meets the requirements of CJCSI 3160.01B. For the AF CDE qualification program, the 363 ISRG managed CDE IQT meets this requirement. Successful completion of IQT constitutes qualification but does not constitute certification. Once qualification is completed, it does not expire (T-1).

5.1.1. CDE IQT. The AF Collateral Damage Estimation Program Manager (AF CDE/PM) will conduct an accredited CDE IQT course for designated CDE analysts (T-1). The course will use academic and practical instruction based on JTS guidance and standards (T-1). The AF CDE/PM will grant AF CDE qualification when analysts complete the required academic and practical portions of IQT and score 80% or better on both the CDM practical application and policy evaluations (T-1).

5.1.2. CDE IQT MTT. The AF CDE/PM will provide an MTT with CDE IQT capability that will travel to organizations with multiple analysts to be qualified (T-2).

VERALINN JAMIESON, Maj Gen, USAF
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and Reconnaissance

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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Abbreviations and Acronyms

25 AF—25th Air Force

363 ISRG—363rd Intelligence, Surveillance and Reconnaissance Group

363 ISRW—363rd Intelligence, Surveillance and Reconnaissance Wing

625 OC—625th Operations Center

ACAT—Acquisition Category

ACC—Air Combat Command

ACWG—Analysis Capabilities Working Group
AETC—Air Education and Training Command
AF—Air Force
AF/A9—Director for Air Force Studies, Analyses and Assessments
AFDA—Air Force Doctrine Annex
AFGSC—Air Force Global Strike Command
AFI—Air Force Instruction
AFLCMC—Air Force Life Cycle Management Center
AFMAN—Air Force Manual
AFMC—Air Force Materiel Command
AFP4—Air Force Precise Point Positioning Program
AFPC—Air Force Personnel Center
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
AFSOC—Air Force Special Operations Command
AFSPC—Air Force Space Command
AFTC—Air Force Targeting Center
AFTTP—Air Force Tactics, Techniques and Procedures
AFTE—Air Force Targeting Enterprise
ANG—Air National Guard
AO—Action Officer
AOC—Air Operations Center
AOD—Air Operations Directive
ARC—Air Reserve Component
BDA—Battle Damage Assessment
C-MAJCOM—Component MAJCOM
C-MAJCOM/A2—Component MAJCOM Director of Intelligence
C2—Command and Control
C4I—Command, Control, Communications, Computers, and Intelligence
CAF—Combat Air Forces
CCMD—Combatant Command

CCT—Capability Collaboration Team
CDE—Collateral Damage Estimation
CFLI—Core Function Lead Integrator
CFM—Career Field Manager
CJCSI—Chairman, Joint Chiefs of Staff Instruction
CJCSM—Chairman, Joint Chiefs of Staff Manual
C-NAF—Component Numbered Air Force
COMACC—Commander Air Combat Command
COMAFFOR—Commander, Air Force Forces
CONOPS—Concept of Operations
CONPLAN—Concept Plan
CSA—Combat Support Agency
DAF—Department of the Air Force
DCGS—Distributed Common Ground System
DIA—Defense Intelligence Agency
DoD—Department of Defense
DRU—Direct Reporting Unit
DPPDB—Digital Point Positioning Database
ESIM—Enterprise Systems Integration Management
FDO—Foreign Disclosure Office
FOA—Field Operating Agency
GDIP—General Defense Intelligence Program
GEOINT—Geospatial Intelligence
GI&S—Geospatial Information and Services
HDBT—Hard and Deeply Buried Target
IAW—In Accordance With
INT—Intelligence
IQT—Initial Qualification Test
ISR—Intelligence, Surveillance, and Reconnaissance
ISRD—Intelligence, Surveillance, and Reconnaissance Division
ISRW—Intelligence, Surveillance and Reconnaissance Wing
JAOP—Joint Air Operations Plan

JCS/J23—Joint Staff Targeting
JFACC—Joint Forces Air Component Commander
JFC—Joint Forces Commander
JOPEs—Joint Operations, Planning & Execution System
JP—Joint Publication
JROC—Joint Requirements Oversight Council
JS—Joint Staff
JS/J2—Joint Staff Directorate for Intelligence
JS/J234—Joint Staff Deputy Directorate for Warfighter Support, Targeting Division
JTCG/ME—Joint Technical Coordinating Group/Munitions Effectiveness
MAJCOM—Major Command
MDS—Mission Design Series
MIDB—Modernized Integrated Data Base
MTC—Military Targeting Committee
MTT—Mobile Training Team
MTIMS—Military Targeting Intelligence Management Structure
NAF—Numbered Air Force
NASIC—National Air and Space Intelligence Center
NGA—National Geospatial-Intelligence Agency
NGB—National Guard Bureau
NGP—National Geospatial-Intelligence Program
NSA—National Security Agency
OC—Operations Center
OJT—On-the-Job Training
OPLAN—Operation Plan
OPR—Office of Primary Responsibility
OT&E—Organize, Train, & Equip
PEM—Program Element Monitor
PMT—Proficiency Maintenance Training
POM—Program Objective Memorandum
PPM—Precise Point Mensuration
RDS—Records Disposition Schedule

S&TI—Scientific and Technical Intelligence

SME—Subject Matter Expert

STAR—Sensitive Target Approval and Review

T-0—Tier 0

T-1—Tier 1

T-2—Tier 2

T-3—Tier 3

TCM—Target Coordinate Mensuration

TCWG—Targeting Capabilities Working Group

TIWG—Targeting Issues Working Group

TLM—Target List Management

TMP—Target Material Production

TPT—Training Planning Team

TSA—Target System Analysis

TTP—Tactics, Techniques and Procedures

U&TW—Utilization & Training Workshop

WG—Working Group

WMD—Weapons of Mass Destruction

WS—Weapon System

Terms

Air Force Targeting Enterprise (AFTE)—The AFTE 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. The AFTE includes the architecture, infrastructure and life-cycle activities of AF targeting capabilities and supporting systems; includes intellectual and technical competencies; ensures sustainable and responsive AF targeting capabilities through compliance with published Intelligence Community and Department of Defense policy, guidance, and standards; and guarantees synchronized, synergistic, interoperable targeting operations in conjunction with members of the Military Targeting Intelligence Management Structure (MTIMS).

Aimpoint Verification—Act of visually confirming the accuracy of an assigned joint desired point of impact (JDPI) in relation to the actual 3-dimensional geodetic point in space (e.g., reverse plot).

Air Tasking Cycle—Air tasking cycle provides for the effective and efficient employment of joint air capabilities and forces. This tool provides an iterative, cyclic process for the planning, apportionment, allocation, coordination, and tasking of tactical-level weapons and capabilities within the overarching strategy, plans, and guidance of the joint force commander. The tool

focuses joint air efforts on accomplishing operational requirements and develops the products needed to build and execute the air tasking order and accomplish assessment. The cycle is bi-directional, iterative, multi-dimensional, sometimes executed in parallel, and is part of a larger set of command and control processes. It is built on a foundation laid by thorough intelligence preparation of the battlespace and is conducted in conjunction with the joint targeting cycle. Source: JP 3-30, *Command and Control of Joint Air Operations*.

All-Source Analysis—Intelligence analysis that employs all available sources of data and information to enable the creation of new intelligence and knowledge.

Intelligence Analysis—A cognitive activity—both art and science—applying tools, processes, tradecraft, methods, and judgements to data and information to create and deliver new intelligence, insights, and knowledge, with the goal of providing a decision advantage to commanders and decision makers.

Lead Command—The Lead Command for targeting, identifies targeting requirements and advocates for targeting systems capabilities to include capabilities-based planning, programming, budgeting, modernization, and sustainment across MAJCOMs and agencies, and in coordination with system program managers and Headquarters AF. Responsibilities include overseeing capabilities configuration and establishing associated standards, tasks, and formal training requirements. Source: AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*.

Lead MAJCOM for Targeting—Consolidation of responsibilities for targeting functions within a single MAJCOM that supports the entire AF as applicable. Source: AFI 38-101, *Air Force Organization*.

Proficiency—Quality of having competence and a command of the fundamentals derived from practice and familiarity. A measure of how well a task is completed. An individual is considered proficient when he/she can perform tasks at the minimum acceptable levels of speed, accuracy, and safety. Source: AFI 14-202 Volume 1, *Intelligence Training*.

Reachback—Process of obtaining products, services, applications, forces, equipment or material from organizations that are not forward deployed.

Target—1. An entity or object that performs a function for the adversary considered for possible engagement or other action. 2. In intelligence usage, a country, area, installation, agency, or person against which intelligence operations are directed. 3. An area designated and numbered for future firing. 4. In gunfire support usage, an impact burst that hits the target. Source: JP 3-60, *Joint Targeting*.

Targeting—Process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. Source: JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*