



APPENDIX B—FEDERATED SUPPORT TO TARGETING AND ASSESSMENT

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Targeting and assessment requirements are typically more than theaters can support internally, due to deficiencies in manpower and specialized expertise. Thus, in practice, targeting is federated among many different organizations—in the theater, in the United States, and worldwide. The [commander, Air Force forces](#) (COMAFFOR) may have direct authority over some units, but may not have control over other targeting organizations. It is therefore crucial that theater strategists, planners, and targeteers develop the necessary relationships with these units and organizations during peacetime so that intelligence support to targeting and assessment may flow smoothly during contingencies. While theater targeting units can seldom, if ever, directly task federated organizations, they can develop working relationships through which these organizations can provide support the theater needs.

The key to an effective federation system is to know the capabilities of the various units and organizations—Air Force, joint, and national—that can be called upon for support. There are many organizations that can and often do produce intelligence and other information useful to theater targeting and assessment efforts. Such expertise has always been important, but it is essential for an effects-based approach to conflict, which relies on greater situational awareness, more comprehensive planning, and deeper knowledge of the adversary than an attrition-based approach does.

[Air operations center](#) (AOC) strategists, planners, targeteers and intelligence analysts are generalists in the sense that they should have knowledge of a wide variety of weapon, target, and political systems. Federated targeting organizations have specialists with extensive knowledge on specific target systems in specific nations. Utilizing this expertise is absolutely necessary if targeteers are to conduct effective target development that imposes the specific effects chosen by planners to achieve commanders' objectives.

There are many kinds of information available to support targeting and assessment efforts. Traditional approaches to both have emphasized imagery intelligence—usually overhead imagery from satellites and reconnaissance aircraft. While imagery is certainly still important, [human intelligence](#) (HUMINT), [signals intelligence](#) (SIGINT),

measurement and signature intelligence (MASINT), and open-source intelligence (OSINT) can be equally—and sometimes more—important to targeters and planners. Collaboration with federated organizations may enable analysts to pull together this multitude of intelligence to utilize in targeting.
