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CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 5140.01B

14 June 2019

MILITARY TARGETING COMMITTEE GOVERNANCE AND MANAGEMENT

References: See respective enclosure for charter-specific references.

1. Purpose. This instruction establishes the Military Targeting Committee (MTC) as a federation of senior targeting representatives from the Joint Staff (JS), Services, Combatant Commands (CCMDs), Department of Defense (DoD) combat support agencies (CSAs), and participating partner nations. The MTC exists to propose, review, debate, analyze, and prioritize targeting issues of mutual concern, and when appropriate, decide on and implement common solutions. This instruction establishes the composition of the MTC and its Executive Steering Committee (ESC), defines the responsibilities of MTC members, and directs the annual development of the MTC Action Plan (MAP).

2. Superseded/Cancellation. This instruction supersedes Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5140.01A, "Military Targeting Committee Governance and Management," dated 15 April 2017, and cancels CJCS Notice 5140.02, "Interim Policy Change to Military Targeting Committee Governance," dated 21 November 2017.

3. Applicability. This document applies to the JS, Services, CCMDs, DoD CSAs, and participating partner nations.

4. Policy

a. The MTC serves a critical role in ensuring that the U.S. and partner nation targeting community formally identifies and resolves critical targeting issues. MTC members represent organizations with enduring joint targeting equities and possess the expertise to recommend solutions for general officer (GO), flag officer (FO), and Senior Executive Service (SES) level approval in the MTC ESC.

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b. Enclosure A outlines the MTC organization, governance, and membership, and it describes the process for developing, implementing, and executing the annual MAP. Charters for the four permanent subcommittees appear as Appendices A-D.

c. Enclosure B outlines the responsibilities of MTC members.

d. Enclosure C outlines the MTC ESC organization, governance, and membership.

e. Enclosure D provides the format for MTC members to nominate new targeting issues for inclusion in the MAP.

5. Definitions. See Glossary.

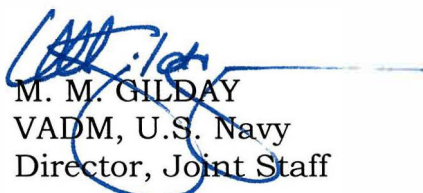
6. Responsibilities. See Enclosure B.

7. Summary of Changes. Appendix D to Enclosure A provides the charter for the permanent Operational Fires Subcommittee, and Enclosure C describes the MTC ESC.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on the Non-classified Internet Protocol Router Network (NIPRNET). DoD components, other federal agencies, and the public, may obtain copies of this directive through the Chairman of the Joint Chiefs of Staff Directives Electronic Library, <<http://www.jcs.mil/library>>. JS activities may also obtain access via the Secret Internet Protocol Router Network (SIPRNET) directives electronic library websites.

9. Effective Date. This INSTRUCTION is effective upon receipt.

For the Chairman of the Joint Chiefs of Staff:


M. M. GILDAY
VADM, U.S. Navy
Director, Joint Staff

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Enclosures

- A - Organization, Roles, Membership, and Processes
- B - Responsibilities
- C - Executive Steering Committee
- D - MAP Issue Nomination Format
- GL - Glossary

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ENCLOSURE A

ORGANIZATION, ROLES, MEMBERSHIP, AND PROCESSES

1. Organization

a. The MTC is a confederation of U.S. and participating partner-nation targeting, intelligence, plans, and operations officers, program and functional managers, and functional staffs that collectively address and prioritize joint targeting and operational fires issues and initiatives. It is the senior-level leadership, advisory, coordination, and decision-making forum to resolve targeting and operational fires issues (where applicable) of mutual concern. MTC membership is composed of organizations with significant and enduring joint targeting equities. The MTC includes the following components: Executive Members, Associate Members, Executive Secretariat, and four permanent subcommittees. The MTC reports to the MTC ESC, the GO/FO/SES-level board that approves and prioritizes targeting issues and initiatives.

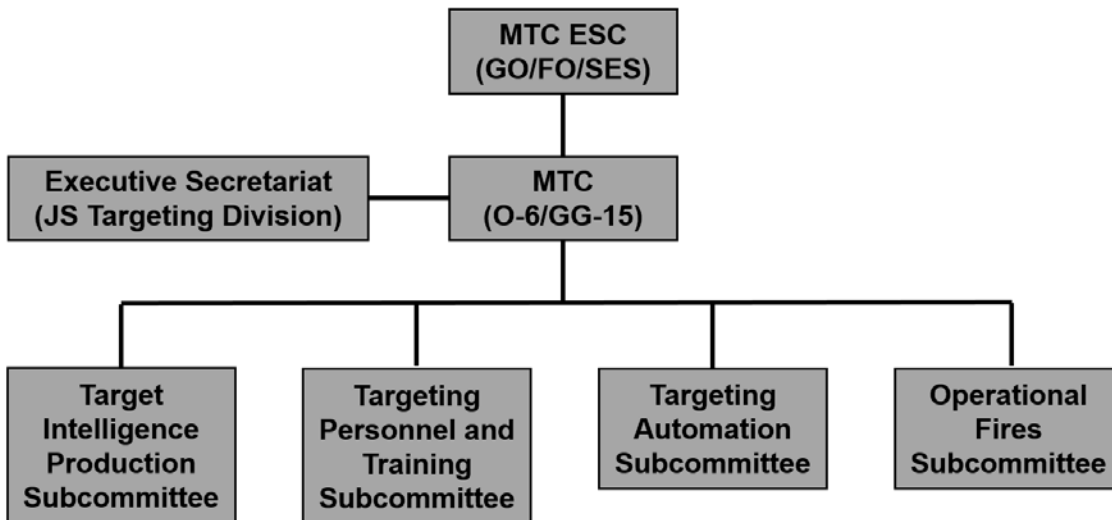


Figure 1. MTC Structure

b. MTC Co-chairs. The chief of the JS Targeting Division, J-234, and an O-6 designated by the JS Director for Operations, DJ-3, co-chair the MTC. The co-chairs lead all MTC meetings, both in-person and by video teleconference (VTC), receive regular updates from the MTC subcommittee chairs, and update the MTC ESC, as required.

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c. MTC Executive Secretariat. As the global integrator for joint targeting, the JS Targeting Division serves as the MTC Executive Secretariat. The chief of the JS Targeting Division will designate an individual from within the division to serve as the MTC Coordinator. For all ESC, committee, and subcommittee meetings, the Executive Secretariat schedules the meetings, develops the agendas, coordinates with presenters, and drafts read-ahead and read-out material.

d. MTC Coordinator. The MTC Coordinator conducts the day-to-day MTC coordination activity on behalf of the MTC Co-chairs. For all ESC and committee meetings, the MTC Coordinator reserves meeting space, provides invitation and registration information, and publishes and distributes read-ahead and read-out material.

e. MTC Executive Member. A MTC Executive Member is a MTC member with voting privileges. The following positions and representatives comprise the executive membership:

- (1) JS Targeting Division, J-234; MTC Co-chair.
- (2) JS Directorate for Operations, J-3; MTC Co-chair.
- (3) CCMD Chiefs of Targeting or designated representatives.
- (4) CCMD Chiefs of Fires or designated representatives.
- (5) Service-designated representatives.
- (6) Office of the Under Secretary of Defense for Intelligence (Warfighter Support).
- (7) United Kingdom Ministry of Defence representative.
- (8) Australian Defence Force representative.
- (9) Canadian National Defence Headquarters representative.
- (10) New Zealand Defence Force Headquarters representative.

NOTE: Although Executive Members, the voting privileges for MTC partnership representatives are limited to those issues pertaining to subject areas in which the respective nation has direct or anticipated involvement, as determined by the MTC Co-chairs.

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f. MTC Associate Member. An MTC Associate Member does not have voting privileges but possesses the expertise to aid in the development of MTC priorities. MTC Associate Members may include, but are not limited to, representatives from the following:

- (1) Supreme Headquarters, Allied Powers Europe.
- (2) Sub-unified commands.
- (3) Headquarters, Air Combat Command.
- (4) Army Multi-domain Targeting Center (AMTC).
- (5) Naval Aviation Warfighting Development Center (NAWDC).
- (6) National Geospatial-intelligence Agency (NGA).
- (7) Defense Threat Reduction Agency (DTRA).
- (8) Defense Intelligence Agency (DIA).
- (9) National Security Agency (NSA).
- (10) Central Intelligence Agency (CIA) .
- (11) National Reconnaissance Office.
- (12) JS Directorate for Strategy, Plans, and Policy, J-5.
- (13) Joint Fires Division, JS Directorate for Command, Control, Communications, and Computers, J-6.
- (14) Joint Targeting School, JS Directorate for Joint Force Development, J-7.
- (15) JS Directorate for Force Structure, Resources, and Assessment, J-8.
- (16) Joint Warfare Analysis Center.
- (17) Joint Technical Coordinating Group for Munitions Effectiveness (JTTCG/ME).

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2. Military Targeting Committee Action Plan

a. The MTC Action Plan (MAP) outlines specific items for MTC action over the calendar year. The MAP provides an agenda for the JS, Services, CCMDs, CSAs, and partner nations to cooperate in the analysis and development of solutions for specific joint targeting issues that will advance MTC goals.

b. MTC goals are based on common automation, policy, training, and operational requirements identified by MTC members as critical to the joint targeting community. The MTC drafts and executes the MAP through the subcommittees, allowing OPRs to appropriate resources against each item.

c. Following the annual in-person MTC, the MTC Executive Secretariat will draft the three parts of the MAP: introduction for the MTC ESC Co-chairs' signatures, an annual report of the past calendar year, and an outline of action items to address in the next calendar year; and align each action item with a specific MTC subcommittee. The JS Targeting Division will staff the MAP for O-6 review to verify that MTC Executive Members endorse all new actions. To ensure that MAP actions receive senior-level visibility, the MTC ESC will approve all action items.

d. An action item OPR is the office or individual identified with the primary responsibility for resolving a specified MAP action item. The OPR will coordinate with the appropriate MTC subcommittee to provide updates and, as necessary, elevate concerns to the MTC ESC for GO/FO/SES-level support. Prior to approving the addition of a MAP action item, the proposed OPR must agree to accept this action item even if the OPR is a non-voting member. If a proposed OPR does not accept the MAP action item, the OPR will provide the MTC a justification, i.e. resource constraints.

e. An action item office of collateral responsibility (OCR) is the office or individual identified to provide assistance to action item OPRs to resolve open MAP action items.

3. Military Targeting Committee Subcommittees. Each MTC permanent subcommittee provides a forum for select MTC members to address joint targeting and operational fires issues specific to their sphere of interest and expertise. The MTC assigns MAP action items to one of four subcommittees: Target Intelligence Production Subcommittee (TIPS), Targeting Personnel and Training Subcommittee (TPTS), Targeting Automation Subcommittee (TAS), or Operational Fires Subcommittee (OFS). The JS Targeting Division will provide a chair for TIPS, TPTS, and TAS responsible for scheduling meetings, corresponding with subcommittee members, facilitating discussions to address

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outstanding MAP action items, and proposing new MAP action items before the MTC. The JS Targeting Division and JS J-3 will designate co-chairs for OFS to perform the same responsibilities. Subcommittee charters appear as appendices to this enclosure.

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Enclosure A

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APPENDIX A TO ENCLOSURE A

TARGET INTELLIGENCE PRODUCTION SUBCOMMITTEE (TIPS) CHARTER

1. Purpose. As an MTC subcommittee, TIPS will mitigate target intelligence production shortfalls and increase contingency readiness by facilitating optimization of global joint target intelligence capacity.

2. Goals

a. Review and coordinate assignment of target intelligence production requirements.

b. Optimize global capacity for target intelligence production requirements.

c. Provide target intelligence production considerations.

d. Provide measures to justify and scope target intelligence production resources.

e. Provide the MTC with visibility of the state of global joint target intelligence capability and capacity.

3. Definitions

a. Target Intelligence. Target intelligence is intelligence that portrays and locates the components of a target or target complex and indicates its vulnerability and relative importance (references a and b).

b. Target Intelligence Production. Target intelligence production is the conversion of processed or exploited information into target intelligence through analysis and preparation of products in support of known or anticipated user requirements; e.g., target folders or target lists. Target intelligence production is a joint command responsibility. For some planning and operational requirements, a joint command may request federated assistance for some target intelligence production; e.g., intermediate target development or battle damage assessments (reference c).

c. Target Intelligence Delegation. Target intelligence production performed by a joint command's subordinate organizations when an explicit and enduring

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command and control relationship exists; i.e., the Service components of a CCMD.

d. Target Intelligence Federation. Target intelligence production performed by target production centers on behalf of a joint command, in accordance with a formal agreement.

e. Target Intelligence Production Centers. Elements within Service intelligence centers, CSAs, and joint commands that produce target intelligence.

f. Production Coordination. Action to identify and match target intelligence requirements to production center capacities. Coordination does not imply tasking authority.

4. Scope. TIPS will work with joint commands and supporting target intelligence production centers to coordinate campaign and contingency target intelligence production.

a. The subcommittee will:

(1) Convene prior to each MTC (virtual and in-person). As required, the subcommittee will convene additional meetings to satisfy target intelligence production requirements.

(2) Coordinate target intelligence production (crisis production will be handled via existing JS procedures).

(3) Review implementation of target intelligence standards and recommend policy changes.

(4) Recommend to the MTC target intelligence allocation and priorities in the federated environment for target intelligence production.

(5) In collaboration with DIA and NGA, maintain situational awareness in support of joint targeting under the Strategic Defense Intelligence Analysis and Production Program.

(6) Report to the MTC on capability shortfalls for nomination into the MAP.

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b. The subcommittee will not:

(1) Replace the intelligence planning process outlined in reference c, including target federation during crisis/contingency.

(2) Task formal target intelligence production requirements.

(3) Supersede established policy processes.

5. Composition. TIPS may be comprised of representatives from the following organizations:

a. JS Targeting Division, J-234 (Chair).

b. Unified and Sub-unified Command target intelligence production centers.

c. Service directorates of intelligence.

d. DIA..

e. NGA

f. 363rd Intelligence, Surveillance, and Reconnaissance Wing.

g. AMTC.

h. NAWDC.

i. Cruise Missile Support Activity.

j. DTRA.

k. Other organizations and allied partners as required.

6. References

a. JP 3-60, *Joint Targeting*

b. CJCSI 3370.01 Series, "Target Development Standards"

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- c. CJCSM 3314.01 Series, "Intelligence Planning"
- d. MAP (revised each calendar year)

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APPENDIX B TO ENCLOSURE A

TARGETING PERSONNEL AND TRAINING SUBCOMMITTEE CHARTER

1. Purpose. As an MTC subcommittee, TPTS will establish joint targeting training standards, identify training and personnel gaps, and recommend solutions.
2. Goals
 - a. Identify and develop solutions for training and personnel issues.
 - b. Update the MTC on the state of joint targeting training and personnel across the joint targeting community.
 - c. Maintain the critical task list for joint targeting skills, and advise respective course developers on updates to the list that would impact their training.
3. Scope. TPTS will work with Services, joint commands, CSAs, and targeting production centers to establish joint targeting training standards, identify training and personnel gaps, and recommend solutions.
 - a. The subcommittee will:
 - (1) Convene prior to each MTC (virtual and in-person). As required, the subcommittee will convene additional meetings to satisfy target intelligence training goals.
 - (2) Coordinate joint targeting training standards and requirements.
 - (3) Manage the critical task list for joint targeting skills.
 - (4) Develop and coordinate doctrine and policy related to joint targeting training and personnel.
 - (5) Make recommendations to the General Intelligence Training Council.
 - (6) Report to the MTC on capability shortfalls for nomination into the MAP.

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(7) Analyze and document Service-specific joint target intelligence billet coding shortfalls.

b. The subcommittee will not:

(1) Develop training curriculum (although it may coordinate, when requested, for community-wide input and review of curriculum developed by MTC members).

(2) Task targeting training to any MTC member.

(3) Direct personnel moves related to targeting.

(4) Supersede established policy processes.

4. Composition. TPTS may be comprised of representatives from the following organizations:

a. JS Targeting Division, J-234 (Chair).

b. Unified and Sub-unified Command directorates of intelligence and operations.

c. Service directorates of intelligence and operations.

d. DIA.

e. NGA.

f. Other organizations and allied partners, as required.

5. References

a. JP 3-60, *Joint Targeting*

b. CJCSI 3370.01 Series, "Target Development Standards"

c. CJCSI 3162.02 Series, "Methodology for Combat Assessment"

d. CJCSI 3160.01 Series, "No-Strike and the Collateral Damage Estimation Methodology"

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e. CJCSI 3505.01 Series, “Target Coordinate Mensuration Certification and Program Accreditation”

f. General Intelligence Training Advisory Committee for Intelligence Support to Joint Targeting Charter, 5 January 16

g. MAP (revised each calendar year)

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APPENDIX C TO ENCLOSURE A

TARGETING AUTOMATION SUBCOMMITTEE CHARTER

1. Purpose. As an MTC subcommittee, TAS will organize the Joint Targeting Automation Forum (JTAF). The mission of TAS is to update the MTC on joint targeting automation issues identified in the JTAF and recommend solutions.
2. Goals
 - a. Monitor the development and fielding of targeting and targeting-adjacent automation related systems, as well as the compatibility between intelligence and fires systems in executing the Joint Targeting Cycle.
 - b. Make recommendations to the Joint Targeting Automation Requirements Sub-working Group, which is subordinate to the Intelligence Support to Command and Control Working Group chartered under reference d.
 - c. Coordinate with the Joint Fire Support ESC and Combatant Command Intelligence Information Technology Requirements Oversight Board.
3. Scope. TAS will work with Services, program offices, joint commands, CSAs, and target production centers to identify and develop solutions for joint targeting automation issues.
 - a. The subcommittee will:
 - (1) Convene prior to each MTC (virtual and in-person). As required, the subcommittee will convene additional meetings to satisfy target intelligence automation goals.
 - (2) Coordinate the capture and recording of targeting automation requirements, both large-scale capability shortfalls and system-specific improvements.
 - (3) Provide functional support to key acquisition development and current program enhancements via the established requirements and acquisition process to facilitate improved automation support to targeting functions.

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(4) Develop and coordinate a strategy and vision for joint targeting automation.

(5) Develop and coordinate standards, doctrine, and policy related to joint targeting automation.

(6) Make recommendations to the Joint Targeting Automation Requirements Sub-working Group.

(7) Report to the MTC on capabilities shortfalls for nomination into the MAP.

b. The subcommittee will not:

(1) Direct resources for automation development.

(2) Supersede established policy processes.

4. Composition. TAS may be comprised of representatives from the following organizations:

a. JS Targeting Division, J-234 (Chair).

b. Unified and Sub-unified Command directorates of intelligence and operations.

c. Service directorates of intelligence and operations.

d. DIA.

e. NGA.

f. Other organizations and allied partners, as required.

5. References

a. JP 3-60, *Joint Targeting*

b. CJCSI 3160.01 Series, "No-Strike and the Collateral Damage Estimation Methodology"

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- c. CJCSI 3170.01 Series, “Joint Capabilities Integration and Development System”
- d. CJCSI 3265.01 Series, “Command and Control Governance and Management”
- e. CJCSI 3370.01 Series, “Target Development Standards”
- f. CJCSI 3505.01 Series, “Target Coordinate Mensuration Certification and Program Accreditation”
- g. CJCSI 3162.02 Series, “Methodology for Combat Assessment”
- h. Joint Requirements Oversight Council Memorandum 094-16, “Information Systems Initial Capabilities Document for Combatant Command Intelligence Information Technology Enterprise,” 06 September 2016
- i. MAP (revised each calendar year)

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Enclosure A

APPENDIX D TO ENCLOSURE A

OPERATIONAL FIRES SUBCOMMITTEE (OFS) CHARTER

1. Purpose. As an MTC subcommittee, OFS will integrate the CCMD's joint fires elements (JFEs) into the MTC structure. As the operational staff proponent involved in the Joint Targeting Cycle, the JFE shares complementary concerns with the CCMD's J-2 targeting division.
2. Goals
 - a. Provide operational input into the development of the MTC Targeting Strategy and annual MAP.
 - b. Coordinate, integrate, and refine the CCMDs' operational roles and responsibilities within the Joint Targeting Cycle.
 - c. Identify challenges encountered in planning and engaging targets across functional domains and geographic CCMD boundaries, and propose solutions to the MTC.
 - d. Facilitate a dialogue between the Intelligence Community (IC) and CCMD JFEs to develop procedures for operational fires that protect IC equities.
 - e. Facilitate a dialogue between the CCMDs and Services to collaborate on revisions to joint doctrine.
 - f. Present best practices and lessons learned for targeting processes, to include Joint Targeting Coordination Boards and associated working groups, mission planning and approval briefs, civilian casualty allegations, and operational munitions forecast validation.
 - g. Identify lessons learned and best practices associated with facilitating Joint Targeting Cycle battle rhythm events.
 - h. Identify issues with data automation and workflows that obstruct the transfer of target intelligence to and from command and control systems used for operational fires. Collaborate with TAS to recommend solutions.

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i. Identify common shortfalls with employing fires on targets to achieve lethal and nonlethal effects and recommend solutions to the MTC.

3. Scope. OFS will work with Services, joint commands, CSAs, JFEs, and targeting production centers to identify operational fires issues related to joint targeting doctrine and policy and recommend solutions.

a. The subcommittee will:

(1) Convene prior to each MTC (virtual and in-person). As required, the subcommittee will convene additional meetings to satisfy operational fires goals.

(2) Review targeting doctrine to identify operational fires equities.

(3) Identify operational de-confliction issues and propose actions to address.

(4) Report shortfalls to the MTC for nomination into the MAP.

b. The subcommittee will not:

(1) Develop policies or procedures outside the scope of the joint fires impact on joint targeting.

(2) Focus on issues beyond the overlap between joint targeting and joint fires.

(3) Supersede established policy processes.

4. Composition. OFS may be comprised of representatives from the following organizations:

a. JS Targeting Division, J-234 (Co-chair).

b. JS Directorate for Operations, J-3 (Co-chair).

c. CCMD and sub-unified command JFEs.

d. CCMD and sub-unified command directorates of intelligence.

e. Service directorates of intelligence and operations.

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f. Joint Fires Division, JS Directorate for Command, Control, Communications, and Computers, J-6.

g. DTRA.

h. Australian Defence Force representative.

i. Canadian National Defence Headquarters representative.

j. New Zealand Defence Force Headquarters representative.

k. United Kingdom Ministry of Defence representative.

l. Other organizations and allied partners, as required.

5. Membership Responsibilities

a. Subcommittee Co-chairs

(1) Scope the subcommittee's involvement on the integration of joint fires into the Joint Targeting Cycle.

(2) As required, schedule and conduct subcommittee meetings by VTC.

(3) Solicit subcommittee agenda items from the CCMD JFEs and Services prior to scheduling a subcommittee VTC.

(4) Prior to publication of the MTC agenda, review the agenda to ensure inclusion of operational fire concerns.

(5) Provide a subcommittee report during MTC meetings.

(6) As required, report to the MTC ESC about the status of MAP action items or to request guidance from senior leadership.

b. Subcommittee Members

(1) Attend all subcommittee meetings by VTC (resources/mission permitting).

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(2) Address and recommend solutions for joint fires and joint targeting issues identified by component.

(3) Identify requirements, resolve issues, and provide input to the future integration of the joint fires and joint targeting communities.

(4) Inform their respective chain-of-command of ongoing subcommittee action items.

(5) Identify and recommend abolishing or redirecting unnecessary or duplicative joint fires and joint targeting community efforts, products, or documentation.

5. References

- a. JP 3-09, *Joint Fire Support*
- b. JP 3-60, *Joint Targeting*
- c. CJCSI 3122.06 Series, “Sensitive Target Approval and Review (STAR) Process”
- d. CJCSI 3160.01 Series, “No-strike and the Collateral Damage Estimation Methodology”
- e. CJCSI 3370.01 Series, “Target Development Standards”
- f. CJCSI 3505.01 Series, “Target Coordination Mensuration Certification and Program Accreditation”
- g. CJCSM 3139.01 Series, “Review and Approval Process for Cyberspace Operations”
- h. CJCSI 3162.02 Series, “Methodology for Combat Assessment”
- i. MAP (revised each calendar year)

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ENCLOSURE B

RESPONSIBILITIES

1. Membership Responsibilities

a. MTC Co-chair responsibilities include:

(1) Limit the scope of MTC involvement to joint targeting and operational fires related activities and issues, to include:

(a) Target-related intelligence collection, exploitation, analysis, and production.

(b) Targeting planning, programmatic, and managerial issues.

(c) Targeting databases and product standards.

(d) Targeting-related training.

(e) Systems supporting joint targeting and operational fires.

(f) Joint targeting policy, doctrine, tactics, techniques, and procedures.

(g) Capabilities-related issues.

(2) Conduct MTC general meetings a minimum of three times per year. At least one MTC will be conducted as a formal in-person meeting, and additional MTC meetings may be accomplished by VTC. Open general meetings to all MTC executive and associate members.

(3) As required, conduct MTC executive sessions. MTC executive sessions are restricted to MTC Executive Members, supported by the Executive Secretariat. Additional persons may attend if Executive Members determine that they require input from subject matter experts.

(4) Ensure that a quorum exists (greater than 50 percent of Executive Members present) prior to MTC voting.

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(5) Lead the annual update of the MAP, ensuring all action items achieve the following:

(a) Establish unity of purpose, position, and effort within the DoD, and when appropriate, with partner nations on military targeting issues.

(b) Enhance the quality and responsiveness of joint targeting, operational fires, and target intelligence support to war planning and warfighting across the spectrum of conflict, to include defining targeting and target intelligence requirements.

(c) Advance the application of technology and prioritize resources/capabilities to satisfy joint targeting requirements.

(d) Facilitate fulfillment of the requirements in the Joint Strategic Capabilities Plan with respect to targeting support to military operations.

(e) Provide senior leadership with a coordination structure that prioritizes targeting and target intelligence issues and actively pursues solutions.

(6) At the annual in-person MTC meeting, ensure 100 percent consensus (validation) from the attending Executive Members on the draft MAP. In the absence of consensus, elevate unresolved issues to the MTC ESC.

(7) Submit the validated MAP to the MTC ESC for review and approval.

b. MTC Executive Secretariat responsibilities include:

(1) Plan, organize, and help execute MTC meetings.

(2) Assist with MAP development.

(a) Solicit action item nomination papers prior to the annual in-person MTC. See Enclosure D for nomination format.

(b) Prepare a draft MAP based on open action items and newly nominated issues.

(c) Provide the draft MAP to MTC members, allowing sufficient time for members to review prior to the MTC meeting.

(d) Identify appropriate OPRs for each MAP action item.

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- (3) Execute the MAP.
 - (a) Track the status of MAP issues and actions.
 - (b) Update the MAP status as changes occur.
 - (c) Brief the current status of the MAP at each MTC meeting.
 - (d) Recommend to the MTC Co-chairs MAP action items that should be closed or placed in a “monitor only” status.
 - (4) Maintain a master calendar of dates and topics for all subcommittee meetings, and coordinate with MAP OPRs to de-conflict with other meetings.
 - (5) When appropriate, invite non-MTC members to participate in the MTC.
 - (6) Publish and archive MTC meeting read-outs.
 - (7) Prepare correspondence on issues, requirements, and recommendations to appropriate decision-making authorities, forums, staffs, or agencies.
 - (8) Inform MTC members of all planned subcommittee meetings, and help facilitate appropriate representation.
 - (9) Serve as point of contact for other targeting-associated efforts and organizations.
 - (10) As required, update the MTC ESC.
- c. MTC Coordinator responsibilities include:
- (1) Plan and coordinate all MTC meetings, both VTC and in-person.
 - (2) Maintain and update MTC distribution lists.
 - (3) Draft, coordinate, and email MTC announcements and updates.
 - (4) Solicit agenda items and prepare draft agendas.

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(5) Update SharePoint sites with read-ahead materials for MTC members, and coordinate with participating partner-nation members via Stone Ghost, Q-Space, or other appropriate networks.

(6) Conduct pre-briefs with the MTC Executive Secretariat and MTC Co-chairs prior to each MTC meeting.

(7) Meet all security requirements prior to the start of each MTC meeting.

d. MTC Executive Members responsibilities include:

(1) Address and recommend solutions to joint targeting, target intelligence, and operational fires issues identified by their component.

(2) Identify requirements, resolve issues, and provide input to the future direction of the joint targeting community.

(3) Establish or disestablish targeting-related technical advisory groups, conferences, meetings, and committees, as required.

(4) Inform their respective chain-of-command and senior leadership of ongoing MTC action items.

(5) Identify and make recommendations for abolishment or redirection of unnecessary or duplicative joint targeting and operational fires community efforts, products, or documentation.

(6) Support the development of the annual MAP.

(7) Attend all MTC meetings (resources/mission permitting).

(8) Validate by a vote new action item nominations for the MAP.

(9) Recommend OPRs for validated action items.

(10) Represent the consolidated position of their organization for all decision votes, to include, but not limited to:

(a) Endorsement of the MAP.

(b) Validation of new MAP action item nominations.

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(c) CJCSI critical comment resolution.

(11) Recommend changes to CJCSI 5140.01, "Military Targeting Committee Governance and Management."

(12) Submit action item nominations a minimum of 30 days prior to the next scheduled MTC to allow MTC members sufficient time to review prior to the meeting.

(13) Prepare briefings when requested by the MTC Co-chairs for new MAP nominations to be presented at MTC meetings. See Enclosure D for nomination format. Provide briefings to the MTC Coordinator no later than two weeks prior to the scheduled MTC.

(14) Meet suspense dates established in MTC announcements to ensure all MTC members receive ample time to review MTC materials prior to meetings.

e. MTC Associate Members responsibilities include:

(1) Participate regularly in general MTC meetings (bandwidth limitations may preclude participation in VTCs).

(2) Inform decision-makers between meetings, and submit MAP issue nominations for consideration, as appropriate.

(3) Submit action item nominations a minimum of 30 days prior to the next scheduled MTC to allow MTC members sufficient time to review prior to the meeting. See Enclosure D for nomination format.

2. Action Item Office of Primary Responsibility Responsibilities

a. Coordinate with the appropriate subcommittee chair to determine the frequency of including the action item in subcommittee meetings, and assist the subcommittee chair in preparing updates on the action item for the MTC and MTC ESC, as required.

b. Update MTC members on the progress of a MAP action at regularly scheduled MTC meetings.

c. Request support from the MTC Executive Secretariat, if support is needed prior to the next scheduled MTC meeting.

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d. Forward subcommittee meeting read-outs to the MTC Executive Secretariat within 10 days.

3. Action Item Office of Collateral Responsibility Responsibilities. Action item OCRs will assist OPRs with resolving open action items.

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ENCLOSURE C

EXECUTIVE STEERING COMMITTEE

1. Organization

a. MTC ESC. The MTC ESC is a permanent board of intelligence and operations GO/FO/SESs that collectively approve and prioritize joint targeting and operational fires issues and initiatives. It serves as the senior-level leadership, advisory, coordination, and decision-making forum to resolve joint targeting and operational fires issues of mutual concern. ESC membership includes intelligence and operations GO/FO/SESs from the JS, Services, CCMDs, CSAs, Office of the Under Secretary of Defense for Intelligence, joint activities, and participating partner nations.

b. MTC ESC Co-chairs. The MTC ESC Co-chairs lead all MTC ESC meetings, both in-person and by VTC. The JS DJ-3 and Director for Intelligence, DJ-2 serve as the MTC ESC Co-chairs.

c. MTC ESC Executive Secretariat. The MTC Executive Secretariat also supports the ESC.

d. MTC ESC Executive Members. MTC ESC Executive Members have voting privileges. The following positions comprise the executive membership:

(1) JS Director for Operations, J-3, MTC ESC Co-chair.

(2) JS Director for Intelligence, J-2, MTC ESC Co-chair.

(3) Director for Defense Intelligence (Warfighter Support), Office of the Undersecretary of Defense for Intelligence.

(4) CCMD Directors of Operations.

(5) CCMD Directors of Intelligence.

(6) Service Directors of Operations.

(7) Service Directors of Intelligence.

(8) Australian Defence Force representative.

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- (9) Canadian National Defence Headquarters representative.
- (10) New Zealand Defence Force Headquarters representative.

- (11) United Kingdom Ministry of Defence representative.

NOTE: A partner-nation Executive Member may only vote on issues pertaining to subject areas in which the respective nation has direct or anticipate involvement, as determined by the MTC ESC Co-chairs.

e. MTC ESC Associate Members. MTC ESC Associate Members do not have voting privileges but possess the expertise to aid in the development of ESC priorities. MTC ESC Associate Members may include, but are not limited to, representatives from the following:

- (1) Sub-unified command Directors of Operations.
- (2) Sub-unified command Directors of Intelligence.
- (3) Director for Analysis, DIA.
- (4) Associate Director for Operations, NGA.
- (5) Director of Operations, NSA.
- (6) Associate Director for Military Affairs, CIA.
- (7) JS Director for Strategy, Plans, and Policy, J-5.
- (8) JS Director for Command, Control, Communications, and Computers, J-6.
- (9) JS Director for Joint Force Development, J-7.
- (10) JS Director for Force Structure, Resources, and Assessment, J-8.
- (11) Chairman, JTCG/ME Steering Committee.

2. Executive Steering Committee Members Responsibilities

- a. MTC ESC Co-chairs responsibilities include:

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- (1) Determine the frequency of in-person and VTC meetings. ESC meetings are open to all MTC executive and associate members.
- (2) Limit the scope of ESC involvement to joint targeting and operational fires related activities and issues, to include:
 - (a) Joint target intelligence assessment guidance, based on the joint target intelligence readiness briefing received at each ESC meeting.
 - (b) Target-related intelligence collection, exploitation, analysis, and production.
 - (c) Targeting planning, programmatic, and managerial issues.
 - (d) Targeting databases and product standards.
 - (e) Roles and responsibilities of operational fires and CCMD JFEs in executing the Joint Targeting Cycle.
 - (f) Targeting-related training.
 - (g) Systems supporting joint targeting and operational fires.
 - (h) Joint targeting policy, doctrine, tactics, techniques, and procedures.
 - (i) Capabilities-related issues.
- b. The MTC ESC Executive Secretariat plans, organizes, and helps execute ESC meetings. See Enclosure B for specific responsibilities for the Executive Secretariat.
- c. MTC ESC Executive Member responsibilities include:
 - (1) Attend all ESC meetings or send a GO/FO/SES designee when unavailable. O-6/GS-15 representatives are acceptable only if a GO/FO/SES designee is not available.
 - (2) Address and recommend solutions to joint targeting, joint target intelligence, and operational fires issues identified by their component.
 - (3) Identify requirements, resolve issues, and provide input to the future direction of the joint targeting and operational fires communities.

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(4) Approve the annual MAP developed by the MTC by voting on new action item nominations. Ensure that all action items achieve the following:

(a) Establish unity of purpose, position, and effort within DoD and, when appropriate, with partner nations on joint targeting issues.

(b) Enhance the quality and responsiveness of joint targeting, operational fires, and target intelligence support to war planning and warfighting across the spectrum of conflict, to include defining targeting, target intelligence, and operational fires requirements.

(c) Advance the application of technology and recommend prioritization of resources and capabilities to satisfy joint targeting requirements.

(d) Facilitate fulfillment of the requirements in the Joint Strategic Capabilities Plan with respect to targeting support to military operations.

(5) Inform their respective chain-of-command and senior leadership of ongoing MTC action items.

(6) Recommend changes to CJCSI 5140.01 Series, "Military Targeting Committee Governance and Management."

d. MTC ESC Associate Member responsibilities include:

(1) Participate regularly in ESC meetings or send a GO/FO/SES designee when unavailable. O-6/GS-15 representatives are acceptable only if a GO/FO/SES designee is not available.

(2) Inform decision-makers between ESC meetings and submit action item nominations for consideration, as appropriate. See Enclosure D for nomination format.

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ENCLOSURE D

MILITARY TARGETING COMMITTEE ACTION PLAN ISSUE NOMINATION FORMAT

1. Issue. [Provide a succinct summary that describes the joint targeting or operational fires issue.]
2. Background Information. [Provide pertinent information that will help MTC members better understand the issue. If this issue has been identified previously, describe prior activity. Since MTC members rotate frequently, it is vital to provide sufficient historical information to allow current members to understand the issue.]
3. Intent. [Briefly state the outcome desired by addressing this issue through the MTC.]
4. Actions. [Break the issue down into actions that must be accomplished to remedy the identified issue. Identify an OPR for each action.]
 - a. Action 1: [Explain what needs to be done.]
 - (1) OPR: [Recommend OPR by organization, office symbol, and name, if known.]
 - (2) OCR: [Recommend OCR by organization, office symbol, and name, if known.]
 - b. Action 2: [All recommended actions must follow the above format.]

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Enclosure D

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GLOSSARY

ABBREVIATIONS AND ACRONYMS

AMTC	Army Multi-domain Targeting Center
CCMD	Combatant Command
CIA	Central Intelligence Agency
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff Instruction
CJCSM	Chairman of the Joint Chiefs of Staff Manual
CSA	combat support agency
DIA	Defense Intelligence Agency
DoD	Department of Defense
DTRA	Defense Threat Reduction Agency
ESC	executive steering committee
FO	flag officer
GO	general officer
IC	intelligence community
J-2	Joint Staff Directorate for Intelligence
J-234	Joint Staff Targeting Division
J-3	Joint Staff Directorate for Operations
J-5	Joint Staff Directorate for Strategy, Plans, and Policy
J-6	Joint Staff Directorate for Command, Control, Communications, and Computers
J-7	Joint Staff Directorate for Joint Force Development
J-8	Joint Staff Directorate for Force Structure, Resource, and Assessment
JFE	joint fires element
JP	Joint Publication
JS	Joint Staff
JTAF	Joint Targeting Automation Forum
JTCG/ME	Joint Technical Coordinating Group for Munitions Effectiveness

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MAP	Military Targeting Committee Action Plan
MTC	Military Targeting Committee
NAWDC	Naval Aviation Warfighting Development Center
NGA	National Geospatial-intelligence Agency
NIPRNET	Non-classified Internet Protocol Router Network
NSA	National Security Agency
OCR	office of collateral responsibility
OFS	Operational Fires Subcommittee
OPR	office of primary responsibility
SES	Senior Executive Service
SIPRNET	Secure Internet Protocol Router Network
TAS	Targeting Automation Subcommittee
TIPS	Target Intelligence Production Subcommittee
TPTS	Targeting Personnel and Training Subcommittee
VTC	video teleconference