



The Targeting Meeting

FM 3-09.42

Job Aid

AGENDA

The **FSCoord, XO, or S-3** chairs and should open the targeting meeting by conducting a roll call, detailing its purpose, the agenda, and specifying the time period or event being discussed at the meeting. The meeting may be scheduled and tailored to support the ATO cycle or a specific operation.

The **S-2** provides an intelligence update. He briefs the current enemy situational and event templates, current HVTs with locations, CCIR, NAIs, and an overview of the current ICP and ISR plan. He provides BDA on targets previously engaged since the last targeting meeting and the impact on the enemy COA. Most importantly, he prepares a predictive analysis of future enemy COAs for the next 24-72 hours using the event template and a list of HVTs. Finally, he briefs changes to the CCIR for review by the staff. The S-2's products must be tailored to the designated time period to be discussed at the meeting but generally include:

- ⇒ The enemy situation
- ⇒ Review of the current ISR plans
- ⇒ BDA of targets engaged since the last targeting meeting and the impact on the enemy COA
- ⇒ An analysis of the enemy's most probable COAs and locations for the next 24 to 36 hours (possibly projecting out 72 hours for targets subject to attack through ATO nominations)
- ⇒ Recommended changes to the PIRs for the commander's approval (if the commander is present), or review by the battle staff.

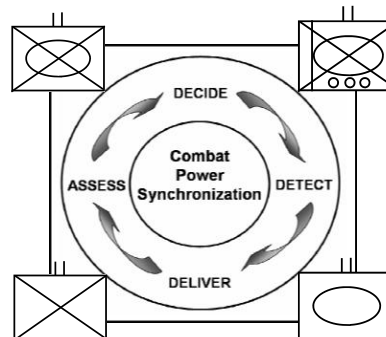
The **S-3** discusses any particular guidance from the commander, changes to the commander's intent, and any changes since the last targeting meeting, to include task organization, requirements from higher headquarters to include recent fragmentary order (FRAGO) and taskings, current combat power, the current situation of subordinate units, planned operations, and maneuver assets/resources available. Finally, he informs the staff of the status of assets / resources available for the targeting process. The S-3's products must be tailored to the designated time period to be discussed at the meeting but generally include a friendly situation update that:

- ⇒ Briefs any new requirements from HHQ since the last targeting meeting
- ⇒ Summarizes the current tactical situation
- ⇒ Informs on the status of available assets / resources (combat power)
- ⇒ If the commander is not present, briefs any particular guidance from the commander and changes to his intent
- ⇒ Briefs planned operations during the period covered by the targeting meeting.

The **FSCoord** briefs FS assets available including status of essential task, radars, CAS sorties available, status of NSFS, and ammunition availability, HPTL, TSS, AGM, and TSM.

He reviews approved preplanned air requests for the period and those planned for the next two ATO cycles (this may be briefed by the ALO) – normally done in 24-hour increments. In coordination with the ALO, he also recommends changes to the working preplanned air requests and nominations for the planning cycle. He provides proposed targeting guidance for the designated periods, a new TSM with the proposed list of HPTs and locations for the staffs' concurrence and refinement. Once any changes to the HPTs have been made and any locations updated or refined, the XO or S-3 facilitates a crosswalk to complete the rest of the matrix by identifying a detector, determining an attack means, and assigning an asset to assess each HPT.

During the targeting meeting, the XO (or S-3) is the arbitrator for disagreements that arise (unless the commander is present) and constantly ensures all participants are actively involved, staying on track with the stated purpose and agenda, and are not conducting sidebar discussions during the meeting. Maximum participation by the staff is essential. Staff members and warfighting function representatives must share their expertise and respective running estimate information on the capabilities and limitations of both friendly and enemy systems. They should also consider providing redundant means, if feasible, to detect, deliver and assess targets.



Step One. The first step is to select, or update the HPTL. These targets are derived from the S-2's list of HVTs.

Step Two. The next step is to determine and prioritize collection assets responsible for detecting, confirming, or denying the location of each suspected target or HPT. This information should then be entered into the detect portion of the TSM. Be specific, state what unit or asset must detect or confirm or deny the location of each specific target. Clear and concise taskings must be given to the acquisition assets / resources. Mobile HPTs must be detected and tracked to maintain current target locations. Assets / resources should be placed in the best position according to estimates of when and where the enemy targets will be located. Consider assigning an NAI to the target and enter the number on the TSM.

Step Three. The third step is to determine which attack asset / resource will be used to attack each target once detected or confirmed by using the list of delivery assets / resources available. Enter this information into the deliver portion of the TSM. Both lethal and non-lethal effects are considered depending on the commander's targeting objectives. Consider redundant means to attack each target. When determining an attack asset / resource for each target, the attack guidance is also determined and entered. Determine for each delivery means when to attack the target (immediately, as required, or planned) and the effects to be achieved by attacking the target. Effects of fire can be to destroy, neutralize, suppress, or harass the target.

Step Four. The final step is to determine and prioritize which assets will assess how well the attack was executed and whether desired effects were achieved on targets after they are attacked. Enter this information into the assess portion of the TSM.

At the conclusion of the crosswalk, the TSM should be complete. The BN FSO, XO, or S-3 should keep the focus of the discussion within the possibilities of friendly unit operations and should be the final arbitrator when completing the TSM.

Based on the situation, additional staff members will need to provide the capabilities and limitations of their available assets / resources. They must be prepared to discuss the integration of their assets / resources into the targeting process. Additionally, they must also be able to discuss in detail the capabilities and limitations of enemy assets within their area of expertise. If it is impossible for a particular staff officer to attend the meeting, they must provide their products and information to the primary staff officer that has supervisory responsibility for their particular area.

SUBSEQUENT ACTIONS

- Upon completion of the targeting meeting, the commander is briefed on the results. Once the results of the targeting working group meeting are approved, targeting products are updated, written, and reproduced for distribution. This must be accomplished quickly, allowing sufficient time for subordinate units to react, plan, rehearse, and execute. Targeting meeting products are:
- ⇒ The updated TSM. The updated HPTL, AGM, and TSS. These may be combined into a unit-specific TSM. Updated essential tasks.
 - ⇒ Taskings to subordinate units and assets. The S-3 should prepare and issue a FRAGO to subordinate elements to execute the planned attack and assessment of targets developed in the targeting meeting.
 - ⇒ Updated ICP and ISR Plan. The S-2 re-orient his acquisition assets and updates and disseminates the ICP.

After the D3A process is completed, the staff obtains the commander's approval and then prepares FRAGOs with the new tasks to subordinate units. The plan is rehearsed, if time permits. Targeting actions continue using the targeting products the unit has adopted.