

# MODERNIZING ARMY TARGET DEVELOPMENT: A MODEL FOR ASCC LEVEL PRODUCTION CELLS

## ORGANIZING PEOPLE & ROLES FOR EFFECTIVE TARGET DEVELOPMENT

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*Editor's Note: This article continues a series on TPC design at the ASCC level. You can read [PART ONE](#) here.*

### RECAP - PART ONE

In the previous installment, this series examined why deliberate TPC design matters at the ASCC level, highlighting the operational and organizational challenges that shape entity-level target development. Building on that foundation, this article turns to how TPCs should be organized and staffed to sustain timeline, compliant target production in support of joint operations.

### ORGANIZING TARGET PRODUCTION AT THE ASCC LEVEL

Targeting officers at various levels manage and support the targeting process. They oversee the targeting development process, systems, working groups, and recommend targets for inclusion on the Joint Integrated Prioritized Target List (JIPTL). Each targeting officer possesses niche skills that directly support targeting operations, ensuring precision and efficiency in achieving strategic objectives. A targeting cell could look like this:

### TARGET CELL STRUCTURE

1. Target Officer (O4/O5, 35A00)
  - Manages the target development process, systems, and working groups.
  - Serves as a Joint Targeting Doctrine Subject Matter Expert (SME).
  - Recommends targets for inclusion on the JIPTL as a Fires and Effects Coordination Cell.
  - Acts as an Advanced Target Development (ATD) SME and Intelligence Targeting Development (ITD) SME.
  - Serves as the ATD signature authority for Work Center accreditation and certification requirements.
2. Targeting Officer (O3, 35A00)
  - Supports general targeting functions.
3. Targeting Officer (W3, 131A0)
  - Provides oversight of Collateral Damage Estimation (CDE) and weaponeering.



- Manages Target List Management (TLM) and Combat Assessments (CA).
- Supports Target System Analysis (TSA).

### INTERMEDIATE TARGET DEVELOPMENT STRUCTURE

A TPC leverages a robust team of All-Source Intelligence Technicians and Analysts to execute the ITD process. Intelligence Warrant Officers and senior NCOs serve as subject matter experts, section managers, and future planners, providing experience and guidance to the team. Mid-level intelligence analysts focus on the core ITD functions of integrating intelligence into targeting, supporting the Military Decision-Making Process (MDMP), and conducting combat assessments. Junior analysts integrate throughout the process, gaining experience in target list management, quality control, and the broader aspects of ITD under the supervision of their senior counterparts. This hierarchical structure facilitates mentorship, on-the-job training, and a comprehensive approach to ITD. The structure for an ITD cell could look like this:

1. All Source Intelligence Technician (W3, 350F0)
  - Integrates intelligence support for targeting
  - Provides direct intelligence support for the MDMP
  - Manages candidate target lists and oversees CA
  - Serves as ITD SME
  - Leads section management and future planning efforts
2. All Source Intelligence Technician (W2, 350F0)
  - Ensures quality control for ITD
  - Verifies databasing accuracy in accordance with joint standards
3. Intelligence Analyst (E6, 35G30)
  - Focus on ITD

- Provides quality control of ITD graphic development as outlined in CJCSI 3370.01

4. Intelligence Analyst (E5, 35F20)
  - Performs ITD responsibilities

5. Intelligence Analyst (E6, 35F30)
  - Performs ITD responsibilities

6. Intelligence Analyst (E5, 35F20)
  - Performs ITD responsibilities

7. Intelligence Analyst x 4 (E4, 2 x 35F10, 2 x 35G10)
  - Supports ITD operations

### ADVANCED TARGET DEVELOPMENT STRUCTURE

ATD SMEs, such as Geospatial Intelligence Technicians, integrate intelligence support for targeting and contribute to future planning. Targeting officers ensure quality control for weaponeering, Target Material Production (TMP), and CDE. Additional Geospatial Intelligence Technicians provide direct GEOINT support to JIPOE, recommend GEOINT support for targeting in joint/combined environments, and oversee Target Coordination Mensuration (TCM), TMP program management, weaponeering, and CDE tasks. Imagery Sergeants manage weaponeering, CDE, TCM, ITD, and TMP responsibilities, while Imagery Analysts execute quality control of GEOINT data, lead targeting support, develop aim points, and support CDE processes. An ATD section minimum requirements are:



1. Geospatial Intelligence Technician (W3, 350G0)
  - Integrates intelligence support for targeting.
  - Serves as an ATD SME
  - Manages sections and oversees future planning
  - Serves as the Work Center OIC

**Responsible for overall Aimpoint Selection production requirements:**

- JDPI Production
  - MIDB/MARS updates; includes databasing additions to MIDB/MARS
  - Responsible for JDPI QR responses as needed/required
  - Reports directly to the Army TCMFM for training and reporting requirements IAW the Army TCM Instruction
  - Nominates personnel for TMP Certification
2. Targeting Officer [x4] (W2-W3, 131A0)
    - Ensures quality control for weaponeering and CDE
    - Certified TMP Analyst
    - Certified CDE Analyst

3. Geospatial Intelligence Technician (W2, 350G0)
  - Provides direct GEOINT support for JIPOE
  - Recommends GEOINT support for targeting in joint/combined environments
  - Oversees weaponeering and CDE efforts
  - Certified TMP Analyst
  - Serves as the ATD Training Support Officer
  - Tracks ATD certification and interval training as required

**Updates the Army TCMFM on the following:**

- OJT dataset completion
- PMT updates
- Changes in TMP Analyst certification status

4. Imagery Sergeant (E6, 35G30)
  - Focusing on weaponeering, CDE, and TCM tasks
  - Certified TMP Analyst

- Supports Work Center OIC with TMP training requirements

5. Imagery Analyst (E5, 35G20)
  - Executes quality control for GEOINT data production
  - Leads GEOINT targeting support and develops aim points
  - Certified TMP Analyst
  - Performs CDE responsibilities

6. Imagery Sergeant (E6, 35G30)
  - Supports ITD and TMP responsibilities as required.
  - Certified TMP Analyst.
  - Certified CDE Analyst.

7. Imagery Analyst x2 (E4, 35G10)
  - Supports ITD and TMP operations
  - Certified TMP Analyst
  - Certified CDE Analyst

**FROM ORGANIZATION TO SUSTAINED PRODUCTION**

Effective TPCs are built on more than technical expertise alone; they depend on deliberate organization, clearly defined roles, and habitual integration across the targeting enterprise. At the ASCC level, aligning targeting officers, intelligence professionals, and geospatial experts within a coherent structure enables consistent execution of intermediate and ATD at scale. While organization and manning establish the foundation for effective target production, sustaining that capability over time requires disciplined certification, training, and system integration.



## END OF PART TWO

Deliberate organization and clearly defined roles enable TPCs to function effectively in the near term, but structure alone does not ensure endurance. Without standardized certification, recurring training, and deliberate integration with evolving systems, even well-designed TPCs risk losing proficiency and production capacity over time. The final installment of this series examines how ASCC sustain target production through certification standards, training pipelines, and system transitions, ensuring TPCs remain effective across competition and conflict.

## ABOUT THE AUTHOR

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