

**ATP 3-09.13**

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**THE BATTLEFIELD COORDINATION DETACHMENT**

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**July 2015**

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**Headquarters Department of the Army**

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# The Battlefield Coordination Detachment

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## Preface

Army Techniques Publication (ATP) 3-09.13 provides doctrine for the battlefield coordination detachment (BCD) when interfacing with other Service components to include multinational forces. The *battlefield coordination detachment* is an Army liaison located in the air operations center that provides selected operational functions between the Army forces and the air component commander (Joint Publication [JP] 3-03). The ATP 3-09.13 provides guidance for joint task forces, subordinate and Service components. The BCD exists to support the Army forces (ARFOR) commander's maneuver forces.

The principal audience for ATP 3-09.13 is all members of the Profession of Arms operating as part of an air operations center (AOC). Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this manual.

Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable United States, international, and in some cases, host nation laws and regulations. Commanders at all levels should ensure that their Soldiers operate in accordance with the law of war and the rules of engagement (Field Manual [FM] 27-10).

ATP 3-09.13 uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and text. This publication is not the proponent for any Army terms. For the purposes of this publication, instead of Army Service component command ARFOR or joint force land component commander (JFLCC), just ARFOR will be used.

ATP 3-09.13 is fully compatible and consistent with the Army's doctrine as contained in Army Doctrine Reference Publication (ADRP) 1 and ADRP 3-0 to include joint and multinational doctrine.

ATP 3-09.13 applies to the Active Army, the Army National Guard and Army National Guard of the United States, and the United States Army Reserve unless otherwise stated.

The proponent for ATP 3-09.13 is the United States Army Fires Center of Excellence. The preparing agency is the Directorate of Training and Doctrine, United States Army Fires Center of Excellence. Send comments and recommendations on a Department of the Army (DA) Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Directorate of Training and Doctrine, 700 McNair Road, Suite 128 ATTN: ATSF-DD (ATP 3-09.13), Ft Sill, OK 73503-4436; by email to [sill.fcoe.mbx.dotd-doctrine-inbox@mail.mil](mailto:sill.fcoe.mbx.dotd-doctrine-inbox@mail.mil); or submit an electronic DA Form 2028.

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# Introduction

ATP 3-09.13 makes numerous changes from Army Tactics, Techniques, and Procedures (ATTP) 3-09.13. It includes a brief discussion on the activities of the BCD during the operation phases. Information on the ground liaison detachments (GLD) and reconnaissance liaison detachments (RLD) has also been added including an appendix.

ATP 3-09.13 is consistent with ATTP 3-09.13 while adapting updated terminology, concepts, definitions and references as necessary. The topics include the discussions of the BCD's coordination of objectives, guidance, and priorities received from the ARFOR commander and staff with the AOC's staff. Specific missions include processing requests for tactical air support, monitoring and interpreting the land operational situation, providing the necessary interface for the exchange of current intelligence and operational data, coordinating air and missile defense, and airspace management. Additionally, the BCD supervises the GLD and RLD that coordinate Army forces with Air Force reconnaissance, fighter, and airlift wings (JP 3-30).

ATP 3-09.13 contains three chapters and five appendices.

**Chapter 1** discusses the BCD's mission and functions.

**Chapter 2** discusses the BCD's organization and responsibilities.

**Chapter 3** discusses the BCD's operations process.

**Appendix A** discusses the BCD's relationship to the Navy and Marine Corps forces.

**Appendix B** reviews the request actions for the Army Tactical Missile System (ATACMS) and Guided Multiple Launch Rocket System (GMLRS).

**Appendix C** discusses information management.

**Appendix D** reviews training.

**Appendix E** discusses the roles and responsibilities of the GLD and the RLD.

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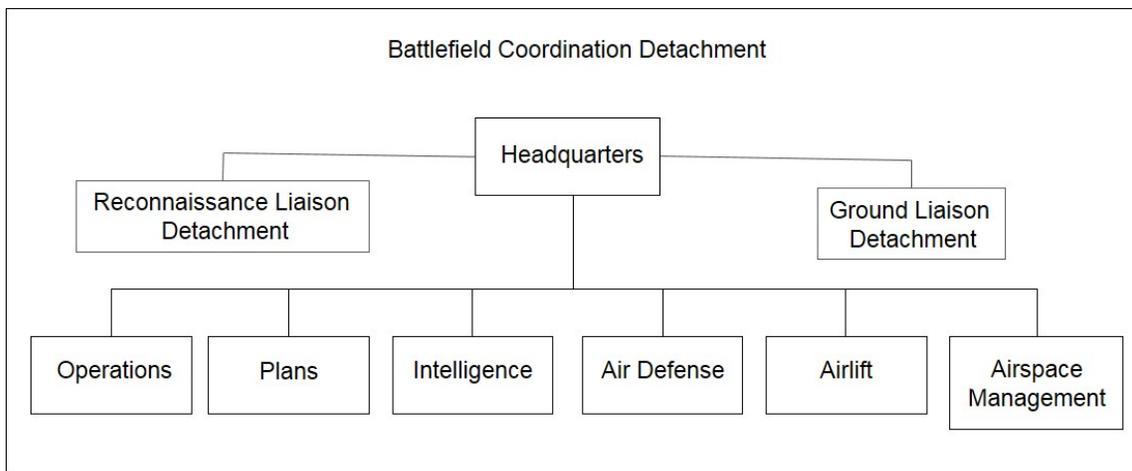
## Chapter 1

# The Purpose of the Battlefield Coordination Detachment

Chapter 1 is characterized by the BCD roles, benefits and interaction within the nature of today's complex global wartime mission. Section I provides a general background on the BCD. Section II states the definition, describes the mission, and highlights joint and corps operations. Section III addresses BCD functions.

### SECTION I - GENERAL

1-1. The BCD is an Army coordination detachment that enables selected operational functions as the senior liaison between the ARFOR commander and the air component commander. Figure 1-1 depicts the BCD organizational structure. There is a BCD aligned within every geographic combat commander's AOC around the world. The BCD interfaces with the appropriate divisions within the AOC to ensure the Army commander's needs are represented to the air component commander (ACC). An AOC is 'normally' a joint or multinational organization. For the remainder of this ATP it will be referred to as the AOC. Key tasks include exchanging current intelligence and operational data (priorities, friendly order of battle, scheme of maneuver), support requirements (intelligence, surveillance, and reconnaissance, joint fires, space effects, suppression of enemy air defense, electronic warfare), coordinating ARFOR requirements for airspace coordinating measures (ACM), fire support coordination measures (FSCM), and theater airlift.



**Figure 1-1. Battlefield coordination detachment organization**

1-2. The critical role of the BCD is to ensure the exchange of information and to advocate for the ARFOR commander as the liaison element between Service components.

1-3. The BCD represents the ARFOR commander while working in and among the joint force air component commander's (JFACC) staff in the AOC. The joint force commander's (JFC) end state is achieved through the application of operational design tools to include the BCD's ability to handle mass volumes of information and their leadership role of the ARFOR's liaison. As the ARFOR's liaison, the BCD staff must consistently understand and apply joint doctrine, understanding there may be Service component doctrine differences with joint doctrine, in the joint operations environment. The BCD

facilitates the integration between the ARFOR and the JFACC, more specifically between both headquarters.

## SECTION II - BCD MISSION

1-4. The BCD staff clearly articulates the ARFOR commander's requests for air operations support for the ground operations to complement the joint forces commander's end state. In this document the ARFOR commander is the Army command leading the Army land forces and not the ARFOR with the reception, staging, onward movement, and integration mission. The BCD is an Army liaison and as such does not automatically represent the land commander or JFLCC if from another Service. The BCD:

- Represents the ARFOR.
- May represent the JFLCC when requested or if the ARFOR is the JFLCC.
- Exchanges operational and intelligence data between the JFACC and ARFOR.
- Relays and clarifies the actions of the land battle for the ACC.
- Manages the information to render a comprehensive common operational picture (COP).
- Processes the ARFOR prioritized air operations requests.
- Receives, submits and advocates support for the ARFOR commander's air support requests and target nominations.

1-5. The BCD represents the Army forces commander while working in and among the JFACC's staff in the air operations center. As the Army forces liaison, the BCD staff must consistently understand joint doctrine and apply Army doctrine. The BCD facilitates the integration between the Army forces and the JFACC, more specifically between both headquarters.

1-6. The BCD takes an active role in the planning and execution of the air tasking order (ATO). The ATO is a product that is developed through the 6-stage air tasking cycle. The air tasking cycle is a supporting component of the joint targeting cycle. See JP 3-60 for additional information on joint targeting.

1-7. Liaison is an important aspect of joint force command and control. Liaison teams or individuals may be dispatched from higher to lower, lower to higher, laterally, or any combination of these. They generally represent the interests of the sending commander to the receiving commander, but can greatly promote understanding of the commander's intent at both the sending and receiving headquarters and should be assigned early in the planning stage of joint operations (JP 3-0).

1-8. The BCD collates at the AOC and operates on a 24-hour basis.

## JOINT OPERATIONS

1-9. *Joint operations* is a general term to describe military actions conducted by joint forces and those Service forces employed in specific command relationships with each other, which of themselves, do not establish joint forces (JP 3-0).

1-10. A geographic combat commander, or JFC, may establish multiple joint task forces (JTF) within his area of responsibility. In these cases, a single JFACC and his joint air operation center may simultaneously support several JTFs. This option is known as a theater-wide JFACC. For the remainder of this document the JFACC will be referred to as an ACC.

1-11. In the event of multiple JTFs conducting concurrent operations, the ARFOR commander must establish priorities to allow the BCD to properly coordinate with the ACC and ensure that the ACC support matches the ARFOR commander's priorities. The ARFOR commander may also need to reorganize the BCD to properly support the requirements of the multiple headquarters.

## JOINT OPERATION PLANNING

1-12. Joint operation planning has six operation phases see figure 1-2 on page 1-3. The phases are:

- Shape, phase 0.
- Deter, phase I.

- Seize the initiative, phase II.
- Dominate, phase III.
- Stabilize, phase IV.
- Enable civil authority, phase V.

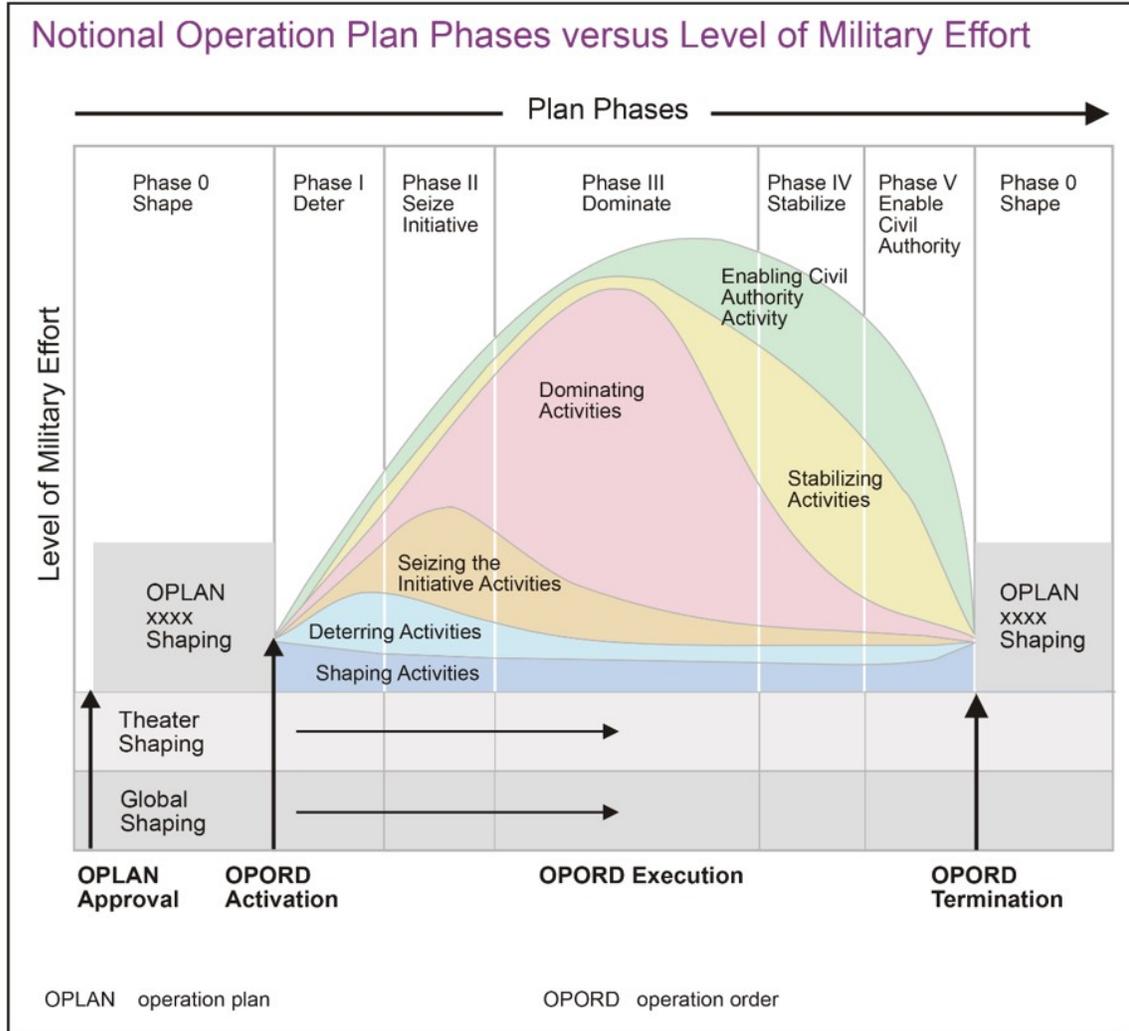


Figure 1-2. Notional operation phases (JP 3-0)

1-13. Throughout the operational phases, the BCD is the conduit for regionally aligned forces to submit targets for entry into the modernized integrated database. The BCD is most active during shaping, phase 0, through stabilize, phase IV. For more information on operation phases, see JP 3-0 and JP 5-0.

**Shape, Phase 0.**

1-14. Unless already participating in an operation, BCDs spend most of their time in the shape phase. Joint and multinational operations – inclusive of normal and routine military activities are performed to dissuade or deter potential adversaries and to assure or solidify relationships with friends and allies (JP 5-0). In the shape phase, the BCD develops partner nation and friendly military capabilities for actions including:

- Alignment of GLDs and RLDs.
- Self-defense and multinational operations.
- Joint, combined, and multinational exercises.
- Information exchanges.

- Coordinate and develop targets.
- Theater Security Cooperation operations in coordination with theater campaign plan.

### **Deter, Phase I.**

1-15. The intent of this phase is to deter undesirable adversary action by demonstrating the capabilities and resolve of the joint force (JP 5-0). During the deter phase, the BCD's activities include:

- Coordination of presence and shows of force.
- Participation in exercises.
- Assistance in the deployment of forces.
- Participation in crisis response operations.
- Coordination of air mobility operations.
- Integration of BCD with joint components.

### **Seize the Initiative, Phase II.**

1-16. JFCs seek to seize the initiative through the application of appropriate joint force capabilities (JP 5-0). During the seize the initiative phase, the BCD's tasks also include:

- Coordination for ground and air joint operations.
- Position the GLDs.

### **Dominate, Phase III**

1-17. The dominate phase focuses on breaking the enemy's will for organized resistance or, in noncombat situations, control of the operational environment (JP 5-0). During the dominate phase, the BCD's functions include:

- Coordinate ARFOR dynamic targeting requirements.
- Review of the master air attack plan and submits critical changes.
- Articulation of the ARFOR commander's intent to the ACC.
- Provide the ARFOR air operations request.
- Dissemination of the ATO development results to the ARFOR commander and the GLD.
- Provision of real-time intelligence data within their operations and to ARFOR.
- Augmentation of the United States Army Air and Missile Defense Command (AAMDC) responsibilities when assigned.
- Integration of the theater ground operations information into the airlift support management process.
- Coordination for the integration of the ARFOR use of airspace.

### **Stabilize, Phase IV.**

1-18. The intent in this phase is to help restore local political, economic, and infrastructure stability (JP 3-0). During the stabilize phase, the BCD's functions include:

- Coordinate intelligence, surveillance, and reconnaissance.
- Facilitate airlift for the host nation.
- Coordinate shows of presence and shows of force.

### **Enable Civil Authority, Phase V**

1-19. This phase is predominantly characterized by joint force support to legitimate civil governance in theater (JP 5-0). During the enable civil authority phase, the BCD's functions include:

- Provide airlift during crisis response situations.
- Coordinate shows of presence and shows of force.

## CORPS OPERATIONS

1-20. Large land forces require an intermediate echelon between the divisions that control brigade combat teams, and the theater Army serving as the land component command. Other factors requiring an intermediate headquarters may include:

- The mission's complexity.
- Multinational participation.
- Span of control.

1-21. The BCD is unlike other Service component liaisons because it is a formal organization with a command structure with a standing relationship to the hosting component. Other Service component liaisons are typically formed on an ad hoc basis without the refined processes for coordination which the BCD has established.

1-22. See FM 3-94 for more information on corps operations.

## SECTION III - BCD FUNCTIONS

1-23. The BCD facilitates the synchronization of air support requirements for ARFOR or Land Component operations.

1-24. The BCD serves as the ARFOR representative in the AOC. The BCD ensures that the ACC, AOC, and the GLDs are aware of the following information:

- ARFOR intent.
- Scheme of maneuver.
- Concepts for application of ground, naval, and air assets in the ARFOR area of operations.
- Enemy ground order of battle.

1-25. The BCD operations and intelligence sections monitor and interpret the land battle for the ACC and AOC. The BCD passes the operational data and support data requirements of the ARFOR to the ACC and participating multinational forces. These requirements include the following:

- Close air support.
- Air interdiction (AI) target sets.
- Information collection.
- Joint suppression of enemy air defense.
- Electronic warfare.
- Airlift requirements.
- Airspace coordination and integration.

1-26. The BCD communicates the ARFOR commander's decisions and interests to the ACC.

1-27. The BCD headquarters element does not participate directly in the ARFOR command estimate. The BCD provides requested information to the ARFOR headquarters during the command estimate and military decisionmaking processes. The ARFOR commander may delegate decision making authority for specific events or situations to the BCD commander. The ARFOR commander clearly defines what authority is granted to expedite action on various functions supporting the JFC end state. The BCD eases planning, coordination, and execution of the following functions:

- Intelligence.
- Fires.
- Airspace management.
- Air and missile defense.
- Airlift support.
- Cyber electromagnetic activities.

1-28. For specific examples of the roles and missions performed within the BCD's organization framework, see chapter 2 of this publication.

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## Chapter 2

# Organizational Framework

Chapter 2 describes the battlefield coordination detachment organizational framework to conduct liaison at the AOC. Section I provides general information on the battlefield coordination detachment's relationships. Section II outlines the battlefield coordination detachment's organization. Section III outlines the battlefield coordination detachment's functions. Section IV outlines the individual duties to enhance the battlefield coordination detachment's functions. Section V identifies communication and logistics requirements.

### SECTION I - GENERAL

2-1. The Army establishes organic command relationships through organizational documents such as tables of organization and equipment and tables of distribution and allowances. If temporarily task organized with another headquarters, organic units return to the control of their organic headquarters after completing the mission (ADRP 5-0).

2-2. The BCD has the authority granted by the ARFOR commander to turn requests for air operations support into effective actions in the course of planning and coordinating. The BCD has 6 sections and 1 headquarters element to interface with the ACC staff and performs planning, preparation, execution, assessing, and coordinating. The BCD also supervises GLDs and RLDs. The JFC balances the ability to mass lethal and nonlethal effects through the execution of leadership and the application of information.

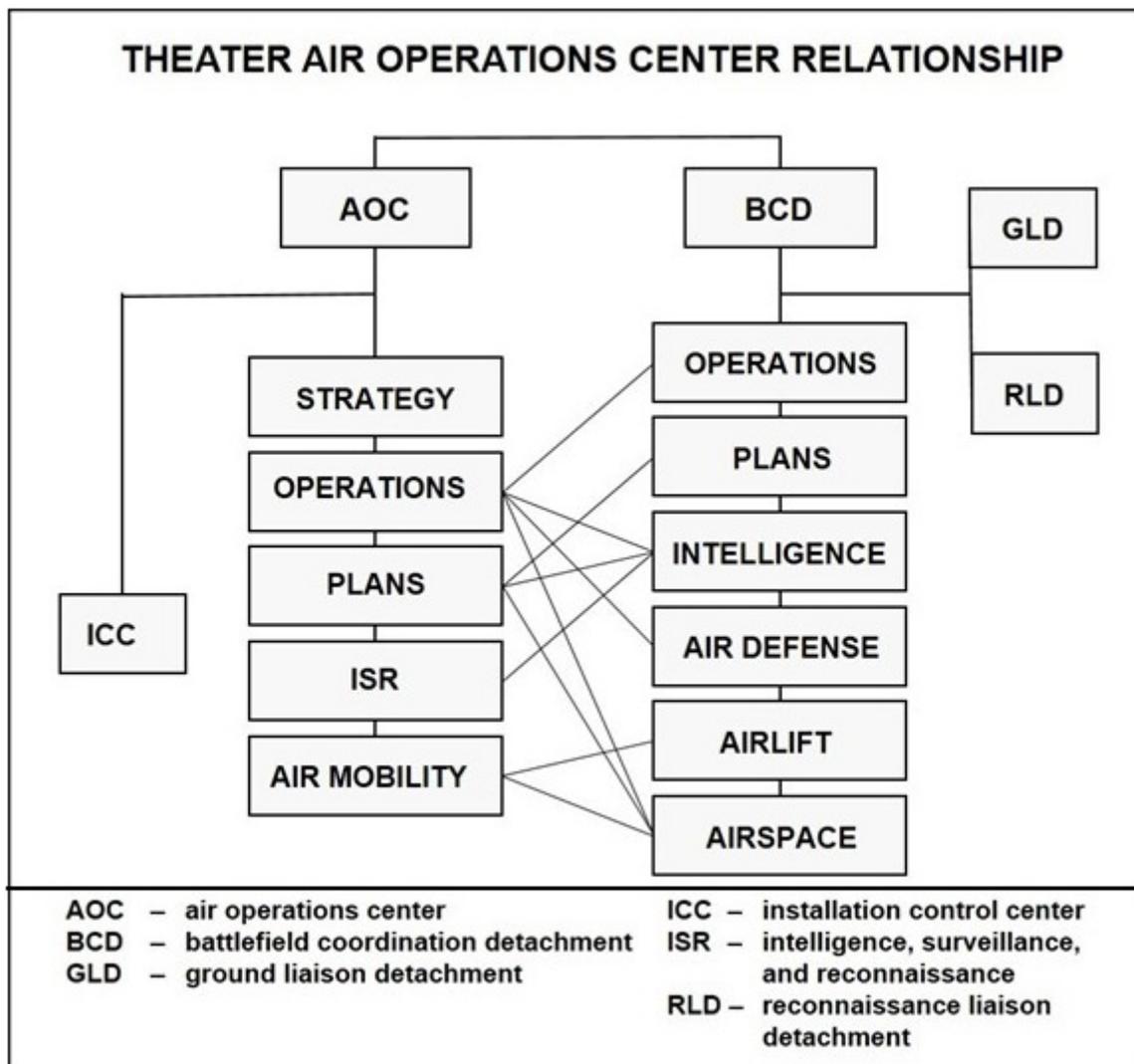
2-3. Information enables commanders at all levels to make informed decisions on how to best apply combat power. Ultimately, this creates opportunities to achieve definitive results. Knowledge management enables commanders to make informed, timely decisions despite the uncertainty of operations. Information management helps commanders make and disseminate effective decisions faster than the enemy can. Every operation requires complimentary tasks of inform and influence activities that affect the commander's intent and concept of operations. Every operation also requires cyber electromagnetic activities. These activities ensure information availability, protection, and delivery as well as a means to deny, degrade, or disrupt the enemy's use of its command and control systems and other cyber capabilities. Commanders use information and a mission command system to understand, visualize, describe, and direct operations (ADRP 3-0).

### SECTION II - BCD ARMY LIAISON TASKS

2-4. Figure 2-1, page 2-2, shows the BCD's authorized warfighting structure and the BCD's association with the AOC. The BCD is responsible for providing effective exchange of information between the ARFOR and the ACC during joint operations.

2-5. The BCD is organized with a headquarters element, six sections, and two detachments:

- Operations section.
- Plans section.
- Intelligence section.
- Air defense section.
- Airlift section.
- Airspace management section.
- GLD.
- RLD.



**Figure 2-1. Theater air operations center relationship (notional)**

2-6. Integration information and requests for information is passed between the BCD's Operations and Plans Sections and the ARFOR assistant chief of staff, operations (G-3) and fires cell. To accomplish this integration, the BCD is tasked to:

- Articulate the ARFOR commander's intent, priorities, objectives, and air support requirements to the ACC.
- Forward all Army command operational data and operational support requirements to the ACC and participating multinational forces, to include preplanned requests for close air support (CAS), AI, manned and unmanned information collection, cyber electromagnetic activities, airlift, and joint suppression of enemy air defenses.
- Advocate for ARFOR requests for air operations.
- Coordinate all ARFOR requests for ACMs and air support with the appropriate AOC elements.
- Ensure the ATO and airspace control order (ACO) accurately reflect air support and ACMs requested by the ARFOR.
- Disseminate the ATO development results to the ARFOR, the GLDs, and RLDs.
- Facilitate intelligence from ACC operations to ARFOR.
- Augment the AAMDC responsibilities as required.

- Coordinate the integration of the ARFOR use of airspace.

2-7. The BCD coordinates all changes to theater-wide air defense warnings, weapons control status, rules of engagement, and aircraft identification standards among the AOC, ARFOR, and AAMDC:

- Coordinates changes to the fire support coordination line.
- Disseminates all approved air missions and ACMs in the ATO and ACO to the ARFOR.
- Coordinates ARFOR airspace risk guidance and airspace use priorities with the appropriate AOC elements.
- Forwards priorities of JFC airspace risk guidance and airspace use to the ARFOR.

2-8. The BCD expedites the exchange of information through face-to-face coordination and digital interfaces with AOC elements and with:

- Army ground liaison officers at United States Air Force (USAF) operations centers.
- The ARFOR fires cell at the main command post. The BCD exchanges information with the 3 integrating cells; current operations, future operations, and plans.
- The ARFOR airspace elements at corps, and division joint air ground integration cell.

2-9. Additional information on the roles and responsibilities, by echelon, between Army and air support agencies of other Services can be found in FM 3-52, and JP 3-01.

## SECTION III - FUNCTIONS

2-10. The BCD's function is to represent the ARFOR commander within the AOC.

### HEADQUARTERS ELEMENT FUNCTION

2-11. The headquarters (HQ) element provides mission command to the BCD. The HQ element ensures that all administrative functions pertaining to the overall operation of the BCD are planned, coordinated, and executed. The HQ element establishes contact with the headquarters providing the AOC to coordinate administrative matters. The primary functions of the HQ element are to:

- Monitor the planning, execution, and coordination of the 6 sections daily operations.
- Provide administrative support as needed.
- Coordinate with the organization providing the AOC for issue of office supplies.
- Determine and announce the location of support facilities.
- Coordinate transportation to and from work areas.
- Maintain accountability of personnel, weapons, sensitive items, and equipment.
- Coordinate signal support.
- Deploy and connect communications and information processing equipment into operating configurations.

2-12. In addition to the BCD's internally assigned personnel, GLDs and RLDs are also supervised by the BCD commander. With one GLD and RLD at every wing or squadron involved in the joint operations, there could be nearly as many GLD personnel and RLD personnel as there are personnel assigned to the BCD.

### OPERATIONS SECTIONFUNCTION

2-13. The BCD operations section consists of personnel that collocate with the combat operations division of the AOC. The operations section monitors and executes current operations, makes daily changes to the "current ATO day" (0 to 24 hours out), ensures current theater air combat operations are synchronized with current Army combat operations, and takes actions to integrate attack of emerging targets into current operations. Digital information systems support the coordination and execution of current operations, including digital update of current situation graphics. The primary functions of the operations section includes:

- Monitor execution of the current ATO in regard to sorties supporting resourced ARFOR air support requests and air interdiction missions within the ARFOR area of operations.
- Coordinate with the ARFOR main command post, fires cell, theater missile defense cell (for theater missile targets), and AOC combat operations section regarding cancelled, or reassigned missions planned against resourced ARFOR air support requests.
- Participate in the ARFOR validation process (usually 8 and 4 hours before time on target) for all missions in support of ARFOR air support requests.
- Coordinate with the AOC combat operations division for ARFOR immediate requests for air component support. Examples include, but are not limited to, CAS, AI, electronic warfare, military information support operations, and reconnaissance flights.
- Maintain the current friendly ground force situation as displayed at the ARFOR operations staff section.
- Interpret the enemy and friendly ground forces situation for the AOC. Inform the AOC combat operations division of significant changes in operations, objectives, and priorities.
- Provide GLDs, RLDs and other BCD sections with periodic updates of the current situation.
- Coordinate firing of immediate rocket and missile artillery missions with the AOC combat operations section and BCD airspace management section.
- Coordinate immediate special electronic mission aircraft missions with the AOC combat operations section and BCD airspace management section.
- Report the use of, or plans to use, air deliverable mines to the ARFOR commander.
- Coordinate changes to the FSCMs. For example, the movement of the fire support coordination line (FSCL), with the ACC staff.
- Pass ACC requests for immediate rocket and missile artillery missions and other support to the ARFOR fires cell as directed.
- Coordinate and synchronize current Army operations including airborne, air assault, attack aviation operations with the BCD airspace management section and AOC combat operations.
- Coordinate and disseminate proposed reassignments, cancellations, and other air mission change information with the fires cell, AOC operations, and other Service's component liaisons in the AOC as needed.

## **PLANS SECTION FUNCTION**

2-14. The BCD plans section consists of plans personnel that collocate with the AOC combat plans division. The plans section focuses on operations conducted 24 to 96 hours out. The plans section performs 2 important functions. The first is to integrate and synchronize air operations planning with the ARFOR commander's intent and scheme of maneuver. Secondly, the plans section ensures ARFOR commander's guidance and priorities are used to enhance air support to the ARFOR. Digital information systems support the coordination of plans and rendering a common operational picture. The section also integrates ARFOR requirements for information collection, military information support operations, and electronic warfare with ACC requirements.

- 2-15. The plans section performs many functions to support ARFOR's requests for preplanned air support:
- Obtain, as appropriate, from the ARFOR commander's operations air and plans section the following:
    - Operation plan.
    - Operation order.
    - Overlays.
    - 24 to 96 hour projections of the ARFOR commander's concept of operation, targeting priorities, and air support requests for AI, CAS, reconnaissance, electronic warfare, and military information support operations.
  - Give the ARFOR and staff the concept of operations and weight of effort for CAS and AI target priorities, reconnaissance, electronic warfare, and nuclear weapons employment information from the AOC.

- Maintain ground situation maps portraying current friendly and enemy situation.
- Coordinate with the airspace management section on operations 24 to 96 hours out and their impact on current and planned ACMs and FSCMs.
- Coordinate ARFOR's planned rocket and missile artillery missions with the AOC combat plans section and the BCD airspace management section.
- Pass projected ACC requests for rocket and missile artillery missions and other fire support to the ARFOR.
- Inform AOC plans of Army aviation operations.
- Ensure ARFOR target nominations and air support requests are submitted within timelines of the established ATO planning cycle.
- Ensure ARFOR target nominations and air support requests are deconflicted throughout the ATO planning process.
- Represent ARFOR interests during the targeting effects team and master air attack plan meetings with the combat plans and intelligence sections of the AOC.
- Provides feedback to the ARFOR regarding status of air support requests throughout the ATO cycle until the ATO is passed to the operations section for execution.
- Brief the ACC and the combat plans and intelligence sections during the targeting effects team process on:
  - Current and projected enemy situation.
  - The ARFOR commander's intent, planned concept of operation, targeting guidance, target nominations for AI, CAS, and phase lines anticipated to be designated as FSCL during the conduct of operations.
- Provide GLDs and RLDs information on the ARFOR's planned operations and the contact information on requesting unit air support requests to enable the GLDs and RLDs to pull the most up to date unit graphics to brief the aircrew prior to mission.
- Ensure the appropriate Army aviation missions are built into the ATO and the ACO. (To accomplish this, the appropriate friendly order of battle, call signs and airfield locations must be built into the Theater Battle Management Core System [TBMCS] database).

## INTELLIGENCE SECTION FUNCTION

2-16. The BCD intelligence section supports the BCD commander, all BCD sections, the air operations center to which the BCD is liaison, the Army forces commander, as a one-stop land warfare intelligence liaison. This structure benefits from unity of direction and training under a single senior military intelligence officer. Digital information systems support the exchange and coordination of intelligence data and requirements, including update of planning and operational graphics. The intelligence function of the BCD is that of liaison and coordination, not that of an analysis and control element.

2-17. The BCD intelligence section personnel collocate with combat operations and combat plans intelligence personnel of the AOC. The intelligence section supports both the BCD operations and plans sections in execution of their functions. The intelligence section primary functions are:

- As part of the operations and plans sections, the intelligence section performs and coordinates the intelligence preparation of the battlefield driven target validation, update process, and refinement (usually 8 and 4 hours before time on target) for all missions supporting the ARFOR air support requests to attack targets.
- As a part of the operations section, coordinate with the AOC for ARFOR immediate requests for reconnaissance support.
- Relay to the ARFOR, real-time significant intelligence information received by the following:
  - Joint surveillance and target attack radar system.
  - Manned aircraft systems.
  - Unmanned Aircraft System.
  - Other collection platforms.

- Coordinate emerging target information with the Army main command post and validate targets for immediate diverts. Keep the operations section informed of the targets.
- Get the most current enemy ground force situation from the ARFOR commander's assistant chief of staff, intelligence.
- Get the most current enemy air threat situation from the AOC intelligence, surveillance, and reconnaissance division (ISRD).
- Interpret the enemy ground forces situation (maintain current enemy situation), inform the operations and plans sections of apparent changes in enemy operations, objectives, and priorities.
- Process mission reports and other battle damage assessment. Forward battle damage assessment information to the ARFOR commander and exchange information to answer combat assessment and battle damage assessment questions.
- Help the plans section integrate ARFOR requirements for information collection and electronic warfare with the ACC requirements.
- Get the priority intelligence requirements, information collection plan, targeting data, 24 to 96 hour enemy situation projection, and nominations for reconnaissance intelligence and electronic warfare support from the ARFOR commander's intelligence plans section.
- Support the plans section by maintaining current and projected enemy situations (24 to 96 hours) using a common operating picture and, reconnaissance, and electronic warfare target nominations.
- Support plans section briefings to the AOC staff on the current and projected enemy situation.

## **AIR DEFENSE SECTION FUNCTION**

2-18. The air defense section provides support for the BCD plans and operations sections. When the AAMDC is present, the BCD air defense section will assist the AAMDC in coordinating Army air and missile defense (AMD) operations. Digital information systems support the exchange and coordination of air defense and airspace management information. The BCD's air defense section primary functions are:

- Coordinate with the AAMDC, or the senior Army AMD element and AMD brigade headquarters for the following:
  - Locations of AMD assets.
  - Engagement reporting.
  - AMD weapon engagement zones.
  - Identification friend or foe selective identification feature procedures.
  - Receipt of AAMDC Appendix in Annex D FIRES of the operation order.
- In the absence of the AAMDC advise the area air defense commander on Army AMD matters appropriate to deconfliction of air support to ground operations.
- In the absence of the AAMDC advise the senior air defense officer in the AOC of the Army AMD status to include placement of AMD weapons in direct support of ground forces.
- In the absence of the AAMDC provide the AAMDC with the area air defense commander's intent.
- In the absence of the AAMDC coordinate with the appropriate theater missile defense cell for tactical ballistic missile alert dissemination procedures.
- Exchange AMD operational data with the AOC counterparts.
- Coordinate AMD airspace needs with the AOC airspace management and BCD airspace management section.
- In the absence of the AAMDC support integration of the Army AMD plan with the ACC counterair effort.
- Maintain situational understanding, unit status of Army air and missile defense, and joint theater missile defense priorities and engagement reports in coordination with the AAMDC.
- Coordinate the ARFOR commander's input to the area air defense plan with the Army AMD element in the operations section when the AAMDC is not in theater.

- Assist and synchronize activities with the AAMDC and the AOC theater missile defense cell, as required.
- Provide AAMDC information on theater specific AOC standard operating procedures.

## AIRLIFT SECTION FUNCTION

2-19. The BCD airlift section serves as the ARFOR commander's liaison to the ACC for issues concerning airlift support for ARFOR missions. The section integrates the theater ground situation into the theater airlift support management process. The section is normally integrated with the air mobility division in the AOC. The BCD airlift section supports both BCD plans and operations sections. The airlift section primary functions are:

- Brief the air mobility division and staff on ARFOR commander's objectives, concept of operations, and airlift requirements.
- Facilitate ACC's air and missile defense, the director of mobility forces, and ARFOR communications to verify locations of drop zones, pickup zones, and landing zones to include the planned activities and control procedures used.
- Notify the director of mobility forces immediately of changes to the ARFOR plans that affect airlift operations.
- Coordinate with the ARFOR theater air traffic services and airspace section for establishment of new base defense zones and corresponding instrument approach procedures.
- Provide the ARFOR commander and his staff the following:
  - Feedback on requests for emergency airlift routed through command channels, to include mission planning with USAF airlift tactics cell.
  - Feedback on requests for immediate airlift routed through command channels, to include mission planning with USAF airlift tactics cell.
  - Availability and operational status of airlift aircraft and airlift priorities as assigned by the JFC.
  - Status of airlift missions being executed in support of ARFOR operations.
  - Coordinate and facilitate information on the theater planning parameters (for example, airfields and staging capacities, material handling equipment, refueling capabilities) that drive the size and sustainment of potential airlift, airdrop, airborne, and air assault tasks.
- Coordinate with the theater Army movement control agency and the ARFOR commander's assistant chief of staff, logistics to determine the location of arrival and departure airfield control groups and number and type of material handling equipment available with each of them.
- Provide the status of airlift operations to the BCD commander to include the following:
  - Airlift priorities.
  - Number and type of aircraft available.
  - Number of preplanned and immediate airlift requests received.
  - Current status of missions being flown in support of ARFOR operations.
- Coordinate with the BCD operations section for friendly and enemy ground order of battle information, and give them updated airlift information as required.
- Facilitate, coordinate, and synchronize immediate and preplanned airlift requests with the joint movement center, the theater Army movement control agency, or ARFOR commander's G-3 air and assistant chief of staff, logistics transportation.
- Track current airlift missions flown in support of ARFOR operations.

## AIRSPACE MANAGEMENT SECTION FUNCTION

2-20. The JFC establishes procedures for integration of the joint use of airspace. The airspace management section collocates with the airspace management section of the combat operations division of the AOC. The airspace management section coordinates and assists in the use of airspace defined by the joint operation plan and orders. The BCD airspace management section supports both the BCD plans and operations

sections. All ARFOR elements using joint airspace must be integrated into the airspace control plan developed by the airspace control authority as directed by the JFC. Digital information systems support the exchange and coordination of airspace management information. The airspace management section maintains identification of all ARFOR airspace users. These airspace users include the following:

- Fire support.
- AMD operations.
- Army aviation operations.
- Special electronic mission aircraft operations include unmanned aircraft systems, medical evacuation aircraft, and combined and joint operations.

2-21. The airspace management section requires coordination with both plans and operations personnel within the AOC; and performs the following functions:

- Oversee input of ARFOR aviation assets into the friendly order of battle, confirming all ARFOR aircraft are entered into the ATO.
- Coordinate with the following sections on airspace matters:
  - The BCD plans section for future Army aviation, military intelligence, plans, and other airspace matters.
  - The BCD operations section on current airspace developments.
  - The AOC combat plans division for requests for future ACM, scheduling of Army aircraft into the ATO, and Army identification friend or foe selective identification feature codes.
  - The AOC combat operations division for changes to the ATO; Army identification friend or foe selective identification feature codes; immediate requests for special use of airspace (including immediate establishment of restricted operating zones to support rocket and missile fire missions); and the location and status of Army airfields, air traffic services facilities, navigation aids, and standard use Army aviation flight routes.
  - ARFOR airspace control element for Army aviation plans, identification friend or foe selective identification feature code requirements and assignments; airspace control measure requests; standard use Army aviation flight routes, navigation aids, airfield, and air traffic services facility status; and the ATO and ACO.
  - Army aerial exploitation battalion tactical operations centers on their use of airspace.

## LIAISON DETACHMENTS FUNCTIONS

2-22. The GLDs and RLDs are supervised by the BCD. GLDs serve as the primary coordinating element between the supporting Air Force unit and supported ground forces. RLDs perform similar functions as the GLDs with their focus on reconnaissance.

2-23. GLDs support wing operations and provide continuous ground liaison coverage. A GLD normally consists of a combat arms officer and a combat arms noncommissioned officer (NCO). A GLD's primary role is to provide liaison between the ground units requesting air support and the Air Force fighter wings, bomber wings, airlift wings, and composite wings providing CAS, AI, airlift, and airdrops.

2-24. The GLDs are stationed with the Air Force and function as a special staff element in the unit headquarters. The Air Force unit provides appropriate items of organizational equipment. Assigned GLDs deploy with their Air Force unit during combat contingencies and will be listed on unit time-phased force deployment lists.

2-25. The GLD performs the following functions:

- Serve as the Army liaison officer or NCO and principal ground forces advisors to the wing commander.
- Provide squadrons within the wing with training in Army organization, doctrine, and equipment.
- Provide academics as appropriate to the supporting Air Force unit:
  - Army doctrine.
  - Army structure.
  - Operational terms and graphics.

- Provide detailed tactical level situational understanding to supporting air crews.

## SECTION IV - COMMAND AND STAFF

2-26. The staff's ability to exercise effective mission command calls for integration and synchronization of leadership and information.

### HEADQUARTERS ELEMENT RESPONSIBILITIES

2-27. The HQ element is the essential element of the BCD. The 6 additional sections are required to have a thorough understanding of the AOC, air tasking cycle, and the ground maneuver operations within unified land operations. The staff's ability to exercise effective mission command calls for integration and synchronization of leadership and information.

#### COMMANDER

2-28. The BCD commander is the senior Army liaison officer at the AOC. The commander has the responsibility of representing and coordinating ARFOR interests with the ACC. The relationships between the BCD commander, the ACC, and other Service and multinational representatives are critical. A major component of a well-executed plan is the trust built through close relationships. The ARFOR commander trusts the ACC to support ground operations with adequate air power. Therefore, the BCD commander should work closely with the ARFOR commander's G-3.

2-29. The BCD commander builds a working environment that supports the following:

- Open expression of ARFOR priorities.
- Causes the ACC to seek out the BCD commander's advice.
- Reinforces the BCD commander's credibility in speaking for the ARFOR commander.

2-30. This relationship is especially critical when the BCD commander represents the ARFOR commander at meetings where each Service and country vies for limited resources.

2-31. The BCD commander's responsibilities include the following:

- Establish the BCD.
- Ensure ARFOR operations are supported by coordinated planning and execution of the ATO.
- Effectively integrate liaison personnel provided by ARFOR and coalition force headquarters into the BCD.
- Ensure that liaison takes place.
- Integrate and synchronize ARFOR operations and information collection assets with those of the ACC.
- Advise both the ARFOR commander and the ACC regarding coordination activities.

#### DEPUTY COMMANDER

2-32. The BCD deputy commander performs duties assigned by the BCD commander. Some of the duties of the BCD deputy commander include the following:

- Supervise the BCD in the absence of the commander.
- Supervise the plans and operations sections with regard to current operations (for example, the status of ATACMS, theater missile defense, and order of battle status; and development of the designated target lists).

#### INFORMATION SYSTEMS TECHNICIAN

2-33. The information systems technician has the authority over the BCD's equipment, communications, and procedures essential to the BCD commander for planning, directing, and controlling BCD operations. The technician ensures that the communications system supports the BCD role to exchange information

between the ARFOR commander and the AOC. Vital to performing the duties is experience or training in the following:

- Army Mission Command System (AMCS).
- United States Air Force TBMCS.
- Associated software protocols and interfaces between the two systems:
  - Command Post of the Future (CPOF).
  - Advanced Field Artillery Tactical Data System (AFATDS).
  - Joint Automated Deep Operations Coordination System.
  - Air and missile defense workstation.
- Tactical Airspace Integration System (TAIS).

### **BCD SERGEANT MAJOR**

2-34. The BCD sergeant major is assigned duties by the BCD commander as both his senior enlisted advisor and the senior operations sergeant of the BCD. The duties and responsibilities may include the following:

- Manage the administrative and training requirements.
- Supervise logistics for the BCD.
- Supervise the establishment of BCD operations.
- Work on a shift in the plans and operations sections.
- Coordinate BCD support needs with the AOC host.

### **INFORMATION SYSTEMS STAFF NCO**

2-35. Experience or training in both Army and joint force communications electronics systems and administrative procedures are critical to the performance of duties.

2-36. The senior information systems operator's primary responsibility is to establish and troubleshoot the communications electronic links from the BCD to the ARFOR commander. The primary systems are:

- AMCS.
- United States Air Force TBMCS.
- Associated software protocols and interfaces between the two systems.

### **HUMAN RESOURCES SPECIALIST**

2-37. The human resources specialist performs duties assigned by the headquarters element sergeant major for the management of BCD activities. These responsibilities include the following:

- Perform personnel and logistics administrative procedures and tasks using both the Army and joint force communications electronics systems.
- Establish communications and automatic data processing links with designated headquarters.

### **OPERATIONS SECTION RESPONSIBILITIES**

2-38. The operations section liaisons primarily with the AOC's operations section. The BCD's operations section is manned by the operations officer, assistant operations officer, fire support sergeants, and fire direction computers.

### **OPERATIONS OFFICER**

2-39. The operations officer of the BCD is the senior Army representative to the AOC combat operations division. This job most closely resembles that of the current operations officer on a corps staff. Primary duties include the following:

- Update the AOC combat operations division on the current friendly and enemy operations, scheme of maneuver, targeting concept and priorities, and current fire support coordination measures.
- Monitor execution of all ARFOR scheduled AI targets on the current ATO.
- Coordinate changes (diverts, reassignments) with the senior operations duty officer of the combat operations division.
- Coordinate air support for ground operations in the ARFOR area of operations.
- Recommend real-time changes to the ATO.
- Give guidance to airspace managers on airspace deconfliction to avoid fratricide.
- Help coordinate ATACMs and attack helicopter missions.
- Ensure ground operations and order of battle maps are current.
- Brief the command group on current and future ARFOR operations.

### **ASSISTANT OPERATIONS OFFICER**

2-40. The assistant operations officer normally performs duties as the night shift operations officer. Duties are the same as the operations officer.

### **FIRE SUPPORT SERGEANTS**

2-41. The senior NCOs supervise the day-to-day operations in the section. The sergeants are responsible for the setup and operation of the section. Their duties include the following:

- Monitor the internet relay chat window to allow real-time reports and updates.
- Maintain current operational picture of the ground forces.
- Establish communication links with the ARFOR commander's G-3 plans section and the fires cell.
- Operate the following systems:
  - Joint Automated Deep Operations Coordination System.
  - Appropriate TBMCS applications.
  - AFATDS.
  - CPOF.
- Help coordinate all FSCM with the AOC, including any changes.
- Monitor the ACC compliance with FSCM.
- Ensure appropriate logs and records are maintained in the operations section.
- Ensure orders and situation reports issued by the ARFOR commander are collected and disseminated.

### **FIRE DIRECTION COMPUTERS**

2-42. The fire direction computer is responsible for the operation of the AFATDS. Their duties include the following:

- Monitor the internet relay chat window to allow real-time reports and updates.
- Maintain current operational picture of land component.
- Coordinates FSCMs changes with the AOC.

### **PLANS SECTION RESPONSIBILITIES**

2-43. The plans section liaisons primarily with the AOC's plans section. The plans section is manned by plans officers, the targeting officer, fire support sergeants, and the targeting NCO.

## **PLANS OFFICER**

2-44. The plans officer supervises the plans section as the senior Army representative to the AOC combat plans division. The plans officer is responsible for the overall functioning of the plans section of the BCD. The primary duties are to coordinate with the AOC staff to integrate and synchronize the application of air power to support ARFOR commander's plans through the participation in the targeting and effects team meeting and other targeting and planning sessions within the AOC. The primary duties also include keeping the AOC combat plans division informed on the following:

- Friendly and enemy operations and scheme of maneuver, targeting concepts, and priorities.
- Planned FSCM.
- Munitions or targeting restrictions that may affect air operations planning.
- Preplanned requests for air support, primarily AI and CAS.
- Long range shaping operations.

## **(DEPUTY) PLANS OFFICER**

2-45. The deputy plans officer assists the plans officer and performs in that capacity when required. Duties include the following:

- Supervise preparing air support lists and target lists for targeting board meetings.
- Validate target list input from ARFOR commander's fires cell.
- Ensure air support request information, to include desired effects with justification and rationale, is briefed in appropriate meetings.
- Brief ARFOR plans to the AOC staff.
- Train personnel in the air support request process.

2-46. The plans officer duties most closely resemble those of a targeting officer at an Army main command post fires cell.

## **TARGETING OFFICER**

2-47. The targeting officer is a senior warrant officer. The warrant officer performs duties assigned by the plans officer. These duties include the following:

- Receive and integrate the ARFOR air support requests and target lists into the joint integrated prioritized target list.
- Coordinate and integrate the ARFOR target list during development of the ATO.
- Answer questions regarding ARFOR target list priorities, timing of attack, and desired effects.
- Provide updated briefings on the status and operation of Army long-range operations assets, as required.
- Supervise the operation of AFATDS for target development and information exchange with the Army main command post.

## **(SENIOR) FIRE SUPPORT SERGEANT**

2-48. The senior fire support sergeant performs duties assigned by the plans officer, including the following:

- Supervise operation of communications electronic equipment, which includes both the AMCS and the TBMCS.
- Assist coordinating all FSCM with the AOC.
- Evaluate theater time-sensitive target requirements and identify air resources.
- Ensure desired mean point of impact target requests are processed through the ACC and the theater intelligence component, as required.
- Additional duties include assisting the targeting officers and NCO.

## TARGETING NCO

2-49. This senior NCO performs duties assigned by the targeting officer and is responsible for setup and operation of the section. Duties include the following:

- Performs targeting duties as assigned by the Targeting officer.
- Set up the map board depicting the planned friendly situation.
- Establish communication links with the ARFOR commander's G-3 plans section and the fires cell.
- Process the ARFOR preplanned requests for air support, primarily AI and CAS, by using TBMCS, and AFATDS.

## FIRE SUPPORT SERGEANT

2-50. The fire support sergeant is the primary AFATDS operator. The sergeant establishes voice and digital communications.

## INTELLIGENCE SECTION RESPONSIBILITIES

2-51. The intelligence section liaisons primarily with the operations section, plans section, and intelligence, surveillance, and reconnaissance. The intelligence section is manned by the intelligence officer, the plans intelligence officer, the assistant intelligence officer, senior intelligence sergeant, and intelligence analysts.

## INTELLIGENCE OFFICER

2-52. The intelligence officer supervises the overall activities and training of the intelligence section. This officer ensures intelligence personnel support is provided to the BCD operations and plans sections. The officer ensures a liaison is established with the intelligence staff of the ISRD. The intelligence officer coordinates activities to ensure the flow of intelligence and information between the BCD with other intelligence organizations. The officer prepares and presents intelligence briefings as needed. The intelligence officer provides ARFOR intelligence input to joint targeting needs.

## PLANS OFFICER

2-53. The plans intelligence officer is responsible for intelligence and enemy ground order of battle for the current ATO by ensuring the flow of information between the intelligence operations section of the supported ARFOR commander and the AOC. Primary duties include:

- Interpret the enemy ground order of battle for the information collection team of the AOC.
- Help the information collection team with target intelligence development.
- Track the current enemy situation and recommend targets for reassignments and diverts.
- Ensure validation of ARFOR target nominations at a designated time (for example, 8 and 4 hours before time on target).
- Coordinate the exchange of battle damage assessment reports from the current ATO between the ARFOR commander's staff and the AOC.
- Maintain awareness of the ARFOR's collection requirements and advise the AOC intelligence, surveillance, and reconnaissance division on the ARFOR's mission intent in order to facilitate timely and efficient collection as necessary.

2-54. Primary duties may also include the following:

- Perform as threat officer, responsible for current ground forces intelligence, tracking, and analysis.
- Maintain access to theater and national collection platforms tracks to validate key targets on the ATO.
- Analyze and confirm emerging targets with the ACC and the ARFOR commander's intelligence staff.

### **ASSISTANT INTELLIGENCE OFFICER**

2-55. The assistant intelligence officer helps with the duties of the section plans officer. Duties reflect those of the section plans officer. The assistant intelligence officer is the primary BCD officer responsible for ensuring ARFOR commander's intelligence collection requirements are met by theater intelligence, surveillance, and reconnaissance assets. This requires close coordination with both the ARFOR assistant chief of staff, intelligence collection manager and the Air Force ISRD's collection manager. Therefore, the assistant intelligence officer requires formal collection management training.

### **SENIOR INTELLIGENCE SERGEANT**

2-56. The senior intelligence NCO supervises day-to-day intelligence operations. This NCO helps the senior fire support NCO with the setup and operation of the operations section to include the following:

- Maintains the intelligence COP (digital or map overlay) depicting current enemy situation as assessed by the ARFOR commander's headquarters by maintaining digital communications with the supported intelligence element.
- Perform duties similar to the corps or division intelligence noncommissioned officer in charge.
- Coordinates current intelligence with the BCD plans section.
- Coordinates map and product requests to support the BCD mission.
- Coordinates future intelligence requirements.
- Responsible for the training and development of Soldiers.
- Supervises soldiers in the intelligence section.
- Briefs Army intelligence activities and status as required.

### **INTELLIGENCE ANALYSTS**

2-57. The intelligence analysts assist and support the overall operations of the intelligence section. The Soldiers perform duties under the supervision of the senior intelligence sergeant. The Soldiers' duties are:

- Perform the same duties as the intelligence sergeant during night shift operations.
- May be tasked to brief Army intelligence activities and status.
- Perform duties as directed by their leadership team.

### **AIR DEFENSE SECTION RESPONSIBILITIES**

2-58. The air defense section liaisons primarily with the BCD's operations section. The air defense section is manned by air and missile defense officers and air defense artillery battle systems managers.

### **AIR AND MISSILE DEFENSE OFFICERS**

2-59. The AMD officers are the Army AMD representative within the AOC. Duties include the following:

- Inform the AOC senior air defense officer and ACC on the status of Army AMD tasks.
- Coordinate with the AAMDC, space operations elements, and the theater missile defense cell, regarding tactical ballistic missile warnings.
- Assist the AAMDC in coordinating active, passive, and attack operations for the theater missile defense mission.
- Integrate and provide liaison for Army AMD with that of joint Services, coalition forces, and the ACC counterair effort.
- Integrate Army surface-to-air weapons systems (for example, Patriot) and their mission command with the AOC counter air plans.
- Monitor the status of Army surface to air defense systems.
- Ensure updates are passed to the BCD and the ACC staffs.

## **AIR DEFENSE ARTILLERY BATTLE SYSTEMS MANAGERS**

2-60. Air defense artillery NCOs perform duties assigned by the AMD officers. The duties include the following:

- Coordinate the Army AMD tasks with the AOC counterair operations.
- Monitor and report the Army AMD tasks to the AOC.
- Establish communications with the Army AMD headquarters if directed by the Army tactical operations center.
- Send early warnings to the Army AMD headquarters or the main command post in support of the ARFOR commander's theater missile defense mission.
- Operate in the battle management command, control, communications, computer, and intelligence architecture for AMD tasks.
- Maintain and monitor the AMD work station automation system.
- Report the ACC counterair operations to the Army main command post.

## **AIRLIFT SECTION RESPONSIBILITIES**

2-61. The airlift section liaisons primarily with the AOC's air mobility section. The airlift section is manned by the airlift officer, the assistant airlift officer, the movements supervisor, and the movements NCO.

### **AIRLIFT OFFICER**

2-62. The airlift officer leads the airlift section. The duties include the following:

- Coordinate theater tactical airlift support for ARFOR operations.
- Advise the air mobility division chief and the director of mobility forces on matters pertaining to airlift and airdrop support for Army operations.
- Interpret the ARFOR commanders' mission objectives and scheme of maneuver for the air mobility division staff.
- Coordinate life support requirements for the section when the air mobility element is at a remote location.

### **ASSISTANT AIRLIFT OFFICER**

2-63. The assistant airlift officer is responsible for the liaison functions of monitoring, coordinating, advising, and assisting USAF personnel on airlift support required for Army operations. Duties include the following:

- Serve as a member of the air mobility division in the AOC during wartime.
- Advise the air mobility division and Army staff sections on all matters concerning airlift support for Army operations.
- Coordinate and synchronize immediate and preplanned Army airlift support requests.
- Liaise with air mobility operations control center on a daily basis for Army use of theater mobility airlift assets in support of exercises, contingency operations, and joint airborne and air transportability training.
- Serve as the airlift officer in his absence.

### **MOVEMENTS SUPERVISOR**

2-64. The movement's supervisor performs duties assigned by the airlift officer. The supervisor serves as the transportation liaison between the ARFOR and the AOC. The movement supervisor duties are:

- Advise the airlift officer and BCD staff on the preparation of operations orders where airlift transportation is required.
- Verify the accuracy of movement control documents.
- Help with evaluation of sites for air terminals.

- Determine the transportation capabilities and limitations of units.
- Ensure allocation of transport capability is appropriate to accomplish each mission in a cost effective manner.
- Prepare the section training for combat operation.
- Set up a method to depict the current enemy and friendly situation.
- Establish communication links with the ARFOR commander's assistant chief of staff, logistics section.
- Interpret tactical data concerning Army mission objectives and scheme of maneuver.
- Advise the airlift officer on matters pertaining to USAF airlift and airdrop support for ARFOR.
- Maintain liaison with air transportation facilities supporting the ARFOR:
  - Prepare, consolidate, and review technical, personnel, and administrative reports covering airlift transportation data.
  - Check, consolidate, and review movement needs.
  - Help the airlift officer in planning transportation needs for logistics support.
  - Monitor and report any diversion, reconsignment, or transfer of personnel, freight, and material shipments for airlift transportation.

### **MOVEMENTS NCO**

2-65. The movements NCO has the identical duties and responsibilities as the movement supervisor.

### **AIRSPACE MANAGEMENT SECTION RESPONSIBILITIES**

2-66. The airspace management section liaisons primarily with the AOC's operations section, plans section, and the air mobility section. The airspace section is manned by the airspace management officer, the air traffic and airspace management technician, and the air control sergeant.

### **AIRSPACE MANAGEMENT OFFICER**

2-67. The airspace management officer supervises activities of the airspace management section. Primary duties are:

- Coordinate all ACM requests received from the ARFOR airspace control element with the airspace management section of the AOC.
- Coordinate with the fires cell on airspace around launch and target points for ATACMS missions.
- Deconflict gun target lines for indirect fire weapons in support of the ARFOR with established ACMs.
- Coordinate with the AOC airspace use for all Army aerial assets, including special electronic mission aircraft and unmanned aircraft system operations.
- Track location and status of Army air traffic control terminal and approach facilities and navigation aids.
- Advise the AOC on all FSCMs and ACMs for Army missions, including those supporting Army aviation and ATACMS missions beyond the FSCL.
- Advise the AOC on all FSCMs and ACMs to ensure appropriate measures are published in the ATO and ACO.

### **AIR TRAFFIC AND AIRSPACE MANAGEMENT TECHNICIAN**

2-68. The air traffic and airspace management technician is essential to 24-hour operations. This officer conducts the daytime planning, coordinating, and synchronizing of proposed operations. He assumes the duties of the airspace management officer in his absence. Also, the officer plays a key role with the continued planning, coordination, and synchronization of special electronic mission aircraft and unmanned aircraft system operations.

## AIR CONTROL SERGEANT

2-69. The air traffic control sergeant assists the airspace management officer in the performance of his duties. The NCO duties are:

- Coordinate all ACMs requested by ARFOR with the AOC.
- Maintain and monitor the TAIS depicting all ACM.
- Establish communications links with the ARFOR commander and other organizations as needed.
- Ensure all Army airspace requests are published in the airspace control measures by the AOC.

## LIAISON DETACHMENTS RESPONSIBILITIES

2-70. The liaisons detachments are the GLDs and RLDs. The detachments liaison primarily with their habitually associated Air Force wing or aircraft carrier. The responsibilities of the RLD are similar to the GLD's responsibilities. The detachments are composed of an officer and an NCO.

## LIAISON OFFICERS

2-71. The ground liaison officer is responsible for the liaison functions of monitoring, coordinating, advising, and assisting USAF personnel on Army operations. The reconnaissance liaison officer's responsibilities are similar to the ground liaison officer's responsibilities. The duties include the following:

- Conducts liaison between the supported ground force commander and Air Force wing during times of war.
- Advises air commanders on ARFOR organization, operations, tactics, capabilities, and equipment.
- Helps the Air Force commander and his staff by coordinating with Army units during joint operations.
- Helps prepare base defense plans and takes an active role in defending the installation in combat.
- Updates the squadron or wing headquarters on threat ground operations and friendly ground forces current operations, scheme of maneuver, targeting concepts and priorities, and current FSCM.
- Continuously examines and recommends improvements, where appropriate, of air and ground procedures of interest to aircrews such as the following:
  - Briefing and debriefing.
  - Target designation and identification of friendly troops.
  - Employment attack and reconnaissance options.
- Assists the USAF unit commander by performing additional duties as a member of the operations group staff. The commander must ensure the tasks assigned are within the capabilities of the GLD and they do not affect his primary mission.
- Familiarization with host unit primary mission aircraft.

## LIAISON NCOs

2-72. The fire support sergeant assists the liaison officer in the performance of his duties. The reconnaissance liaison NCO assists the reconnaissance liaison officer in the performance of his duties.

## SECTION V - LOGISTICAL SUPPORT

2-73. The BCD is not self-sufficient and has no organic transportation. The BCD depends on appropriate elements of the ACC organization for the following:

- Quarters and rations.
- Security.
- Medical support.
- Common items of supply.

- Maintenance and logistics support.
- Internal communications support in the AOC.
- Communications with the host ACC organization.

2-74. The BCD must be capable of communicating (voice and data) with the ARFOR commander it represents. The BCD must also communicate with a remotely located airlift section and with the Army GLDs and RLDs. It depends on appropriate elements of the ARFOR commander's staff to which it is assigned for the following:

- Mobilization and deployment planning and support.
- Legal, finance, and personnel administrative services.

2-75. Religious and health service support must be provided by the ACC where the BCD personnel are physically located.

## **SIGNAL SUPPORT**

2-76. The BCD depends on the signal command designated to support the ARFOR commander for support of Army specific communications systems. Under a single corps scenario, the BCD is supported by the signal brigade or battalion that supports the corps. Signal support is also provided by the ACC via available communications nets, signal, and automation support equipment.

2-77. The BCD needs automation systems that are Army technical architecture compliant and interoperable with ACC systems. Equipment that is interoperable allows for the exchange of information and requests for the following:

- Intelligence reports.
- Air tasking data.
- Airspace control data.
- Airlift support information.
- Logistics data.
- AMD data.
- Fire support information.
- Operational graphics.

2-78. BCD communications and automation systems must be capable of linking with supported ACC elements. The BCD requires interoperable capabilities with each Service component's equipment; secure voice, data, fax, message, and wide-area network and local area network (LAN) as appropriate.

2-79. The BCD serves as an agency for coordinating and synchronizing air-land integration of targets short of FSCL. Their mission command platform provides the synergy for conducting the coordination between agencies and the fires cell.

## **TRANSPORTATION SUPPORT**

2-80. The supported commander, Air Force forces, who is also the ACC, provides transportation support for BCD personnel and equipment to the AOC location. Transportation for the BCD must be included in time-phased force deployment data.

## **AUGMENTATION**

2-81. The BCD organization may need augmentation to meet theater unique or extraordinary mission needs. Augmentation may be needed for both personnel and equipment. Communications and automation equipment are likely augmentation needs. However, experience has shown that short notice communications augmentation can degrade existing communications. Augmentation needs vary with the mission and situation. Foresight in contingency planning is critical to identifying needs for both personnel and equipment and designating these assets for mobilization and linkup.

## **TRAINING**

2-82. BCD personnel must be qualified in their military occupation specialty as early in their assignment as possible. Trained personnel can focus on collective and follow on training and sustainment of individual skills. Duties in the BCD are highly technical. Much of the individual training comes from the wide variety of courses taught at various Service schools. The BCD conducts section collective training. Joint training exercises also provide a medium for collective training of the BCD. A more complete discussion of training is contained in Appendix D.

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## Chapter 3

# Plan, Prepare, Execute, and Assess

Chapter 3 illustrates the BCD function of exchanging operational and intelligence data at the joint operational level with the ARFOR commander within a turbulent overseas environment. In today's challenges, the BCD has the foundation of Army's operational concept as a starting point for interfacing with the JFC's staff. Section I addresses the joint operational environment. Section II summarizes unified land operations. Section III highlights the lethal and nonlethal actions. Section IV's focus is on combined arms.

### SECTION I - GENERAL

3-1. Each section of the BCD operates independently of one another while performing the BCD mission during any combination of unified land operations. The BCD enhances the integration of ARFOR operational requirements. The lack of familiarization with military doctrine, principles of joint operations, and Service components' mindset are counterproductive to developing synergy within the AOC.

3-2. The Air Force states that the principles of war provide a foundation of warfighting principles universally held by the joint community. The tenets of air and space power refine these further by adding context, from the airman's perspective, about how air and space power should best be applied. The functions of air and space power take this discussion to the next level of granularity by describing the actual operational constructs airmen use to apply air and space power to achieve objectives

3-3. The capabilities of United States naval forces are linked to the policies and strategies espoused at the national level and support the execution of the maritime strategy. Naval forces are designed to promote and defend United States national interests by maintaining maritime superiority, contributing to regional stability, conducting operations on and from the sea, seizing or defending advanced naval bases, and conducting such land operations as may be essential to the prosecution of naval campaigns. Naval forces accomplish these roles through deterrence operations and specific peacetime operations while maintaining warfighting readiness through continuing forward-deployed presence, exercising a robust sealift capability, and developing our interoperability with all Services, as well as with allies, partner nations, and friends (Naval Doctrine Publication 1).

3-4. The Marine Corps' warfighting philosophy of maneuver warfare is rooted in the principles of war. These 9 principles: mass, objective, offense, security, economy of force, maneuver, unity of command, surprise, and simplicity – is a memory aid known as "MOOSEMUSS" are part of the twelve principles on joint operations, which includes 3 principles specifically related to irregular warfare (perseverance, legitimacy, and restraint (Marine Corps Doctrinal Publication 1-0).

3-5. The principles of joint operations are useful aids to a commander as he considers how to accomplish his mission. They assist the commander in organizing his thinking about his mission, the enemy, the battlespace, and his forces. They should not be considered as prescriptive steps or actions that must be accomplished, but as tools to plan, execute, and assess operations. Successful application of the principles requires a commander's judgment, skill, and experience to adapt to constantly changing conditions and situations (Marine Corps Doctrinal Publication 1-0).

3-6. *Special operations forces* are those Active and Reserve Component forces of the Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. (JP 3-05).

3-7. *Special Operations* are operations requiring unique modes of employment, tactical techniques, equipment and training often conducted in hostile, denied, or politically sensitive environments and

characterized by one or more of the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk (JP 3-05).

3-8. North Atlantic Treaty Organization Allied joint doctrine development is intended to enhance operational standardization, leading to improved multinational interoperability. Allied joint doctrine is focused on planning, executing, and supporting operations by two or more nations involving a force or forces composed of significant elements of two or more branches of the military Services: air, land, maritime, or special operations forces.

## SECTION II - DECISIVE ACTION

3-9. A BCD is expected to deploy and perform immediately at the highest level of proficiency amongst other Service components. Once deployed, the BCD performs and sustains proficiency in operations conducted overseas in joint campaigns and homeland security within the United States. Operations conducted outside the United States and its territories simultaneously combine 3 elements—offense, defense, and stability. Within the United States and its territories, decisive action combines the elements of defense support of civil authorities and, as required, offense and defense to support the homeland defense (ADRP 3-0).

3-10. ARFOR conducts defense support of civil authorities' tasks as part of homeland security. Homeland security provides the nation with strategic flexibility by protecting its citizens, critical assets, and infrastructure from conventional and unconventional threats. It includes the following missions (JP 3-28 discusses these missions in detail):

- Homeland defense.
- Defense support of civil authorities.
- Emergency preparedness planning.

3-11. The BCD enters the AOC knowing at any given moment that emphasis shifts with echelon, time, and location on different elements of decisive action. The combined elements are offense, defense, stability, and defense support of civil authorities, which require continuous and simultaneous combination to capitalize on the utilization of unified land operations. The BCD is designed to enhance the ARFOR commander's concept of operations in support of joint campaigns. The operational concept is simultaneous combinations of elements of decisive action. The BCD coordinates and synchronizes the ARFOR requests for air support to satisfy specific elements of unified land operations. This can occur in a wide range of simultaneous combinations of elements that might require the BCD to action:

- ATACMS in support of joint defensive tasks.
- Brigade commander's offensive tasks.
- Nonlethal stability tasks.

3-12. The BCD plays a critical role in synchronizing air requests in support of the ARFOR commander's operational concept. Having a BCD at the AOC during continuous and simultaneous combinations of operations increases the ARFOR commander's ability to seize, retain, and exploit the initiative over the enemy. The BCD staff needs to respond quickly in coordinating ARFOR requests for air support because opportunities to exploit situations never last long. Especially since multiple elements of decisive action tend to be more the norm rather than the exception. For information on the elements of decisive action, see ADRP 3-0.

## SECTION III - LETHAL AND NONLETHAL ACTIONS

3-13. The BCD understanding of lethal and nonlethal actions is important to the emergence of the decisive action of the ARFOR operational concept. The JFC operational environment is more complex today than ever before. The complexity of the operational environments requires a more effective application of lethal and nonlethal effects. The demand for Service components, and other governmental and nongovernmental agencies, to increase their participation in stability tasks creates a request for more balance between lethal and nonlethal actions.

3-14. An inherent, complementary relationship exists between using lethal force and applying military capabilities for nonlethal purposes. Though each situation requires a different mix of violence and restraint, lethal and nonlethal actions used together complement each other and create dilemmas for opponents. Lethal actions are critical to accomplishing offensive and defensive tasks. However, nonlethal actions are also important contributors to combined arms operations, regardless of which element of decisive action dominates. Finding ways to accomplish the mission with an appropriate mix of lethal and nonlethal actions and effects are an important consideration for every commander (ADRP 3-0).

## **OPERATIONAL CONCEPT – UNIFIED LAND OPERATIONS**

3-15. Unified land operations is the Army's operational concept and the Army's contribution to unified action. The central idea of unified land operation is how the Army seizes, retains, and exploits the initiative to gain and maintain a position of relative advantage in sustained land operations through simultaneous offensive, defensive, and stability or defense support of civil authorities tasks to prevent or deter conflict, prevail in war, and create the conditions for favorable conflict resolution. Where possible, military forces working with unified action partners seek to prevent or deter threats. However, if necessary, military forces possess the capability in unified land operations to prevail over aggression (ADRP 3-0).

## **LETHAL ACTIONS**

3-16. Offensive and defensive tasks place a premium on employing the lethal effects of combat power against the enemy. In these operations, speed, surprise, and shock are vital considerations. Historically, the side better able to combine them defeats its opponent rapidly while incurring fewer losses. Such victories create opportunities for exploitation. In some operations, the effects of speed, surprise, and shock are enough to collapse organized resistance.

## **NONLETHAL ACTIONS**

3-17. Generally, stability tasks require a greater emphasis on nonlethal means. Nonlethal actions expand the options available to the commanders to achieve their objectives. Conditions may limit the conduct of lethal actions, and forces must be organized appropriately to reflect this change in emphasis. Nonlethal actions range from constructive activities focused on building institutional capability and social well-being to coercive activities intended to compel certain behaviors. They may include a wide range of information collection, disruptive, and other activities. They may also include aspects of cyber electromagnetic activities, nonlethal actions, or other technological means that aim to alter the behavior of an adversary or impair, disrupt, or delay hostile forces, functions, and facilities. By using nonlethal actions, forces can shape the broader situation to maintain or reestablish a safe environment (FM 3-07).

## **LETHAL AND NONLETHAL EFFECTS**

3-18. Artillery and air delivered leaflets as part of military information support operations can contribute greatly to the success of Army operations. Electronic attacks can degrade and disrupt enemy command and control systems, communications, radars, and navigational aids. Computer network attack and computer network exploitation can launch degrading viruses, crash networks, corrupt data, collect information and data, and spread misinformation—effectively interfering with command, control, communications, intelligence, navigation, air defense, fire support, and operations. Illumination and obscuration fires have traditionally been used for limiting an enemy or adversary from observing friendly forces. These operations can be conducted on a large scale, directed against specific capabilities, such as fire support or air defense, or surgically focused.

## **RULES OF ENGAGEMENT**

3-19. When conditions change commanders should seek legal guidance concerning currently applicable rules of and policies regarding the employment of lethal and nonlethal weapons before directing their employment (ADRP 3-90).

## SECTION IV - COMBINED ARMS

### FORCE TAILORING

3-20. *Force tailoring* is the process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander (ADRP 3-0). It involves selecting the right force structure for a joint operation from available units within a combatant command or from the Army force pool. Commanders then sequence selected forces into the area of operations as part of force projection. Joint force commanders request and receive forces for each campaign phase, adjusting the quantity and Service component forces to match the weight of effort required. Army Service component commanders also recommend forces and a deployment sequence to meet those requirements. Force tailoring is continuous. As new forces rotate into the area of operations, forces with excess capability return to the supporting combatant and Army Service component commands.

### TASK ORGANIZING

3-21. *Task organizing* is the act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADRP 3-0). Characteristics to examine when task organizing the force include, but are not limited to, training, experience, equipment, sustainability, operational environment, enemy threat, and mobility. Task-organizing includes allocating assets to subordinate commanders and establishing their command and support relationships. As task-organization continues, commanders reorganize units for subsequent missions. The ability of Army forces to task-organize gives them extraordinary agility. It lets commanders configure their units to best use available resources. It also allows Army forces to match unit capabilities to the priority assigned to offensive, defensive, and stability or defense support of civil authorities' tasks. The ability to sustain forces and task-organize ensures commanders freedom of action to change as mission requirements dictate.

### MAJOR OPERATIONS

3-22. The BCD is capable of supporting major operations conducted by several Service components. During major operations, joint force actions are conducted simultaneously or sequentially in accordance with a common plan and are controlled by a single commander (JP 3-0). A single joint force commander conducts these actions simultaneously or sequentially in accordance with a common plan (ADRP 3-0). The BCD is the critical ARFOR element which ensures the proper sharing of operational level information, and the facilitation of better mutual understanding between the ARFOR and the ACC.

## Appendix A

# BCD Relationships to Navy and Marine Corps Forces

Appendix A describes the Navy and Marine concept of employment when the JFC designates the Navy forces (NAVFOR) commander as the ACC. Both military forces have proven to be the first choice for projecting combat power abroad. One has only to consider naval aviation's preeminent role in striking a land locked Afghanistan. The highlights in this appendix are command and control, afloat and ashore tactical air control center (TACC), the integration of the BCD into TACC, and amphibious communication.

## GENERAL

A-1. The senior Navy amphibious air control agency is the Navy TACC. The functions of the TACC may be spread across several ships. The Navy TACC possesses the functionality of future plans and current operations. During amphibious operations, the Navy TACC coordinates the types of ACM, and controls all air operations within the operational area until a land-based air control agency is established ashore. Figure A-1 on page A-2 shows the relationship of a NAVFOR designated ACC and the amphibious command in a JTF organization.

A-2. The Marine Corps' tactical air command center (TACC) is the senior agency of the Marine air command and control system. When established ashore, it provides the facilities for the aviation combat element commander and staff to conduct amphibious air operations.

## COMMAND AND CONTROL

A-3. The amphibious command ship provides the command, control, communications, computers, and intelligence infrastructure, connectivity, work, and support areas (such as berthing and messing) to fully support sea-based ACC operations. A sea TACC with reachback could function similar to a land TACC.

A-4. The ACC operating on the amphibious command ship may be the numbered fleet commander or ACC assigned from another organization. The numbers of personnel assigned to the ACC staff is dependent upon the operation. The limiting factors of space and communications do not apply as greatly to the amphibious command ship and a campaign of substantial size (including two to three aircraft carrier battle groups, two amphibious ready groups, one or two Air Force composite wings, and one Marine air wing) can easily be accommodated. The organization and processes associated with a sea-based ACC do not differ significantly from a land-based ACC. The functions accomplished by the afloat TACC (Navy) are the same as a land TACC (Marine); however, they are normally conducted on a reduced scale because of staff capacity restraints.

A-5. In a possible scenario, an afloat TACC (Navy) could be designated at the outbreak of a crisis, when the aircraft carrier battle group represents the preponderance of the air assets, with a small contingent of land-based aviation assets in theater. As the situation develops and more land-based air assets arrive in theater, the JFC may decide to transition the AOC ashore. This transition should be accomplished so as to minimize disruption to air operations and to be as transparent as possible to the joint aviation assets tasked on the ATO. As the crisis is resolved and land-based assets leave the theater, the NAVFOR commander may again be designated as the ACC until the need for an ACC no longer exists.

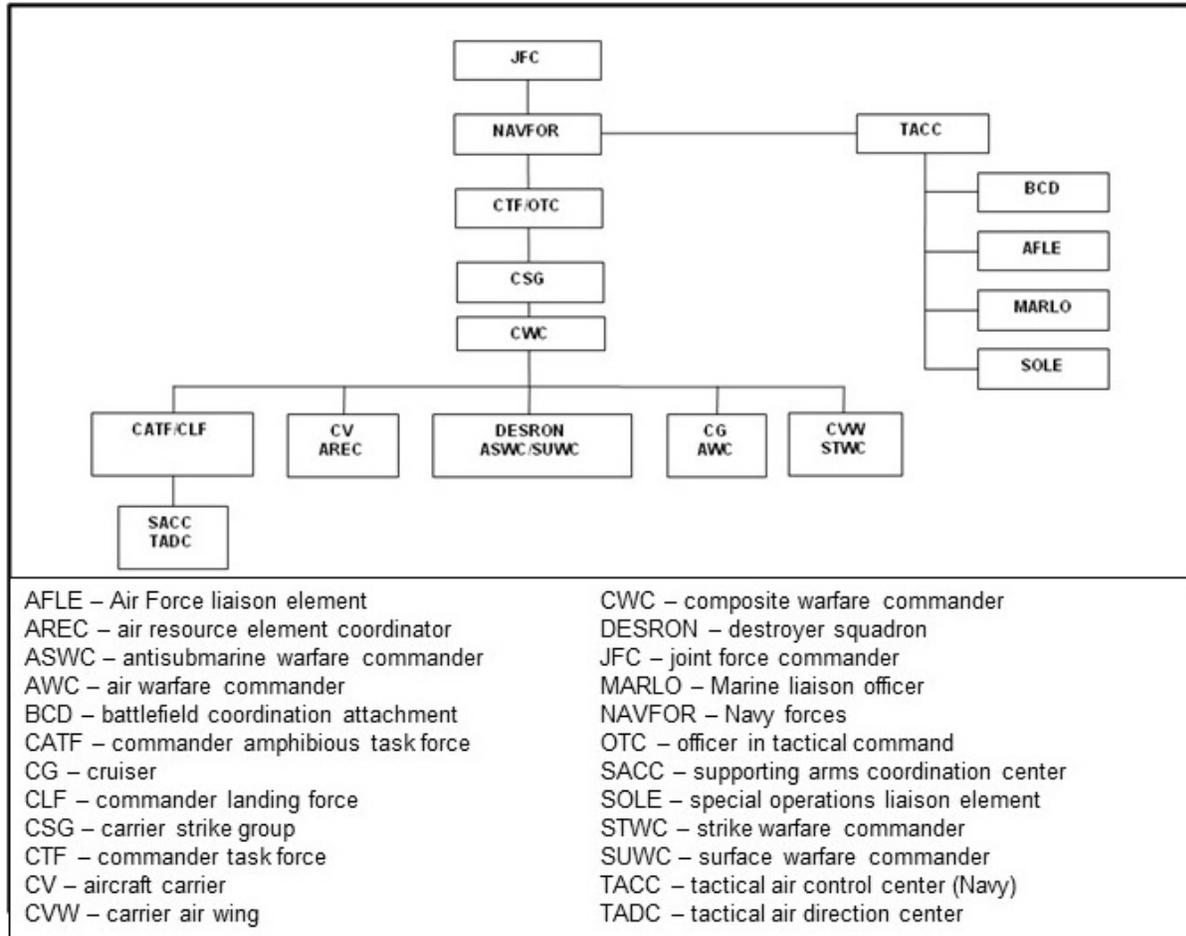


Figure A-1. Amphibious command relations

### TACC (NAVY)

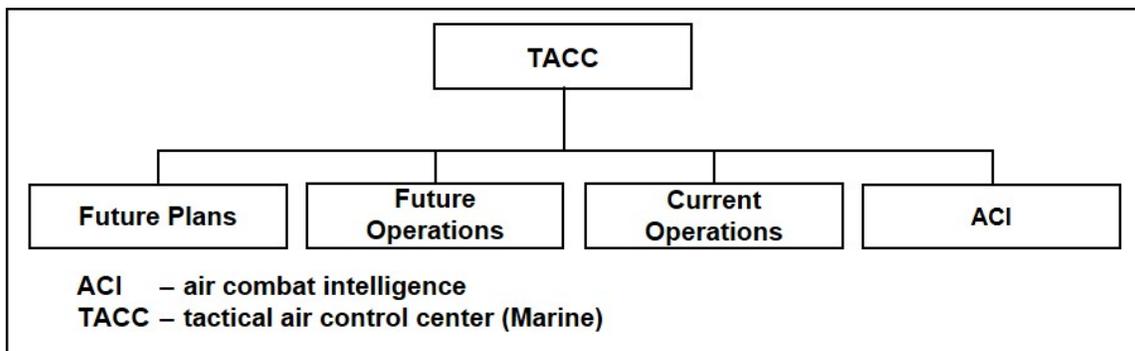
A-6. The NAVFOR contribute extensively to the joint air operation. If a JFC designates an ACC, the air element coordinator and staff normally serve as NAVFOR primary points of contact with the ACC and TACC (Navy) on matters pertaining to air operations and planning.

A-7. The ACC will conduct operations on either an amphibious command ship or on an aircraft carrier, depending on which is in the theater. The amphibious command ship has more capability in terms of communications equipment, but it is more likely that a carrier will be on the scene.

### TACC (MARINE)

A-8. The TACC (Marine) is the facility from which the aviation combat element commander and the staff plans, supervise, coordinate, and execute all current and future Marine air-ground task force (MAGTF) air operations. Figure A-2, page A-3, depicts the Marine Corps forces TACC organization. It is the functional equivalent of the Air Force's force AOC and the TACC (Navy), and is the facility with which the BCD operates. The staff is divided into two sections. One handles current MAGTF operations while the other plans future operations. A Marine tactical air direction center is established during amphibious operations and is the senior Marine air command and control system agency before the transfer of control ashore. The organization and capabilities normally mirror the TACC (Marine) and differ only in the scope of assigned tasks, size of responsible airspace, and location of control. Once the MAGTF assumes control of all air operations, the Marine tactical air direction center becomes the TACC (Marine). The TACC (Marine) conducts cross functional operations supported by a centralized intelligence organization to develop a plan

from conception to execution. The TACC (Marine) consists of 4 sections. Future plans develops future operations. The future operations section develops and disseminates the ATO. The current operations section supervises the execution of the ATO and makes adjustments as dictated by the situation. The air combat intelligence section prepares the air target list and maintains a current plot of enemy and friendly orders of battle. The air combat intelligence section also coordinates tactical air requests and receives battle damage assessment reports to update current target lists.



**Figure A-2. Marine Corps forces TACC organization**

A-9. “Phasing control ashore” is the process of passing the authority to command, control, and coordinate certain combat functions from the commander, amphibious task force to the commanders, landing force. The phasing of control ashore process, as it applies to the marine air-ground task force aviation combat element, directly impacts on the functioning and responsibilities of various Marine air command and control system agencies.

A-10. The tactical air operations center provides the aviation combat element with the capability to detect and identify hostile aircraft and missiles. The tactical air operations center is responsible for safe passage, radar control, and real-time surveillance for CAS aircraft enroute to and from target areas. It also collects and displays information obtained from TACC and other sources. The TACC also uses information from other Service components and nations. The tactical air operations center processes the information for use in controlling assigned airspace and directing and controlling air offensive assets.

A-11. The direct air support center processes immediate request for air support, coordinates aircraft employment with other supporting arms, and will normally be collocated or electronically linked with the senior fire support agency ashore.

## INTEGRATION OF THE BCD INTO THE TACC

A-12. In many instances the NAVFOR or the Marine Corps forces could be the functional ACC and the primary provider of air power to the ARFOR. The Navy uses a TACC afloat to manage air assets.

A-13. The Marine Corps forces use ground TACC to manage air assets. The BCD with a contingency mission must be ready to deploy a BCD minus with both Navy and Marine TACC to give the same BCD functional area links as in an Air Force forces AOC. Figure A-3, page A-4, is a notional amphibious ACC system.

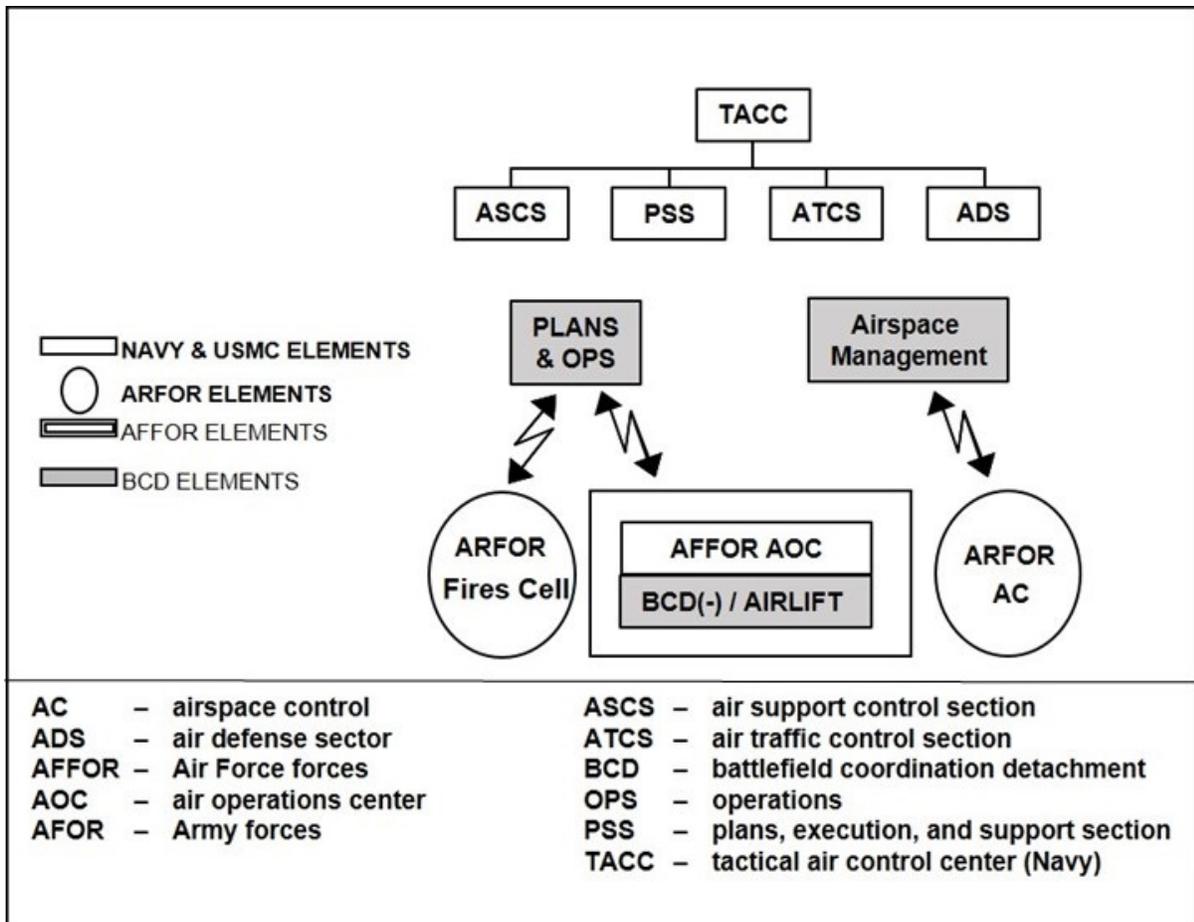


Figure A-3. Amphibious air control (notional)

## AMPHIBIOUS TACTICAL COMMUNICATIONS INFORMATION

A-14. The amphibious communications architecture is based on the operational environment to support the JFC's intent, the concept of operations, and joint task organizations. The BCD(-) can use the voice and digital nets afloat or ashore to effectively integrate the Army Force requirements into the ATO development process.

A-15. The Global Command and Control System-Army (GCCS-A) provides the capability to move joint forces anywhere on the globe at any time and provide the Service components with the information necessary to accomplish its mission.

A-16. Figure A-4 is simplified amphibious communications architecture.

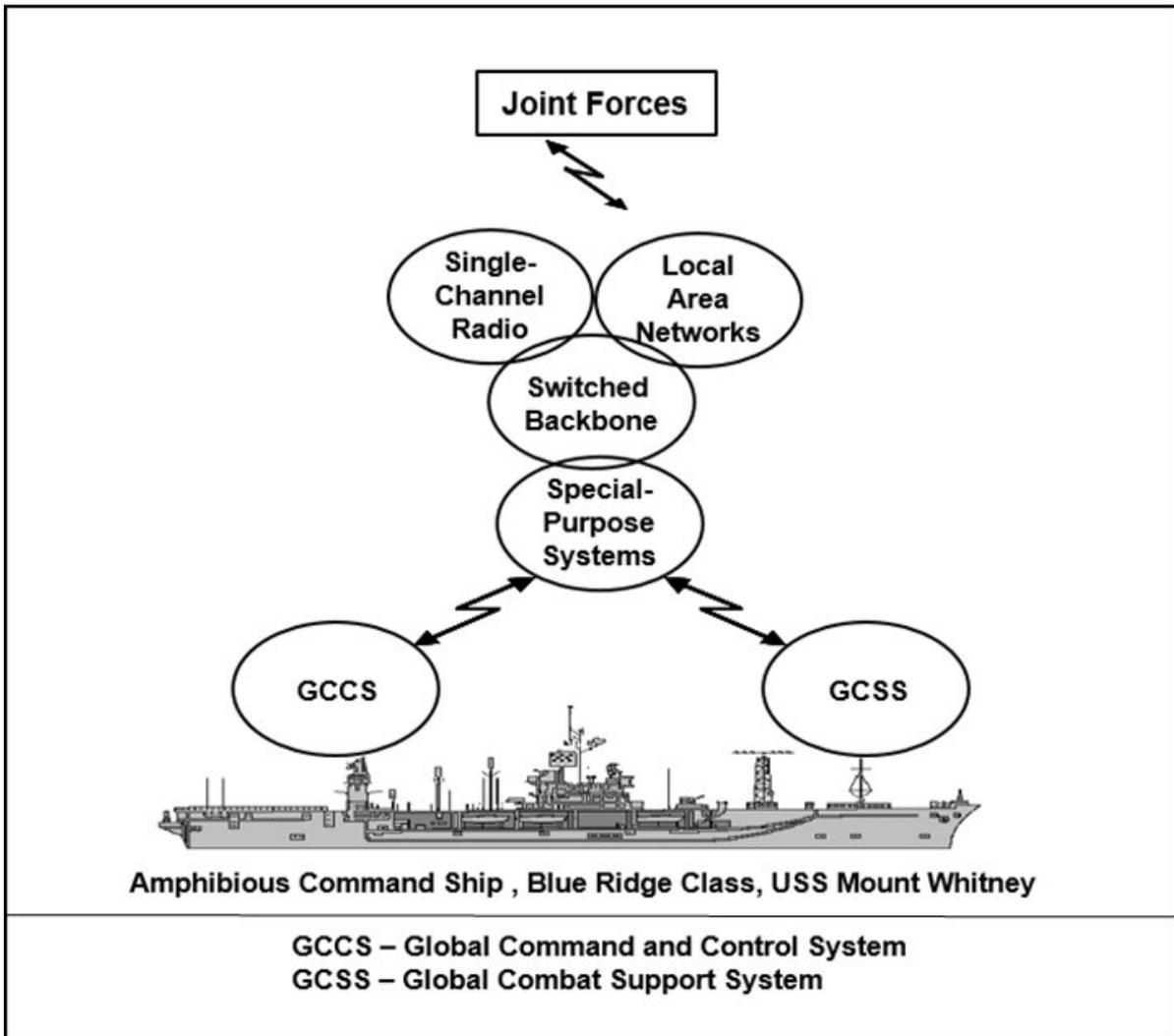


Figure A-4. Amphibious communication architecture

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## Appendix B

# Army Tactical Missile System and Guided Multiple Launch Rocket System Mission Request

The battlefield coordination detachment is inherently organized and configured to enhance air operations procedures and assist in the deconfliction planning considerations for time sensitive target and ATACMS and GMLRS missions. The ATACMS and GMLRS are one of many strike assets available to the joint force commander. The ATACMS or GMLRS mission requires close liaison and coordination with other Service components in the air operations center. However, when requesting ATACMS or GMLRS, only the missile assets apportioned to the Air Force by the joint force commander will be used.

## ATACMS AND GMLRS MISSION REQUEST ACTIONS

B-1. The BCD is the liaison element for coordinating, integrating, and synchronizing the ATACMS or GMLRS mission into the AOC targeting process. Each BCD section represents the capabilities of continuous planning, execution, and assessment of the ATACMS or GMLRS mission:

- Planning identifies opportunities for reducing fratricides.
- Execution is the deconfliction considerations to achieve the desired effects.
- Assessment is the continuous process that evaluates the ATACMS or GMLRS request.

B-2. The ATACMS or GMLRS mission is about synergy. The mission execution is a unity of effort, a horizontal and vertical planning process. The exchange of tactical and operational data is coordinated through elements within the fires cell at all echelons and the launcher unit. Figure B-1 on page B-2 is a notional ATACMS or GMLRS mission communication model.

B-3. The BCD provides critical feedback into tactical considerations during the airspace deconfliction planning process for the ATACMS or GMLRS request. Direct and open communication is vital between the ARFOR elements, BCD, and Service component liaisons in the AOC. The fires cell manages the fire support and fire control system to engage the target.

B-4. The BCD operations section coordinates all aspects of the FSCL within the AOC during the coordination, execution, and assessment of the ATACMS or GMLRS mission. The FSCL is a major focal point when the decision is made to launch ATACMS or GMLRS. The FSCL accelerates the coordination for long range, surface-to-surface fire support. Below are some concerns associated with ATACMS or GMLRS mission and the FSCL:

- Risk of fratricide.
- Airspace deconfliction.
- Depth: target area hazard deconfliction.
- Targets identified short and beyond the control measure.

B-5. The integration of predetermined launch sites throughout the AOC targeting cycle helps with reducing time spent on coordination and deconfliction. Currently, AFATDS and TAIS are the 2 automated mission command digital tools used to plan, prepare, execute, and assess ATACMS and GMLRS missions. AFATDS provides the database management for recommending different options.

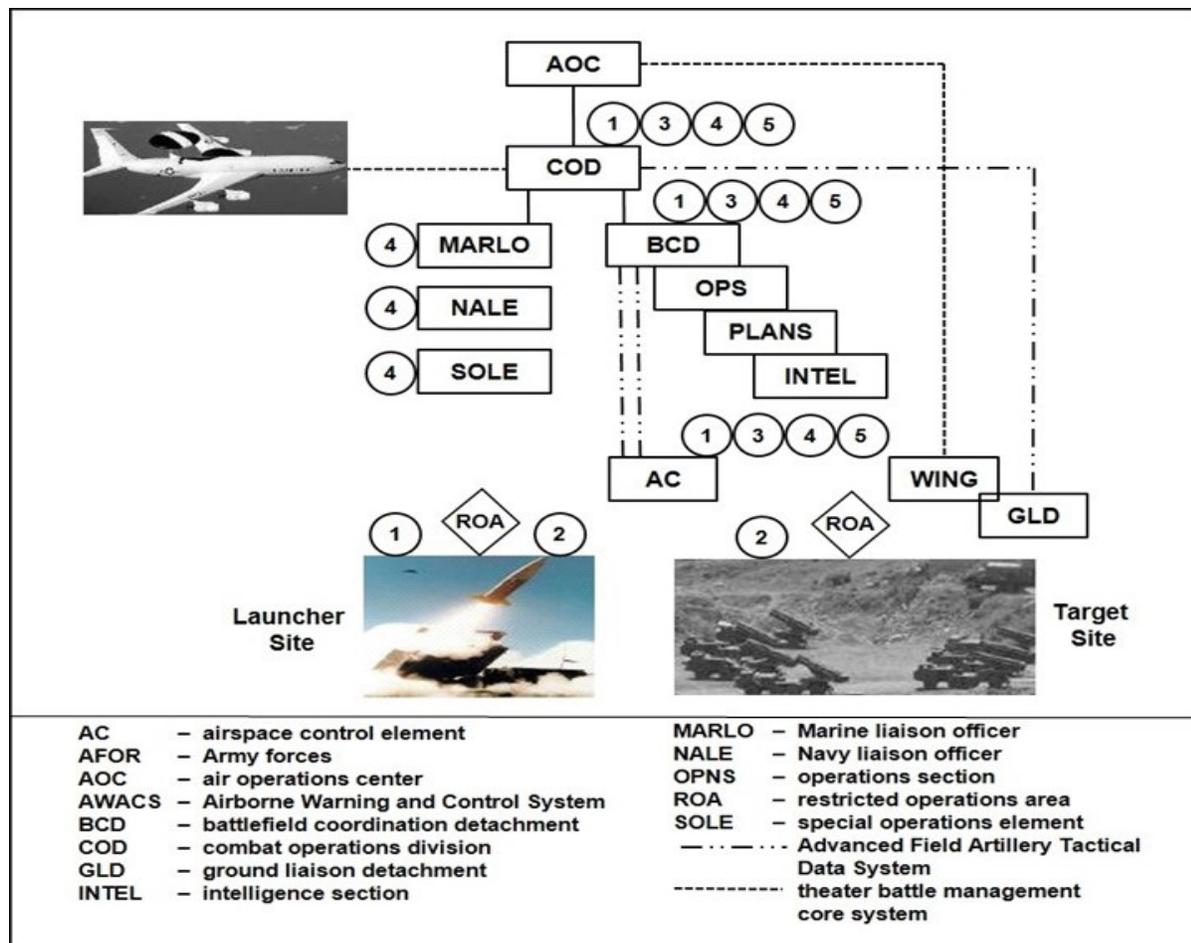


Figure B-1. ATACMS or GMLRS mission communication (notional)

B-6. The development of procedures during peacetime helps with overcoming the difficulties of perishable skills, interoperability, and database management. While organizational standard operating procedures and requirements determine unit specific procedures, the following is a generic sequence used for the attack of an ATACMS or GMLRS target.

*Note.* Currently, ATACMS has limited effects against hardened or moving targets. The dud rate for dual purpose improved conventional munitions and antipersonnel and antimaterial should be addressed during the planning process.

## AIRSPACE DECONFLICTION FOR THE ATACMS AND GMLRS MISSIONS

B-1. Once ATACMS or GMLRS (for example, platoon, battery, or battalion) is selected as the appropriate strike asset to engage a target, the following steps are used: (1) Launch sites—firing positions identified, posture and status reported, coordination for restricted operations area or special use airspace is completed and the BCD submits the ACM for inclusion into the ACO. (2) Firing positions—the artillery unit computes fire mission data for example position area hazards, missile flight paths, and target area hazards. (3) Position area hazard and target area hazard deconfliction—coordination for the position area hazard and target area hazard occurs through fire support channels to the BCD through the airspace control (4) Enroute altitudes—collaboration conducted with all airspace users to determine any deconfliction issues along the entire missile flight path. (5) Launch—the BCD notifies the combat operations division of the ATACMS launch.

## **Appendix C**

# **Information Management**

Appendix C captures the BCD's information systems used for exchanging operational and intelligence data between the joint operational level and ARFOR within unified land operations. Modern communications technology allows the BCD to bring land power (both friendly and enemy) into the development of the situational awareness and a single common operational picture.

### **GENERAL**

C-1. Information management is the science of using procedures and information systems to collect, process, store, display, disseminate, and protect data, information, and knowledge products (ADRP 6-0). These information tools are used to integrate lethal and nonlethal actions which are constructive and destructive.

C-2. The BCD plays a key role in disseminating information. The disseminated information is used by the ARFOR commander during the targeting process to shape the operational environment through the synchronization of air and land forces. The dissemination of the ATO is fully integrated within the Army air-ground system. The BCD is responsible for disseminating information vertically and horizontally.

C-3. The BCD must understand the ARFOR commander's information requirements. The execution of information management ensures ARFOR operations are synchronized with operations of joint force and its Service components. The BCD role helps to reduce uncertainty through direct communications with the ARFOR commander's staff and the AOC staff.

C-4. The BCD is fielded with the necessary technology to handle their role of disseminating information both externally and internally between the ARFOR commander's staff, AOC staff, and other Service components. The BCD's ability to exchange information in an effective manner allows commanders to exploit the situational awareness to maximize joint combat power over the enemy.

C-5. Full understanding should be the basis for information provided to commanders to support timely decision making. Knowledge of friendly and enemy capabilities, intentions, and likely courses of action enable commanders to focus joint efforts where they best and most directly contribute to achieving objectives. Further, the JFC's situational awareness must be sufficiently broad to include the actions and intentions of multinational partners, civilian agencies, adjacent commands, higher headquarters, and host nation authorities. The staff's primary objective seeks to attain for the supported and subordinate commanders is situational awareness—a prerequisite for commanders anticipating opportunities and challenges (JP 1).

C-6. The BCD enhances the ARFOR commander's ability to understand, visualize, describe, assess, and direct warfighting functions with the utilization of information including items such as the ACC's readiness, planned support to operations, status of execution, and results of assessments.

C-7. The BCD articulates the ARFOR commander's intent, scheme of maneuver and request for air support to the ACC. The BCD uses their assigned information systems to enhance their ability to disseminate information for maintaining situational awareness and rendering a common operational picture. The improved information systems allow joint command and control to incorporate the following capabilities:

- Gain information superiority through improved, fully synchronized, integrated information collection, knowledge management, and information management.
- Share a common operational picture.
- Improve the ability of joint force and Service component commanders to conduct operations.

C-8. Information superiority is the operational advantage derived from the ability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same (JP 3-13).

C-9. An information system is equipment that collects, processes, stores, displays, and disseminates information. This includes computers, hardware and software, and communications, as well as policies and procedures for their use (ADRP 6-0).

## **SITUATIONAL UNDERSTANDING**

C-10. The BCD has the ability to capitalize on the synergy of coordinating and exchanging information between ARFOR major battles and the JFC campaign to render a more accurate horizontal and vertical COP. The COP facilitates achieving situational understanding. Situational understanding provides commanders the opportunity to execute timely decision making.

C-11. Situational understanding is the product of applying analysis and judgment to relevant information to determine the relationships among the operational and mission variables to facilitate decision making (Army Doctrine Publication [ADP] 5-0). Commander's visualization begins in planning and continues throughout the operations process until the force accomplishes the mission. During planning, commander's visualization provides the basis for developing plans and orders. During execution, it helps commanders determine if, when, and what to decide, as they adapt to changing conditions (ADP 5-0).

## **COMMON OPERATIONAL PICTURE**

C-12. The common operational picture is a single identical display of relevant information shared by more than one command. A common operational picture facilitates collaborative planning and assists all echelons to achieve situational understanding.

C-13. Establishing an effective liaison at the AOC requires the integration of land component tactical information in the development of the COP. BCD effectiveness allows the ARFOR to view the overall campaign and their contributions through the COP. Each section within the BCD has the authority to track and process relevant information to create a comprehensive COP.

C-14. The Army states that a common operational picture is a single display of relevant information within a commander's area of interest tailored to the user's requirements and based on common data and information shared by more than 1 command (ADRP 6-0).

C-15. The BCD staff operates the GCCS-A, which facilitates the development of an integrated COP. The software executes on a foundation of geospatial information. The personnel are able to display on their monitor the disposition of friendly, neutral, and adversary forces throughout the operational environment. This system allows the JFC to employ joint forces faster than those of potential adversaries based on the development of a comprehensive COP.

## **COMMUNICATION**

C-16. The BCD communicates externally primarily with the ARFOR. Internally, the BCD communicates within itself and the AOC.

### **EXTERNAL**

C-17. Priority must be given to theater communications systems to ensure that targeting, air support, and logistical information is appropriately disseminated.

C-18. The GCCS-A provides the primary means of communications between the AOC to the ARFOR. Secure email via the Secret Internet Protocol Router Network and other secure web-based applications are recommended for external communication.

C-19. The ARFOR commander's communications staff is responsible to ensure the BCD is adequately equipped with communications systems and integrated into the ARFOR communications nets. BCD automation systems use the communications links for exchange of digital information.

## INTERNAL

C-20. Internal communications provide links between operator stations via LANs and to the external communication transmission systems. The listed requirements are essential and coordinated prior to operations:

- Access to the AOC local area network.
- Access to ACC automation systems.
- Linkage of BCD automation systems with the hosting ACC staff.

## AUTOMATION

C-21. The BCD is located at the AOC with the equipment to collect, process, store, display, and disseminate information. This equipment includes the AMCS, which provides joint interoperability while performing BCD liaison duties. The BCD staff manages the flow of information through the automation process by sorting, filtering, storing, and disseminating data according to the ARFOR commander's priorities.

C-22. Each of the sections in the BCD use automated information and mission command systems to aid in their mission and to exchange data and information with the ARFOR commander's staff, AOC, Service components, the GLDs, and RLDs at the wing level. Effective information systems automatically process, disseminate, and display information according to user requirements. The information systems used by the BCD personnel to achieve the JFC's end state are listed below:

- Army Mission Command System Components—mission command.
- Advanced Field Artillery Tactical Data System—fire support.
- Air and Missile Defense Workstation—air defense.
- Battle Command Common Services—tactical battle.
- Command Post of the Future—decision making.
- Distributed Common Ground Station-Army—Intelligence and electronic warfare.
- Effects Management Tools—tactical visual display.
- Global Command and Control System-Army—common operational picture.
- Joint Automated Deep Operations Coordination System—joint management.
- Tactical Airspace Integration System—airspace and ground management.
- Theater Battle Management Core Systems—air, space, and ground operation management.

C-23. AMCS consists of 10 components. These components form the battlefield automated systems. Each battlefield automated system is installed with software capabilities to support unified land operations. AMCS integrates the information systems that support the Army warfighting functional areas (mission command, movement and maneuver, intelligence, fires, sustainment, and protection) and links them to appropriate strategic, operational, and tactical headquarters. AMCS enhances Army battlefield digitization.

## SYSTEM SUPPORT

C-24. The employment of automated systems by the BCD at the AOC greatly increases the complexity of the signal support required. Signal Soldiers are needed to support both the communications and automation and information processing systems assigned to the BCD. Signal specialists are assigned to the BCD to install, use, maintain, and troubleshoot communication equipment and terminal devices. The system specialist is responsible for the following:

- Integrate unit mission command systems into the AOC local area network.
- Perform unit level maintenance on authorized mission command equipment and associated electronic devices.
- Ensure the BCD's mission command systems are on the intelligence report index summary distribution lists to receive the appropriate message format.

C-25. Dedicated automation and communication support is needed because of the number of automated platforms required, and the extensive links that must be supported and maintained. Signal Soldiers must

support the BCD. The signal personnel supervise, install, operate, and perform unit level maintenance on multifunction or multiuser information processing systems, peripheral equipment, and associated devices. Information system operator analysts perform analyst and system administrator functions, and construct, edit, and test computer system programs. In addition, operator analysts will install, operate, and perform authorized maintenance on communications security devices

## Appendix D

# Battlefield Coordination Detachment Training

Battlefield coordination detachment personnel must be qualified in their military occupation specialty as early in their assignment as possible, so that follow on training time focuses on collective training and sustainment of individual skills. Duties in the battlefield coordination detachment are highly technical in nature. Much of the individual training comes from the wide variety of courses taught at various Service schools. The battlefield coordination detachment conducts section collective training. Joint training exercises also provide a medium for collective training of the battlefield coordination detachment.

### FORMAL TRAINING

D-1. Under ideal conditions, all members of the BCD should attend formal training. BCD personnel should be prioritized to attend courses most closely related to their individual area of expertise. BCD personnel should also attend courses not directly related to their area of expertise to give the BCD a cross trained capability. Cross training enhances BCD flexibility to tailor support for contingencies when a full BCD is not deployed.

D-2. As the higher echelon and supervising operational headquarters for GLDs, the BCD is responsible for the training and readiness of GLD personnel, to include formal training requirements for GLD assigned personnel.

D-3. BCD personnel should attend the following courses as appropriate for their duty position:

- Joint Air Operations Command and Control Course.
- Joint Aerospace Operations Senior Staff Course.
- Air Operations Center Initial Qualifications Course.
- Joint Targeting Staff Course.
- Joint Targeting Applications Course.

D-4. Table D-1 on page D-2 contains the recommended education and training for individual staff positions. Commanders should use this matrix as a guide for assessing the adequacy of training for assigned personnel and for programming assigned personnel for training.

**Table D-1. BCD recommended training**

Duty Position	JSS	AOCIQ	JAOC2	JTS	JTA	JF	IRO	ISRS	BSNCO
Commander	X								
Deputy CDR	X		X						
Info Svc Tech and NCO		X <sup>1</sup>							
BCD SGM			X						X
OPS OFF			X						
ASST OPS OFF			X						
FS SGT			X						X
Plans OFF		X							
ASST Plans OFF		X							
Tgt OFF			X	X	X				
Tgt NCO			X	X					X
Intel OFF		X					X		
Intel Plans OFF		X		X			X		
Intel Analyst		X						X	
ASST Intel OFF		X					X		
Intel SGT		X					X		
AMD OFF		X	X						
AD FC OFF (ADM OFF)		X							
Battle System Manager		X							X
Airlift OFF			X						
ASST Airlift OFF			X						
Airspace Mgr OFF		X							
ATASM Tech			X						
AC SGT			X						X
Move Supervisor		X							
Move NCO		X							
GLO			X			X			
GL NCO			X			X			
RLO			X			X			
RL NCO			X			X			

Note 1. The information systems technician and NCO should attend the AOCIQC Communications 1303 course, which is a specialized version of the AOCIQC intended to impart an understanding of the C2 1304 network and systems architecture within an AOC.

AOCIQ	Air Operations Center Initial Qualifications Course	FS	fire support
BSNCO	Battlestaff NCO Course	GL	ground liaison
IRO	Intelligence and Reconnaissance Operations Course	GLO	ground liaison officer
ISRS	Intelligence, Surveillance and Reconnaissance Synchronization Course	Info	information
JAOC2	Joint Air and Space Operations Center Command and Control Course	Intel	intelligence
JF	Joint Firepower Course	Mgr	manager
JSS	Joint Aerospace Operations Senior Staff Course	Move	movements
JTA	Joint Targeting Applications Course	NCO	noncommissioned
JTS	Joint Targeting Staff Course	OFF	officer
AC	air control	OPS	operations
AD	air defense	RL	reconnaissance liaison
AMD	air and missile defense	Tech	technician
ASST	assistant	RLO	reconnaissance liaison officer
ATASM	air traffic and airspace management	SGT	sergeant
CDR	commander	Sys	system
		Tgt	targeting

D-5. Because operations could be on land or sea based with the United States Navy (USN) or United States Marine Corps, BCD members selected to conduct operations with the USN or United States Marine Corps should receive the following training:

- Terms and shipboard procedures peculiar to the USN and United States Marine Corps.
- Water and survival frequent flyer training no later than 30 days prior to schedule training with the USN or Marines (required training prior to deployment).
- Supporting Arms Coordination Center Course at the Naval Amphibious Base, Little Creek, Virginia. The Supporting Arms Coordination Center Course orients personnel on the functioning of the Supporting Arms Coordination Center and TACC afloat and includes a walkthrough of shipboard facilities in the Naval Shipyard. Shipboard communications are extensively addressed.
- Amphibious Indoctrination Course at Naval Amphibious Base, Little Creek, Virginia.
- Marine Air Weapons Tactical Squadron Course at Yuma, Arizona.

D-6. Some European theater specific courses available are:

- Joint Combat Operations Course at the United States Air Forces in Europe Air-Ground Operations School, Sembach Kaserne, Germany. This course focuses on the integration of United States armed forces into the North Atlantic Treaty Organization area of responsibility.
- North Atlantic Treaty Organization Air Ground Operations at Dorset, United Kingdom. The course provides instruction in the principles, planning and conduct of joint conventional offensive and defensive air operations in the multinational command Europe.

D-7. With the continuous upgrading of automation hardware and software, there will always be a need for operator training on automated systems currently fielded to the BCD. Currently, the following training is recommended in this area:

- GCCS-A operator training at home station, and interface training during joint exercises, to include proficiency enhancement in AMCS and TBMCS applications, tools, and interfaces.
- AFATDS operator and supervisor training is provided at the United States Army Fires Center of Excellence.
- TAIS digital master gunner training is provided at the United States Aviation Army Center of Excellence. This course provides the formal TAIS operator training required for this position.
- The air and missile defense workstation training is provided at the United States Army Fires Center of Excellence.
- Selected BCD personnel should receive training in the Airborne Warning and Control System and or Joint Surveillance and Target Attack Radar System operations and be prepared to deploy early during contingency operations as an Army liaison from the BCD until theater communications, and mission command capabilities mature.

## **TRAINING TASK LIST**

D-8. Training objectives for individual training should focus on the following mission task list:

- Know basic joint doctrine to include missions and organizations for combat for each of the Services.
- Comprehend the command, control, communications, computers, and intelligence systems; related procedures, and coordination associated with air and surface support to joint operations.
- Apply intelligence and other information from all sources to the decision making process for joint operations.
- Know threat systems and the doctrinal force employment concepts United States forces will likely encounter in their proposed theater of operations.
- Know missions and major weapons systems used by United States forces in joint operations.
- Know concepts, capabilities, limitations, and operational procedures for combat targeting; the joint suppression of enemy air defenses; cyber electromagnetic activities; reconnaissance; airlift; special operations; and space support to joint operations.
- Understand the Army's military decisionmaking process for planning, coordination, control, and execution of integrated joint operations at the operational level of war.

- Comprehend and apply knowledge of airspace control procedures and measures that support the ARFOR commander's activity in joint operations.
- Know the air battle plan and ATO process, the joint force and Army inputs to, and ATO products of, the ATO cycle.
- Know the difference between the ATO and air battle plan.
- Know the contribution of the BCD to the development and execution of the air battle plan, ATOs, and ACOs.
- Use TBMCS tools to extract air battle plan data, when required. Understand higher level TBMCS applications support to joint operations.
- Know the United States message text format system.

D-9. Know the value of using web base applications to view data in the air battle plan.

## **ENVIRONMENTAL PROTECTION**

D-10. Protection of natural resources has become an ever increasing concern in Army training programs. All unit leaders have the responsibility to reduce, and, if possible, eliminate damage to the environment when conducting training. Additionally, commanders must ensure that units and personnel are prepared to survive, defend, and continue operations in or near a contaminated area. Presence of critical facilities, such as nuclear power plants or chemical plants, could impact on operations. Environmental risk management parallels safety risk management and is based on the same philosophy and principles. For further information see ATP 5-19.

## **Appendix E**

# **Liaison Detachments**

A GLD's primary role is to provide liaison between the ground units requesting air support and the Air Force fighter wings, bomber wings, airlift wings, and composite wings providing CAS, AI, airlift, and airdrops. RLDs perform similar duties with Air Force air reconnaissance units. Therefore, only the GLD is addressed in this appendix. The ground liaison officers (GLOs) comprising the GLDs are combat arms Army officers and NCOs. They are stationed with the designated Air Force squadrons, forward deployed wing headquarters, airlift wings and numbered Air Forces functioning as a special staff element in the unit headquarters operations centers. GLOs advise Air Force commanders, planners, and pilots on Army organization, operations, tactics, capabilities and equipment. They also help the Air Force commander and his staff by coordinating with Army units during joint operations.

### **GROUND LIAISON DETACHMENT KEY DUTIES AND RESPONSIBILITIES**

- E-1. The GLD has the responsibility to provide the liaised Air Force unit the following academics:
  - Army doctrine.
  - Tactics, techniques and procedures.
  - Army structure.
  - Operational terms and graphics.
  
- E-2. The GLD has the responsibility to provide the liaised Air Force unit the following academics:
  - Army doctrine.
  - Tactics, techniques and procedures.
  - Army structure.
  - Operational terms and graphics.
  
- E-3. The GLD provides detailed operational situational awareness to supporting air crews to include:
  - A common operating picture for a detailed understanding of the battle space to include friendly locations, routes, common graphics, intelligence updates, and significant activity reports.
  - A macro understanding of the overall battle space.
  - Local historical pattern data.
  
- E-4. The GLO's professional development should include:
  - An understanding of Air Force aircraft capabilities.
  - An understanding of various communications and digital capabilities:
    - Knowledge of Secret Internet Protocol Router Network, Nonsecure Internet Protocol Router Network, Combined Enterprise Regional Information Exchange System, and TBMCS websites.
    - Microsoft software.
  - An understanding of the theatre air ground system and air tasking cycle to include:
    - Each echelon of the theater air-ground system and air traffic control.
    - The joint tactical air strike request flow from submission through theater air-ground system to ATO publication.

- The joint tactical air strike request prioritization process.
- How to extract pertinent ATO information using the Joint Automated Deep Operations Coordination System or alternate TBMCS.

E-5. In order to adequately perform their duties, GLOs should become familiar with the operation plan's tasking to include:

- Organization for combat, sustainment, maneuver, fire support (including CAS) coordination, and deception plans.
- The tactical operations center and wing operations center layout, communications equipment and procedures (communications-electronics operating instructions, operations security, and communications security), emergency operations, and working relationships (e.g., joint air attack teams and fire support elements).
- Their areas of operations, to include anticipated threat order of battle, critical installations and activities (airfields, radar, communications, and fuel storage sites), key terrain and lines of communications, and major fire support weapon locations and capabilities.
- Local standard operating procedures, range, maneuver, and training area operations and procedures (when appropriate).
- Results of recent unit evaluations, major exercises, and operations and track calendar of major unit events.

E-6. During deployments and wing training exercises the GLD:

- Maintains continuous situational awareness of the friendly and enemy ground order of battle.
- Briefs the current ground situation.
- Communicates the "mind of the enemy ground commander" to wing leadership.
- Assists in planning and providing situational awareness during the development of training objectives.
- Performs as the primary red team ground commander during exercises if requested.

E-7. The GLOs should have general knowledge of computer software used by both the Army and Air Force. These include but are not limited to:

- Joint Automated Deep Operations Coordination System.
- CPOF.
- TBMCS.
- Force XXI Battle Command, Brigade-and-Below.
- Falcon View.
- Chat Client.

E-8. GLOs should know the Secret Internet Protocol Router Network reference links to access the most current information on friendly and enemy platforms and weapon data.

E-9. GLDs need to establish battle rhythms during deployments and garrison to ensure proper flow of information. This battle rhythm will differ between wartime and garrison.

E-10. Wartime: Battle rhythm while deployed will be dependent on the wing or squadron supported. The GLOs should attend ATO approval briefs to identify missions supporting ground forces and know when to pull the published ATO. This can be sorted using the Joint Automated Deep Operations Coordination System in order to match automatic target recognition codes to tasked aircraft. GLDs should know when ground forces' battlefield or commander update briefs are. They should identify a time daily to access the new concept of operations or changes. GLOs should stay up-to-date on the COP by monitoring their CPOF. GLDs should expect to run 24 hour operations and it is incumbent on the Officer and NCO to identify each member's specific tasks and create a checklist to conduct a proper battle handover when changing shifts. Both members should be included on any traffic that is sent or received to ensure a free-flow of information between shifts.

E-11. Garrison: GLOs should attend planning meetings to identify future training opportunities. They should attend operations group meetings, joint airborne and air transportability training meetings, combat

operations division briefs for blue force situational awareness, and intelligence update briefs for enemy situational awareness. Additionally, the GLOs should attend meetings at the local supported ground unit. These meetings include fires cell meetings at division or brigade level, air support operations squadron training meetings, and mobility meetings at the division and brigade level.

## PILOT BRIEFING

E-12. Time constraints and the volume of information pilots require necessitate the GLD pilot briefings to be succinct. Pilots also attend a pre-mission briefing which provides them with many products for their mission. Therefore, provide the pilots with only mission essential slides. The GLO pre-mission briefing to the pilot for CAS and AI may include:

- The joint tactical air request number.
- The operation name.
- Kill-box minimum safe altitude.
- Time of mission (Zulu-Time).
- Joint tactical air controller
  - Call sign.
  - Check-in.
  - Location.
  - Frequency.
- Key Location.
  - Start point.
  - Description.
  - Latitude and Longitude.
  - Military grid reference system.
  - Elevation.

## PILOT DEBRIEFING

E-13. Debriefings receive information from a pilot after returning from air support missions. Debriefs are crucial because they confirm or deny the initial brief. Any updates or changes to the COP will be highlighted during the debriefing. This information allows the GLDs to confirm friendly and enemy locations, communications, and identify other information pilots may need for future missions. Debriefings also allow the GLD to obtain battle damage assessment to be sent to the BCD for dissemination and inclusion in future targeting cycles. Pilots will have their own debriefs to attend. The GLD's debrief should be conducted separately so the pilot's information can be focused on what the GLD and supported ground forces will need to know.

## AIRCRAFT CARRIER GLD OPERATIONS

E-14. There are significant differences between aircraft carrier-based and land-based GLDs. Because of these differences, the GLD members required to acquire additional skills.

### DIFFERENCES BETWEEN A CARRIER-BASED AND A LAND-BASED GLD.

E-15. On the carrier, GLOs are completely dependent on the Navy for communications, subsistence, work-space, and lodging. Usually the carrier conducts only preplanned CAS missions due to the carriers deck cycle, which maximizes time and space on the catapults and landing area for scheduled missions' launch and recovery; however, Ground Alert CAS is possible. If flying units conduct a stand down day for maintenance weekly, squadrons reciprocate coverage for taskings with other units' maintenance days. During no fly days, GLO's will continue to plan for future operations. Communication on board ship is primarily through digital means, with limited phone connectivity. Carrier GLOs should strive to be the resident experts and primary source of information for the Navy on friendly ground units and their

capabilities. The GLOs are expected to be able to provide information on ground force systems, artillery, weaponry, and tactics, techniques, and procedures.

**ADDITIONAL GLO CONSIDERATIONS**

E-16. The following list depicts additional considerations for a GLO when performing duty on board a carrier:

- Coordinate with aircrews and personnel aboard the carrier to learn about the diverse jobs and duties aboard the ship.
- When preparing aircrew briefings utilizing information from a joint tactical air strike request GLOs should obtain current operational graphics and products digitally when possible.
- Become familiar with carrier based aircraft capabilities and ordnance to facilitate understanding between the joint terminal attack controllers, air liaison officers, and tactical operations centers.
- Become familiar with differences in naval versus ground force terminology.
- Be familiar with the Navy organization and structure.
- Be familiar with and utilize cross deck operations when necessary to transfer duty between ships.

# Glossary

The glossary lists acronyms and terms with Army, multiservice, or joint definitions, and other selected terms. Where Army and joint definitions are different, “(Army)” follows the term. Terms for which ATP 3-09.13 is the proponent manual (the authority), are marked with an asterisk (\*). The proponent manual for other terms is listed in parentheses after the definition. Terms for which the Army and Marine Corps have agreed on a common definition are followed by “(Army-Marine Corps).”

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>AAMDC</b>	Army Air and Missile Defense Command
<b>ADRP</b>	Army doctrine reference publication
<b>AMCS</b>	Army Mission Command System
<b>ACC</b>	air component commander
<b>ACM</b>	airspace coordinating measure
<b>ACO</b>	airspace control order
<b>AFATDS</b>	Advanced Field Artillery Tactical Data System
<b>AI</b>	air interdiction
<b>AMD</b>	air and missile defense
<b>AOC</b>	air operations center
<b>ARFOR</b>	Army forces
<b>ATACMS</b>	Army Tactical Missile System
<b>ATO</b>	air tasking order
<b>ATP</b>	Army techniques publication
<b>BCD</b>	battlefield coordination detachment
<b>CAS</b>	close air support
<b>COP</b>	common operational picture
<b>CPOF</b>	command post of the future
<b>FM</b>	field manual
<b>FSCL</b>	fire support coordination line
<b>FSCM</b>	fire support coordination measure
<b>G-3</b>	assistant chief of staff, operations
<b>GCCS-A</b>	Global Command and Control System-Army
<b>GLD</b>	ground liaison detachment
<b>GLO</b>	ground liaison officer
<b>GMLRS</b>	guided multiple launch rocket system
<b>HQ</b>	headquarters
<b>ISRD</b>	intelligence, surveillance, and reconnaissance division
<b>JFACC</b>	joint force air component commander
<b>JFC</b>	joint force commander
<b>JFLCC</b>	joint force land component commander
<b>JP</b>	joint publication
<b>JTF</b>	joint task force
<b>LAN</b>	local area network
<b>MAGTF</b>	Marine air-ground task force
<b>NAVFOR</b>	Navy forces
<b>NCO</b>	noncommissioned officer
<b>RLD</b>	reconnaissance liaison detachment
<b>TACC</b>	tactical air command center (Marine Corps), tactical air control center (Navy)
<b>TAIS</b>	Tactical Airspace Integration System
<b>TBMCS</b>	Theater Battle Management Core Systems
<b>USAF</b>	United States Air Force

## SECTION II – TERMS

### **battlefield coordination detachment**

An Army liaison located in the air operations center that provides selected operational functions between the Army forces and the air component commander. Also called BCD. (JP 3-03).

### **force tailoring**

The process of determining the right mix of forces and the sequence of their deployment in support of a joint force commander. (ADRP 3-0).

### **joint operations**

A general term to describe military actions conducted by joint forces and those Service forces employed in specific command relationships with each other, which of themselves, do not establish joint forces. (JP 3-0)

### **special operations**

Operations requiring unique modes of employment, tactical techniques, equipment and training often conducted in hostile, denied, or politically sensitive environments and characterized by one or more of the following: time sensitive, clandestine, low visibility, conducted with and/or through indigenous forces, requiring regional expertise, and/or a high degree of risk. (JP 3-05)

### **special operations forces**

Those Active and Reserve Component forces of the Services designated by the Secretary of Defense and specifically organized, trained, and equipped to conduct and support special operations. Also called SOF (JP 3-05).

### **task organizing**

The act of designing an operating force, support staff, or sustainment package of specific size and composition to meet a unique task or mission (ADRP 3-0).

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**24 July 2015**

By Order of the Secretary of the Army

**RAYMOND T. ODIERNO**

*General, United States Army  
Chief of Staff*

Official:

A handwritten signature in black ink, appearing to read "Gerald B. O'Keefe". The signature is written in a cursive, somewhat stylized font.

**GERALD B. O'KEEFE**

*Administrative Assistant to the  
Secretary of the Army*

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