

CHAPTER 2

BCD ORGANIZATION, MANNING, AND RESPONSIBILITIES

When the joint force is established the BCD must coordinate early with the JFACC for working areas. Available space may be constrained, especially when the JAOC is sea-based. BCD personnel are integrated in their functional counterpart work areas to ease coordination. The BCD organization reflects the need to collocate BCD functions within the JFACC JAOC structure, and gives the flexibility needed to tailor the BCD to support potential contingency missions.

Section I. BCD ORGANIZATION AND RESPONSIBILITIES

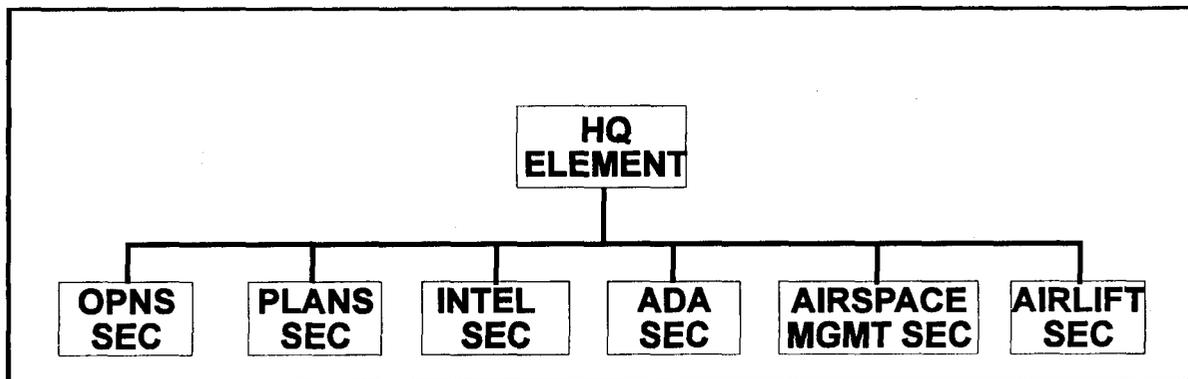
BCD Organization

The BCD consists of 39 personnel organized into seven sections (see) as follows:

- Headquarters (HQ).
- Plans.
- Operations (OPNS).
- Intelligence (INTEL).
- Airspace management (MGMT).
- ADA.
- Airlift.

The figure below depicts the BCD organization.

BCD ORGANIZATION



Headquarters Element

The HQ section provides C2 to the BCD. The HQ section ensures that all administrative functions pertaining to the overall operation of the BCD are planned, coordinated and executed. The HQ section establishes contact with the headquarters providing the JAOC to coordinate administrative matters. The functions of the HQ section include, but are not limited to:

- Organize the sections of the BCD for conduct of daily operations.
- Ensure all incoming messages routed to the BCD are screened and distributed to the appropriate sections.
- Ensure all outgoing messages are in the proper format and that file copies are retained in the journal.

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- Reproduce and disseminate documents to various other sections.
- Provide administrative support as needed.
- Collect log journals from each BCD section and maintain the official historical file.
- Coordinate with the organization providing the JAOC for issue of office supplies.
- Determine and announce the location of support facilities.
- Coordinate transportation to and from work areas.
- Maintain accountability of BCD personnel.
- Coordinate signal support provided to the BCD.
- Deploy and connect communications and information processing equipment into operating configurations.
- Coordinate with the ARFOR TOC, deep operations coordination center (DOCC), TMD cell (for TM targets), and JAOC combat operations section on canceled, diverted, or rerouted missions planned against ARFOR targets.
- Report ARFOR target validation and refinement (usually 8 and 4 hours before time on target) for AI, EW, PSYOP leaflet drops, and PSYOP command net interdiction missions supporting the ARFOR.
- Coordinate with the JAOC combat operations division on ARFOR immediate requests for AI, EW, PSYOP, and reconnaissance flights.
- Get the current friendly ground force situations from the ARFOR G3 operations sections.
- Interpret the enemy and friendly ground forces situation (maintain current situation map) for the JAOC. Inform the JAOC combat operations division of significant changes in operations, objectives, and priorities.
- Provide ground liaison officers (GLOs) and other BCD sections with periodic updates on the current situation.
- Coordinate firing of immediate ATACMS missions with the JAOC combat operations section and BCD airspace management section.
- Coordinate immediate special electronic mission aircraft (SEMA) missions with the JAOC combat operations section and BCD airspace management section.
- Report the use of air deliverable mines to the ARFOR.
- Coordinate changes to the FSCL and other FSCMS with the JFACC staff.

Operations Section

The BCD operations section consists of operations personnel that collocate with combat operations personnel of the JAOC. The operations section monitors and makes changes to "today's" (0 to 24 hours out) war. The section ensures current theater air combat operations are synchronized with current Army combat operations. The section 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 functions of the operations section include, but are not limited to:

- Monitor execution of the current ATO in regard to sorties planned against land force nominated targets.

- Pass JFACC requests for immediate ATACMS and other support to the ARFOR DOCC, TMD Cell (for TM targets), or FSE as directed.
- Coordinate and synchronize current ARFOR aviation and deep attack (airborne, air assault, attack aviation) operations with the BCD airspace management section and JAOC combat operations.
- Coordinate with PSYOP planners in the integration of leaflet drops and commando solo broadcasts into the ATO cycle.
- Deconflict proposed ATO mission changes beyond the FSCL with friendly forces (for example SOF) forward of the forward line of own troops (FLOT) and with restrictive FSCMs (protected and restricted targets).

Plans Section

The BCD plans section consists of plans personnel that collocate with the JAOC combat plans personnel. The plans section focuses on operations conducted 24 to 96 hours out. The plans section performs two important functions. The first is to integrate and synchronize air operations planning with the COMARFOR intent and scheme of maneuver. Secondly, the plans section ensures his guidance and priorities are used to enhance air support to the ARFOR. Digital information systems support the coordination of plans and operational graphics. The section also integrates COMARFOR requirements for intelligence collection, PSYOP, and EW with JFACC requirements.

There is no engineer staff officer in the BCD. Therefore, infrastructure targets and remotely delivered minefield planning are done at the deep operations coordination cell (DOCC) in the corps or division headquarters. Terrain visualization information is similarly obtained. This information and staff coordination are key to synchronized deep targeting.

The plans section performs many functions to support COMARFOR requests for preplanned air support:

- Obtain as appropriate from the ARFOR G3 air and plans section the following:
 - Operations plans (OPLANs).
 - Operations orders (OPORDs).
 - Overlays.
 - 24 to 96 hour projections of the COMARFOR concept of operation, targeting priorities, and target nominations for AI, CAS, reconnaissance (RECCE), EW, and PSYOP.
- Give the COMARFOR and staff the concept of operations and weight of effort for CAS and AI target priorities, RECCE, EW, battle status, and nuclear weapons employment information from the JAOC.
- Maintain ground situation maps portraying current enemy situation, projected friendly and enemy situation (24 to 96 hours) with supporting graphics, and AI, CAS, RECCE, PSYOP, and EW target nominations.
- Coordinate with the airspace management section on operations 24 to 96 hours out and their impact on current and planned airspace control measures.
- Coordinate planned ATACMS missions with the JAOC combat plans section and the BCD airspace management section.
- Pass projected JFACC requests for ATACMS and other tire support to the COMARFOR.
- Inform JAOC plans of ARFOR aviation operations.

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- Ensure COMARFOR target nominations are submitted within timelines of the established ATO planning cycle.
- Ensure COMARFOR target nominations are deconflicted throughout the ATO planning process.
- Represent COMARFOR interests during guidance, apportionment, and targeting (GAT) and master air attack plan (MAAP) meetings with the combat plans and intelligence sections of the JAOC. Provides feedback to the COMARFOR on target nominations approved for ATO planning.
- Brief the JFACC and the combat plans and intelligence sections during the GAT meeting on:
 - Current and projected enemy situation.
 - Current and projected friendly situation.
 - The COMARFOR's intent, planned concept of operation, targeting guidance, target nominations for AI, and phase lines anticipated to be designated as FSCLs during the conduct of operations.
- Give GLOs and other BCD sections information on COMARFOR's planned operations.

Intelligence Section

The BCD intelligence section serves the BCD commander, all BCD sections, and the JAOC to which the BCD is liaison, as a one-stop COMARFOR 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 ACE.

The BCD intelligence section personnel collocate with combat operations and combat plans intelligence personnel of the JAOC. The section supports both the BCD operations and plans sections in execution of their functions. BCD intelligence functions include but are not limited to the following:

- Support the operations section in target validation and refinement (usually 8 and 4 hours before time on target) for all missions supporting the ARFOR.
- Support the operations section coordination with the JAOC combat operations division on ARFOR immediate requests for RECCE.
- Relay real-time significant intelligence information received by the following:
 - Joint surveillance and target acquisition radar system (J-STARS).
 - Guardrail.
 - U-2.
 - Unmanned aerial vehicle (UAV).
 - Other collection platforms.
- Coordinate emerging targets information with the ARFOR TOC and validate them for immediate diverts. Keep the operations section informed of the targets.
- Get the most current enemy ground force situations from the ARFOR G2 operations sections.
- Interpret the enemy ground forces situation (maintain current enemy situation map), inform the operations section and plans sections of apparent

changes in enemy operations, objectives, and priorities.

- Process mission reports (MISREPS) and other battle damage assessment (BDA). Forward BDA information to the COMARFOR. Exchange information to answer combat assessment and BDA questions.
- Help plans section integrate COMARFOR requirements for intelligence collection and EW with JFACC requirements.
- Get the PIRs, collection plan, targeting data, 24 to 96 hour enemy situation projection, and nominations for reconnaissance and intelligence EW support from the ARFOR G2 plans section.
- Support the plans section by maintaining ground situation maps of current and projected enemy situations (24 to 96 hours) with supporting graphics, reconnaissance, and EW target nominations.
- Support plans section briefings to the JAOC staff on the current and projected enemy situation.

Air Defense Section

The BCD air defense (AD) section supports both the BCD plans and operations sections. The AD section coordinates COMARFOR AD matters with the JAOC combat plans and operations divisions and the ARFOR ADA headquarters. Digital information systems support the exchange and coordination of air defense and airspace management information. The AD section performs the following functions:

- Coordinate with the ARFOR air defense element (ADE) and ADA brigade headquarters for the following:

-Locations of ADA assets.

-Engagement reporting.

-ADA weapon engagement zones.

-Identification of friend or foe (IFF)/selective identification feature (SIF) procedures.

-Receipt of ADA annexes to OPLANs/OPORDs.

- Advise the area air defense commander (AADC) on Army air defense matters appropriate to deconfliction of air support to ground operations.

- Coordinate with the control and reporting center (CRC) the following

-ADA unit status.

-Changes in AD warning (ADW).

-Weapons control status (WCS).

-Rules of engagement (ROE)

-Identification procedures.

-Early warning and tactical ballistic missile (TBM) alert procedures.

- Advise the senior air defense officer (SADO) in the JAOC of Army air defense status to include placement of ADA weapons in direct support of ground forces.

- Provide Army ADA commander with the AADC's intent.

- Coordinate with the ARFOR TMD cell for TBM alert dissemination procedures.

- Exchange ADA operational data with JAOC counterparts.

- Coordinate ADA airspace needs with the JAOC airspace management and BCD airspace management sections.

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- Support integration of the COMARFOR AD plan with the JFACC counterair effort.

Airspace Management Section

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 JAOC. It coordinates and assists in the use of airspace defined by the joint operation plan or order. 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 (ACP) developed by the ACA as directed by the JFC. Digital information systems support the exchange and coordination of airspace management information. The section maintains identification of all ARFOR airspace users. ARFOR airspace users include the following:

- Fire support.
- ADA operations.
- Army aviation operations.
- SEMA operations including UAVs, medical evacuation aircraft, and combined and joint operations.

Airspace management requires coordination with both plans and operations personnel within the JAOC. The BCD airspace management section performs the following functions:

- Coordinate ARFOR airspace use requirements with the JAOC airspace management sections.
- Coordinate SOF airspace requirements when directed.
- Integrate joint airspace requirements with appropriate A²C² elements.
- Integrate ARFOR airspace user activities with the JAOC airspace plans.

- Represent COMARFOR interests in the development and approval of airspace control measures and restrictions published in the ACO.
- Advise the ACA and BCD commander of significant activities which affect the joint use of airspace.
- Advises the ACA and BCD commander on the impact of joint airspace control measures or restrictions on the conduct of the ground battle.
- Coordinate COMARFOR requests for airspace control measures and restrictions to include EW requirements.
- When necessary, ensure Army aviation missions are included in the joint-ATO for the purpose of coordination. In stability and support operations (SASO), all rotary and fixed-winged aircraft are normally included in the ATO. In combat operations, SEMA and operational support airlift (OSA) will normally be included.
- Ensure all A²C² elements have the necessary IFF/SIF codes.
- Provide timely and complete distribution of the ACP to the ARFOR TOC A²C² element.
- Monitor the integration of Army air traffic services (ATS) facilities into the airspace control system of the JAOC.
- Represent the ARFOR in developing the ACO.
- Provide the ACA with the location and status of Army airfields, navigation aids (NAVAIDs), standard use Army aviation flight routes (SAAFRs), and ATS facilities.

- Coordinate with the following sections on airspace matters:
 - The BCD plans section for future Army aviation, military intelligence (MI), plans, and other airspace matters.
 - The BCD operations section on current airspace use.
 - The JAOC combat plans division for requests for future airspace control measures, scheduling of ARFOR aircraft into the ATO, and Army IFF/SIF codes.
 - The JAOC combat operations division for changes to the ATO/ACO; ARFOR IFF/SIF codes; immediate requests for special use of airspace (including immediate establishment of restricted operating zones to support ATACMS tire missions); and the location and status of Army airfields, ATS facilities, NAVAIDS, and SAAFRs.
 - ARFOR TOC A²C² cell on Army aviation plans, IFF/SIF code requirements and assignments, airspace control measure requests, SAAFR NAVAID, airfield, and ATS facility status, and the ATO/ACO.
 - Army aerial exploitation battalion TOCs on their use of airspace.
- Brief the ALCC and staff on COMARFOR objectives, concept of operations, and airlift requirements.
- Coordinate immediate airlift requests to support ARFOR operations.
- Coordinate locations of drop zones (DZs), pick-up zones (PZs), and landing zones (LZs) to include the planned activities and control procedures used, with the director of mobility forces (DIRMOBFOR).
- Notify the DIRMOBFOR immediately of changes to the ARFOR plan that affect airlift operations.
- Coordinate with the ARFOR theater ATS and airspace section for establishment of new base defense zones (BDZs) and corresponding instrument approach procedures.
- Provide the COMARFOR and his staff the following:
 - Feedback on COMARFOR requests for preplanned airlift routed through logistic channels.
 - Feedback on COMARFOR requests for immediate airlift routed through command channels, to include “heads up” mission planning with USAF airlift planners.
 - 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.
 - Theater planning parameters (for example, airfields and staging capacities, handling equipment

Airlift Section

The BCD airlift section serves as the ARFOR liaison to the JFACC 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 collocated with the ALCC in the JAOC. The BCD airlift section supports both BCD plans and operations sections. The airlift section has the following responsibilities:

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availability, refueling capabilities) that drive the size and sustainment of potential airlift, airdrop, airborne, and air assault operations.

- Coordinate with the theater army movement control agency (TAMCA) and/or the ARFOR G4 to determine the location of arrival and departure airfield control groups (A/DACGs) and number and type of material handling equipment (MHE) 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.
- Perform the following operational requirements:
 - Facilitate, coordinate, and synchronize immediate and preplanned airlift requests with the JMC, the TAMCA, and/or ARFOR G3 air and G4 transportation.
 - Get current airlift ATOs from the ALCC and send them to the ARFOR G3 air and G4.
- Track current airlift missions flown in support of ARFOR operations.

- Ensure GLOs at airlift wings have current information on the friendly and enemy situations.

BCD Relationship to Ground Liaison Officers

The GLOs are US Army personnel who conduct liaison with USAF numbered air force (NAF), fighter, theater air control, RECCE, and airlift units. They advise air commanders primarily on Army organization, operations, tactics, and equipment. They help the commander by coordinating with Army units during joint operations.

The US Army aligns GLOs to designated USAF NAF wing and squadron headquarters. The GLOs are permanently stationed with the USAF unit and function as a special staff element in the unit headquarters. The NAF GLO acts as the senior Army officer in the respective NAF structure. The NAF GLO helps the BCD in coordinating the operational, administrative, and logistical issues with the USAF headquarters that the BCD will support before a deployment on any type of operation. The GLOs assigned to the NAF may be under the operational control of the BCD commander.

A GLO may also represent the COMARFOR and/or subordinate commander aboard the airborne battlefield command and control center (ABCCC). The liaison between the ABCCC, BCD, and ground maneuver forces is key to good CAS management. The ABCCC can provide accurate and timely BDA to all services via the liaison network in the JAOC. The BCD commander **must** ensure the liaison requirement for ABCCC be provided as soon as possible when deployed to the area of responsibility (AOR).

Per memorandum of agreement (see references), the USAF host unit includes the GLO on mobility requirements and provides needed items of organizational equipment, to include individual weapons. The GLOs deploy with their USAF unit during combat contingencies. They will be listed on unit time-phased force deployment lists. The GLO performs the following duties:

- Advise air commanders on ARFOR organization, operations, tactics, and equipment.

- Advise air commanders on ARFOR organization, operations, tactics, and equipment.
 - Help prepare base defense plans and take an active part in defending the installation in combat.
 - The GLOS assigned to NAF headquarters may act as members of the ARFOR BCD located at the JAOC.
 - Continuously examine and recommend 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.
- The GLOs may help 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 GLO and they do not affect his primary mission.
 - Where possible, GLOs will fly in, and become familiar with, host unit primary mission aircraft.

Section II. BCD PERSONNEL AND DUTIES

Manning

The BCD is manned as shown in the table on the next page.

BCD PERSONNEL

	<u>NUMBER</u>
HEADQUARTERS ELEMENT:	
COMMANDER	1
DEPUTY COMMANDER	1
OPERATIONS SERGEANT	1
ADMINISTRATION SERGEANT	1
SENIOR INFORMATION SYSTEMS OPERATOR	2
OPERATIONS SECTION:	
OPERATIONS OFFICER	1
DEPUTY OPERATIONS OFFICER	1
SENIOR FIRE SUPPORT NCO	1
FIRE SUPPORT SERGEANT	2
PLANS SECTION:	
PLANS OFFICER	1
DEPUTY PLANS OFFICER	1
TARGETING OFFICER	1
SENIOR FIRE SUPPORT NCO	1
TARGETING NCO	1
FIRE SUPPORT SERGEANT	2
INTELLIGENCE SECTION:	
INTELLIGENCE OFFICER	1
DEPUTY OPERATIONS INTELLIGENCE OFFICER	1
PLANS INTELLIGENCE OFFICER	1
DEPUTY PLANS INTELLIGENCE OFFICER	1
OPERATIONS INTELLIGENCE SERGEANT	1
OPERATIONS SR INTELLIGENCE ANALYST	1
OPERATIONS INTELLIGENCE ANALYST	1
PLANS INTELLIGENCE SERGEANT	1
PLANS INTELLIGENCE ANALYST	1
AIR DEFENSE SECTION:	
ADA OFFICER	1
AD FIRE COORDINATION OFFICER	1
PATRIOT OPERATIONS SERGEANT	2
AIRLIFT SECTION:	
AIRLIFT OFFICER	1
DEPUTY AIRLIFT OFFICER	1
TRANSPORTATION LOGISTICS NCO	1
MOVEMENTS SUPERVISOR	1
AIRSPACE MANAGEMENT SECTION:	
AIRSPACE MGMT OFFICER	1
DEPUTY AIRSPACE MGMT OFFICER	1
<u>AIRSPACE MANAGEMENT NCO</u>	<u>2</u>
TOTAL PERSONNEL:	39
NCO=noncommissioned officer	

Headquarters Element

BCD Commander

The BCD commander is the senior Army liaison officer at the JAOC. He has the responsibility of representing and coordinating COMARFOR interests with the JFACC. The relationships between the BCD commander, the JFACC, and other service and coalition representatives are critical. A major component of a well executed plan is trust built through close relationships. The COMARFOR trusts the JFACC to support ground operations with adequate air power. The “art” of liaison is to build and maintain this trust and confidence.

The BCD commander builds a working environment which supports the following:

- Open expression of COMARFOR priorities.
- Causes the JFACC to seek out the BCD commander’s advice.
- Reinforces the BCD commander’s credibility in speaking for the COMARFOR.

This relationship is especially critical when the BCD commander represents the COMARFOR at meetings where each service and country vies for limited resources.

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 the ARFOR, joint service, and coalition force headquarters into the BCD.
- Ensure that liaison takes place.

- Integrate and synchronize ARFOR deep operations and intelligence assets with those of the JFACC.
- Advise both the COMARFOR and the JFACC regarding coordination activities.

As a result the BCD commander must work closely with the ARFOR G3 and DOCC.

BCD Deputy Commander

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, TMD, and order of battle status, and development of the designated target lists).
- Integrate and synchronize the land commander’s deep operations assets with those of the JFACC.

Operations Sergeant

The operations sergeant 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:

- Supervise administration and logistics for the BCD.
- Supervise establishing of BCD operations.
- Work on a shift in the plans and operations sections.
- Coordinate BCD life support needs with the JAOC host.

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Administration Sergeant

The administration (admin) sergeant performs duties assigned by the operations sergeant for the administration of BCD activities. These include the following:

- Perform personnel and logistics administration tasks.
- Help establish communications and automatic data processing links with designated headquarters.

Experience or training in both Army and joint force communications-electronics systems and administrative procedures is key to the performance of duties.

Senior Information Systems Operator

The senior information systems operators' primary responsibility is to establish and troubleshoot the communications-electronic links from the BCD to the ARFOR, JAOC and command designated agencies. Vital to performing the duties is experience or training in the following:

- Army global command and control systems (AGCCS).
- USAF contingency theater automated planning system (CTAPS).
- Associated software protocols.

Operations Section

Operations Officer

The operations section chief of the BCD is the senior Army representative to the JAOC 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 JAOC combat operations division on the current friendly and enemy operations, scheme of maneuver,

targeting concept and priorities, current FSCMs.

- Monitor execution of all ARFOR scheduled AI targets on the current ATO.
- Coordinate changes (diverts, roles) with the senior operations duty officer of the combat operations division.
- Coordinate air support for ground operations in the ARFOR deep battle area.
- 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 for ARFOR TMD and other operations.
- Ensure ground operations and order of battle maps are current.
- Brief the command group on current and future ARFOR operations.

Deputy Operations Officer

The deputy operations officer normally performs duties as the night shift operations officer. His duties are the same as the operations officer.

Senior Fire Support NCO

This senior NCO supervises the day-to-day operations in the section. He is responsible for the setup and operation of the section. His duties include the following:

- Set up the map board depicting the current friendly situation.

- Establish communication links with the ARFOR G3 current operations section and deep operations coordination center (DOCC) and TMD Cell.
- Operate the following systems:
 - Standard theater army command and control system (STACCS).
 - CTAPS.
 - Automated field artillery tactical data system (AFATDS).
- Help coordinate all FSCMS with the JAOC, including changes to current FSCM.
- Monitor JFACC compliance with FSCM.

The responsibilities require an additional skill identifier (ASI) of F9, AFATDS operator/supervisor.

Fire Support Sergeant

This NCO performs duties assigned by the senior fire support sergeant. He act in place of the senior fire support sergeant in his absence. These responsibilities require an ASI of F9, AFATDS operator/supervisor.

Plans Section

Plans Officer

The plans officer supervises the plans section. He is the senior Army representative to the JAOC combat plans division. He is responsible for the overall functioning of the plans section of the BCD. His primary duties are to coordinate with the JAOC staff to integrate and synchronize the application of air power for ARFOR plans. His duties also include keeping the JAOC combat plans division informed on the following:

- Friendly and enemy operations and scheme of maneuver, targeting concept and priorities

- Planned FSCMs.
- Munitions or targeting restrictions that may affect air operations planning.
- AI and preplanned CAS requests.

In addition, he provides information on JFACC capabilities and plans to the ARFOR TOC plans element.

Deputy Plans Officer

This officer assists the plans officer and performs in that capacity when required. Duties include the following:

- Supervise preparing target lists for targeting board meetings.
- Validate target list input from supported ARFOR headquarters.
- Brief target selection and justification.
- Brief ARFOR plans to the JAOC staff.
- Train personnel in the targeting process.

His duties most closely resemble those of a targeting officer at an ARFOR TOC fire support element (FSE).

Targeting Officer

The targeting officer is a senior warrant officer. He performs duties assigned by the operations officer. These duties include the following:

- Receive and help integrate target lists from the ARFOR TOC into the joint target list.
- Coordinate and integrate the ARFOR target list during development of the ATO.

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- Answer questions regarding ARFOR target list priorities, timing of attack, desired means of attack, and desired effects.
- Provide update briefings as required on the status and operation of ARFOR deep operations assets.
- Supervise operation of AFATDS for target development and information exchange with the ARFOR TOC.

Senior Fire Support NCO

The senior fire support NCO performs duties assigned by the plans officer, including the following:

- Supervise the normal day-to-day operations of the section.
- Supervise operation of communications-electronic equipment including STACCS, CTAPS, and AFATDS.
- Assist coordinating all FSCM with the JAOC.

These responsibilities require an ASI of F9, AFATDS operator/supervisor.

Targeting NCO

This senior NCO performs duties assigned by the section noncommissioned officer in charge (NCOIC) and is responsible for setup and operation of the section. Duties include the following:

- Set up the map board depicting the planned friendly situation.
- Establish communication links with the ARFOR G3 plans section, DOCC, and TMD cell.
- Process ARFOR requests for AI and CAS by using STACCS, CTAPS, and AFATDS.

An ASI of F9, AFATDS operator/supervisor is required.

Fire Support Sergeant

This NCO performs duties assigned by the section NCOIC. These include assisting the senior fire support and targeting NCOs in the performance of their duties.

Intelligence Section

Intelligence Officer

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. He also ensures liaison is established with the intelligence staff of the JAOC combat operations and combat plans divisions. The intelligence officer coordinates activities to ensure the flow of intelligence and information between the BCD with other intelligence organizations. He prepares and presents intelligence briefings as needed. He provides ARFOR intelligence input to joint targeting needs.

Deputy Operations Intelligence Officer

The deputy operations intelligence officer is responsible for intelligence and enemy ground order of battle for the current ATO. He ensures the flow of information between the intelligence operations section of the supported ARFOR and JAOC. His duties include:

- Interpret the enemy ground order of battle for the combat intelligence division (CID) of the JAOC.
- Help the CID with target intelligence development.
- Track the current enemy situation and recommend targets for reroles and diverts.

- Ensure validation of ARFOR target nominations at a designated time (for example 4 or 8 hours before time on target).
- Coordinate the exchange of BDA reports from the current ATO between the ARFOR and the JAOC.

His 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 JFACC and/or ARFOR intelligence staff.

Operations Intelligence Sergeant

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

- Maintain the intelligence map board (digital or map overlay) depicting current enemy situation and communications links between the intelligence section and the ARFOR and AFFOR.
- Coordinate current intelligence with the BCD plans section.
- Coordinate map requests to support the BCD mission.
- Supervise the section operations intelligence analysts.

This NCO maybe tasked to brief senior officers and visiting dignitaries regarding intelligence activities and status.

Operations Intelligence Analysts

The analysts perform duties under the supervision of the operations intelligence sergeant. Their duties are as follows:

- Post enemy information on the mapboard (digital or map overlay).
- Maintain a local enemy ground order of battle database or file.
- Plot all enemy movement and actions.
- Maintain all information related to the enemy
- Maintain the intelligence workbook and journal.

They assist JAOC intelligence staff analysis of emerging targets supporting ARFOR ground operations. These NCOs maybe tasked to brief senior officers and visiting dignitaries regarding intelligence activities and status.

Plans Intelligence Officer

The intelligence officer is responsible for intelligence and enemy ground order of battle for future ATOs. He also provides the interface with the collection management branch of the supported ARFOR and AFFOR. His duties include the following:

- Interpret the enemy ground order of battle for the CID of the JAOC.
- Monitor the information from the J-STARS.
- Help JAOC analyze targets supporting ARFOR mission type requests for air support to ground operations. He validates them for integration on the ATO.
- Request and interpret ARFOR G2 intelligence preparation of the battlefield (IPB) products that support JAOC

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intelligence staff analysis of targets that support ARFOR mission type requests for air support.

- Attend targeting board meetings to brief the projected enemy ground situation.
- Review BDA from the current ATO.
- Recommend changes to targeting for future ATOs in coordination with the DOCC and TMD cell.

Deputy Plans Intelligence Officer

The deputy plans intelligence officer helps in and performs the duties of the plans intelligence officer during shifts. Duties reflect those of the plans intelligence officer.

Plans Intelligence Sergeant

The plans intelligence NCO performs duties similar to the corps or division intelligence operations NCOIC. His duties include the following:

- Supervise the night shift operations within the plans section.
- Supervise set up of the digital or manual mapboard depicting current enemy situation and communications links between the supported ARFOR and JAOC.
- Coordinate future intelligence requirements.
- Help JAOC analyze targets supporting ARFOR mission type requests for air support to ground operations. He also validates them for integration on the ATO.
- Validate ARFOR target nominations by using the current automation system.

- Receive and relay BDA to the ARFOR G2 or JAOC intelligence staff as appropriate.

This NCO maybe tasked to brief senior officers and visiting dignitaries regarding intelligence activities and status.

Plans Intelligence Analyst

The plans intelligence analyst performs duties under the supervision of the plans intelligence sergeant. Some of his duties areas follows:

- Maintain the enemy situation mapboard.
- Maintain **status of** intelligence communications links between the supported ARFOR and JAOC.
- Help JAOC analyze targets supporting ARFOR mission type requests for air support to ground operations. He also validates them for integration on the ATO.
- Validate ARFOR target nominations by **using the STACCS or current** automation system.
- Receive and forward BDA to the ARFOR G2 or JAOC intelligence staff as appropriate.

These NCOs maybe tasked to brief senior officers and visiting dignitaries regarding intelligence activities and status.

Air Defense Section

Air Defense Officer

The AD officer represents the Army air and missile defense artillery within the JAOC. His duties include the following:

- Inform the JAOC SADO and JFACC on the status of ARFOR air and missile defense matters

- Coordinate with space command elements, and the TMD Cell, regarding TBM warnings.
- Coordinate active, passive and attack operations for the TMD mission.
- Integrates and provides liaison for ARFOR AD with that of joint services, coalition forces, and the JFACC counterair effort.

ADA Fire Coordination Officer

The fire coordination officer assists the air defense officer and acts in his place when required. His duties include the following:

- Integrate ARFOR TMD weapons systems (for example Patriot) and their command and control with JAOC counterair plans.
- Monitor the status of TMD weapons systems.
- Give updates to the BCD and JFACC staffs.

Patriot Operations Sergeants

The Patriot operations NCOs perform duties assigned by the air defense officer. These duties include the following

- Coordinate ARFOR AD operations with JAOC counterair operations.
- Monitor and report ARFOR AD operations to the JAOC.
- Establish communications with the ARFOR ADA headquarters if directed by the ARFOR TOC.
- Speed early warning to ARFOR ADA headquarters or the ARFOR TOC in support of the ARFOR TMD mission.

- Operate in the ballistic missile command, control, communications, computer, and intelligence (BM³C²I) architecture for TMD operations.
- Use the forward area air defense command, control, communications, and intelligence (FAADC³I) automation system.
- Report JFACC counterair operations to the ARFOR TOC.

Airspace Management Section

Airspace Management Officer

The airspace management officer supervises activities of the airspace management section. He performs the following duties:

- Coordinates all airspace control measures requested and received from the ARFOR TOC A²C² element with the airspace management section of the JAOC.
- Coordinates, with the DOCC and TMD Cell, airspace around launch and target points for ATACMS missions to prevent fratricide.
- Deconflicts gun target lines for indirect fire weapons in support of the ARFOR with established ACMs.
- Coordinates with the JAOC all Army aerial assets, including SEMA and UAV operations, to synchronize their operation and deconflict airspace.
- Tracks location and status of ARFOR air traffic control (ATC) terminal and approach facilities and NAVAIDs.
- Advises the JAOC on all FSCM and ACM for Army missions, including those supporting ARFOR aviation and ATACMS missions beyond the FSCL.

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Deputy Airspace Management Officer

The deputy airspace management officer is essential to 24-hour operations. The airspace management officer is required in the daytime to plan, coordinate, and synchronize proposed operations. The deputy must be available to assume the duties of the airspace management officer in his absence. In addition, the deputy must be able to troubleshoot the execution of all Army aviation operations during his tour of duty. Also, the deputy is key to continued planning, coordination, and synchronization of SEMA and UAV operations.

Airspace Management NCO

The airspace management NCO assists the airspace management officer in performance of his duties. His duties also include the following:

- Help prepare orders and reports where airspace management is required.
- Coordinate all ACM requested by the ARFOR with the JAOC.
- Report all ACM established by the JAOC which affect ARFOR operations.
- Maintain an automation system or a situation map depicting all ACMs.
- Establish communications links with the ARFOR and other organizations as needed.
- Ensure all ARFOR airspace requests are published in the ACO by the JAOC.

This NCO's air traffic control experience is key to coordination of airspace management with the JAOC.

Airlift Section

Airlift Officer

The airlift officer leads the airlift section. His duties are as follows:

- Coordinates theater tactical airlift support for ARFOR operations.
- **Advises the ALCC chief and DIRMOBFOR** on matters pertaining to airlift and airdrop support for Army operations.
- Interprets ARFOR mission objectives and scheme of maneuver for the ALCC staff.

The airlift officer coordinates life support requirements for the section with the ALCC when the section is located with the remote ALCC.

Transportation Logistics NCO

The transportation logistics NCO performs duties assigned by the airlift officer. He serves as the transportation liaison between the ARFOR and the AFFOR at the JAOC. His duties include the following:

- 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.

The transportation logistics NCO is responsible for setup and operation of the section to include:

- Set up a method to depict the current enemy and friendly situation.
- Establish communication links with the ARFOR G4 section.

- Interprets tactical data concerning Army mission objectives and scheme of maneuver.
- Advise the airlift officer on matters pertaining to USAF airlift and airdrop support for Army forces.

Movements Supervisor

The movements supervisor is the NCO who maintains liaison with air transportation facilities supporting the ARFOR. His duties areas follows:

- Prepares, consolidates, and reviews technical, personnel, and administrative reports covering airlift transportation data (for example unit movement, personal property, passenger travel, freight, cargo, materiel).

- Checks, consolidates, and reviews movement needs.
- Ensures appropriate transport capability and prepares movements schedules.
- Helps the airlift officer in planning transportation needs for logistics support.
- Monitors and reports any diversion, reconsignment, or transfer of personnel, freight, and material shipments for airlift transportation.

Also, this NCO can plan and conduct training for supported ARFOR units on needs for coordination of airlift transportation.

Section III. BCD SUPPORT AND MATERIAL REQUIREMENTS

General

The BCD is not self-sufficient and has no organic transportation. The BCD depends on appropriate elements of the JFACC for all of the following:

- Quarters and rations.
- Security.
- Medical support.
- Common items of supply.
- Maintenance and logistics support.
- Internal communications support in the JAOC.
- Communications with the host JFACC organization.

The BCD must be capable of communicating (voice and data) with the ARFOR it represents. The BCD must also communicate with a remotely located airlift

section and with Army GLOs. It depends on the appropriate elements of the ARFOR to which it is assigned for the following:

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

Religious and health service support must be provided by the JFACC where the BCD personnel are physically located.

Signal Support

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 JFACC via available communications nets, signal, and automation support equipment.

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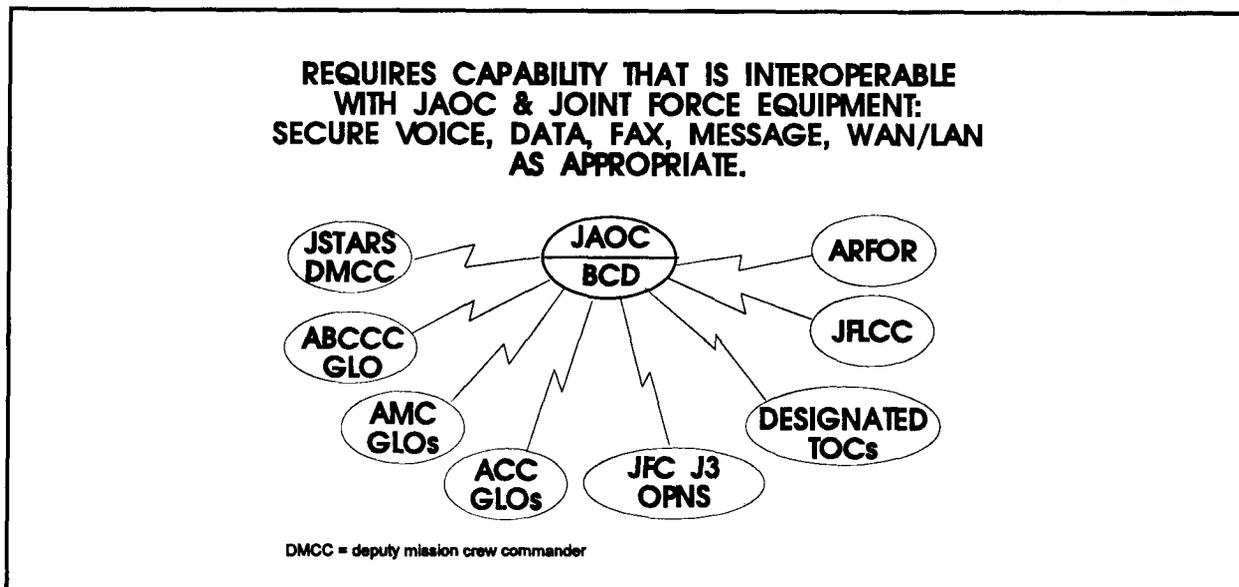
The BCD needs automation systems support which is Army technical architecture (ATA) compliant and interoperable with JFACC systems. Equipment that is interoperable allows for the exchange of information and requests for the following:

- Intelligence reports.
- Air tasking data.
- Airspace control data.
- Airlift support information.

- Logistics data.
- AD data
- Fire support information.
- Operational graphics.

BCD communications and automation systems must be capable of linking with supported ARFOR elements. The figure below depicts the communications links needed. Chapter four provides more details on communications and automatic data processing (ADP) needs.

BCD COMMUNICATIONS AND AUTOMATIC DATA PROCESSING REQUIREMENTS



Transportation Support

The supported ARFOR headquarters must provide transportation support for BCD personnel and equipment to the JAOC location. The supported ARFOR may make arrangements for transportation support with the host JFACC. Transportation for the BCD must be included in time-phased force deployment data (TPFDD).

Augmentation

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 because “bugs” developed during installation. Augmentation needs vary with the mission and situation. Foresight in contingency planning is key to

identifying needs for both personnel and equipment and earmark these assets for mobilization and link-up.

Training

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 for the BCD is contained in Appendix C.

A HISTORICAL PERSPECTIVE

In 1994, operational deployments to Haiti emphasized fixed- and rotary- winged airlift. The operations required meticulous coordination and identification of all aircraft on the ATO, including Army helicopters. The extensive airspace management challenge required augmentation from the XVIII Airborne Corps aviation brigade air operations staff officers to the 1st BCD plans section. Also, 1st Battalion, 58th aviation regiment (ATS) (Corps) provided external augmentation of senior NCOs in military occupational speciality 93C to the airspace management section.

Augmentation needs must be identified during deployment planning and updated as necessary by the ARFOR commander's staff.