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MAGTF Aviation Site Command Handbook

U.S. Marine Corps

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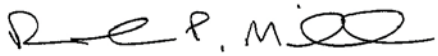
FOREWORD

Operational experience and emergent technologies have led to the development of the concept of a site commander within the aviation combat element (ACE). Marine Corps Reference Publication 3-25.4B, *Marine Air-Ground Task Force (MAGTF) Aviation Site Command Handbook*, examines the purpose and mission of site command and the site commander's requisite command and control functions. The site commander is desig-nated by the ACE commander and exercises authority over all of the location's aviation and ground support assets that are associated with sortie generation at a specific location. The consolidation of the site's responsibility under one commander affects the traditional roles and command relationships at forward operating bases and requires certain modifi-cations to the ACE's existing command and control structure. By clarifying these roles, responsibilities, and relationships within the command, this publication will assist Marine Corps' aviation units in the application of the site commander concept and support the ACE's mission.



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MAGTF AVIATION SITE COMMAND HANDBOOK

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CHAPTER 1
OVERVIEW

Recent operations and the advent of new technologies have increased the expeditionary capabilties of the Marine air-ground task force (MAGTF). An emerging concept is for the aviation combat element's (ACE) commander to designate a single site commander at a specific location. This site commander has the responsibility and authority for aviation and ground support assets associated with sortie generation. This consolidation of responsibility and authority will—

- Affect the traditional roles and command relationships at a site's combat operations center (COC) and forward operating bases (FOBs).
- Require some modification to the ACE's existing command and control (C2) structure.

The application of aviation site command requires a modification in traditional C2 structure. By clarifying these responsibilities and relationships, Marine Corps aviation units will be able to use the site command concept more efficiently to support the ACE's mission.

This chapter provides details concerning the background, FOB classifications and site scenarios, and key personnel that are involved in the way ahead for the MAGTF aviation site command.

Background

The ability to effectively task-organize has always been one of the strengths of the Marine Corps. With the advent of the MAGTF in the late 1960s and early 1970s, the Marine Corps demonstrated the power and flexibility of combining task-organized ground, air, and combat service support forces under a single command element with a unifying mission and purpose.

The elements of the MAGTF—which include the command element (CE), the ground combat element (GCE), the ACE, and the logistics combat element (LCE) (see fig. 1-1)—are organized to support operations commensurate with each MAGTF's mission. The traditional structure of the MAGTF elements in garrison are organized in a manner that allows them to train for combat deployments in an efficient manner.

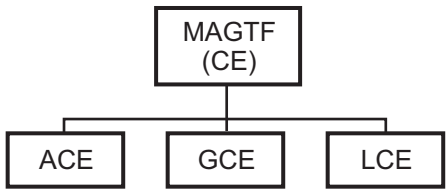


Figure 1-1. MAGTF Task Organization.

Aviation Combat Element

The Marine aircraft wing (MAW) was configured to support Marine expeditionary force (MEF)-level operations as the ACE, with composite squadrons to support the Marine expeditionary unit (MEU) operations; however, ACE configuration at the Marine expeditionary brigade (MEB) level was not clearly defined. While regiments were suited to support MEB-level operations as the GCE, Marine aircraft groups (MAGs) were platform-specific, either fixed-wing (FW) or rotary-wing (RW), and did not have the equipment, budget, or staff to train to all of the ACE functions. In addition, neither the FW nor RW MAGs had the battlestaff or C2 expertise to perform all ACE missions or to command a site or remote base of operations. Additionally, MAGs have always been organized for in-garrison training and peacetime maintenance efficiencies, not for leading warfighting deployments. The site command concept changes this paradigm and

requires the MAG to perform a warfighting role in MEB-level operations.

During theater war-scenario training, some shortfalls were observed in the MAG training and deployment structure. For example, during most exercises, the wing commanded the ACE through lines of command and control that extended from the Marine tactical air command center (TACC) through the flying and support squadrons. Therefore, the MAGs were bypassed, leaving the MAG's C2 skills and capabilities undeveloped. Additionally, neither the FW nor RW groups had the C2 architecture or infrastructure to either fill an intermediate role or operate as an ACE on its own. This C2 shortfall was exacerbated when other MAGs and tenant units were remotely deployed, requiring the MAGs to serve as single-site commanders. In addition to commanding their own subordinate squadrons, MAGs were now challenged to command entire sortie generation sites, which potentially consisted of an airfield, the supporting air base infrastructure, and all other organic and inorganic tenant and support units. Whether assigned as the ACE or not, MAGs were now required to have the ability to command and control these sortie generation sites and the organic and inorganic units that accompanied them.

Figure 1-2 displays how the elements of the MAGTF are traditionally task-organized for combat. The ACE has historically struggled with its concept for task organization when employed at the MEB level.

Ground Combat Element and Logistics Combat Element

Traditionally, the GCE was organized to support the division that was commanding the MEF-level ground operations. The regiments would command the MEB-sized ground missions and the task-organized battalion landing team would operate as the MEU's GCE.

Similarly, within the LCE, the Marine logistics group (MLG) was always task-organizing to support the MEF-, MEB- and MEU-level combat service support operations. Figure 1-2 displays the MAGTF organizational hierarchy.

Forward Operating Bases

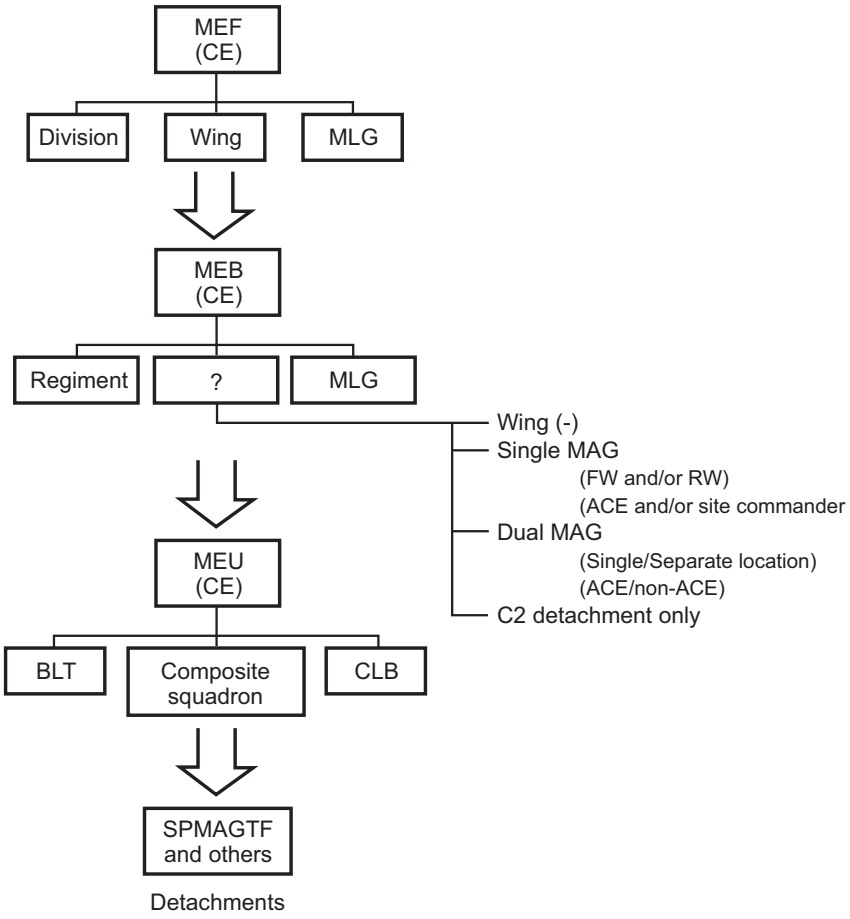
A FOB is defined by Marine Corps Warfighting Publication (MCWP) 3-2, *Aviation Operations*, as any airfield used to support tactical operations without establishing full support facilities ashore. Forward operating bases include main air bases, air facilities, air sites, and air points. Forward operating bases increase responsiveness by decreasing the distances between the aviation base and the supported unit. Whenever possible, shore-based ACE operations exploit existing facilities in the area of operations. Host government airfields are used when available and tactically acceptable. Abandoned or captured airfields are also used to reduce construction and infrastructure requirements. If existing airfields are not adequate or suitable, roads and highways may be used to provide austere runways.

Marine Corps Warfighting Publication 3-21.1, *Aviation Ground Support*, states that FOBs are classified according to their size, location, and characteristics, including airfield services, logistical supportability, and maintenance capability.

Forward Operating Base Classifications

Main air base

A main air base is a secure airfield capable of supporting sustained operations ashore. The base can handle aircraft up to and including C-5B and C-17. Task organization requirements determine support agencies and required facilities. At a minimum, the main air base includes an intermediate maintenance activity support and full ground, logistic, and engineering functions required to support current and future needs. The



Legend:
BLT battalion landing team
CLB combat logistics battalion
SPMAGTF special purpose MAGTF

Figure 1-2. MAGTF Organizational Hierarchy.

ACE will typically employ a site commander at a main air base.

Air facility

An air facility is a secure airfield capable of supporting squadron-sized elements and organizational maintenance activity support. The facility sustains operations at a combat sortie rate and supports staging and replenishment of forward sites (e.g., forward arming and refueling points [FARPs]). Normally, major maintenance functions are not performed at an air facility. An air facility stages aviation ordnance. Rough terrain-capable support equipment move and maintain aircraft and load ordnance. An air facility can be an airfield, road segment, matted runway (i.e., expeditionary airfield), or clear, level ground. The ACE will usually employ a site commander at an air facility.

Air site

An air site is a secure location where aircraft preposition to reduce response time. The site is suitable for fully loaded and armed aircraft to

land and await preplanned or immediate missions. Operations are limited to receiving and launching previously loaded aircraft. Fuel and ordnance can be staged at an air site, but the site does not receive routine logistic support and contains minimum personnel. Operational requirements determine air site capability. Upon completion of a mission, aircraft must return to either a main base or air facility for refueling, weapons loading, and maintenance. The ACE may employ a commander at an air site depending upon the nature of the mission and its duration.

Air point

Air points are designed to support specific tactical missions at predetermined geographical locations. Air points are further broken down into FARPs or lager points. Typically, the ACE will not employ a site commander at an air point.

Forward arming and refueling point

Forward arming and refueling points are normally temporary, transitory facilities established for a specific mission and duration. Organized, equipped, and deployed by the ACE commander, a FARP is normally located closer to the tactical area of operation than the aviation unit's aviation ground support (AGS) area. A FARP permits combat aircraft to rapidly and simultaneously refuel and rearm. The objective at the FARP is to minimize response time and decrease turnaround time in support of combat operations.

Lager point

A lager point is a secure location at which aircraft rendezvous, marshal, or position between missions. These points are also used while awaiting completion or activation of an assigned mission. Lager points can be isolated and independent or adjacent to airfields, air facilities, air sites, or FARPs. Communications should be the only support required.

Marine Aircraft Group Site Command Scenarios

Figure 1-3 presents an overall graphic presentation of the various potential FOB site command scenarios discussed in this paragraph.

Single

Single MAG site command considerations provide a baseline for the development of other scenarios. The site commander has both internal and external responsibilities Internally, the site commander must coordinate the—

- Efforts of his/her staff to command and control the MAG's organic squadrons.
- Efforts of the air base commander for airfield and air base support.
- Support for any tenant units assigned to his/her site.

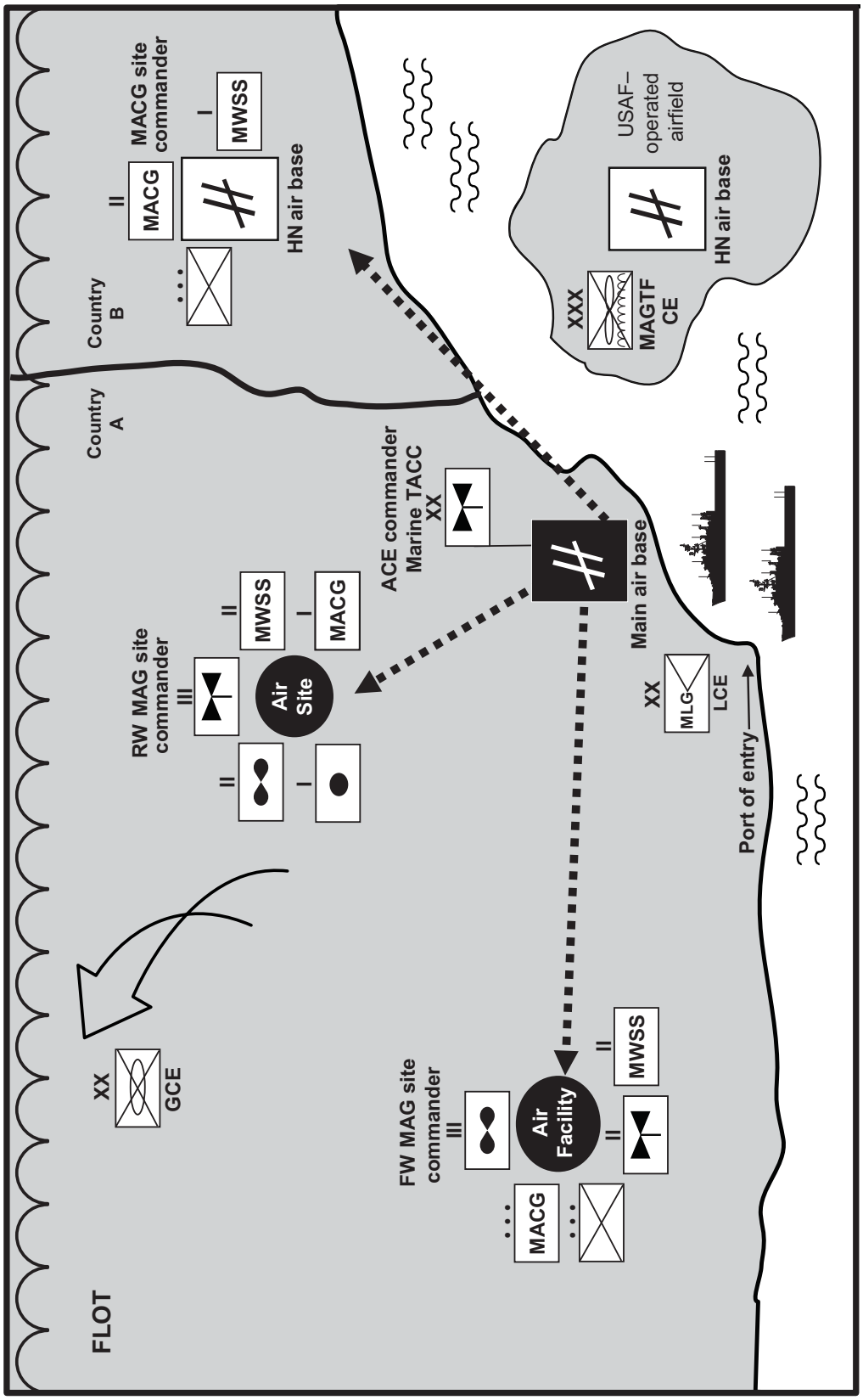
Externally, the site commander must maintain communications with either the MAGTF or ACE commander. See figure 1-4 on page 1-6.

Single: no flying squadrons aboard

The Marine air control group (MACG) detachment officer in charge (OIC) site commanders are responsible for locations where the ACE C2 assets are deployed. Generally, flying squadrons will not be based at these locations; however, units from other Services and MAGTF units may be tenants at the MACG detachment's site. See figure 1-5 on page 1-7.

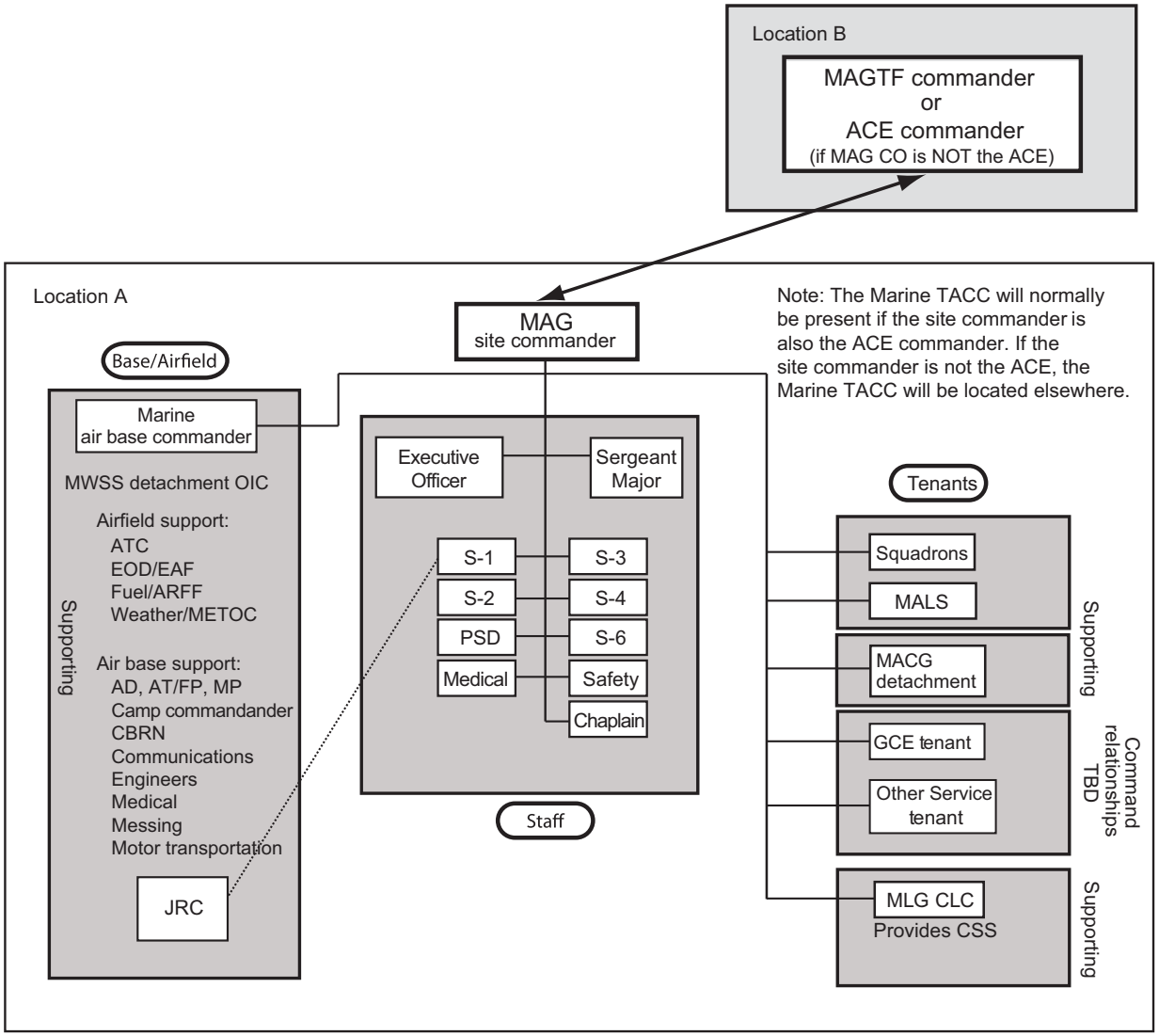
Dual

There may be occasions where two MAGs are collocated at a site; but, only one of the MAG commanding officers (COs) will be designated as the site commander by the ACE commander. The other MAG CO is considered a site tenant and is responsible for augmenting the site commander's support force. See figure 1-6 on 1-8.



Legend:
FLOT forward line of own troops

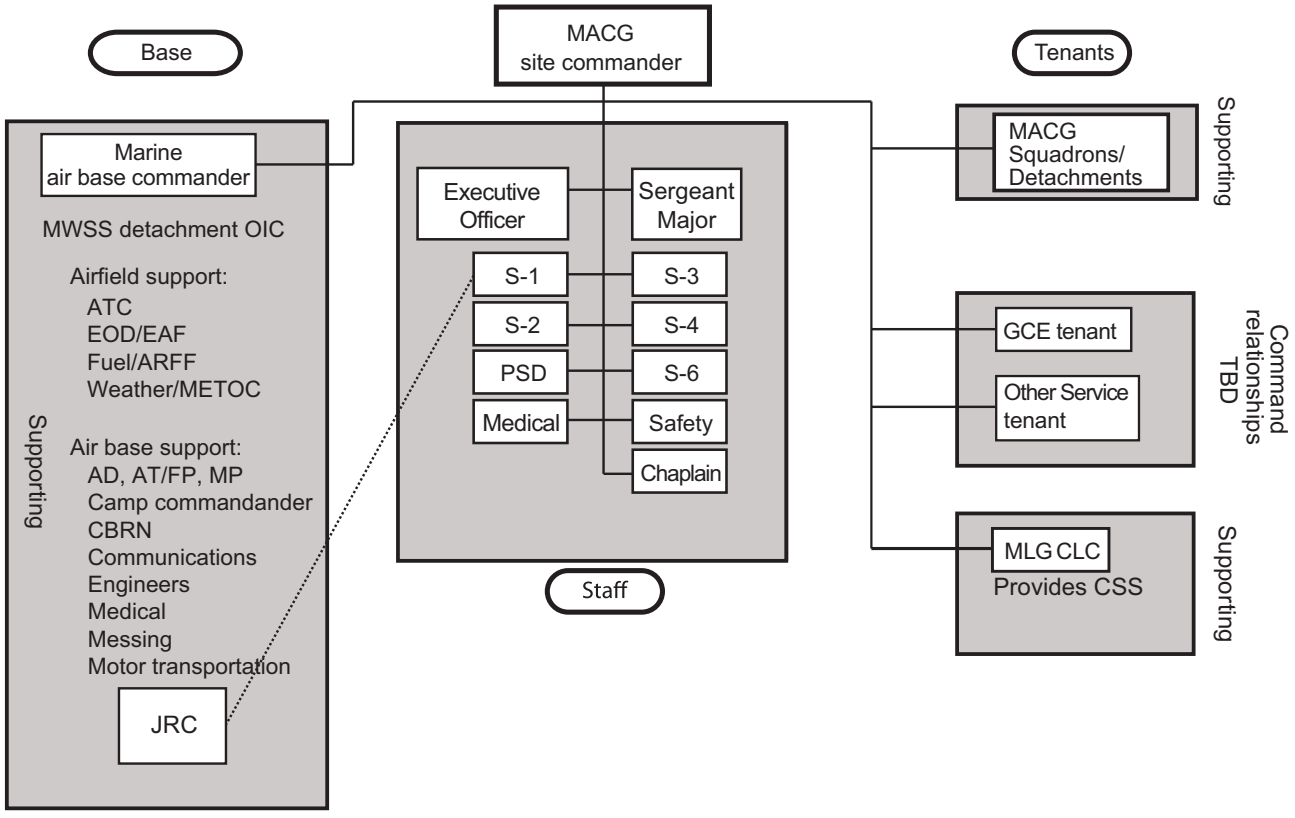
Figure 1-3. Site Command Scenarios.



Legend:

AD	air defense
ARFF	aircraft rescue and firefighting
CSS	combat service support
EAF	expeditionary airfield
EOD	explosive ordnance disposal
METOC	meteorological and oceanographic
MP	military police
PSD	personnel support division
TBD	to be determined

Figure 1-4. Single.



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AD	air defense
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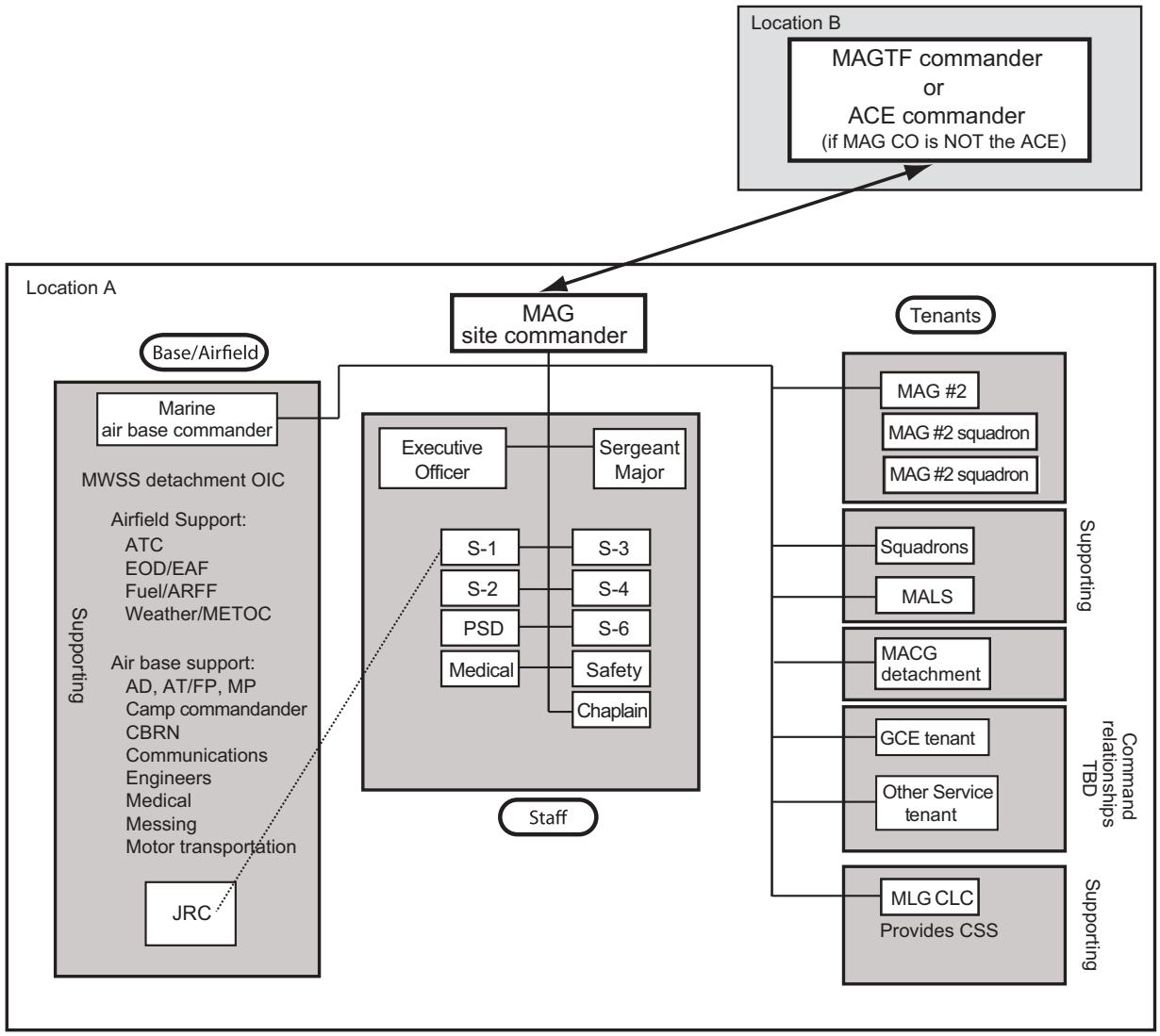
PSD	personnel support division
TBD	to be determined

Figure 1-5. Single: No Flying Squadrons Aboard.



Legend:

AD	air defense
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MP	military police
PSD	personnel support division
TBD	to be determined

Figure 1-6. Dual.

Single: host nation base, host nation support

There may be occasions where a MAG CO will be designated as the site commander for a location that is commanded by a host nation (HN) military commander. The site commander's air base commander will coordinate the air base and airfield support with the HN air base commander. As the senior Marine Corps representative aboard that installation, the site commander will be the primary point of contact between the ACE commander and the HN air base commander. See figure 1-7 on page 1-10.

Single: host nation base, United States support

A site commander may be assigned to a HN airfield where the United States Air Force (USAF), United States Army (USA), or United States Navy (USN) is the senior Service. When this occurs, the site commander and his/her air base commander must coordinate the required support with the USAF, USA, or USN airfield commander. That commander and his/her staff will be responsible for coordinating with the HN air base commander and supporting the requirements of the tenant units. See figure 1-8 on page 1-11.

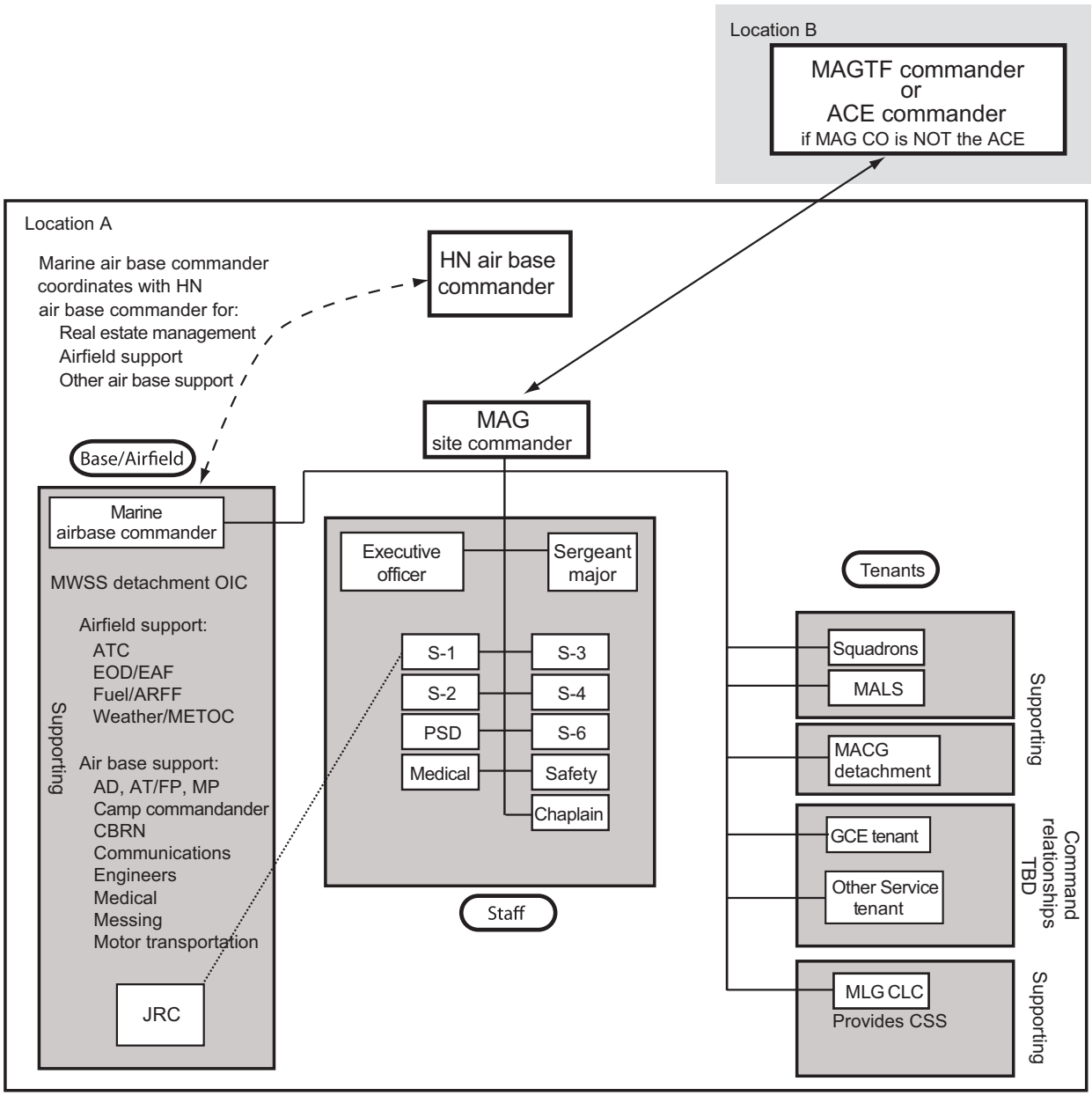
Key Positions

Since the concept of establishing a site command is new, it is important to define the duties and responsibilities of the commanders and other key personnel that are located within the site command. It is important to understand the relationship that exists between the ACE commander and the site commander. Normally, the ACE commander will appoint the site commander, but in some instances, the ACE commander will be the site commander. He/She will be located at his/her primary base of operations and usually collocate with the Marine TACC. However, the ACE commander can delegate this responsibility to a subordinate commander, who is usually a MAG CO. Based upon the size of the operation, the ACE commander may designate several site commanders. These commanders may be a group CO, squadron CO, or a detachment OIC from any of the ACE units. All site commanders—

- Are responsible for the activities that directly support the ACE's sortie generation capacity of their assigned facility.
- Report directly to the ACE commander.

The ACE planning documents and orders must specify the extent of a site commander's authority with regard to other supporting group commanders. For example, if a site commander is responsible for ensuring the sortie generation ability of a particular FOB, the requirements for his/her air base commander must be coordinated with the support arrangements that are provided by the Marine wing support group (MWSG) commander of that base. The same coordination issues would apply between the MACG detachment OIC providing launch and recovery services for the site commander, and the MACG CO, who delegates the available resources among the various FOBs based upon the ACE commander's direction and intent for the ACE C2.

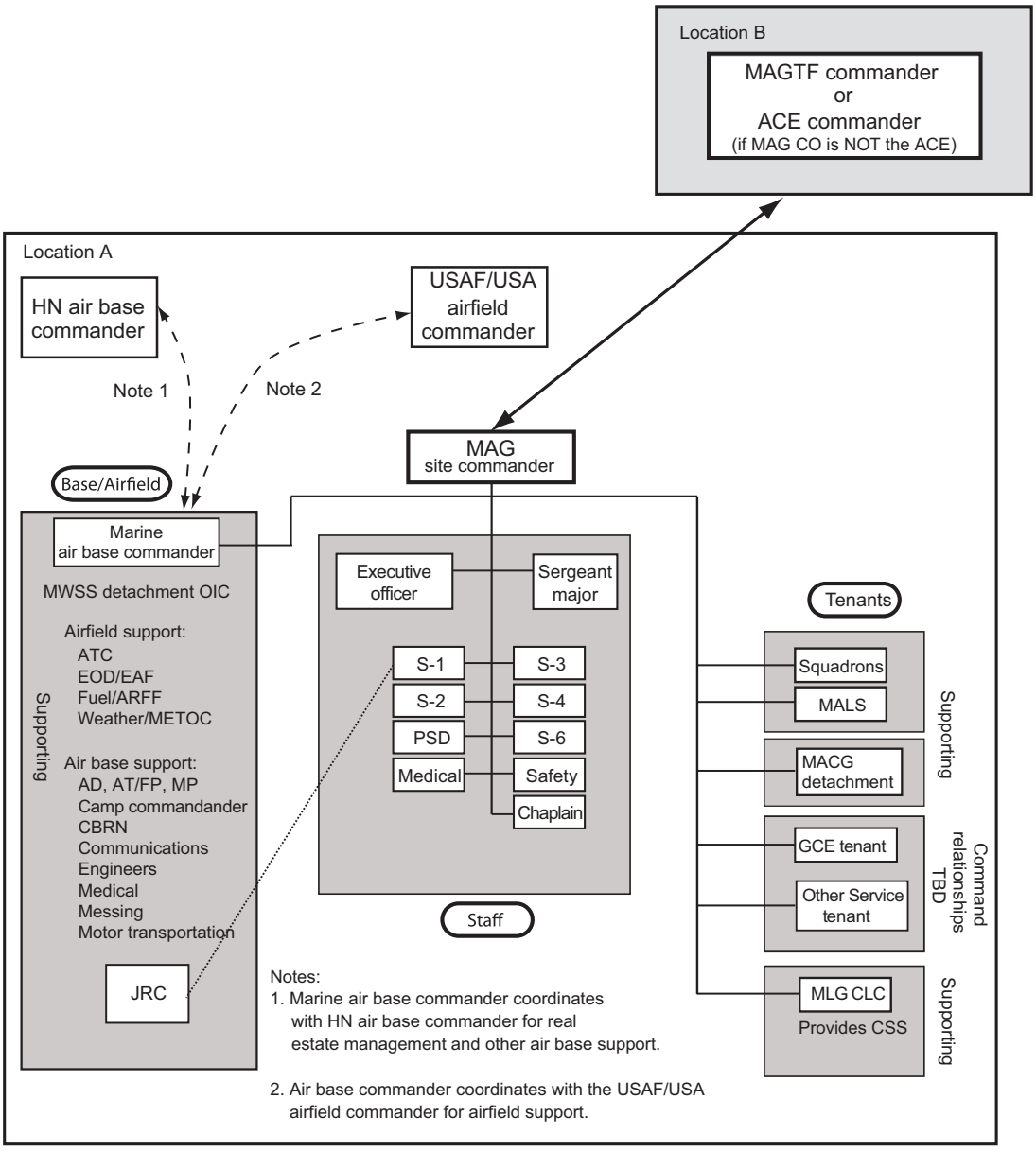
Aviation combat element units that are tenants at a site commander's location and have warfighting functions that span the battlespace will not fall under the tactical direction of the site commander. These units include the Marine TACC, the direct air support center (DASC), and the tactical air operations center (TAOC). However, other MACG units (e.g., low altitude air defense, air traffic control [ATC] detachments) will normally be attached to the site commander's air base commander and perform missions in direct support of the site commander.



Legend:

AD	air defense
ARFF	aircraft rescue and firefighting
CSS	combat service support
EAF	expeditionary airfield
EOD	explosive ordnance disposal
METOC	meteorological and oceanographic
MP	military police
PSD	personnel support division
TBD	to be determined

Figure 1-7. Single: Host Nation Base, Host Nation Support.



Legend:

AD	air defense
ARFF	aircraft rescue and firefighting
CSS	combat service support
EAF	expeditionary airfield
EOD	explosive ordnance disposal
METOC	meteorological and oceanographic
MP	military police
PSD	personnel support division
TBD	to be determined

Figure 1-8. Single: Host Nation Base, United States Support.

Since site commanders are also responsible for deployment, site closure, and redeployment operations, their planning efforts must be synchronized with the ACE commander's intent for the buildup and withdrawal of forces. Close coordination with the ACE Joint Operation Planning and Execution System (JOPES) planning efforts must occur to ensure that each site commander can accomplish his/her mission within the overall ACE commander's intent.

Aviation Combat Element Commander

The ACE commander for a MEF-level MAGTF is the MAW commanding general (CG); however, for smaller MAGTFs, the ACE commander will be appointed by the MAW CG. Traditionally, the ACE commander will be located at the main air base and collocated with the Marine TACC. Since the ACE commander will be the senior ACE Marine located at the air base of operations, he/she may also be the site commander. There may be circumstances where the MAW CG will appoint a MAG-level commander as the site commander at this site. In operations where there are multiple airfields and sites, the ACE commander will designate the site com-manders for each location in order to facilitate the ACE's ability to generate sorties in support of MAGTF operations.

Base Cluster Commander

The base cluster commander is responsible for coordination of the security and operations at his/her base and all other bases within his/her designated area of authority or cluster. As described in MCWP 3-41.1, *Rear Area Operations*, the base cluster commander articulates and integrates the defense of these bases in a base cluster defense plan. In addition, he/she will establish a base cluster defense operations center, usually within his/her existing operations center, to be the focal point for planning, coordinating, integrating, and controlling defense activities.

Base commanders and base cluster commanders are designated to enhance the command and control within the rear area. For aviation units, the base cluster commander is normally the ACE commander. However, there are circumstances where a site commander will carry this designation or be responsible to a rear area coordinator, commander, or other base cluster commander. These command relationships must be defined and coordinated in the early planning stages of the operation.

Base Commander

According to MCWP 3-41.1, the base commander may be designated from the subordinate commanders within the Marine Corps component or MAGTF. The base commander is responsible for the security of the base, all operations within its boundaries, and for coordinating and communicating with higher and adjacent organizations. For base defense purposes, all organic and tenant forces within the base are under the base commander's operational control. The base commander will establish a base defense operations center, normally within his/her existing operations center, to assist in the planning, coordination, integration, and control of defense activities.

Site Commander

A site commander is designated by the ACE commander and may be a group CO, squadron CO, or detachment OIC. The site commander is directly accountable to the ACE commander for all functions and capabilities that enable effective sortie generation and include the following:

- Rear area operations.
- All operational functions supporting sortie generation (e.g., prioritize asset utilization) and the ability to—
  - Command and control.
  - Launch and recover aircraft.
  - Provide mobility and maneuver at the site.
  - Sustain and support the site.
  - Protect the force.
- The detailed planning of all units deploying to the site, including site closure, to ensure that

he/she can meet the ACE commander's required mission timelines.
- The approval of all aviation and ground operations of the tenant units (i.e., non-MAW unit) located at the site. The site commander's approval will ensure that the site is not tasked with providing more support than was planned or is sustainable.

See table 1-1, on page 1-14, for a list of site command critical capabilities.

Senior Airfield Authority

The senior airfield authority is designated by the joint force commander to be responsible for the control, operation, and maintenance of an airfield. This includes any runways, associated taxiways, parking ramps, land, and facilities whose proximity directly affects airfield operations. The site commander may also be designated as the senior airfield authority by the joint force commander.

Air Base Commander

The air base commander reports directly to the site commander and is responsible for providing air base and airfield support at the site. The air base commander will normally be a Marine wing support squadron (MWSS) CO or a detachment OIC, depending upon the level of support that is required at the site. To support initial planning requirements, the air base commander should participate in the advanced planning trips and support the coordination of—

- Airfield support.
- Real estate management.
- Other air base support with the staffs of the HN air base commanders.
- Elements of the MACG detachment, specifically the ATC.

Note: To plan for a successful deployment and conduct of operations at a site, it is essential that all units are aware of what the MWSS provides at that site. All units planning to operate at the site should be familiar with MCWP 3-21.1.

Host Nation Air Base Commander

Sites established on HN air bases will require detailed coordination with the HN air base commander and his/her staff. The site commander must evaluate what level of support and service can be provided by the HN air base commander to plan for the required MAW site support.

Table 1-1. Site Command Critical Capabilities.

Capability	Supporting Unit
Command and Control:	
AGSOC/Air base commander	MWSS
Base defense operations center	LAAD, MWSS
Internal and external airfield communications	MWCS, MWSS
MAG and site COC	MACG detachment, MAG
Squadron COC	Flying squadron
Force Protection:	
Air base defense	LAAD, MWSS, tenants
Launch and Recovery:	
ATC	MACS
Aircraft readiness	Flying squadrons, MALS
Fuel	CLB, MWSS
Ordnance operations	MALS, MWSS
Runways and taxiways	MWSS
Mobility and Maneuver:	
Air transport	Flying squadrons
External	MWSS, MLG, as tasked by HHQ
Internal airfield	MWSS, tenants
Supply and Sustainment:	
All classes of supply	CLB, MALS, MWSS
Basic life support	MWSS and tenants
Maintenance production	CLB, MALS, tenants

Legend:
AGSOC Aviation Ground Support Operations Center
CLB combat logistics battalion
LAAD low altitude air defense

CHAPTER 2
PLANNING

Within the ACE, site command planning begins when a mission order is received from higher headquarters (HHQ) for site command deployment. This planning is conducted in accordance with the following references:

- MCWP 5-1, *Marine Corps Planning Process*.
- Marine Corps Doctrinal Publication 5, *Planning*.
- Marine Corps Order 3000.18, *Marine Corps Force Deployment Planning and Execution Process Policy Order.*
- Joint Publication 5-0, *Joint Operation Planning.*
- Joint Publication 3-17, *Air Mobility Operations.*
- United States Army Field Manual 5-0, *Army Planning and Orders Production.*
- Department of Defense Instruction 6055.6, *DOD Fire and Emergency Services Program*.
- MCWP 3-21.1.

For missions that require operation plans, existing plans should be referenced in support of the planning and execution.

This chapter details the planning process, time-phased force deployment data (TPFDD), responsibilities of the ACE, key personnel, and other organizations that are involved in site command planning.

The Marine Corps Planning Process

To assist in the facilitation of efficient and effective planning, the ACE, major subordinate commands (MSCs), and major subordinate elements (MSEs) should be familiar with MCWP 5-1 and any other references specific to their functions. Upon mission receipt, the ACE commander will form an operational planning team (OPT) by assigning members that are relevant to the mission. The goal of the Marine Corps Planning Process (MCPP), with respect to site command planning, is to—

- Publish the mission statement, commander's intent, planning guidance, and courses of action (COAs) for mission execution.
- Task-organize ACE assets and assign units, detachments, and personnel.
- Define specific command and support relationships, including designation of the site commanders.
- Assign responsibilities.
- Publish the operation order (OPORD).
- Facilitate the deployment of forces, site operations and support, and subsequent redeployment.

Once designated, the site commander and staff will coordinate the use of personnel, equipment, and support that are required to execute the site's assigned mission. Whether conducting contingency or crisis action planning, the site commander will assign OPT members to HHQ OPTs or they may convene their own OPT(s) to plan the deployment, buildup, and operations at the site. The efforts of any OPT should be both consolidated and collaborative to enable efficiency and unity of effort.

The ability to concurrently plan and coordinate actions between the ACE staff and MSC staff is vital for success during deployment, site operations and support, and redeployment. Because of the dynamic nature of the planning process (i.e., multiple decision points to be considered), the MSC and MSE staffs must remain in constant

communication with the OPT. The flow of accurate information between higher, adjacent, and subordinate units will assist commanders in making well-informed and timely decisions.

Because accurate and timely communication is so important, the ACE relies heavily upon the electromagnetic spectrum for communications system functions; therefore, the communications planners must support the ACE and site commanders' OPTs. In addition, because of the complexity of the ACE's communications architecture and the need to integrate within the MAGTF's overall communications architecture, the designated ACE communications and computer operations staff officer (S-6) will lead the ACE's communications planning. The planning effort also requires significant support from the Marine wing communications squadron (MWCS), detachment, and MWSS communications platoon to establish the ACE's communications architecture and ensure that it—

- Integrates effectively into the overall MAGTF communications plan.
- Defines ACE communications requirements.
- Identifies and redistributes available communications assets.
- Coordinates MSC and MSE support of the overall ACE, the site commanders, and the sites.
- Requests external communications support from HHQ.
- Recommends command and support relationships.

Time-Phased Force and Deployment Data

During the planning process, the TPFDD is used to organize the deployment of personnel and equipment to a site. Based upon the site commander's desired capabilities, the TPFDD contains operational and deployment information that prioritizes the force flow into a site. Although it is each subordinate unit's responsibility to submit their TPFDD into JOPES and the ACE's responsibility to validate the entire TPFDD, the site commander must also have input into the TPFDD concerning all ACE units deploying to the site. The site commander's TPFDD involvement will ensure that the site's force flow capabilities match the site commander's operational commitment. To ensure accurate and timely TFDD submission, units should—

- Refer to the appropriate references (see pg. 2-1).
- Maintain constant communication.
- Hold regularly scheduled TPFDD meetings throughout the planning process to assist with the compliance of operational force flow priorities.

Aviation Combat Element

The ACE is the lead organization for all planning and coordination efforts to execute missions as directed by HHQ. The ACE will guide the site commanders by—

- Establishing clear mission guidance.
- Providing general support across the full range of staff functions.
- Facilitating the site commander's planning to maximize sortie generation.

Early in the planning phase, the ACE commander establishes all of the command relationships. To enhance a site commander's combat effectiveness and simplify operations, ACE staff planners must be detailed in defining what is expected of the supporting and supported units. These details must specify administrative and operational responsibilities for all MSCs or MSEs and identify resources for aviation and ground support operations.

Aviation Combat Element Commander

In those instances where the MAW is not the ACE, the MAW CG will designate the ACE

commander as the OPT lead. Whether it is the MAW CG or a designated ACE commander's OPT, the OPT will conduct problem framing, COA development, COA wargaming, COA comparison or decision, and development of orders.

Normally, when the MAW is tasked with operational, contingent, functional, or other plans and missions, the CG will initiate the MCPP by establishing an OPT. Once OPT planning is established, the site command will execute the mission's orders. The site commander's planning responsibilities should be accomplished prior to conducting the mid-planning conference (MPC). This will allow more efficient coordination among units that are geographically separated. For more details, refer to MCWP 5-1.

Site Commander

Once the ACE's mission and laydown requirements are defined, the site commanders will be designated by the ACE commander. The site commander is the ACE commander's representative (i.e., supported commander in planning) at the site and is responsible for the site's aviation and ground support operations. At the ACE commander's discretion, the site commander may also be assigned as the lead planner and coordinator for mission execution and site command relationships.

Mission Execution

During the planning process, the site commander and staff will ensure that the proper personnel, equipment, and support are coordinated to execute the mission. Whether conducting deliberate or crisis action planning, the site commander will assign OPT members to HHQ OPTs. These OPTs may also convene their own OPT(s) to plan the deployment, buildup, and operations at the site.

Once designated and in receipt of mission orders, the site commander will establish the OPTs to conduct the required planning. In addition, he/she will assign personnel to the following positions:

- MWSS CO or detachment OIC, acting as the air base commander.
- OPT members from the proposed site's tenant units.
- Site's senior communicator, acting as the site's S-6.
- OIC to assume all site commander duties in his/her absence (ensuring continuity of command and providing influence and oversight for all matters critical to mission success).
- Advance party to make decisions for the site commander, staff, MSC, or MSE until command and control is phased forward.

Site Command Relationships

The ACE commander specifies the command relationships for the sites; therefore, the site commander must work within the specified boundaries. To facilitate effective planning for a successful operation, both communications and logistic support for site operations may require the coordinated effort of units from HHQ, adjacent commands, and tenant units.

Command relationships of communications elements are unique because changes to the network architecture can adversely affect the entire joint and MAGTF network. To ensure maximum efficiency of these relationships, the following should be observed:

- The ACE G-6 or S-6 will be responsible for communications planning and control in coordination with the MWCS or MWCS detachment.
- The ACE G-6, S-6, and staff, in coordination with the MWCS or MWCS detachment, will support the site commander's communications requirements from planning through redeployment.
- The site commanders that are not collocated with the Marine TACC or tactical air direction center will ensure that their S-6 officers coordinate all network actions with the ACE G-6.

The number and size of communications units assigned by the ACE to a site will depend upon the site's mission and size. For example, at a main air base where the ACE commander, a Marine TACC, and two MAGs are located, the ACE G-6 or S-6 may assign an MWSS communications platoon, MWCS detachment, and a MEF communications battalion detachment to that particular site; whereas, a FARP may only require several radio operators from the MWSS communications platoon. Communications personnel supporting each site will be under tactical control to the site commander for force protection and camp duties.

Depending upon a site's mission, the MLG may have a combat logistics company (CLC) on site to provide site logistics and sustainment. In these circumstances, the CLC will be in direct support of the site commander. Once the mission has been assigned, further coordination between the air base commander, MLG, or CLC will be essential for a successful, sustained execution.

Similarly, the MACG detachments are linked to the overall Marine air command and control system (MACCS) network, providing the ACE commander with a synergistic C2 force across the battlespace.

Air Base Commander

To ensure a thorough understanding of requirements and coordination that support the site commander, the air base commander must be identified as soon as possible and involved in AGS, HN air base coordination, and tenant unit coordination.

Aviation Ground Support

As stated in MCWP 3-21.1, the air base commander will support the site commander with the required airfield and air base support:

- Airfield support includes the following:
  - Meteorology and oceanography services.
  - Expeditionary airfield services.
  - Aircraft rescue and firefighting.
  - Internal airfield communications.
  - Aviation and ground refueling.
  - Explosive ordnance disposal.
  - ATC (provided by the MACG detachment).
- Air base support includes the following:
  - Air base and camp commander functions.
  - Heavy equipment and utility assets.
  - Essential engineering services.
  - Motor transportation.
  - Field messing facilities.
  - Routine and emergency sick call and aviation medical.
  - Chemical, biological, radiological, and nuclear (CBRN) defense.
  - Security and law enforcement services.
  - Contracting services.
- Air base commander produces and ensures that the site commander approves the following documents to support the site's operations:
  - Air base master plan (ABMP).
  - Air base ground defense (ABGD) plan.
  - Base recovery after attack (BRAAT) plan.
- Air base commander coordinates with the site commander and staff to develop a cohesive plan to protect the forces. This plan—
  - Identifies personnel and material shortfalls concerning the operations, intelligence, and antiterrorism/force protection (AT/FP) officers.
  - Addresses capabilities, limited capacities of intelligence assets (e.g., counterintelligence [CI], human intelligence [HUMINT], analysis personnel, sensors), and any other shortfalls and gaps that may have occurred during ABGD and AT/FP planning.
- Air base commander and MACG detachment OIC coordinate the support requirements for the ATC detachment.

Host Nation Air Base Coordination

Sites established on a HN air base will require detailed coordination with the HN air base commander and the staff. The air base commander

will coordinate airfield support, real estate management, and other air base support with the HN air base commander's staff. The site commander will evaluate the level of support and service being provided by the HN air base commander and request any shortfalls to be addressed by the ACE.

Tenant Unit Coordination

Tenant personnel augmentation

The air base commander will normally be assigned the responsibilities associated with air base operations, ABGD, and BRAAT. These responsibilities are personnel intensive and require augmentation, cooperation, and the participation of the entire site's staff and tenants. While MWSS personnel will directly support the air base commander, MWSS personnel will train additional personnel to support any other tasks that are required.

Tenant and detachment responsibilities

Tenant units are defined as any unit conducting aviation, ground, or supporting operations from the site. Any services (e.g., billeting, communications) required by the tenant units must be requested through the site commander. The site commander will approve requests based upon supportability.

Tenant units or detachments must be integrated into the planning process early and be provided with the information that will allow them to plan effectively and be prepared to operate properly at the site. Tenants should expect to assign a percentage of their personnel as augmentees in support of air base commander site functions (e.g., air base defense, messing, sanitation). In addition, tenant personnel may be required to support certain site commander and air base commander responsibilities (e.g., the BRAAT plan) to ensure that the site is operational after an attack.

Tenant planning

Once tenant units have been assigned responsibilities at the site, they should begin identifying what equipment and personnel will be needed at the site. The following information will assist the unit or detachment, air base commander, and site commander and staff to effectively plan for site operations:

- Training requirements that identify the type of training plan needed (e.g., aviation and ground range requests, unit coordination required, HN support).
- Workspace requirements that identify physical space, power, storage, hazardous materials (HAZMAT) storage, and hangar space.
- Base camp support area requirements that identify the number and gender of personnel that will be located in the living spaces and determine the supportability that is required for use of the facilities (e.g., hours for shower usage by male and female personnel).
- Transportation requirements that include vehicles and drivers specifications for personnel, equipment, and supply movement.
- Communication requirements that include specifications for telephones, computers, and radios. For example, S-6 should be informed of any available handheld radios, electronic systems, or other communications devices that would facilitate unit communications.
- Embarkation requirements that include specifications for personnel, equipment priorities, containers, and supplies.
- Contract services that are available (e.g., laundry, mess, maintenance).
- Land and/or real estate space specifications that include what is required for workspaces, office spaces, and hangar spaces.
- Other considerations based upon the mission, enemy, terrain and weather, troops and support available-time available (METT-T).
- Liaison requirements that include specifications for both the site command operations center and HN air base commander.

Site Command Planning

Although the OPT may not include a representative from each of the following, the site commander's OPT will ensure that all areas or responsibilities of the position are addressed during site command planning:

- Administration (S-1), personnel support detachment, and legal.
- Intelligence (S-2).
- Operations (S-3).
- Logistics (S-4).
- Communications (S-6).
- Safety and standardization.
- Health services.
- Religious services.
- Fiscal management.
- Tenant units.
- Air base commander.
- MACG detachment OIC.
- MWSG detachment OIC.
- AT/FP officer.

Administration (S-1), Personnel Support Detachment, and Legal

Planning will address—

- Development of a table of organization (T/O) and other manning documents for all personnel that will be working for the site commander.
- Personnel required for the scope and purpose of each mission. Missions assigned to the site commanders vary in scope and purpose; therefore, it is critical to ensure that the appropriate personnel are available. Battle-rostered capabilities should include, but not be limited to, watch officers, planners, air tasking order (ATO) writers, and augmentees for air base security. Since critical skill sets and capabilities are often limited in number and are not part of MAG T/Os, they must be identified early to ensure their availability, the receipt of adequate training, and participation in predeployment indoctrination programs prior to departure. If Reserve Component Marines are included, additional coordination will be required.
- Coordination for the establishment of a joint reception center (JRC) that will administratively process all incoming and outgoing personnel associated with the site.

Intelligence (S-2)

Intelligence planning—

- Task-organizes the initial intelligence operations cell for deployment to the site, prior to arrival of the main body. The priority of work will be established with the local US and HN intelligence personnel, agencies, and local area threat assessment and an initial intelligence operations infrastructure will be established.
- Ensures logistical and communications planning, which includes support for a combined flight line intelligence center. This ensures that the communications planners are aware of any intelligence-specific systems that may require satellite communications channels or frequencies.
- Coordinates the identification of T/O and table of equipment requirements for intelligence operations that are located at the site.
- Ensures that individual or equipment augmentation requirements are captured by the S-l and S-4 for TPFDD planning. Particular emphasis should be placed on immediate augmentation by 0211 CI/HUMINT personnel to provide CI support to AT/FP as part of an advanced party.
- Prepares an intelligence preparation of the battlespace brief for OPT participants that covers the current METT-T conditions.
- Coordinates with the site commander for intelligence requirements needed for the commander's battlespace area evaluation.
- Assigns an S-2 representative to the OPT to provide full time intelligence support through all phases of the MCPP.

- Provides personnel and analysis of sensor and intelligence reporting to support the site commander's AT/FP operations planning.
- Maintains close coordination with the site operations officer and subordinate command AT/FP officers.
- Establishes requests for intelligence submission and management procedures for site staff and tenant commands.
- Generates the anticipated and requested geospatial information and services products that are required for initial planning.
- Ensures that all intelligence support concerning planning is disseminated to tenant commands for their planning processes.

Operations (S-3)

This area of planning—

- Leads site planning, orders development, briefing of information, and other requirements as assigned by the site commander.
- Coordinates aviation operations and COC employment at the site. Planning for this effort will include coordination with the MACG detachment OIC, the ACE G-6, air base commander, and the MWCS detachment OIC, to determine what C2 functions are required in addition to those that are organic to the MAG. The following C2 functions are necessary to accomplish the assigned mission:
  - Theater Battle Management Core System (TBMCS).
  - Advanced Field Artillery Tactical Data System.
  - Joint Automated Deep Operations Coordination System (ADOCS].
  - Intelligence operations server.
  - Command and control personal computers.
- Determines the COC capability sets (CAPSETs) required to support command and control of the operational, air base, and airfield support missions. Actual configurations will be determined by the mission assigned and the commander's intent through the OPT process.
- Coordinates TPFDD submission and force deployment planning and execution.
- Coordinates with the S-l to provide augment and liaison personnel to support the site COC. These personnel will assist the site's coordination of AGS operations center, MACG, and other relevant support and aviation operations matters.
- Coordinates site CBRN and certain conventional weapons functions with MWSS and tenant CBRN representatives.
- Coordinates force protection efforts with the site S-2, staff section, air base commander, and MWSS.
- Assigns an AT/FP representative to conduct initial liaison and detailed planning with representative US and HN security personnel and agencies in advance of the main body arriving on site.
- Coordinates with the air base commander and S-2 to publish a site AT/FP plan. Protection of the force planning must be comprehensive and detailed, covering all phases of an operation or exercise.

Logistics (S-4)

This area of planning—

- Supports operations force deployment planning and execution efforts, as necessary.
- Coordinates all combat service support and AGS through logistics support requests (LSRs) that are based upon the personnel and equipment that will be deployed to the site.
- Coordinates with ACE G-4, MLG, MWSS, and tenants to meet base camp support requirements at the site.
- Assists the air base commander with billeting, transportation, messing, and any other air base commander responsibilities at the site.
- Coordinates detailed logistic planning and execution with the MWSG LCE.
- Identifies a mortuary affairs agent.
- Coordinates, in conjunction with the fiscal management officer, any necessary contracting

transactions with the site command contracting officer or HHQ contracting representative.
- Coordinates, in conjunction with the air base commander, HN support memoranda of agreement and memoranda of understand for the site commander, HHQ, and the appropriate Department of State officials.

Communications (S-6)

Communications personnel—

- Coordinate with ACE G-6 and S-6 planners to develop a reliable and effective communications architecture that will satisfy mission requirements. These requirements include the following:
  - Radio frequencies, telephone communications, and video teleconferencing (VTC).
  - Data communications (e.g., Non-Secure Internet Protocol Router Network [NIPRNET], Radio over Internet Protocol Routed Network [RIPRNET], or SECRET Internet Protocol Router Network [SIPRNET]).
- Coordinate any special program capability, such as TBMCS and ADOCS, that requires—
  - A frequency clearance.
  - Connectivity to HHQ or another unit or organization.
  - Assets that need to be provided by the MWCS and/or the MWSS detachments.
- Coordinate with the S-6s or S-3s of each tenant unit, including the Marine aviation logistics squadron (MALS) detachment, and identifies each staff section's specific mission requirements:
  - Radio frequencies, telephone communications, or VTC.
  - Data communications, such as NIPRNET, RIPRNET, or SIPRNET.
  - Special program capabilities that may require a frequency clearance, connectivity to HHQ, or another unit or organization (e.g., TBMCS, ADOCS) or assets to be provided by the MWCS and/or MWSS detachments (e.g., TBMCS, ADOCS).

  Note: Squadrons usually require single-channel assets with remotes. These assets should be requested from the ACE G-6 or S-6 during initial planning. Additionally, the squadrons may be deploying with handheld radios that will require frequency clearance from the HN airfield. Their needs should be cross-referenced with site operations.
- Consolidate all of the site's radio network requirements (e.g., single channel, terrestrial transmission, radar) and submit them to the ACE frequency manager for HHQ and HN coordination and approval.
- Consult the systems planning engineering officer concerning the communications architecture layout and frequency requirements.
- Participate in the development and coordination of the force laydown plan with all participating units. This plan will identify communications-related requirements, which include the following:
  - Power requirements.
  - Telephone lines and VTC, both secure and nonsecure.
  - Voice over Internet Protocol (VoIP], both cellular and commercial.
  - Data communications, such as NIPRNET, SIPRNET, RIPRNET, and commercial.
- Ensure that all parties understand who is responsible for installing and maintaining each item or system.
- Review and validate, with the site's S-3 and with guidance from the ACE G-6 and S-6,—
  - The site COC's setup.
  - The coordination of requests to the ACE S-6 for open-source cable news assets.
- Consult the site information management officer (IMO), S-3, MACG detachment OIC, and other users concerning battle command display (BCD) requirements for the COC. This ensures that the site communications plan will support connectivity requirements.
- Coordinate requirements to support morale, welfare, and recreation efforts. This includes

Armed Forces Network television, Internet cafes, and deployable learning resource centers.
- Coordinate with all participating electronic key management system managers to develop and publish a callout that specifies which communications security material (e.g., short titles, editions, segments) will be used.
- Identify cellular phone requirements for the duration of the exercise or operation.
- Coordinate with the ACE IMO for a dedicated Internet-relay chat server allocation for deployment or hosting. The Internet-relay chat has become a commonly used function during exercises and operations.
- Coordinate with the ACE IMO to establish a dedicated tactical chat server that will be available for deployment or hosting during synchronous exchanges of text remarks.
- Coordinate with MACG planners and MWCS operations through the ACE G-6 or S-6 for all nodal link activations.
- Coordinate with the ACE G-6 or S-6 to request multichannel radio, TRC-170, support of the Wide Area Network and satellite communications support for the site.
- Coordinate with the S-3 and tenant units to develop recommended contingency plans for circuit and system outages and forward them to the ACE G-6 or S-6 for approval.
- Coordinate with MWSS, via wing G-6, to coordinate the services that are required during the exercise.
- Act as the communications area manager and submit the consolidated accreditation package to the ACE G-6 or S-6. This includes all requirements for MWSS, MACG detachments, and other tenants.
- Coordinate with the ACE to ensure compliance with security requirements.
- Provide information assurance briefs to all exercise and contingency participants.
- Ensure that all computer assets, hard drives, and VTC systems are prepared for deployment.

Safety and Standardization

Safety and standardization services personnel—

- Lead the site safety planning, briefing, reporting, and other requirements as assigned by the site commander.
- Coordinate aviation and ground safety functions at the site, beginning with participation in the initial site planning and surveys.
- Identify hazards, safety concerns, and operational risks.
- Develop recommendations for mitigation of hazards and operational risks and briefs the site commander and staff.
- Publish and rehearse the premishap plan.

Health Services

Health services planning—

- Coordinates for level I or the appropriate level of medical care at the site, and as directed by annex Q to the OPORD.
- Coordinates with MLG for level II medical care, as required per annex Q to the OPORD.
- Ensures that deployable units comply with predeployment medical readiness requirements and guidance, as outlined in the annex Q of the OPORD.
- Ensures that component medical departments deploy with a Department of Defense Form 2766, *Adult Preventive and Chronic Care Flowsheet*, for deploying Marines and Sailors. This form provides an up-to-date summary of medical history, allergies, blood type, and medications.
- Identifies local medical risks and preventive measures that will prevent disease and injury. This will be provided to the site OPT to use in planning and predeployment briefs. Some topics that should be included are as follows:
  - Prevention of food and waterborne illness.
  - Sexually transmitted diseases and infections.
  - Endemic diseases.
  - Hydration discipline.

  - Environmental injuries (e.g., heat and cold injuries, sunburn).
  - Prophylactic medication issuance.
- Coordinates with HHQ medical planners and the appropriate medical intelligence sources to identify HN medical capabilities.
- Plans for the establishment of ground, aeromedical casualty, and medical evacuation in coordination with medical facilities for site levels I and II and as directed in annex Q of the OPORD.
- Coordinates with the MLG to ensure sufficient Class VIII medical equipment and consumables are available to complete the mission.
- Conducts the medical civic action program and dental civic action program as directed in annex Q of the OPORD.
- Coordinates all medical information systems and connectivity requirements with the IMO officer, MWCS, ACE G-6, or S-6 personnel. This coordination should be conducted early in the planning phase to ensure the smooth integration of medical information systems into the site infrastructure as directed in annexes K and Q of the OPORD.

Religious Services

Religious personnel—

- Facilitate and coordinate religious ministry, at and beyond the site, as needed.
- Care for all personnel through routine visitation and pastoral counseling, as needed.
- Manage a lay leader program to facilitate and accommodate the religious needs of different faith groups.
- Provide direct ministry to the chaplain's respective faith group.
- Advise the site commander on matters pertaining to morale, ethics, and religious considerations that affect the mission.
- Determine the size of the religious ministry team to be deployed.
- Coordinate, through the site commander, civil affairs group, and site area chaplain, any religious ministry involvement in community relations projects.
- Determine what materials should be deployed based upon a comprehensive religious preference survey of deployed personnel, lay leader input, holidays, high holy days, seasons, liturgical calendar, estimated length of deployment, and any material that is currently available in-theater.
- Update annex E of the OPORD.

Fiscal Management

Fiscal management planners—

- Act as a single point of contact for all site fiscal matters and coordinates with the site commander's logistics officer in order to support all site contracting requirements.
- Obtain budget requirements for all collocated units.
- Review all budget requests to ensure validity, accuracy, and completeness; and screens data for accuracy, omissions, or duplicates.
- Prepare and submit a consolidated budget to the ACE or wing comptroller, in accordance with the exercise letter of instruction (LOI) or deployment order coordinating instructions.
- Prepare funding documents to obtain goods and services. The wing comptroller or designated financial representative will authorize funds to support the approved budget and justify the preparation of funding documents.

Tenant Units

Tenant units coordinate with site staff to ensure that unit-specific requirements, capabilities, and support are available at the site.

Air Base Commander

The air base commander—

- Coordinates the required airfield and air base support for the site.
- Provides the site S-l officer with a personnel augmentation list of billets, ranks, and military occupational specialties required to support site operations.

- Oversees detailed coordination with the base or station command to withdraw personnel from the fleet assistance program billets without affecting critical base functions. Since the air base commander is normally an MWSS CO or his/her designated representative, the MWSS roster will include personnel that have been assigned through the fleet assistance program to their garrison, base, or station.

Marine Air Control Group Detachment Officer in Charge

The MACG detachment OIC—

- Coordinates the deployment, installation, operation, and maintenance of MACG C3 at the site.
- Coordinates with the site S-3 to determine COC configuration, BCD, and the required equipment and personnel requirements. The MAG HQ staffs and table of equipment have limited C2 systems and operators; therefore, to receive mission essential systems and personnel, the site S-3 must coordinate the site's C2 requirements with the MACG detachment OIC and the ACE G-6 or S-6. Each scenario will require a thorough analysis of the C2 requirements that exceed the MAG's organic capability.
- Identifies equipment and personnel shortages to MACG HQ for sourcing.

Marine Wing Support Group Detachment Officer in Charge

The MWSG detachment OIC determines requirements for disbursing, postal services, exchange services, security support, legal services support, civil affairs support, and graves registration.

Antiterrorism/Force Protection Officer

The AT/FP officer—

- Ensures that the AT/FP standards are incorporated into all phases of planning.
- Coordinates the AT/FP planning with the site operations and intelligence officers, staff sections, air base commander, MWSS, and tenant unit AT/FP officers.
- Conducts on site liaison and planning with representatives of the United States, HN security personnel, and other agencies. This is performed before the arrival of the main body of personnel.
- Validates and coordinates integration into existing plans for operations at existing US, joint, or coalition air stations.
- Coordinates with S-3 and S-2 to develop and publish a site AT/FP plan.

CHAPTER 3
DEPLOYMENT

Once site command planning has been established, the ACE staff will provide oversight and detailed guidance to site commanders, their staff, and subordinate units concerning unit TPFDD, embarkation, and site capability progression. This chapter will provide guidance to accomplish the planning and execution and define the responsibilities of the personnel that are involved in site command deployment.

During site command deployment planning, the MAW CG, site commanders, and representatives of the site MSEs will prioritize the TPFDD for aviation assets, ground support assets, and personnel that will be required to manage the site. The capabilities and personnel will be expanded based upon the aviation and ground support assets that are available (e.g., air sites, FARPs) from air facilities or bases that have the ability to maintain self-sufficiency for extended operations. A deployment timeline will be developed in the planning stage and executed and/or altered based upon the resources that are available.

Aviation Command Element Oversight and Guidance

During the planning stage of site command deployment, the execution of the duties and responsibilities of the ACE and its staff are critical to a successful deployment.

Aviation Combat Element

The MAGTF's ACE is responsible for movement control and—

- Acts as a liaison between the site command and the Marine air-ground task force movement control center (MMCC) during the initial deployment planning phase.
- Ensures site command efforts are coordinated with, and receive full cooperation from, adjacent garrison units that are subordinate to the site command construct during the operation or exercise.

The ACE's subordinate units will ensure that all deploying personnel read, understand, and comply with the deployment directive.

Site Commander

The site commander—

- Coordinates with subordinate units and consolidates all movement requests associated with the deployment of personnel and cargo.
- Ensures accurate accountability for deploying personnel by directing a JRC to track the initial flow of personnel into the area of responsibility in accordance with the embarkation and deployment plan.
- Ensures a predeployment brief is conducted for all ACE personnel deploying to the site.
- Publishes and distributes a deployment order, exercise order, LOI, or other direction for deploying personnel.
- Ensures TPFDD is accurate and reflects the site force flow capability requirements for site buildup.
- Publishes a detailed plan of action and milestones (POA&M) for deployment. Table 3-1, on page 3-2, provides a sample POA&M.

Air Base Commander

Based upon the site commander's direction, the air base commander will ensure that the appropriate personnel and equipment are deployed to the site. He/She will also establish an embarkation POA&M that provides events, dates, milestones, roles, and reporting medium to meet site capabilities and receipt of follow-on forces.

Table 3-1. Sample Embarkation POA&M.

Event Number	Target Date	Milestone	Lead Role	Support Role	Submission Medium
1	15 Jan	Wing units submit known time of departure requests, CMRs, and CHMRs to wing G-4 via group S-4	Group S-4s	Using unit S-4s	CMR & CMHR
2	30 Jan	Site command S-4 requests for wing units to identify UMA for passengers and cargo, UMCC key personnel by unit, and unit movement representatives	Site command S-4		Naval message unclassified
3	03 Feb	Wing units identify site command S-4 UMA for passengers and cargo, UMCC key personnel by unit, unit movement representatives by unit and location in accordance with movement phasing, and air liaison element	Group S-4s	Using unit S-4s	E-mail to wing MAG and UMCC unit mailbox
4	03 Feb	Site command S-4 disseminates ACE placard format to participating ACE units	MAG S-4		E-mail MDSS report via wing MAG, UMCC unit mailbox to unit
5	TBD	MEF, and subsequently wing, designates HSV billet holder assignments (e.g., COT, FSP, and TEO) to groups	MEF G-4	Wing G-4	Naval message Unclassified

Legend:
CHMR combined highway movement request
COT commander of troops
FSP food service planner
G-4 wing logistics
HSV high speed vessel
KTD known time of departure
MDSS MAGTF deployment support system
TBD to be determined
TEO team embarkment officer
UMA unit marshaling area

Coordination of Time-Phased Force and Deployment Data

As the lead for TPFDD, site operations personnel will coordinate TPFDD requirements with the wing and ACE G-3. To ensure that all required equipment and personnel are available at the appropriate locations, the site S-3 and S-4 must be knowledgeable of the TPFDD process and understand its critical role in developing a solid embarkation and deployment plan. The site commander's embarkation officer is critical to the force flow of planning and execution.

The TPFDD process is very fluid and drives the embarkation plan, which depends upon the lift schedules of the United States Transportation Command and any other lift assets (i.e., organic Marine Corps) that require support. The TPFDD process includes the following tasks:

- Creating the plan.
- Setting the plan parameters.
- Task-organizing and tailoring the force.
- Echeloning the force, based upon the desired capabilities.
- Computing the sustainment.
- Determining lift requirements and feasibility.
- Creating the TPFDD.
- Uploading the TPFDD to JOPES.

The ACE G-3, G-4, MSE S-3, and S-4 representatives will coordinate throughout the TPFDD planning and execution process to integrate their TPFDD into the ACE TPFDD for submission to

HHQ. During planning and execution, the ACE is responsible for—

- Holding TPFDD meetings and reviews:
  - Scheduling the initial planning conference or TPFDD LOI.
  - Holding the MPC.
  - Holding the final planning conference.
- Coordinating (i.e., vertical or horizontal) among operations and logistic representatives to ensure that submission, validation, and proposed changes to deadlines and the current TPFDD are known by all commands involved. This coordination includes:
  - Initiating any directives that will be published.
  - Exercising the directives.
  - Ensuring that the tasker from HHQ for 80 percent TPFDD level 4 data is accurate.
  - Refining the level 4 data.
  - Ensuring that the TPFDD submission is based upon the MPC.
  - Ensuring that TPFDD submission is based upon the final planning conference.

Once the TPFDD is finalized (i.e., closed to any additional changes), the United States Transportation Command and other lift agencies will provide lift schedules for the movement of all personnel and equipment into the site. These lift schedules and the TPFDD are used to create the force's embarkation plan.

Embarkation

Once the TPFDD is finalized, it is transformed into an embarkation plan by the ACE G-4 operations, the site's S-4, the wing embarkation section, and the subordinate units' embarkation sections. This plan supports the concept of operations as designated by the site's S-3 and supports the logical buildup of ground forces at the proposed site.

The deployment of forces will be conducted in four phases.

Phase I: Deployment Preparation

Participating ACE units —

- Prepare passengers, equipment, and cargo in accordance with the applicable references (see pg. 2-1).
- Ensure that Department of Defense Form 836, *Dangerous Goods Shipping Paper/Declaration and Emergency Response Information for Hazardous Materials Transported by Government Vehicles*, is submitted for all HAZMATs.

Phase II: Marshalling

Participating ACE units will marshal the personnel, equipment, and cargo in accordance with the detail that is documented in the TPFDD exercise.

Phase III: Movement to the Port of Embarkation

Participating ACE units conduct deployment operations (e.g., movement of a unit from a unit marshalling area to a port of embarkation [POE] and onload operations at a POE) in accordance with movement timelines established by HHQ. Units will request movement of equipment and cargo from the unit marshalling area to the POE per the procedures outlined in the wing motor transport standing operating procedure. Onload operations at the POE will be conducted once the equipment arrives and passes all of the required inspections. Port and airfield operations will be under the cognizance of both the port operations group (POG) and the airfield operations group (AOG), respectively. The POG and AOG are directed by the MMCC, POG, AOG OIC, or high-speed vessel team embarkation officer. If sealift is used, subordinate units will establish unit sealift liaison elements (SLEs). When staffing a SLE, the following should be considered:

- Are adequate personnel provided to correct any mobile load issues?
- Do the assigned personnel possess the resident knowledge required to correct embarkation-related issues?

- The SLE will operate under the cognizance of the POG OIC.
- The staffing numbers will be designated by the POG OIC and site command unit movement control center (UMCC).

Phase IV: Movement From Port of Debarkation to the Designated Site

During the movement of ACE units from the port of debarkation (POD) to the designated site, the site command embarkation officer will assume the primary role of the site command UMCC.

All units are required to submit consolidated movement requests (CMRs) to move passengers and cargo from the POD to their designated site. The CMRs encourage cooperation between the site command UMCC and the subordinate unit embarkation section, ensuring that all cargo and passengers are documented and avoiding duplication of effort. Each subordinate unit will—

- Provide one representative who will work at the POD with the site command UMCC to assist with the offload and ensure the proper routing of all personnel and cargo.
- Submit a consolidated site command CMR to the logistics movement control center (LMCC) for execution.

Once at the designated site—

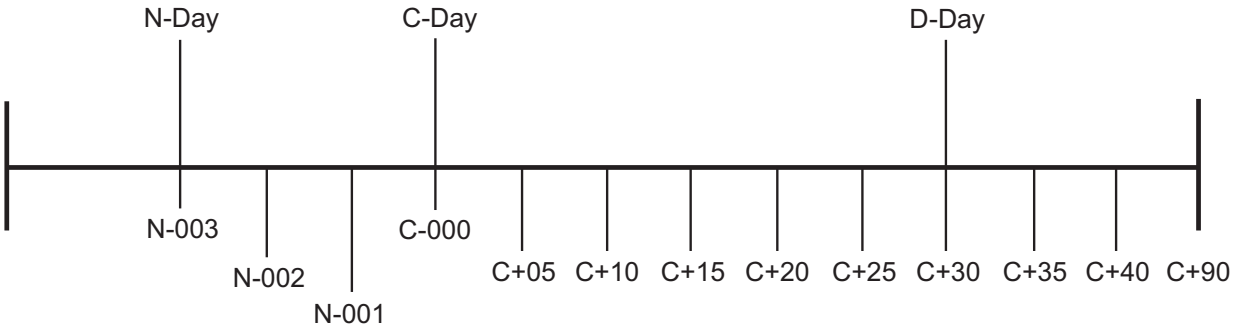
- All passengers will register with the JRC.
- Unit S-ls are responsible for the completion of the manifest by unit line number and submission to the respective unit.
- Group S-ls will submit manifests to the site command S-l to track passengers from the marshalling stage through completion of JRC registration. See figure 3-1 for more detail.

Site Capability Progression During Deployment

The ACE commander will determine what assets and personnel will deploy to the site during the planning phase's COA decision. The site commander will—

- Coordinate with the ACE commander and staff to ensure that the site's capabilities are sufficient.
- Identify and prioritize capabilities that are required to meet both the assigned mission and commander's intent. A site buildup timeline will assist all of the participating commands to understand the progression of capabilities as forces flow to the site.

Table 3-2, on page 3-6, provides a sample site capability progression chart.



Legend:
N-day The day a unit is notified for deployment or employment.
C-day Site command deployment begins when the advance party and/or equipment departs the home base for the deployment site.
D-day Operation begins when enough personnel, equipment, and capabilities exist to support.

Note: The advance party and main body are also included in the TPFDD embarkation timeline:

- *Advance party. The advance party consists of equipment and personnel that initiate site setup to receive follow-on forces.*
- *Main body. The main body consists of personnel and/or equipment that maintain full capabilities at the site.*

Figure 3-1. Sample Time-Phased Force and Deployment Data Embarkation Timeline.

Table 3-2. Sample Site Capability Progression Chart.

	Scheduled Event	HSV 1	HSV 2				HSV 3				Lead Maint			Main Body		Jets Arrive	
	Tasks	D-17	D-16	D-15	D-14	D-13	D-12	D-11	D-10	D-9	D-8	D-7	D-6	D-5	D-4	D-3	D-2
General Camp Tasks	Establish																
	Power distribution																
	Water distribution																
	Drinking water points (water buffalo)																
	Hand wash sites																
	Permanent waste areas																
	11 hard-backs (2 per-day)																
	CLB																
	Arresting gear site																
Site 1	COC and CO's tents																
	Communications																
	AGSOC, BDOC, and airfield services																
	Secure wire																
Site 2	Chow hall facility																
	Medical facility																
	Morale facilities (e.g., barber, MCX, gym)																
Site 3 and #A	27 GP billeting tents with decking																
	Shower point																
	33 GP billeting tents with decking																
	Motorpool																

Table 3-2. Sample Site Capability Progression Chart. (Continued)

	Scheduled Event	HSV 1	HSV 2				HSV 3				Lead Maint			Main Body		Jets Arrive	
	Tasks	D-17	D-16	D-15	D-14	D-13	D-12	D-11	D-10	D-9	D-8	D-7	D-6	D-5	D-4	D-3	D-2
Camp Commander	Working party routine																
	Road improvement																
	Pre-inspection and correction of problems																
	Final inspection																
	Beginning of a basic camp routine																

Legend:
AGSOC aviation ground support operations center
BDOC base operations center
GP general purpose
HSV high speed vessel
maint maintenance
MCX Marine Corps Exchange

CHAPTER 4
OPERATIONS AND SUPPORT

Once site deployment has been completed, the site command organization will identify the procedures and resources that are required to meet the HHQ mission requirements for operations and support at the site. Resident unit leadership, expertise, and professionalism will be necessary to execute the assigned tasks and form a cohesive and effective site command organization. This chapter identifies the responsibilities, procedures, and resources that will assist the site command team in meeting the HHQ mission requirements.

Overview of Site Command Operations

Site command provides the ACE an established command, organization, and support structure for conducting sustained aviation and ground operations to meet the HHQ's mission requirements at a deployment site. Normally, the buildup of forces for the site command organization will come from within the ACE. In certain operations and contingencies, the ACE may have non-MAW or non-US Marine Corps personnel join the site organization. In either of these cases, the site organization will consist of the following:

- *Site commander*. The site commander is the senior wing representative in charge of aviation and ground operations at a site. Based upon mission requirements, or as designated by the ACE commander, the site commander may be the MAG CO, any wing group CO, detachment OIC, or other officer.
- *Site commander staff*. The site commander's staff is comprised of several areas and personnel positions that are responsible for their respective tasks in support of the site commander.
- *Air base commander*. The air base commander is responsible for executing all AGS functions that support the site. The air base commander will be determined by mission requirements and will normally be an MWSS CO or MWSS detachment OIC.
- *Tenant units and detachments*. Tenant units and detachments are organizations that are working or billeting at the site. Tenant units and detachments may consist of higher, adjacent, or subordinate units as follows:
  - Commands: MLG, CLC.
  - Squadrons: FW, RW, other Services.
  - Units and/or detachments from within or outside of the wing.
- *MACG detachment OIC*. The MACG will provide appropriate task-organized detachments to support the sites required C2 functions.

The ACE is the lead organization in all planning and coordination of operations and support to execute HHQ-directed missions. The site commander is the ACE commander's direct representative at the site and is responsible for all aviation and ground support operations. Therefore, the site commander will be the supported commander in planning. In addition to the site commander, the ACE operations organization includes the ACE staff, S-1, S-2, S-3, S-4, S-5, and S-6.

The ACE will support the site commanders by refining and clarifying mission guidance, defining requirements, supporting their needs, and assisting them in all staff functions. The ACE staff's planning will enable the site commanders to maximize sortie generation through detailed, integrated communication and coordination with higher, adjacent, and subordinate commands.

Command relationships within the site command should be established while in the planning phase (see chap. 2). The site commander will provide detailed guidance to all commands and detachments operating at his/her site. The type of

command relationship will determine the level of support and type of guidance that will be received.

The ACE's battle rhythm will determine the site's battle rhythm. The ACE ensures that the site commands are aware of all pertinent higher and adjacent meetings, reporting requirements, ATO submission deadlines, and any other information pertaining to the ACE's daily operations.

Site Commander Operations and Responsibilities

The ACE will enhance combat effectiveness and simplify operations for the site commander by—

- Defining site command relationships and responsibilities.
- Identifying resources for conducting aviation operations and ground support to accomplish the assigned aviation and ground missions.

The site commander is the senior ACE representative at the site and has the overall responsibility for all site functions. His/Her main objective is to ensure that the site command is provided with critical capabilities and support to accomplish the ACE's concept of operations. To support the ACE, the site commander may establish a JRC that will maintain personnel accountability and ensure reporting requirements are met for all personnel arriving and departing the site. All tenants will ensure that they coordinate with the JRC OIC for personnel arriving and departing the site.

The site commander has the responsibility to ensure that all units under his/her administrative control have logistical support. Because the multiple commands and detachments located at the site have a wide range of logistical requirements, understanding the various command and support relationships is critical to efficient site operations. The site commander will facilitate support as operational requirements allow and maintain combat sortie generation. Units that are not under the administrative control of the site commander will be provided logistic support by their organic command.

Site Commander Staff Responsibilities

The following positions and their respective tasks and/or responsibilities are inclusive of the site commander's staff.

Administration (S-1)

These personnel support the S-1, detachment, and legal, as follows:

- Perform the required tasks for all administrative and legal matters as directed by the site commander.
- Maintain accountability of all permanent and transient personnel on site and report to HHQ through JRC operations.

Intelligence (S-2)

Intelligence personnel—

- Establish and operate the flight line intelligence center.
- Perform all intelligence functions as directed by the site commander.
- Provide personnel an analysis of sensor and intelligence reporting to support the site commander's AT/FP operations.

Operations (S-3)

The operations staff—

- Conducts the planning for current and future operations.
- Ensures that the TPFDD force flow into the site provides the appropriate level of both aviation and ground capabilities.
- Establishes and leads COC operations to maximize aviation sorties and provide ground base, air base, and/or airfield support as directed by the site commander.

- Tracks site-generated aviation and ground operations and provides the site commander and HHQ with real-time information flow, status reports, and situation reports.
- Coordinates efforts with the site commander's AT/FP officer or staff to protect forces involved in the operation.
- Establishes and posts a daily battle rhythm for the site.
- Provides updates to ACE BCD.
- Provides training oversight and coordination of any required support.

Logistics (S-4)

Logistic personnel—

- Monitor and coordinate logistic issues as directed by the site commander. The S-4 will not be responsible for traditional MALS functions.
- Report critical class supply readiness status and issues to the site commander.
- Monitor and report camp services status as provided by the air base commander's staff.

Logisticians must determine the most efficient method of supporting the unit's requirements. Logistic sections will pool their resources to provide timely and precise logistical support to all MSEs on site. All logistic requests are captured within the LSR and will be distributed based upon site and unit priorities.

During logistic support, the following will occur:

- The site command S-4 will ensure that all necessary resources and services are in place.
- The air base commander will ensure that the resources and services are properly distributed to the tenant units in order to provide the necessary base camp support.
- The units will request logistical support via the rapid request process.
- All logistical requests will be evaluated in the site command logistic unit and either filled or redirected, as appropriate. Dependent upon the type of request, the following applies:
  - All logistical requests for services typically require a 48-hour notice to provide reliable support and aid in the operational planning process.
  - Short-term requests will be evaluated on a case-by-case basis; therefore, support cannot be guaranteed for the exact date, time, or quantities pertaining to the request.

The site commander must approve logistic requirements that are not on the LSR and considered to be beyond the component's organic resources and/or lift allocation authority. Once approved, the contracting officer will then execute the purchase or contract the services through local HN support.

Those purchases or services, which are the responsibility of the air base commander, may include the following:

- *Water*. Critical shortage levels for each mission will be established and tracked as a part of the support contract. Units will draw water based upon their daily on-hand strength and minimum water requirements. Bulk water will be provided via contract if local water is nonpotable.
- *Rations*. Mess support will be provided via field mess, contracting mess, MREs [meals, ready to eat], and/or contracted supplements.
- *Billeting*. Personnel will be billeted according to unit integrity, rank, and gender.

Communications (S-6)

Communications personnel—

- Perform and coordinate communications support functions as directed by the site commander.
- Establish and support site integration of the ACE BCD.

Director of Safety and Standardization

The director—

- Performs aviation and ground safety functions as required by the site commander.
- Coordinates and disseminates the premishap plan.

Chemical, Biological, Radiological, and Nuclear Officer

The CBRN officer performs counter chemical warfare functions directed by the operations officer and site commander.

Health Services

Health services personnel—

- Provide level 1 health care at the site.
- Coordinate and distribute the mass casualty plan, casualty evacuation, and medical evacuation procedures.

Religious Services

The chaplain—

- Provides religious services at the site.
- Ensures pastoral care of all tenant personnel.
- Performs other duties as directed by the site commander.

Fiscal Management

Personnel responsible for fiscal management—

- Establish procedures to ensure sound financial management in accordance with applicable orders and directives.
- Perform fiscal management duties as directed by the site commander.

The wing comptroller or designated financial representative—

- Authorizes funds to support the approved budget.
- Prepares funding documents to obtain goods and services, as required.

The site commander's fiscal officer must provide complete point of contact information (i.e., name, command, organization address, phone number, and e-mail address) for the servicing organization's financial representative and comptroller to coordinate, prepare, and submit funding documents.

Air Base Commander Operations

The air base commander ensures that AGS requirements are executed to the satisfaction of the site commander. The AGS requirements include airfield and air base support. The ACE, site commander, and staff will—

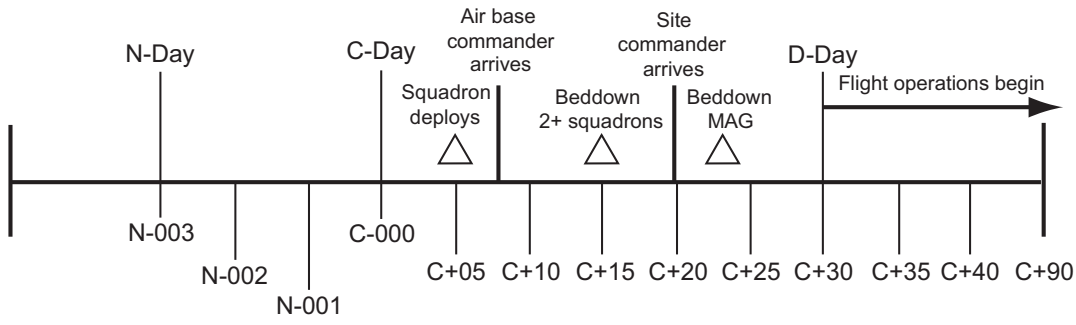
- Determine the level of AGS support that will be required during the planning process.
- Determine when the site is able to support sortie generation.

A typical site buildup timeline is provided in figure 4-1.

Aviation Ground Support

The air base commander conducts all AGS activity for the site commander and provides the site commander with the ability to—

- Protect the force.
- Provide mobility and maneuver at the site.
- Sustain and support the site.



Legend:
N-day The day a unit is notified for deployment or employment.
C-day Site command deployment begins when the advance party and/or equipment departs their home base for the deployment site.
D-day Operation begins when enough personnel, equipment, and capabilities exist to support.

Figure 4-1. Typical Site Buildup Timeline.

The air base commander will provide the site commander with the following plans for AGS:

- The ABMP.
- The ABGD plan.
- The base recovery after an attack plan.

The air base commander will—

- Coordinate closely with the site commander and staff concerning operations, intelligence, and AT/FP officers throughout the deployment. This coordination will ensure that shortfalls caused by evolving personnel and material resources are identified and avoided.
- Validate planned capabilities and capacities of intelligence assets. This includes CI, HUMINT, and analysis personnel and sensors that will meet ABGD and AT/FP requirements. Shortfalls and gaps must be identified and addressed immediately to properly mitigate any threats that occur.

To ensure that requirements are met, close coordination between supported and supporting unit personnel is required. Support limitations will arise and should be resolved at the lowest level among supported and supporting units.

Liaison with Host Nation Air Base Commander

The air base commander or his/her designated representative will—

- Coordinate with the HN air base commander and tenants concerning real estate and land management issues at the site.
- Inform the site commander of any real estate or land management issues that cannot be resolved with the HN.

Tenant Units Site Operations

Site tenants are any units, detachments, or personnel that reside on the site and support the site

commander or that the site commander is tasked to support. All tenants should expect to provide personnel to support the site commander in the conduct of site duties supporting the accomplishment of assigned missions. The site commander is responsible for all aviation and ground operations that produce and support site sortie generation at tenant units.

The following are examples of air base commander and tenant coordination efforts:

- Assign tenant land use (e.g., workspaces, billeting). The tenant will build on its air base commander-assigned land with its own assets and manpower. In some instances, the air base commander may provide assistance, depending upon available assets and other priorities.
- Provide power drops of personnel to the tenant billeting area. Tenants are responsible for determining their level of personnel power requirements and coordinating those requirements with the air base commander during the planning phase.
- Provide messing facilities or coordinate the co-use of existing messing facilities. Tenants will normally provide personnel augmentation to the air base commander for messing duties.
- Coordinate for base defense. Tenants will provide the air base commander with personnel augmentation for base defense duties.

Marine Air Control Group Squadrons and Detachments

The following squadrons and detachments will provide support as indicated:

- The MACG will be task-organized to support the ACE's mission.
- The ACE commander will direct which assets will be deployed by the MACG detachment to a specific site.
- The MACG detachment OIC will coordinate all aspects of aviation C2 and air defense for the ACE and delegate authority to a site's detachment OIC commensurate with the site's mission.

Although the major C2 organizations of the Marine TACC, TAOC, and DASC are rarely collocated, the MACG detachment for a site may have any combination of the following:

- The Marine tactical air command squadron detachment will provide the Marine TACC with an assigned site. Generally, the Marine TACC will be collocated with the ACE commander.
- The OIC will provide the DASC, air support element, and air support liaison team the required capabilities at specified sites. Generally, the DASC is collocated with the GCE and will not be assigned to an aviation site.
- The TAOC detachment OIC will provide air surveillance, control of aircraft, and surface-to-air weapons for antiair warfare.
- The ATC detachment OIC will provide continuous, all-weather radar or nonradar ATC services, and airspace management at the site, as required.
- The MWCS detachment OIC will provide expeditionary communications for the site. The MWCS will provide long haul communications between FOBs, while the MWSS will provide internal communications at the FOB.
- The low altitude air defense detachment OIC will provide close-in, low altitude surface-to-air defense of the site and augment security and ABGD against ground threats, as required by the site commander.

Potential Aviation Combat Element Units

The following are examples of squadrons that will conduct aviation operations at ACE sites:

- Marine medium helicopter squadron (HMM and Marine medium tilt-rotor squadron; VMM, CH-46E/MV-22).
- Marine heavy helicopter squadron (HMH, CH-53D/E/K).
- Marine light, attack helicopter squadron (HML/A, AH-1W/Z/UH-lN/Y).
- Marine fighter or attack squadron (VMFA, Marine fighter or attack squadron [all weather]; VMFA [AW], F/A-18D).

- Strike fighter squadron (USN; FW fighter attack, VFA, F/A-18E/F).
- Marine attack squadron (VMA, AV-8B).
- Tactical electronic warfare squadron (USN; VAQ and Marine tactical electronic warfare squadron; VMAQ, EA-6B).
- Marine aerial refueler transport squadron (VMGR, KC-130J/F/R/T).
- Marine unmanned aircraft systems squadron (VMU, RQ-7B Shadow, RQ-11B Raven/ WASP, small tactical unmanned aerial surveillance, and various unmanned aircraft systems).
- US, USAF, or other nation aircraft.
- Marine aviation logistics squadron.
- Marine wing support squadron.

The site command operations center personnel will monitor the daily flight operations and MALS support of the squadrons as follows:

- *Air tasking order*. If there is an ATO produced by HHQ, it will be executed by the squadrons. The site command operations center personnel will monitor ATO execution, provide tracking input into TBMCS, and assist squadrons as applicable.
- *Flight schedule*. If there is no ATO directed from HHQ, then the site commander's operations officer will coordinate the daily flight schedule requirements for squadrons at the site. In addition, he/she will also provide the squadron's operations department with the necessary flight operations details via air support requests or a joint tasking air request for the following requirements:
  - FW or RW support (i.e., type and number of aircraft, mission, on-station times)
  - Take-off and landing times.
  - Target or support locations.
  - Miscellaneous support (e.g., fuel, ordnance, helicopter support team).
  - Support to the supported unit.
  - Support for other coordinating details.

CHAPTER 5
REDEPLOYMENT

Following the establishment of the site command's operations and support, the ACE staff will provide additional oversight and detailed guidance pertaining to the redeployment of the site command (e.g., unit marshalling, staging, equipment preparations, unit movement coordination) to site commanders, staff, MSCs, and subordinate units.

The ACE commander, site commander, air base commander, and site MSC and MSEs execute the redeployment of forces from the designated site in accordance with guidance received from HHQ LMCC. To ensure the safe, logical, and thorough redeployment of personnel and cargo from the site command area of authority, the site commander will oversee all actions associated with redeployment. The redeployment should be conducted to ensure that functions and capabilities are maintained to avoid an operational pause upon conclusion.

The ACE staff, MSCs, site commander, and subordinate units or Detachments should make every effort to ensure that the units maintain appropriate profiles for follow-on operations.

Personnel Responsibilities

Site Commander

The site commander—

- Coordinates with the MMCC to ensure the redeployment of all personnel.
- Coordinates with subordinate units to consolidate all movement requests associated with the redeployment of personnel and cargo.
- Ensures that the TPFDD is accurate and reflects the site commander's capability drawdown and the force flow plan for the site. It is important that the flow of personnel from the site does not hinder the operational phase of the mission.
- Ensures accurate accountability for redeploying personnel by tracking the return flow of personnel in accordance with the embarkation and redeployment plan.
- Ensures that a brief is conducted for all wing personnel redeploying from the site.
- Publishes a detailed movement plan with POA&M for redeployment.
- Designates the site command rear detachment OIC to assume all duties in the absence of the site commander.
- Ensures continuity of command influence and oversight, particularly during the drawdown of capabilities and the phasing out of command and control at the site. This is critical to the success of redeployment and follow-on operations.

Aviation Combat Element Movement Control Officer

The ACE movement control officer—

- Acts as a liaison between the site command and LMCC during the initial redeployment planning phase.
- Ensures site command efforts are coordinated with and receive the full cooperation from adjacent garrison units that are subordinate under the site command construct during the operation or exercise.

Subordinate units will ensure all redeploying personnel are briefed and able to understand and comply with the redeployment directives.

Air Base Commander

The air base commander—

- Ensures that the appropriate personnel and equipment are redeployed from the site and that capabilities are ramped down according to the direction and intent of the site commander.
- Ensures that the resources utilized for the base camp support areas (e.g., personnel, cargo) are reduced according to a logical flow from the site.
- Ensures supportability throughout the deployment. To accomplish this goal, the air base commander is the first to arrive and the last to leave the deployment site.

Redeployment Time-Phased Force Deployment Data

In order to ensure that all required equipment and personnel are available at the appropriate locations and times, the site command's S-3 and S-4 must be knowledgeable concerning the TPFDD process and understand its critical role in developing a sound embarkation and redeployment plan. The TPFDD process for redeployment is identical to deployment and is discussed in chapter 4.

As with deployment planning, once the TPFDD has been determined (i.e., closed to changes), the United States Transportation Command and other agencies will provide lift schedules for the transfer of all personnel and equipment to the site. The lift schedule and TPFDD is used to create the embarkation plan for the force.

Redeployment Embarkation

During redeployment embarkation, the following should occur:

- Prior to forces commencing retrograde, subordinate units embark and S-4 sections work closely with the site command UMCC to ensure that the presence of all personnel and equipment assigned to the units has been verified.
- Each unit's embarkation section is responsible for the standard equipment preparations. Those preparations include HAZMAT identification and placarding of all items scheduled for redeployment.
- Retrograde documents, such as consolidated material reports, will be consolidated according to the site. The unit embarkation sections will coordinate with the site command's UMCC to ensure that the unit's equipment is transferred to the redeployment staging area, loaded onto the appropriate carrier, and transported from POD to the unit's original marshalling area that was identified in the deployment phase.

Site Capability Drawdown

The site commander will coordinate with the ACE commander and staff to ensure that the site's capabilities are drawn down in conjunction with the needs of the mission. Operational capability redeployment should parallel the reduction or cessation of operational requirements.

Appendices A through D graphically depict aspects of the site command. Appendix A identifies the MAG site command scenarios and illustrates the representative capabilities at several different site command possibilities.

Appendix B is a sample of an abridged site command capabilities matrix, depicting the most appropriate systems, MWSG and MACG support, and operational concerns that each site command scenario may generate in a tabular format. Although it is not all inclusive, the matrix illustrates sample capabilities of each site command.

Appendix C details how the ACE will employ the COC CAPSETs within the site command concept, and contains the COC CAPSET concept of employment (COE).

Appendix D illustrates the COC layout diagrams for the CAPSETs as follows:

- CAPSET II: Wing/ACE.
- CAPSET III: Regiment and group level.
- CAPSET IV: Battalion and squadron level.

Depending upon the mission and existing support infrastructure, these COC CAPSETs are the modules that are available for supporting the various levels of site COC operations.

APPENDIX A

VARIOUS MARINE AIRCRAFT GROUP SITE COMMAND SCENARIOS

FOB

MAG
site commander (dual MAG)

Base	Staff	Tenants
Marine air base commander MWSS detachment OIC		Flying Squadron Flying Squadron MALS
Airfield support: ATC EOD Fuel Weather/METOC		MAG #2 Squadron Squadron MALS
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing Motor transportation	JRC	MACG detachment GCE tenant Other Service tenant MLG CLC

FOB

MACG
site commander

Base	Staff	Tenants
Camp commandant MWSS detachment OIC		MACG MSCs TAOC
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing MT	JRC	GCE tenant Other Service tenant MLG CLC

FOB

HN air base

USAF-/USA-operated airfield

MAG
site commander

Base	Staff	Tenants
Marine air base commander MWSS detachment OIC		Flying squadron Flying squadron MALS
Airfield support: ATC EOD Fuel Weather/METOC		MACG detachment MWSG detachment GCE tenant Other Service tenant
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing MT	JRC	MLG CLC

Main operating base

ACE Wing (-)
site commander w/ MarineTACC

Base	Staff	Tenants
Marine air base commander MWSS detachment OIC		Flying squadron Flying squadron MALS
Airfield support: ATC EOD Fuel Weather/METOC		MAG #2 Squadron Squadron MALS
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing Motor transportation	JRC	MACG detachment MWSG detachment GCE tenant Other Service tenant MLG CLC

FOB

HN Air Base or Airfield

MAG
site commander

Base	Staff	Tenants
Marine air base commander MWSS detachment OIC		Flying squadron Flying squadron MALS
Airfield support: ATC EOD Fuel Weather/METOC		MACG detachment GCE tenant Other Service tenant MLG CLC
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing Motor transportation	JRC	

MAG
site commander w/o Marine TACC

Base	Staff	Tenants
Marine air base commander MWSS detachment OIC		Flying squadron Flying squadron MALS
Airfield support: ATC EOD Fuel Weather/METOC		MACG detachment MWSG detachment GCE tenant Other Service tenant
Air base support: AD, AT/FP, MP Camp commander CBRN Communications Engineers Medical Messing Motor transportation	JRC	MLG CLC

Legend:
EOD explosive ordnance disposal
METOC meteorological and oceanographic

APPENDIX B

SAMPLE ABRIDGED SITE COMMAND CAPABILITIES MATRIX

Function/Mission	FW RW	FW	FW FOB	FW FARP	C2
COC CAPSET	III	III	III	IV	IV*
Systems					
AFATDS	✓	✓	✓	*	*
C2PC	✓	✓	✓	*	*
CHAT	✓	✓	✓	*	*
IOS V1/V2	✓	✓	✓	*	*
JADOCS	✓	✓	✓	*	*
TBMCS	✓	✓	✓	*	*
Airfield					
ARFF	✓	✓	✓	✓	X
ATC	✓	✓	✓	*	X
EAF	✓	✓	X	X	X
EOD	✓	✓	✓	✓	X
Fuel	✓	✓	✓	✓	X
Weather	✓	✓	✓	*	*
Air base					
AT/FP	✓	✓	✓	✓	✓
Billeting/Messing	✓	✓	✓	*	✓
CBRN	✓	✓	✓	*	*
Communications	✓	✓	✓	✓	✓
Engineer	✓	✓	✓	✓	✓
Medical	✓	✓	✓	*	✓
Motor transportation	✓	✓	✓	*	✓
MACG Detachments					
ATC	✓	✓	✓	*	*
DASC	X	X	X	X	*
MWCS	✓	✓	✓	✓	*
Marine TACC	* (if the ACE)	* (if the ACE)	* (if the ACE)	X	*
TAOC	✓	✓	X	*	*
VMU	*	*	*	*	*

Function/Mission	FW RW	FW	FW FOB	FW FARP	C2
C2 Displays					
ATO event horizon	✓	✓	✓	✓	✓
CCIR	✓	✓	✓	✓	✓
Close battle	✓	✓	✓	✓	✓
Communication/ system status	✓	✓			
Deep battle	✓	✓	✓	✓	✓
Intelligence/EOB	✓	✓	✓	✓	✓
Major equipment status	✓	✓	✓	✓	✓
Operations order	✓	✓	✓	✓	✓
Significant events	✓	✓	✓	✓	✓
Squadron maintenance	✓	✓	✓	✓	✓

Key:
X generally not
***** dependent
✓ generally

Legend:

AFATDS	advanced field artillery tactical data system
ARFF	aircraft rescue and fighting
C2PC	C2 personal computer
CCIR	command critical information requirement
EAF	expeditionary airfield
EOB	electronic order of battle
EOD	explosive ordnance device
IOS	intelligence operations system
JADOCS	Joint Automated Deep Operations System
VMU	Marine unmanned aerial vehicle squadron

APPENDIX C
COMBAT OPERATIONS CENTER CONCEPT OF EMPLOYMENT

It is envisioned that the ACE will use the COC to enhance C2 capabilities and synchronize the actions of subordinate commands within the ACE. The COC will provide both the unit and site commanders with insight concerning the ACE commander's intent, the current situation, and future COAs. When properly utilized, the COC will enable the commanders and their staff to coordinate all activities that are required to support the ACE's mission. These supporting commanders will use the COC to ensure all supporting functions (i.e., logistics, personnel, and maintenance) are coordinated to support the ACE's generation of sorties for the MAGTF and joint force commander.

Utilization of the COC will only be successful if the right information is provided to the right people at the right time. If this occurs, the COC, coupled with the capabilities of the MACCS, becomes a critical enabler of effective C2 in the planning and execution of aviation operations. The COC provides tools that enhance the ACE's ability to conduct C2; however, the key to effective C2 is information and how it is managed and distributed. As units gain experience utilizing the COC, valuable lessons will be learned. As they are shared within the aviation community, this COE will be refined to provide the best practices and guidelines for effective COC employment. Therefore, this COE will serve as a guide to standardizing command post operations within the ACE and facilitating improved information flow and management.

This COC COE is not intended to be prescriptive; but to serve as a tool to assist commanders, their staffs, and selected C2 systems operators. This appendix will provide a general overview of how the MAGTF COC should be employed within the ACE and how this capability serves as an enabler of the site command COE.

Background and Evolution of the Combat Operations Center

The ACE, along with the MACCS, provides a capability that includes an available structure of personnel and equipment to exercise command and control of aviation assets that are necessary to support MAGTF operations. It is not intended that the facility and tactical information systems provided by the MAGTF COC will replace this capability. The COC will enhance this capability, while providing non-MACCS units with the tools and data communications that are needed to fulfill the ACE commander's information requirements.

Traditionally, groups and squadrons have not used the COC structure to plan, conduct, and control operations; therefore, they lack a standardized facility with the requisite tactical information systems to manage and control operations. The COC, through its CAPSET variants, provides that capability by enabling ACE units to improve shared situational awareness.

Ultimately, the ACE COCs, coupled with the MACCS, will provide the tools to collect, analyze, and disseminate information that will support the ACE commander's ability to exercise both battle command and management.

Combat Operations Center Configurations

The AN/TSQ-239(V) COC provides standard, common, modular, scalable, and transportable facilities that will host and display current and planned battlefield tactical data systems that span all Marine Corps command echelons. These predefined configurations will accommodate different echelons of the MAGTF (e.g.,

battalions, squadrons, MEF-level organizations) and are available in different versions, as follows:

- CAPSET I V(1), will be the largest and most robust COC configuration and is designed to support a MEF.
- CAPSET II V(2) supports the MEB and MSC.
- CAPSET III V(3) supports regiments and groups.
- CAPSET IV V(4) is the most common configuration and supports battalions and squadrons.

The ACE will deploy the COC in the following four primary configurations:

- Aviation combat element Marine TACC and battlestaff: CAPSET II V(2) plus legacy tentage.
- Site command: CAPSET III V(3) or CAPSET IV V(4).
- Group: CAPSET III V(3).
- Squadron: CAPSET IV V(4).

The COC will be employed by the aviation groups and squadrons in similar ways. Each of the respective levels will coordinate unit operations, logistic (e.g., motor transport, supply, munitions), personnel, and maintenance efforts in support of the ACE. Commanders will be able to conduct future planning to support the ACE commander's COAs, including agency movement, security, and forward operating areas. This ability to share information and coordinate actions will enable the site command concept when generating sorties for the ACE commander. Although the employment of the COC will be similar within ACE units, the requirements of the various units will dictate the focus of the COC. For example:

- The MACG will focus more on the future planning and sustainment of the MACCS agencies that it provides to the ACE, while the MWSG would function more as a typical COC, coordinating the functions of the group and its subordinate squadrons.
- The MAG site COCs will combine C2 of the typical aviation and maintenance squadrons in addition to the air base, airfield, and force protection concerns of their particular site.

All COCs, regardless of the associated unit, will coordinate typical staff actions among higher, site, and subordinate commands.

The COC provides the commander with a mobile and modular C2 package by integrating tents, trailers, radios, generators, heating and cooling, NIPRNET, SIPRNET, VoIP intercom, network servers, workstations, and a variety of peripheral computer equipment. Each COC is equipped with a large screen display, copier, printer, facsimile, scanner, and shredder. Laptop workstations with VoIP headsets allow operators to access C2 programs and radio networks to enable a flow of information between staff members to improve situational awareness.

CAPSET II V(2) COC

Table C-1 provides the requirements for the equipment needed for the CAPSET II V(2) COC.

Table C-1. CAPSET II V (2) Equipment Requirements.

Equipment Type	Number of Units	Dimensions	Notes
Base-X 8D36 dome tent	1	31 ft wide x 37 ft long	
Base-X 305 tent	8	18 ft wide x 25 ft long	
Base-X 303 tent	4	18 ft wide x 15 ft long	Houses the two operational trailers
GETTs	10		

Figure C-1. CAPSET II V (2) Configuration.

Although the minimum physical space required for the CAPSET II (V)2 configuration is 153 ft wide by 111 ft long, this is the physical footprint without generator environmental control unit trailers (GETTs). When using 10 GETTs, with approximately 25 ft of ducting, the footprint is approximately 153 ft by 161 ft. See figure C-1.

CAPSET III V(3) COC

Table C-2 provides requirements for the equipment needed for the CAPSET III V(3) COC.

Minimum physical space required for CAPSET III V(3) footprint is 50 ft wide by 75 ft long, including installation of the tents and generators.

The length of this footprint is comprised of the following:

25 ft + 25 ft + 15 ft + 2 ft (boot tent connectors) + 3 ft (material ground coverage) + 5 ft, with 2.5 ft of walkaround space required on each end = 75 ft.

The width of this footprint is comprised of the following:

18 ft + 2 ft (material ground coverage) + 5 ft, with 2.5 ft of walkaround space required on each side + 25 ft (for emplacement of GETT trailers and duct work) = 50 ft.

See figures C-2 and C-3 on page C-4.

Table C-2. CAPSET III V (3) Equipment Requirements.

Equipment Type	Number of Units	Dimensions	Notes
Base-X 305 tent	2	18 ft wide x 25 ft long	
Base-X 303 tent	1	18 ft wide x 15 ft long	Houses the two operational trailers
GETTs	2		

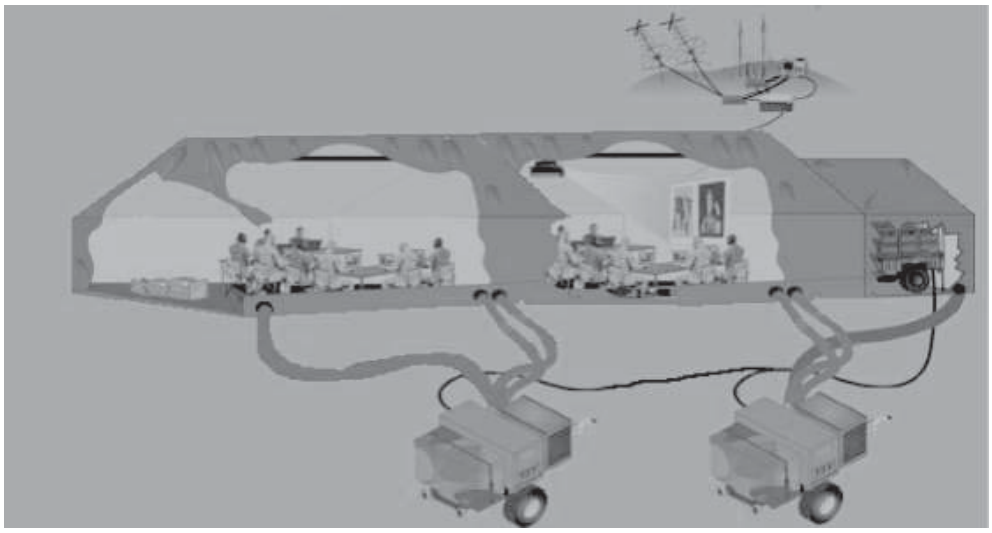
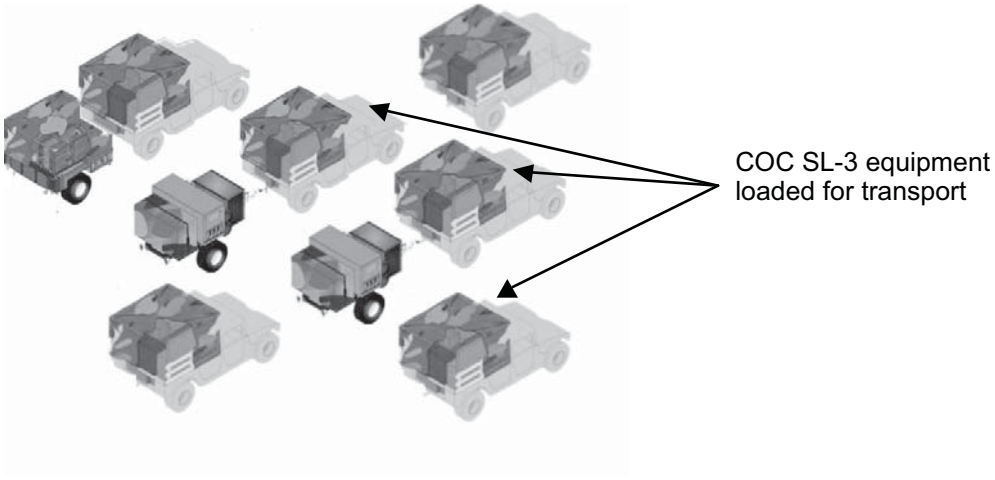


Figure C-2. CAPSET III V (3) Configuration.



Legend:
SL stock list level 3

Figure C-3. CAPSET III V (3) Vehicles and Trailers.

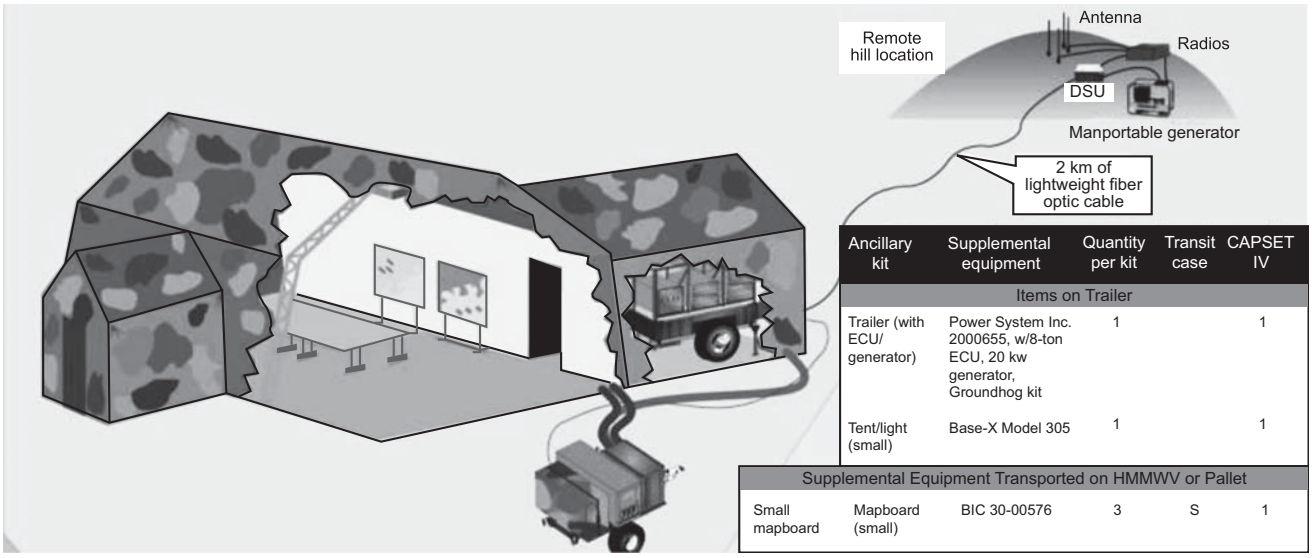
CAPSET IV V(4) COC

Table C-3 provides the requirements for the equipment needed for the CAPSET IV V(4) COC.

The CAPSET IV V(4) is normally deployed by two nondedicated HMMWVs [high mobility multipurpose wheeled vehicles]. See figures C-4 and C-5.

Table C-3. CAPSET IV V (4) Equipment Requirements.

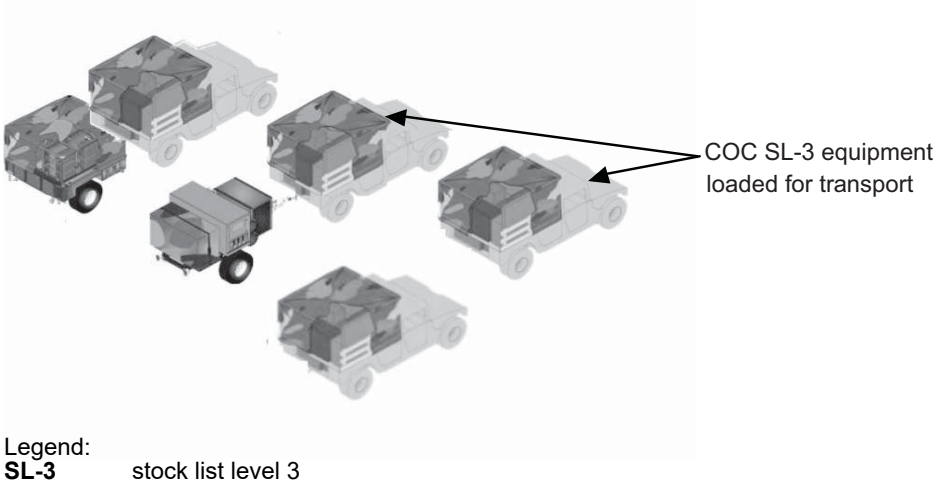
Equipment Type	Number of Units	Dimensions	Notes
Base-X 305 tent	1	18 ft wide x 25 ft long	
Base-X 303 tent	1	18 ft wide x 15 ft long	Houses the operational trailers
GETTs	1		



Ancillary kit	Supplemental equipment	Quantity per kit	Transit case	CAPSET IV
Items on Trailer				
Trailer (with ECU/ generator)	Power System Inc. 2000655, w/8-ton ECU, 20 kw generator, Groundhog kit	1		1
Tent/light (small)	Base-X Model 305	1		1
Supplemental Equipment Transported on HMMWV or Pallet				
Small mapboard	Mapboard (small) BIC 30-00576	3	S	1

Legend:
DSU digital switching unit
ECU environmental control unit
SL-3 stock list level 3

Figure C-4. CAPSET IV V (4) Configuration.



Legend:
SL-3 stock list level 3

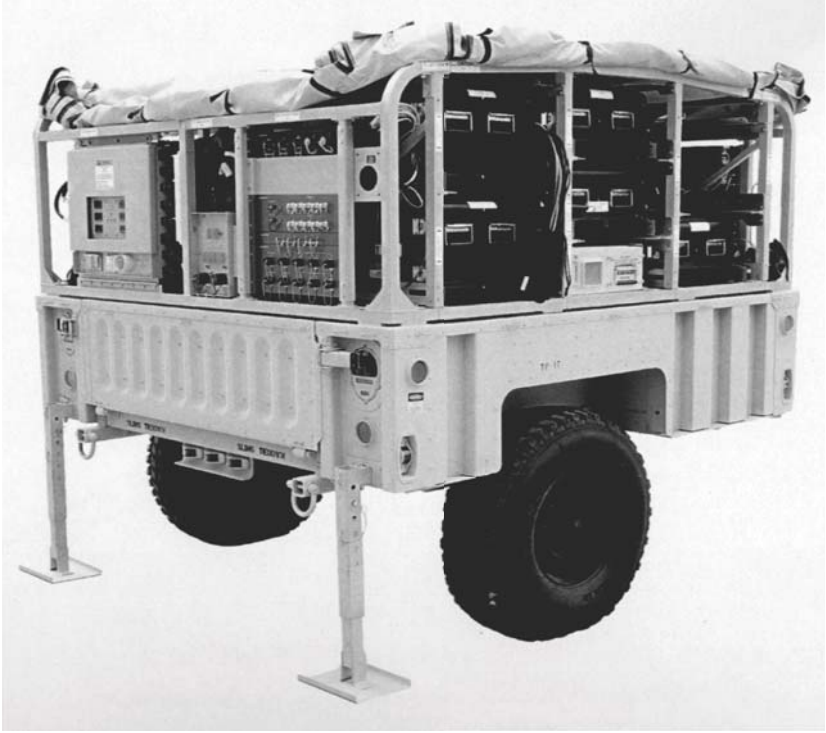
Figure C-5. CAPSET IV V (4) Vehicles and Trailers.

Combat Operational Center Operational Trailer

The operational trailer that supports the COC CAPSETs is the basis for the COC common module design. The design is based upon the M1102 trailer and is towed by the M1123 HMMWV [high mobility multipurpose wheeled vehicle] or similar vehicle. The trailer is modified to incorporate a rack structure for mounting the operational transit cased (TC) equipment. The trailer bed accommodates additional operational TCs, while tent furnishings, lights, and other equipment are stored beneath the rack.

The operational trailer provides the necessary equipment and cabling for the COC. See figures C-6 and C-7.

The TC modules do not need to be removed from the trailer to establish the COC; thereby, reducing the setup and teardown time of the COC. When in the operational configuration, the TCs are interconnected with cable harnesses that are permanently installed on the rack. All cable connections are accessible from either the front or rear, with sufficient cable service loops.



Pre-wired TC designs for ease in installation and rugged transport
Secure and nonsecure networks:
- Wide area network
- Local area network
- Servers

Raid 1-2 terabytes
UPS: 45-minute holdup
Designed for 8 to 48 operations:
- Workstations
- Intercom
- Tables

Public address system
Power distribution
Operates on generator and/or external shore power
Interface panels

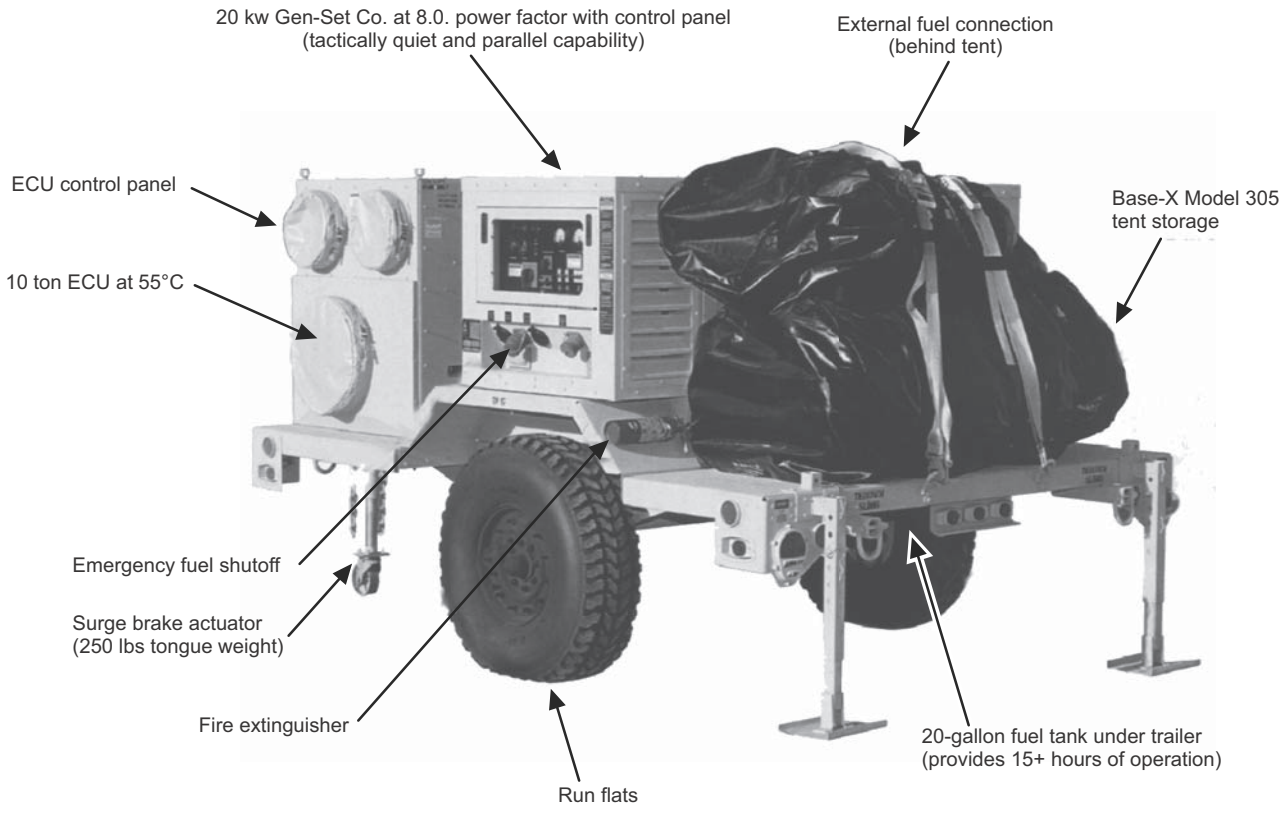
Legend:
UPS uninterrupted power source

Figure C-6. Operational Trailer.

The GETT trailer provides all electrical power and air conditioning or heating that is necessary for the COC and provides a platform for transporting the Base-X 305 tent. See figure C-7.

Employment of Combat Operations Center Capability Sets

The COE demonstrates how the COC CAPSETs will be employed at the site command level. The three principal employment options concern the support of the MAG, MWSG, and MACG. Although most site commands will require a CAPSET III V(3), situations may exist where the smaller site commands may only need to deploy with the CAPSET IV V(4). For example, forward deployed squadron COs may be designated site commanders and will be equipped with the CAPSET IV V(4). This variant will host the same applications and have similar data networking capability of the group-level COC. When networked together across the battlespace, each COC will enable the ACE units to share and manage information in order to meet the ACE commander's critical information requirements and effectively execute battle command and management. Employing the same CAPSET will allow the information to flow from the squadrons through the group COCs, populating the ACE commander's battle command and management displays within the Marine TACC.



Legend:
ECU environmental control unit

Figure C-7. Generator, ECU, Tent, and Trailer.

Combat Operations Center Operations and Support

The COC provides the facility and tools that are required for the site commander and his/her staff to manage the units and processes that maximize the sortie-generating capability of their location. The tactical data systems and networking capability of the COC will allow collaborative planning, information sharing, and distribution. The goal is to support the ACE commander's ability to execute battle command management from the Marine TACC. Because adjacent and subordinate units will be employing CAPSETs III V(3) and IV V(4), the ability to share and distribute information will be greatly increased within the ACE.

Training

Once delivery of each COC CAPSET is complete, each unit will receive a 5-day new equipment training (NET) package. This course consists of five primary subject areas that include COC familiarization, networking, operations, communications, and communications planning.

At the conclusion of the NET, a black bag will be conferred to all gaining units. The black bag will consist of the NET training materials and numerous job aids. In addition to the NET, a DVD [digital video disk] that highlights the key NET topics is provided. Supplemental training is also available through the MAGTF Integrated Systems Training Center (MISTC), located with each MEF. The MISTC also provides operator and maintainer training on all major tactical data systems found within the COC. The MISTCs are located at Camp Lejeune, NC; Camp Pendleton, CA; 29 Palms, CA; and Camp Hansen, Okinawa. All MISTC courseware is available through C2 TECOE [C2 Training and Education Center of Excellence] SharePoint site.

Communications Considerations

Since the COC does not provide a means of transmission (e.g., radio equipment) for extending communications outside of the COC facility, the following should be considered as alternatives:

- The COC antenna farm (also referred to as the radio hill or the antenna hill) capability provides the means of connecting or remoting external radios provided by the parent unit or the associated MWSS or MWCS. According to Marine Corps Reference Publication 3-40.3C, *Antenna Handbook*, the antenna farm is a component of a command echelon. It is the location of the bulk of the unit's antennas, radio, and cryptographic equipment; and it is the portion of the command echelon that produces the majority of the electromagnetic radiation. Antenna farms can be located in several different areas: inside the command echelon; outside the command echelon, but near it; or outside the command echelon, but far from it.
- Collocating units can significantly reduce the transmission system requirements that are required to support operations. Based upon the force laydown of the operation, these requirements must be identified in the planning process and resourced to ensure availability.

Sustainment Maintenance and Contact Information

The units that have COC will perform operator and crew-level maintenance, but there is no sustainment level of maintenance associated with the COC. The COC field-level maintenance is linked to a USA-sponsored services contract.

The Space and Naval Warfare Systems Center, Atlantic, is the product manager of the COC's designated life cycle sustainment product-support

integrator. The life cycle sustainment product-support integrator manages the field-level contractor logistic support. Contractor support is available throughout CONUS, in-theater, and within the western Pacific area. Marine Forces Reserve support is available from the product support integrator, Marine Corps funding manager, or COC project officer, on a per call basis.

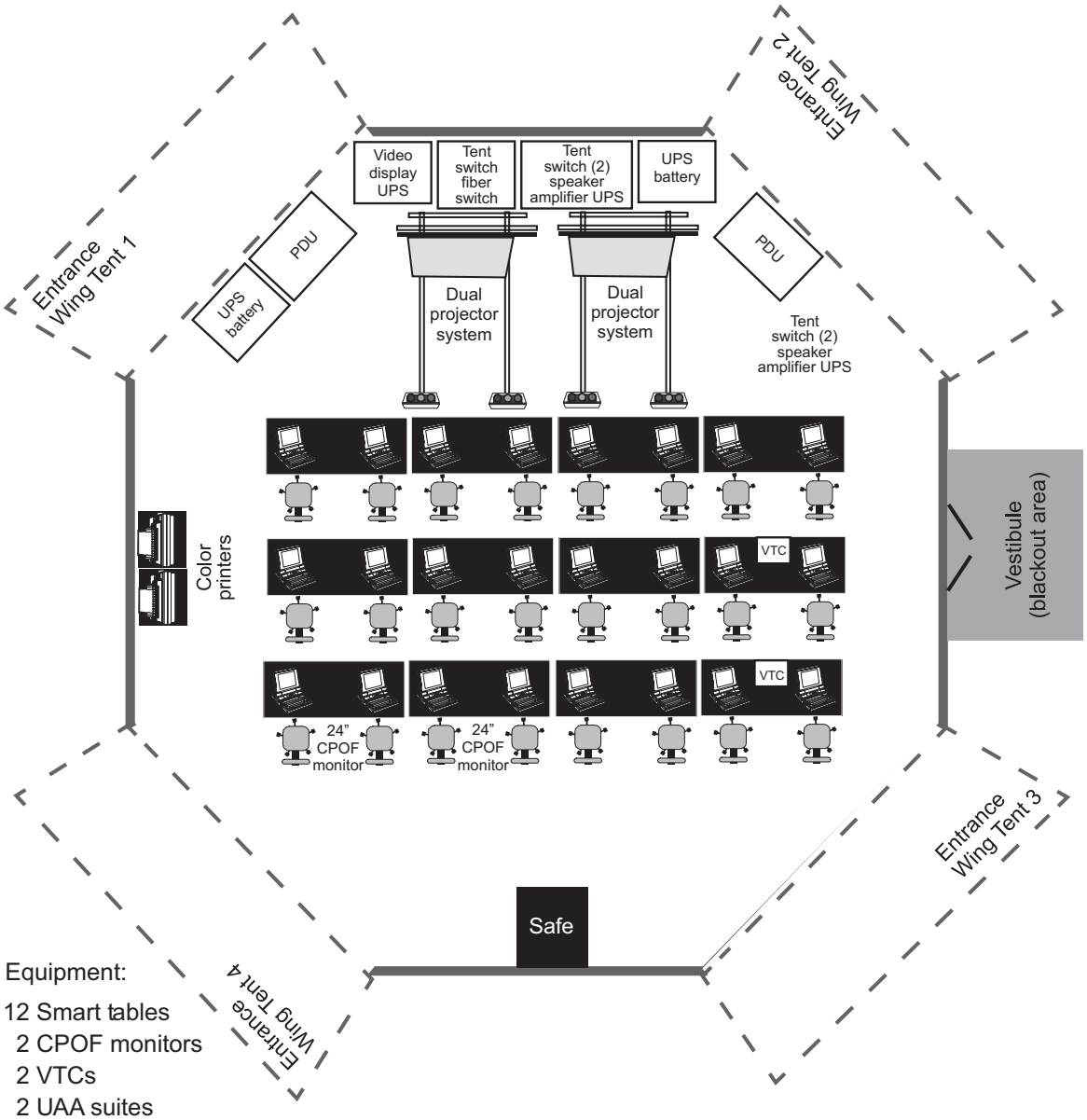
APPENDIX D
COMBAT OPERATIONS CENTER CAPABILITY SET LAYOUTS

This appendix provides examples of possible physical layouts of the COC CAPSET in figures D-1 through D-6.

Since no two units operate exactly alike, there are many things to be considered during the layout of the COC. Considerations include, but are not limited to, the following:

- The exact seating configuration and supported billets within the COC will be determined by the unit commander. There is no set rule concerning the employment of the COC. The CAPSET diagrams contained in this appendix are only intended to be examples of how to configure the COC.
- Units are highly encouraged to develop the physical layout that best accommodates their needs and have enough Marines in key billets to support a 24-hour operation. This often becomes challenging when billets within the COC have specific C2 training requirements.

The communicators should always practice employing the COC prior to any exercise or operation. Although the equipment is designed to be user-friendly, it still requires practice to set up and employ the gear prior to use.



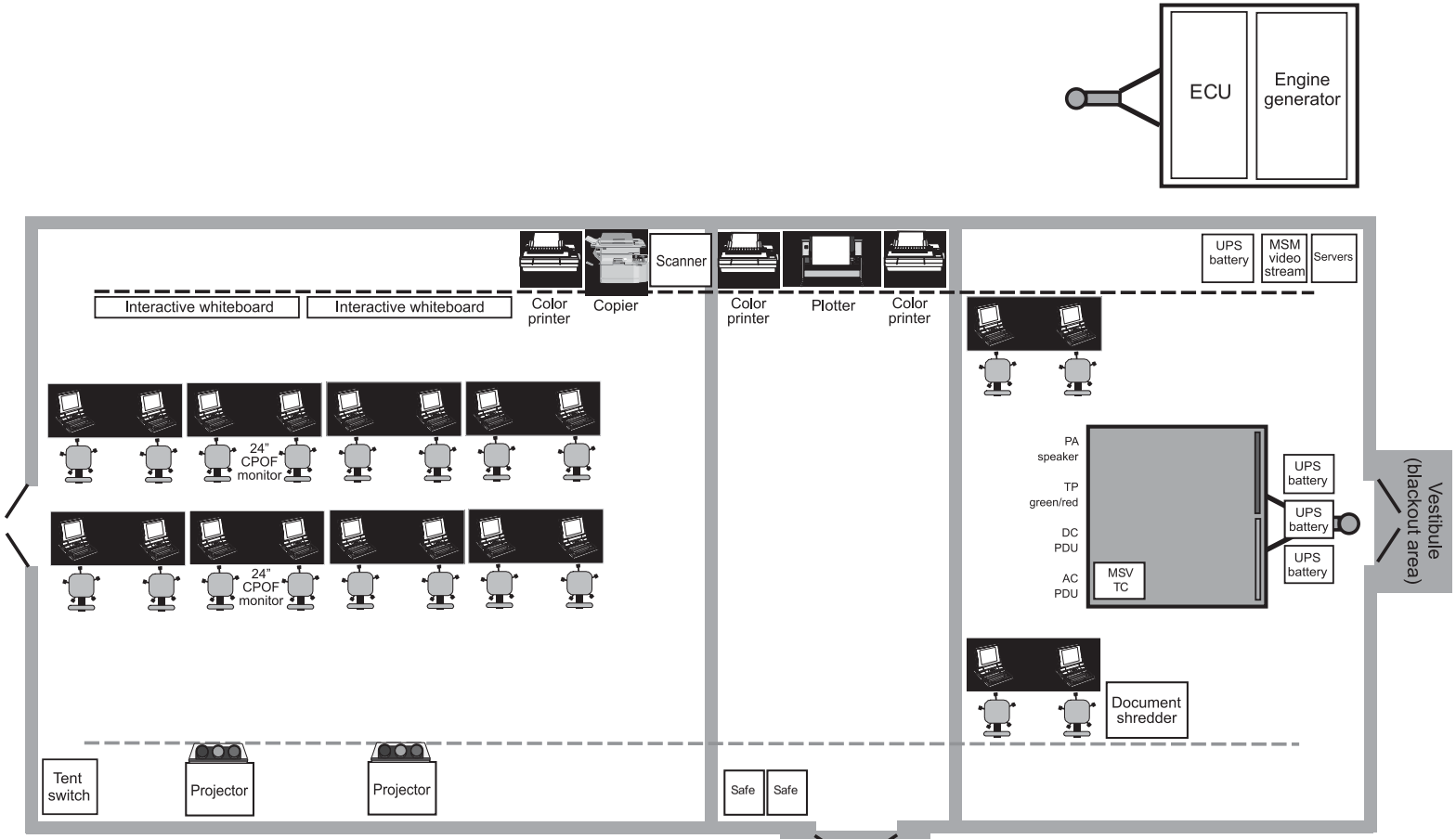
Equipment:

12 Smart tables
2 CPOF monitors
2 VTCs
2 UAA suites
2 Dual projector systems
4 CAPSET II tent switches
2 Fiber switches
1 Jupiter video server
2 Color printers

Legend:

CPOF command post of the future
PDU power distribution unit
UAA universal audio adapter
UPS universal power supply

Figure D-1 CAPSET II V (2) Dome Tent Layout.



Equipment:

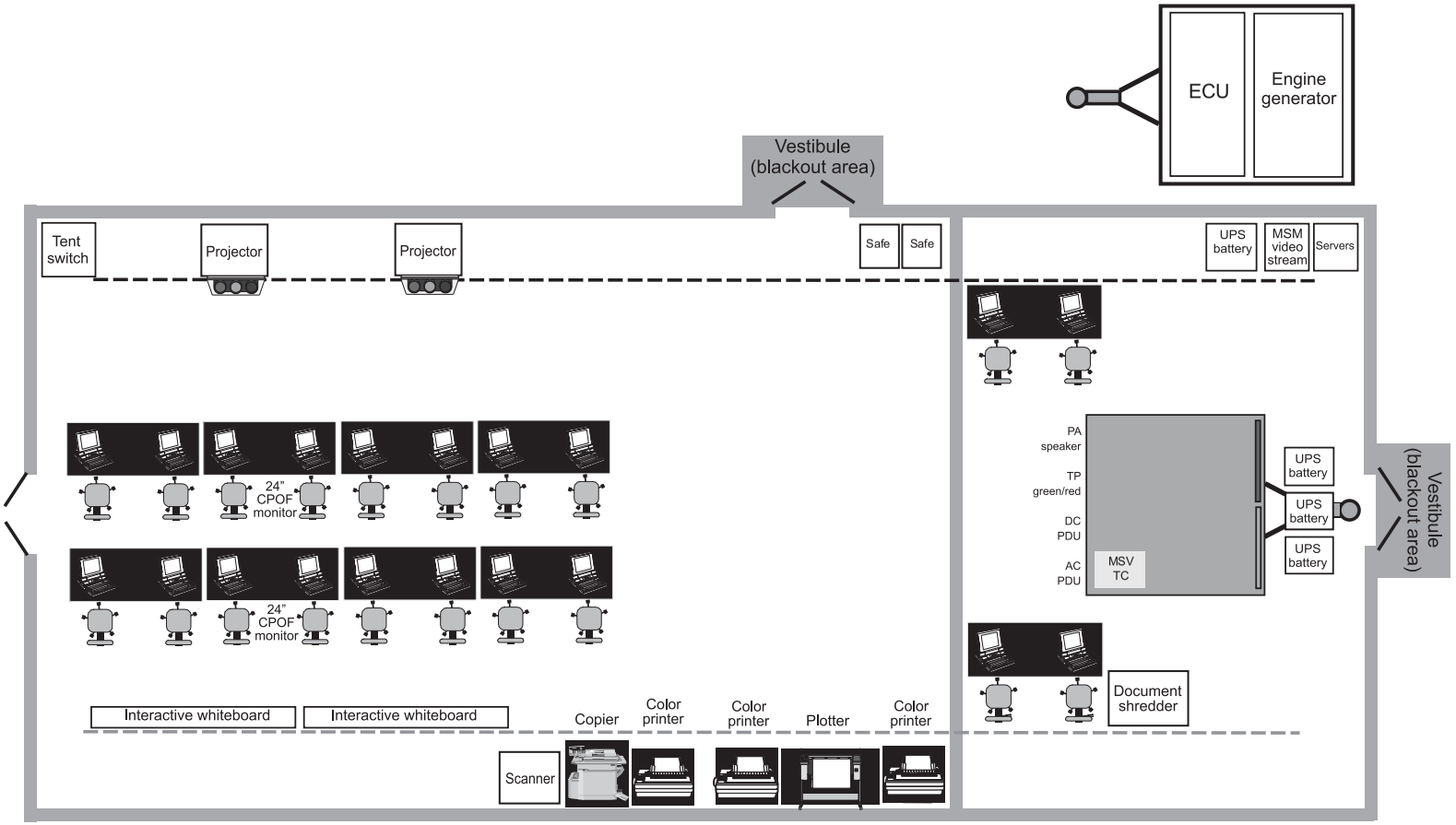
10 Smart tables
- 2 for system control
- Administrative/Operations trailer

2 CPOF monitors
2 UAA suites
2 Projector/Smartboard systems
2 Tent switches
1 CPOF MSM
2 2U Windows server
1 1U Windows server
1 Streaming video server
3 Color printers, 1 Scanner, 1 Plotter

Legend:

AC	alternating current
CPOF	command post of the future
DC	direct current
ECU	environmental control unit
MSM	mobile streaming media
MSV	multisource video
PA	public address
PDU	power distribution unit
TP	tactical phone
UAA	universal audio adapter
UPS	universal power supply

Figure D-2. COC CAPSET II (V2): A2 Wing Layout and Equipment.



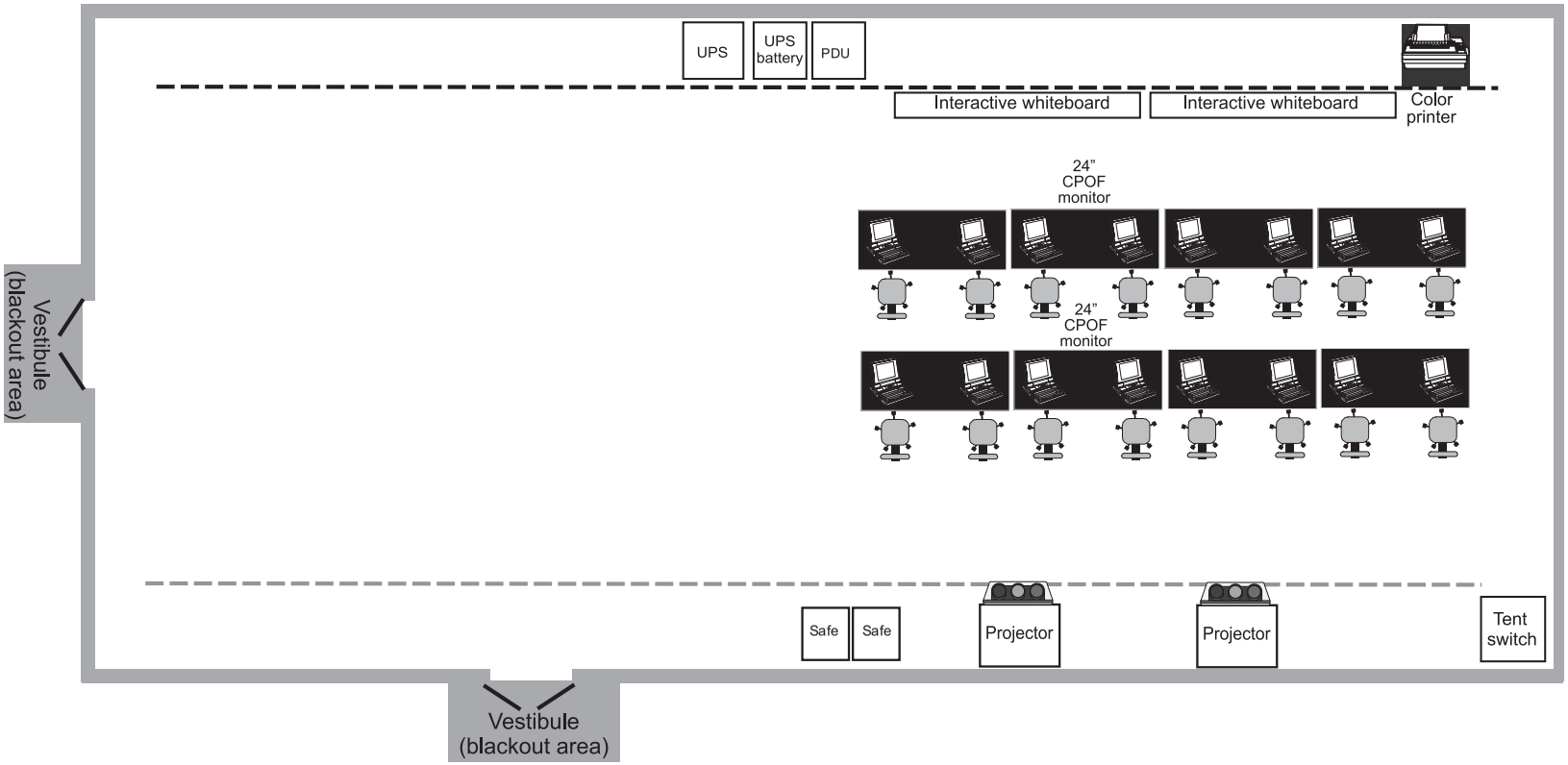
Equipment:

10 Smart Tables
2 for System control administrative/ operations trailer
2 CPOF monitors
2 UAA suites
2 Projector/Smartboard systems
2 Tent switches
1 Quad server tactical computer
1 2U Windows server tactical computer
1 1U Windows server tactical computer
3 Color printers, 1 Scanner, 1 Plotter

Legend:

AC alternating current
CPOF command post of the future
DC direct current
ECU environmental control unit
MSM mobile streaming media
MSV multisource video
PA public address
PDU power distribution unit
TP tactical phone
UAA universal audio adapter
UPS universal power supply

Figure D-3. COC CAPSET II V (2) A3 Wing Layout and Equipment.



Equipment:

10 Smart Tables
2 for System control administrative/ operations trailer
2 CPOF monitors
2 UAA suites
2 Projector/Smartboard systems
2 Tent switches
1 Quad server tactical computer
1 2U Windows server tactical computer
1 1U Windows server tactical computer
3 Color printers, 1 Scanner, 1 Plotter

Legend:

AC alternating current
CPOF command post of the future
DC direct current
ECU environmental control unit
MSM mobile streaming media
PDU power distribution unit
UAA universal audio adapter
UPS universal power supply

Figure D-4. COC CAPSET II V (2) A4/5 Wings Layout and Equipment.

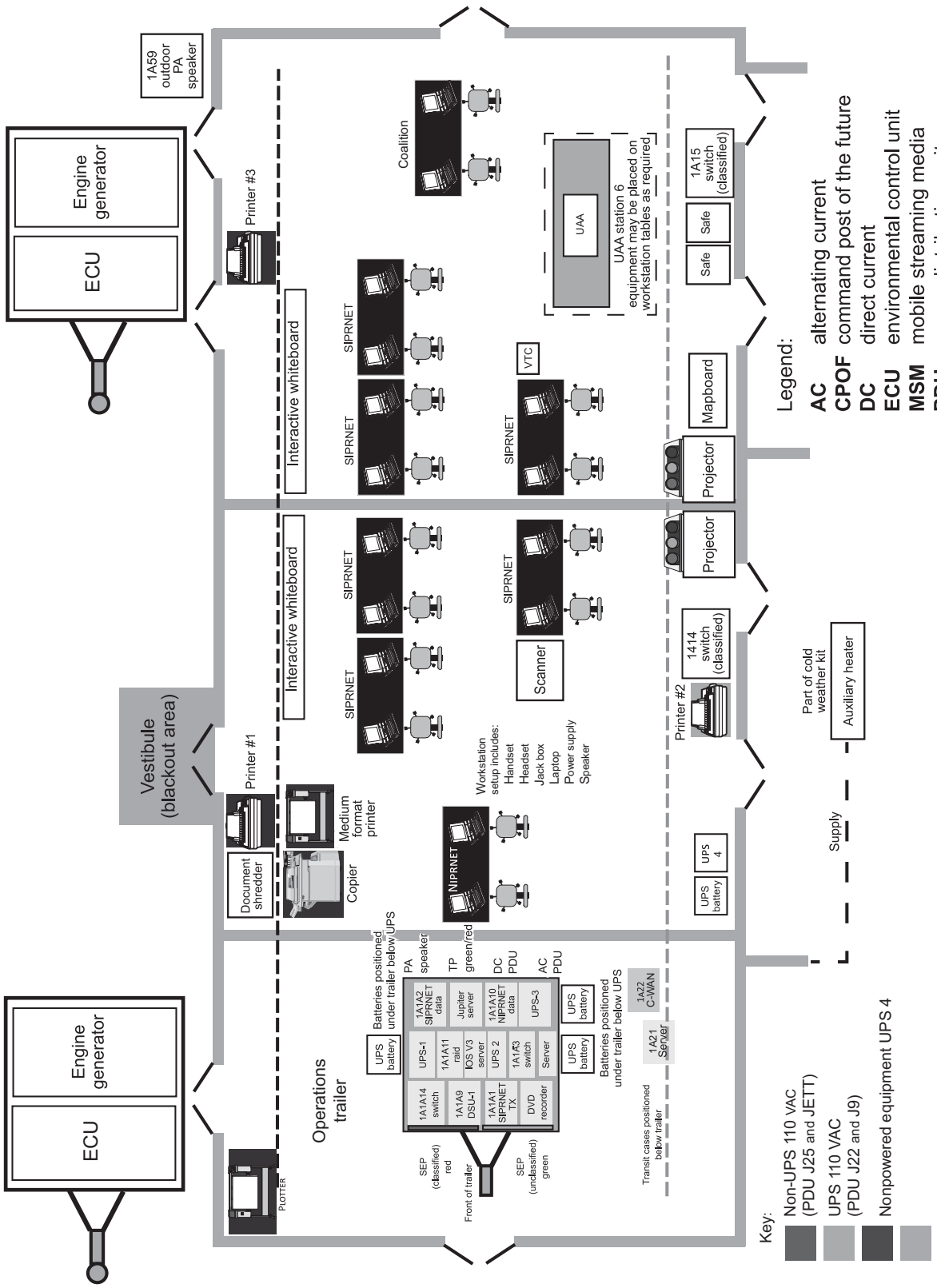


Figure D-5. COC CAPSET III V (3) Tent Layout.

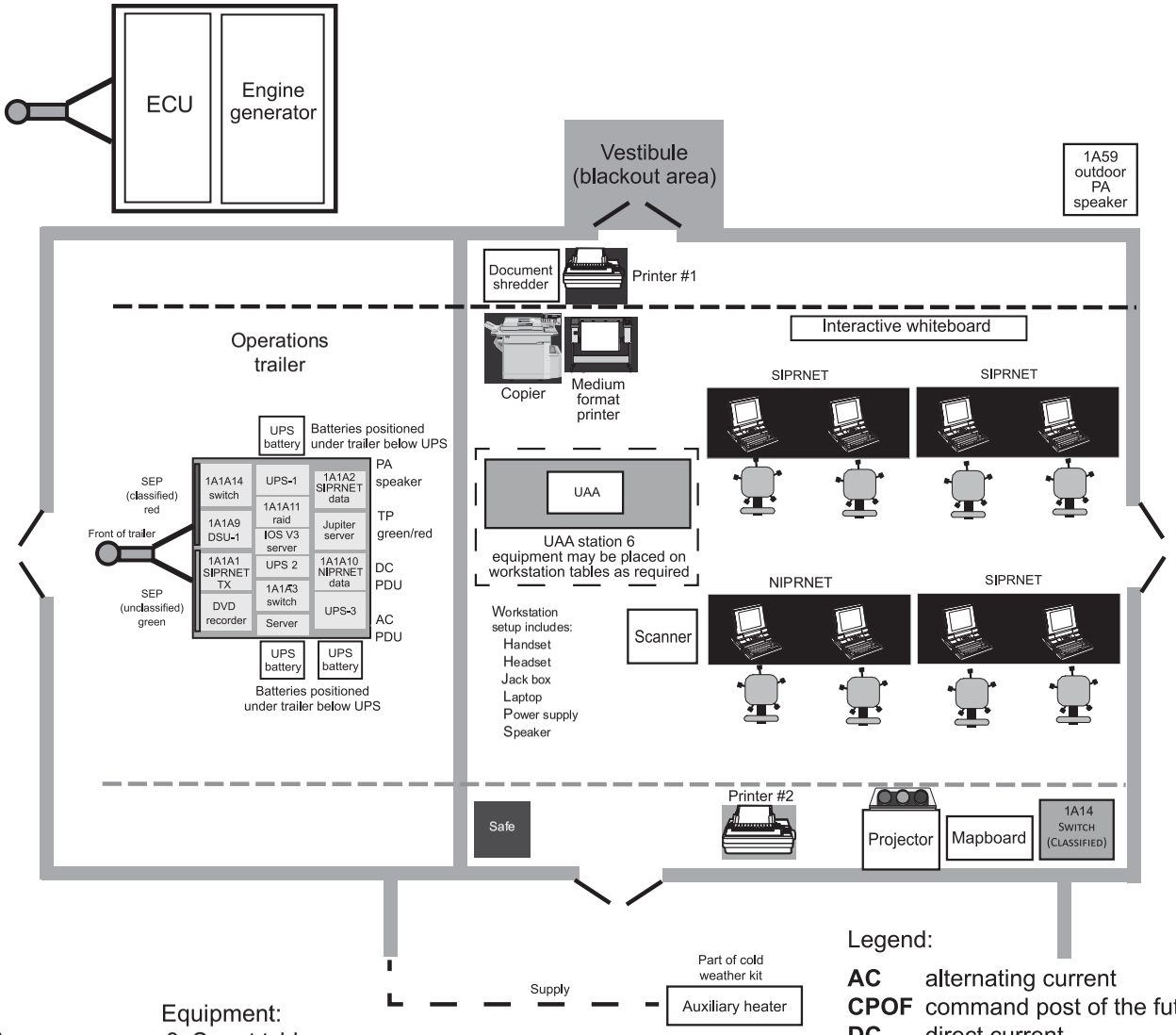


Figure D-6. COC CAPSET IV V (4) Tent Layout.

GLOSSARY

SECTION I: ACRONYMS AND ABBREVIATIONS

ABGD . . . . . air base ground defense
ABMP . . . . . air base master plan
ACE . . . . . aviation combat element
ADOCS . . . . . Automated Deep Operations Coordination System
AGS . . . . . aviation ground support
AOG . . . . . airfield operations group
ATC . . . . . air traffic control
AT/FP . . . . . antiterrorism/force protection
ATO . . . . . air tasking order

BCD . . . . . battle command display
BRAAT . . . . . base recovery after attack

C2 . . . . . command and control
CAPSET . . . . . capability set
CBRN . . . . . chemical, biological, radiological, and nuclear
CE . . . . . command element
CG . . . . . commanding general
CI . . . . . counterintelligence
CLC . . . . . combat logistics company
CMR . . . . . consolidated movement request
CO . . . . . commanding officer
COA . . . . . course of action
COC . . . . . combat operations center
COE . . . . . concept of employment

DASC . . . . . direct air support center

FARP . . . . . forward arming and refueling point
FOB . . . . . forward operating base
ft . . . . . foot/feet
FW . . . . . fixed-wing

G-4 . . . . . assistant chief of staff, logistics
G-6 . . . . . assistant chief of staff, communications system
GCE . . . . . ground combat element
GETT . . . . . generator environmental control unit test trailer

HAZMAT . . . . . hazardous materials
HHQ . . . . . higher headquarters
HN . . . . . host nation
HUMINT . . . . . human intelligence

IMO . . . . . information management officer

JOPES . . . . . Joint Operation Planning and Execution System
JRC . . . . . joint reception center

km . . . . . kilometer(s)
kw . . . . . kilowatt(s)

lb . . . . . pound(s)
LCE . . . . . logistics combat element
LMCC . . . . . logistics movement control center
LOI . . . . . letter of instruction
LSR . . . . . logistics support request

MACCS . . . . . Marine air command and control system
MACG . . . . . Marine air control group
MAG . . . . . Marine aircraft group
MAGTF . . . . . Marine air-ground task force
MALS . . . . . Marine aviation logistics squadron
MAW . . . . . Marine aircraft wing
MCPP . . . . . Marine Corps Planning Process
MCWP . . . . . Marine Corps warfighting publication
MEB . . . . . Marine expeditionary brigade
MEF . . . . . Marine expeditionary force
METT-T . . . . . mission, enemy, terrain and weather, troops and support available-time available
MEU . . . . . Marine expeditionary unit
MISTC . . . . . MAGTF Integrated Systems Training Center
MLG . . . . . Marine logistics group
MMCC . . . . . Marine air-ground task force movement control center
MPC . . . . . mid-planning conference
MSC . . . . . major subordinate command
MSE . . . . . major subordinate element
MCWP . . . . . Marine Corps warfighting publication

MWCS . . . . . Marine wing communications squadron
MWSG . . . . . Marine wing support group
MWSS. . . . . Marine wing support squadron

NET. . . . . new equipment training
NIPRNET . . . . . Non-Secure Internet Protocol Router Network

OIC . . . . . officer in charge
OPORD. . . . . operation order
OPT. . . . . operational planning team

POA&M . . . . . plan of action and milestones
POD . . . . . port of debarkation
POE. . . . . port of embarkation
POG . . . . . port operations group

RIPRNET . . . . . Radio over Internet Protocol Router Network
RW . . . . . rotary-wing

S-1. . . . . personnel officer
S-2. . . . . intelligence officer
S-3 . . . . . operations officer
S-4. . . . . logistics officer
S-6. . . . . communications systems officer
SIPRNET . . . . . SECRET Internet Protocol Router Network
SLE . . . . . sealift liaison element

TC . . . . . transit cased
T/O . . . . . table of organization
TACC . . . . tactical air command center (USMC)
TAOC . . . . . tactical air operations center
TBMCS. . . . . Theater Battle Management Core System
TPFDD . . . . . time-phased force deployment data

UMCC. . . . . unit movement control center
US . . . . . United States
USA . . . . . United States Army
USAF . . . . . United States Air Force
USN . . . . . United States Navy

VoIP . . . . . Voice over Internet Protocol
VTC . . . . . video teleconferencing

SECTION II: TERMS AND DEFINITIONS

area of responsibility—The geographical area associated with a combatant command within which a geographic combatant commander has authority to plan and conduct operations. Also called **AOR**. (JP 1-02)

aviation combat element—The core element of a Marine air-ground task force (MAGTF) that is task-organized to conduct aviation operations. The aviation combat element (ACE) provides all or a portion of the six functions of Marine aviation necessary to accomplish the MAGTF's mission. These functions are antiair warfare, offensive air support, assault support, electronic warfare, air reconnaissance, and control of aircraft and missiles. The ACE is usually composed of an aviation unit headquarters and various other aviation units or their detachments. It can vary in size from a small aviation detachments of specifically required aircraft to one or more Marine aircraft wings. In a joint or multinational environment, the ACE may contain other Service or multinational forces assigned or attached to the MAGTF. The ACE itself is not a formal command. Also called **ACE**. (MCRP 5-12C)

base cluster commander—In base defense operations, a senior base commander designated by the joint force commander responsible for coordinating the defense of bases within the base cluster and for integrating defense plans of bases into a base cluster defense plan. (JP 1-02)

base commander—In base defense operations, the officer assigned to command a base. (JP 1-02)

C-day—The unnamed day on which a deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems, or a combination of these elements using any or all types of transport. The letter C will be the only one used to denote the above. The highest command or headquarters responsible for coordinating the planning will specify the exact meaning of C-day within the aforementioned definition. The command or headquarters directly responsible for the execution of the operation, if other than the one coordinating the planning, will do so in light of the meaning specified by the highest command or headquarters coordinating the planning. (JP 1-02)

combatant commander—A commander of one of the unified or specified combatant commands established by the President. Also called **CCDR**. (JP 1-02)

command and control—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called **C2**. (JP 1-02)

command element—The core element of a Marine air-ground task force (MAGTF) that is the headquarters. The command element (CE) is composed of the commander, general or executive and special staff sections, headquarters section, and requisite communications support, intelligence, and reconnaissance forces, necessary to accomplish the MAGTF's mission. The CE provides command and control, intelligence, and other support essential for effective planning and execution of operations by the other elements of the MAGTF. The CE varies in size and composition; and, in a joint or multinational environment, it may contain other Service or multinational forces assigned or attached to the MAGTF. Also called **CE**. (MCRP 5-12C)

crisis action planning—One of the two types of joint operation planning. The Joint Operation Planning and Execution System process involving

the time-sensitive development of joint operation plans and operation orders for the de-ployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. Crisis action planning is based on the actual circumstances that exist at the time planning occurs. Also called **CAP**. (JP 1-02)

D-day—The unnamed day on which a particular operation commences or is to commence. (JP 1-02)

future operations section—1. In Marine air-ground task force (MAGTF) operations, a section normally under the staff cognizance of the G-3 that focuses on planning/producing new fragmentary orders or the next change of major subordinate command mission. This section forms and leads the integrated planning effort with a planning horizon of 72 to 120 hours out. It also develops branch plans and sequels. 2. In Marine aviation, that portion of the tactical air command center and aviation combat element commander's battlestaff responsible for the detailed planning and coordination of all future air operations conducted by the aviation combat element in support of the MAGTF. The section plans for and publishes the next air tasking order(s) (normally a 48- to 72-hour period). Also called **FOS**. (MCRP 5-12C)

geospatial information and services—The collection, information extraction, storage, dissemination, and exploitation of geodetic, geomagnetic, imagery (both commercial and national source), gravimetric, aeronautical, topographic, hydrographic, littoral, cultural, and toponymic data accurately referenced to a precise location on the Earth's surface. Geospatial services include tools that enable users to access and manipulate data, and also include instruction, training, laboratory support, and guidance for the use of geospatial data. Also called **GI&S**. (JP 1-02)

joint reception center—The center established in the operational area (per direction of the joint force commander), with responsibility for the reception, accountability, training, processing, of military and civilian individual augmentees upon their arrival in the operational area. Also the center where augmentees will normally be outprocessed through upon departure from the operational area. Also called **JRC**. (JP 1-02)

Marine air command and control system—A system that provides the aviation combat element commander with the means to command, coordinate, and control all air operations within an assigned sector and to coordinate air operations with other Services. It is composed of command and control agencies with communications electronics equipment that incorporates a capability from manual through semiautomatic control. Also called **MACCS**. (JP 1-02)

Marine air-ground task force—The Marine Corps' principal organization for all missions across the range of military operations, composed of forces task-organized under a single commander capable of responding rapidly to a contingency anywhere in the world. The types of forces in the Marine air-ground task force (MAGTF) are functionally grouped into four core elements: a command element, an aviation combat element, a ground combat element, and a logistics combat element. The four core elements are categories of forces, not formal commands. The basic structure of the MAGTF never varies, though the number, size, and type of Marine Corps units comprising each of its four elements will always be mission dependent. The flexibility of the organizational structure allows for one or more subordinate MAGTFs to be assigned. In a joint or multinational environment, other Service or multinational forces may be assigned or attached. Also called **MAGTF**. (MCRP5-12C)

N-day—The unnamed day an active duty unit is notified for deployment or redeployment. (JP 1-02)

naval or Marine (air) base—An air base for support of naval or Marine air units, consisting of landing strips, seaplane alighting areas, and all

components of related facilities for which the Navy or Marine Corps has operating responsibilities, together with interior lines of communications and the minimum surrounding area necessary for local security. (Normally, not greater than an area of 20 square miles.) (JP 1-02)

site commander—A group or squadron commanding officer or detachment officer in charge designated by the aviation combat element commander directly accountable to the aviation combat element commander for everything that takes place within the (air) base. The site commander's authority and responsibilities are not restricted to rear area operations but include all operational functions supporting the base including force closure and deployment to and from the site and must be intimately involved in the detailed planning of all units to ensure the aviation combat element commander's assigned mission timelines are met. (This term and its definition are proposed for inclusion in the next edition of MCRP 5-12C)

tactical air command center—The principal US Marine Corps air command and control agency from which air operations and air defense warning functions are directed. It is the senior agency of the US Marine air command and control system that serves as the operational command post of the aviation combat element commander. It provides the facility from which the aviation combat element commander and his battle staff plan, supervise, coordinate, and execute all current and future air operations in support of the Marine air-ground task force. The tactical air command center can provide integration, coordination, and direction of joint and combined air operations. Also called **Marine TACC**. (JP 1-02)

tenant unit—Any unit conducting aviation operations, ground operations, or supporting operations from a site or receiving a service at a site is considered a tenant and may be required to support aviation, ground, or supporting operations to receive service at that site. (This term and its definition are proposed for inclusion in the next edition of MCRP 5-12C)

time-phased force and deployment data—The Joint Operation Planning and Execution System database portion of an operation plan; it contains time-phased force data, non-unit-related cargo and personnel data, and movement data for the operation plan, including the following: a. In-place units; b. Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation; c. Routing of forces to be deployed; d. Movement data associated with deploying forces; e. Estimates of non-unit-related cargo and personnel movements to be conducted concurrently with the deployment of forces; and f. Estimate of transportation requirements that must be fulfilled by common-user lift resources as well as those requirements that can be fulfilled by assigned or attached transportation resources. Also called **TPFDD**. (JP 1-02)

unit line number—A seven-character alphanumeric code that describes a unique increment of a unit deployment, i.e., advance party, main body, equipment by sea and air, reception team, or trail party, in a Joint Operation Planning and Execution System time-phased force and deployment data. Also called **ULN**. (JP 1-02)

wing—1. An Air Force unit composed normally of one primary mission group and the necessary supporting organizations, i.e., organizations designed to render supply, maintenance, hospitalization, and other services required by the primary mission groups. Primary mission groups may be functional, such as combat, training, transport, or service. 2. A fleet air wing is the basic organizational and administrative unit for naval-, land-, and tender-based aviation. Such wings are mobile units to which are assigned aircraft squadrons and tenders for administrative organization control. 3. A balanced Marine Corps task organization of aircraft groups and squadrons, together with appropriate command, air

control, administrative, service, and maintenance units. A standard Marine Corps aircraft wing contains the aviation elements normally required for the air support of a Marine division. 4. A flank unit; that part of a military force to the right or left of the main body. (JP 1-02)

REFERENCES

Joint Publications (JP)

3-17 Air Mobility Operations
5-0 Joint Operation Planning

Marine Corps Doctrinal Publications (MCDP)

5 Planning

Marine Corps Reference Publication (MCRP)

3-40.3C Antenna Handbook

Marine Corps Warfighting Publications (MCWPs)

3-2 Aviation Operations
3-21.1 Aviation Ground Support
3-41.1 Rear Area Operations
5-1 Marine Corps Planning Process

Marine Corps Orders (MCOs)

3000.18 Marine Corps Force Deployment Planning and Execution Process Policy Order

Department of Defense Instruction (DoDI)

6055.6 DOD Fire and Emergency Services Program

US Army Field Manual (FM)

5-0 Army Planning and Orders Production

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