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Purpose

Originally founded as the Field Artillery Journal, Fires serves as a forum for the discussions of all Fires professionals, Active, Reserves and National Guard; disseminates professional knowledge about progress, development and best use in campaigns; cultivates a common understanding of the power, limitations and application of joint Fires, both lethal and nonlethal; fosters joint Fires interdependency among the armed services; and promotes the understanding of and interoperability between the branches, all of which contribute to the good of the Army, joint and combined forces and our nation.

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Organizational domain

The key to future air defense artillery structure

The challenge of protecting America and her allies from potential air breathing and ballistic missile threats is an Army problem which the air defense artillery must take a definitive action in shaping and solving. It is incumbent upon us, as our nation's premier air defenders, to step up to this challenge and remain the most dominant and lethal air defense force in the world. We continue to enhance our capabilities with technological upgrades such as the Radar Digital Processor; develop deadlier interceptors like the Missile Segment Enhancement missile; while linking our capabilities together with the Integrated Air and Missile Defense Battle Command System (IBCS).

As we look toward the future, one of the most critical components to success – is becoming a balanced well-constructed force. We will ground ourselves in developing an air and missile defense (AMD) force that embodies the air defense principles: mass, mix, mobility and integration. These time-honored principles provide the foundation for the employment doctrine and building future fighting formations.

Arthur Helps, the brilliant British educator, once said, “In a balanced organization, working toward a common objective, there is success.”

This simple quote is the embodiment of how the air defense artillery force must manage the organization “O” domain of the Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel and Facilities as we move forward. How we configure future battalion and brigade organizations will have a direct impact on the prompt conduct of combat operations by ADA forces, as well as manning, equip-

ping and training that force. At the 2016 Association of the United States Army Annual Meeting, the 39th Chief of Staff of the Army, Mark A. Milley, stated the “Character of war is changing.” As such, we must move beyond the “sectored and static defense mindset” and contemplate a well thought out organization that is capable and flexible enough to execute an array of complex missions into the 21st century.

The organization domain within the Army Operating Concept directs that our forces be prepared for a broad range of contingencies and must be flexible, tailorable, scalable and adaptable. As discussed during the 2016 Fires Conference, we are looking at future modified tables of organization and equipment (MTOE) courses of action to meet this end. For example, reducing the headquarters battery force protection ability while consolidating a larger force protection capability within the battalion; reorganizing the battalion S3 section and fire direction center into an engagement operations center in order to execute the full array of IBCS functions; and growing the signal platoon from three communication relay groups to 12 integrated fire control network relays. Additionally, the reorganization the Patriot battery's fire control platoon and system support elements into engagement operations and sensor sections; reorganization of three sections of two launchers each to two sections of three launchers; and reducing the number of tactical wheeled vehicles per battalion to 11.

We are on the verge of bringing “game changing” capabilities to the AMD force and as we field new equipment, we must look

through different lenses to achieve our full potential:

1. Enhancing our ability to better defend our critical assets with a layered and 360-degree approach.
2. The ability of potentially covering more battle space with our network of sensors and shooters.

We must look beyond the old ideas of “places and faces,” and ask ourselves the difficult questions. How do we shape the formations to take advantage of the capabilities IBCS brings to the fight; where do we need the right mix of skillsets to achieve the best results; and at what point do we need to provide the right mix to support the maneuver commanders' fight? There is a point in the future, as we field IBCS, where the current personnel system of based military occupational specialties (MOS) will no longer be functionally applicable to the AMD force. Currently, our ADA MOSs are centered on weapon systems. Functionally aligning the MOSs streamlines and improves Soldier skillsets, tasks and provides for a greater common experience across Army Integrated Air and Missile Defense (AIAMD) functions, instead of on the weapon systems.

Our new functional MOSs will represent multiple ADA systems that have like components, which perform common functions similar to command and control, radar and launcher. AIAMD presents an opportunity to overhaul the MOS while providing a deeper and broader developmental path for Soldiers. The important question is how and where to place them within the organization to obtain the best skill set match?

Continued on page 7.

The United States

Field Artillery

Vision

As we continue to operate within a dynamic world, change is occurring in both the operating and generating field artillery forces at a rapid pace. In order to guarantee we maintain an advantage, we must ensure we are thoughtful and make wise decisions as we strive to achieve the right balance of manpower, materiel and readiness.

We have a vision

In order to appropriately shape and develop the field artillery now and for the future, we have published a vision that addresses this challenge.

“Be the world’s premier field artillery force; modernized, organized, trained and ready to integrate and employ Army, joint and multinational Fires, across multiple domains, enabling victory through unified land operations.” (See Figure 1 below.)

As we crafted this vision, two elements inevitably stood out; the imperative to enable the operational force and the requirement to remain focused on our quality of training. Our vision will be merged into the fiscal year 17 Field Artillery Training Strategy to be published this fall. It is important to get our training strategy right, as the primary mission of the United States Army Field Artillery School is to enable the operating force. We provide this support across the Doctrine, Organization, Training, Materiel, Leader Development, Personnel, Facilities and Policy (DOTMLPFP) domains. All our lines of effort lend support in one way or another to the warfighter.

Five lines of effort

Within this vision we have defined five lines of effort (LOE) which span the DOTMLPFP spectrum. These are: enable the operational force; educate and train com-

petent, adaptive professionals; modernize the force; advance targeting and joint/multinational Fires integration; and personnel development and talent management.

Enable the operational force

Enabling the operational force will require many initiatives. Paramount to this LOE is routine and consistent dialogue with our Fires and maneuver operational leaders. We will also endeavor to collect valuable lessons learned, conduct multinational engagements and integrate the Army National Guard field artillery forces into our total Army approach.

To capitalize on 15 years of combat experience, we must be single-minded in capturing lessons learned. We must glean information from intra-branch discussions and collaboration on relevant and timely joint Fires issues and topics. We must also better leverage our foreign liaison officers’ knowledge to strengthen our multinational understanding, as every conflict in the future will be a multinational effort. Additionally, we are always looking for ways to enhance cooperation and understanding between the field artillery and our multinational partners with a goal of increasing interoperability between our nations. All these endeavors must be distilled into our programs of instruction (POI) so we can provide the best training possible for our field artillerists.

While we strive to improve training and instruction, we must also enable the operational force by fully integrating the Army National Guard field artillery forces into our total Army approach. We will align National Guard organizations and active-duty formations to improve readiness and enhance our capacity to deliver Fires.

Educate and train competent adaptive professionals

The Field Artillery School and leaders of the branch must prepare artillerymen to be masters of their craft. As a critical part of the combined arms team, it is important that our joint Fires professionals make an immediate positive impact upon arriving at their unit. To ensure this, we will continue to enhance the quality of training of our Soldiers and leaders at every level. For great training to succeed we must have high-quality cadre. We will continue to seek experienced instructors to train our force. Additionally, we must update our POI; the most pressing in need of reform are the Master Gunner Course, the Bradley Fire Support Vehicle Course, the Captains Career Course, as well as the Joint Operational Fires and Effects Course.

Master Gunner Course

Traditionally, the Master Gunner Course has been limited by its two-week duration. The plan is to significantly lengthen the course in order to teach the more technical nature of the position, resulting in all 13B, 13F, 13M, 13R and 13J MOSs, gaining a wealth of knowledge and expertise in their facet of the Fires system. Three distinct tracks will be offered; delivery, sensor and fire control.

Bradley Fire Support Vehicle

We are transforming the Bradley Fire Support Vehicle (BFIST) Operator's Course from a vehicle-driving/main-gun focused course for Advanced Individual Training graduates to a Fire Support Vehicle Operator's Course focused on the mission equipment package for all 13F staff sergeants and FA lieutenants. This critical makeover will allow us to address a chronic gap in fire support vehicle training and give our 13F30 staff sergeants and FA lieutenants a better training opportunity to learn to operate the fire support vehicle's mission equipment package.

Captains Career Course

It has been a number of years since the last major revision to the FA Captains Career Course (CCC). We are currently working toward having the CCC students do their fire support and mission planning on the Advanced Field Artillery Tactical Data System. A major part of the CCC update is a revision to the Reserve component Field Artillery CCC course. This program is to be brought on par with the active component resident course, maximizing the contact hours

available to grow these critical field artillery leaders.

Joint Operational Fires and Effects Course

The Joint Operational Fires and Effects Course (JOFEC) has again been funded and will begin again in second quarter FY17. The operational impact of JOFEC is significant and tangible. JOFEC helps fill a gap in Fires leader education at the operational level in support of joint force commander mission and priorities. This course was created because combatant commands repeatedly requested that action be taken to fill that Fires leader education gap. JOFEC accomplishes this by providing students the baseline knowledge of joint service Fires capabilities, platforms, doctrine and the joint targeting process allowing them to function at an operational level and execute the targeting process.

JOFEC is also the only educational opportunity for Soldiers and leaders to receive training working in division and higher Fires cells or battlefield coordination detachments. This is significant with the return of the Division Artilleries (DIVARTYs) and the need to re-establish core Fires capability and competencies.

Modernize the force

To maintain our status as the world's premier field artillery force we need to continue to develop and modernize. To accomplish this we need to chart a course to gain future capabilities and technologies that will ensure our multi-domain fighting edge over our peer and near-peer competitors. This roadmap will be used to budget for development and acquisition of these advanced capabilities.

We must give our operational Fires headquarters all the tools necessary to deliver Fires in support of their maneuver headquarters. This includes updating the Field Artillery Brigade Army Techniques Publication (ATP), finalizing the DIVARTY ATP and being heavily involved in the development of the Deep Operations ATP. This also includes giving these headquarters the organizational, materiel and training tools necessary to succeed on the battlefield.

DIVARTYs and field artillery brigades must provide division and corps commanders with the ability to integrate operational and tactical-level, multi-domain Fires. As the field artillery headquarters for the divisions and corps, FA units' integration and synchronization of Fires is the critical link

between Fires and maneuver which will enable maneuver commanders to dominate in unified land operations.

Advance targeting, joint and multinational integration

To bring all assets to bear, we must continue to coordinate and integrate Army, joint, interagency, intergovernmental and multinational (JIIM) Fires, and conduct targeting across all domains to defeat the enemy and preserve freedom of maneuver and action across the range of military operations. To achieve this, we will develop and mature the newly designated Army Targeting Center with the best qualified Fires professionals. We will empower them to effectively execute their role as the Army's proponent for targeting by putting them in line with the other service components' targeting centers.

As the targeting lead for the Army, the ATC must leverage the targeting proponentcy authorities across DOTMLPFP. The ATC will take the lead for the Army, Fires Center of Excellence and the Fires community in the joint training, policy and doctrine arena setting the conditions for the land component to be fully integrated into the joint targeting process.

Personnel development, talent management

Sustaining the field artillery force long-term is inextricably linked to how we manage and balance our force structure, maintain our level of manning readiness and how we recruit and retain quality Soldiers. Talent management accounts for the individual skills, knowledge, attributes and behaviors of Army professionals and the potential that they represent. The Army seeks to select, develop and effectively employ well-rounded leaders based on the talents they possess—talents derived not only from operational experience, but also from broadening assignments, advanced civil schooling and professional military education. We will invigorate the process of broadening career paths, providing our leaders with opportunities to diversify their professional development and increase their value to the Army. As we build cohesive teams comprised of high-performing individuals with the right talents, we build a stronger Army.

The way ahead

This vision provides strategic direction. As we move forward, it is clear our approach must include a strategy for training that fo-

cuses on these LOEs. The key to achieving sary to prepare them for a Fires profession and technology to maximize limited train-

our vision lies in effective leadership at all that is built on standards and is prepared ing time, achieve higher performance levels

levels. Leaders must receive the training for expanded operational challenges. Com- and motivate our young leaders with chal-

and professional military education neces- manders and leaders must have the tools lenging, operationally relevant training.

Organizational Domain

Continued from page 4.

The Capabilities, Development and Integration Directorate force development department and my staff have some initial drafts of what we believe “right looks like.” But, we need comments and input from the force to ensure we have a current understanding of the operational prospective.

The question is, do these developments support the ability of the air defense brigades and battalions to task organize based on the projected mission sets?

Feedback from the operational force on how we can accomplish our goals will be greatly appreciated. Our ADA Fires Knowledge Network (FKN) representatives built a page to collect feedback and comments from the field. Please follow the URL below and let us know how you think your future MTOE/TDA’s should be built to support your needs. Tell us what do you need as battalion assets; and what we should look like at the battery level? <https://www.milsuite.mil/book/message/667823#667823>

The heart of future ADA organizations is flexibility. Our new planned net-centric

operations, showcasing a predicted ability to construct a common defense design, allows us to build an AMD task force tailored to specific mission requirements. The key to that future lays within our ability to overcome current AMD system-centric organizational constraints and develop an organization that will support the full range of commanders’ needs while at the same time meet our joint, combined and multi-national partners’ calls for support.

First to Fire!