



# JECC Commander's message

Welcome to the December issue of the United States Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) newsletter. JECC continues to improve its training and readiness in order to best provide support to joint force commanders.

Over the past few months, the JECC has deployed members to accomplish the primary task for which this command was established. JECC members have accelerated the standup of a new joint command headquarters.

Since the last newsletter, JECC has provided support for real-world deployments, participated in several exercises and has continued to improve how JECC provides forces that can rapidly deploy critical command and control capabilities to support newly established joint force headquarters.

The JECC brings a highly skilled team that rapidly increases Command and Control capability at the operational level of a newly formed joint headquarters and allows time to develop permanent manning solutions to meet the enduring requirements.

In August, a JECC team of 25 members deployed to Kabul, Afghanistan to assist in the establishment of the International Security Assistance Force (ISAF) Joint Command (IJC). The JECC capabilities were specifically requested by U.S. Army Lt.

Gen. David Rodriguez, Commander of IJC, to serve as a bridging mechanism during the transition period of the IJC stand up until reaching full operational capability. This team redeployed and arrived home on Nov. 20, 2009 after having played a pivotal role in the standup of the IJC.

The December issue also highlights the Joint Communications Support Element's Reserve squadrons' preparation for deployment and the USJFCOM joint enabling capabilities' participation in exercises Fuerzas Aliadas Panamax 2009 and Natural Fire 2010.

I thank you for your support, partnership and readership.

All the best,

W. E. Carter  
 Rear Adm., U.S. Navy  
 Commander, Joint Enabling  
 Capabilities Command



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## JECC Enhancing C2 Capabilities, Information Sharing In Afghanistan

Fawzia Sheikh  
 Inside the Pentagon

*Reprinted with permission from "Inside the Pentagon." Original publication date: Oct. 22, 2009.*

U.S. Joint Forces Command (USJFCOM) experts deployed to Afghanistan are improving command and control functions, standard operating procedures and information sharing as part of an effort to create a new NATO headquarters to improve coordination among all coalition partners, according to USJFCOM official U.S. Navy Rear Adm. Ted Carter.

Twenty-five members of USJFCOM's Joint Enabling Capabilities Command (JECC) were sent to Kabul last month to help establish an intermediate joint headquarters for Afghanistan's International Security Assistance Force (ISAF) in Kabul. The JECC dispatches experts in logistics, operations, plans, knowledge management and other capabilities to help joint task force commanders establish new headquarters for a range of missions including support for both humanitarian assistance and disaster relief operations.

The ISAF joint command, a subordinate command to the overall NATO force, is meant to manage the "full spectrum of operations on a day-to-day basis throughout Afghanistan," Carter, the JECC commander, told reporters Oct. 15 in a conference call. "It's important

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## JECC Enhancing C2 Capabilities, Information Sharing In Afghanistan

*Continued from page 1.*

that these operations support the integrated civilian-military campaign plan and must be designed to assist the Afghan government to assume a more effective leadership. And this focus has been on developing partnerships and trust.”

U.S. Army Lt. Gen. David Rodriguez, the [former] deputy of U.S. Forces - Afghanistan [and current commander of the ISAF Joint Command], requested the USJFCOM team’s help with operations, plans and knowledge management to act as “a bridging mechanism” until the ISAF joint command reaches full operational capability, Carter said.

The recently deployed JECC team is developing the intermediate joint force “campaign operational order,” which has been directly coordinated with the Afghan military, Carter said. The plans group has also created the bureaus, boards, centers, cells, working group processes, standard operating procedures and the overall ISAF joint command “battle rhythm,” he added. Carter said this synchronizes current and future operations and “directly supports the commander’s decision cycle and allows for informed decisions.”

The group, moreover, is devising solutions for command and control of operations across regional command boundaries, noted Carter. The team is charged with creating a knowledge management plan incorporating all ISAF members, Afghan security forces and other stakeholders, Carter told reporters. It has constructed a portal enabling the sharing of information between decision-makers and all other parties to ensure “unity of effort and aid in making decisions,” he said.

On the training side, the JECC is working closely with USJFCOM’s Joint Warfighting Center and NATO’s Joint Force Training Centre to create a long-term training plan to integrate and sustain the ISAF joint command, the admiral said. Specifically, the 25-member team is setting up a mechanism allowing the new command to quickly feed guidance and lessons back to NATO training institutions and then incorporate these insights into home station training programs prior to deployment, he added.

The work of the JECC in Kabul dovetails with U.S. Army Gen. Stanley McChrystal’s goals for coalition operations in Afghanistan. In a speech given this month at London’s International Institute for Strategic Studies, McChrystal talked about integrating ISAF headquarters, physically collocating units and “sharing ownership of the problem” in Afghanistan.

McChrystal’s Aug. 30 report argues that ISAF’s subordinate headquarters must “stop fighting separate campaigns.” Under

the existing structure, some components are not effectively organized and multiple headquarters fail to achieve either unity of command or unity of effort, he notes. The creation of an intermediate operational headquarters is “the first step toward rectifying these problems,” McChrystal writes. The new headquarters will enable ISAF to focus on strategic and operational matters and enhance coordination with the United Nations Assistance Mission in Afghanistan, the Afghan government and the international community, he writes.

The intermediate headquarters will synchronize operational activities and local civil-military coordination, and ensure a “shared understanding” of the mission throughout the force, the report adds. Increased information-collection and analysis capabilities must improve ISAF’s understanding of the “political, cultural, social, and economic dynamics,” it notes. The new headquarters

will also provide command and control for all Afghan security force mentor teams, enabling the Combined Security Transition Command-Afghanistan and the new NATO Training Mission-Afghanistan to focus on the institution-building, force generation, force sustainment and leader development of the Afghan police and military, the report maintains.



*A team of 25 Joint Enabling Capabilities Command (JECC) members deployed to Kabul, Afghanistan to help support the creation of the ISAF Joint Command. JECC provided experts in logistics, operations, plans and knowledge management from the Joint Deployable Team.*

In the future, USJFCOM may add other capabilities to its JECC team expertise beyond the slate of operations, plans, intelligence and related core skills, Carter noted. The command is exploring one capability known as “comprehensive approach planning,” which is the ability to work with interagency partners at the operational command-and-control level, he said. Another prospective capability, less mature than interagency collaboration, is working within cyber planning, he said.

Although JFCOM realizes the need for these two skill sets, officials “haven’t been able to completely define how to source and build those out just yet,” he said. He added there is no time line associated with adding the capabilities, which have not been vetted through all of JFCOM’s components and combatant commanders. ■

The JECC team returned from the ISAF Joint Command on Nov. 20, 2009. See “Prep team returns from Afghanistan” on page 10 for more information on their redeployment.

# Joint Enabling Capabilities support Exercise Panamax 2009

**Julianne Sympson**  
USJFCOM JECC

U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) participated in one of the largest multinational training exercises in the world, Exercise Fuerzas Aliadas Panamax 2009. The exercise took place from Sept. 11 – 22, 2009 at Fort Sam Houston and Camp Bullis in San Antonio, Texas and also in Panama City, Panama as coalition forces coordinated to conduct joint and combined operations with an emphasis on multinational capabilities and procedures in the U.S. Southern Command's (USSOUTHCOM) area of focus (AOF).

The main focus of this exercise was the importance of joint, combined operations in regards to ensuring the neutrality and safe passage through the Panama Canal, one of the world's most vital economic infrastructures. This USSOUTHCOM-led exercise has grown over the past several years from its debut as simply Panamax in 2003 with three nations participating to this year's event with 20 nations, 4,500 people and more than 30 deployed ships and aircraft.

U.S. Army South (USARSOUTH), led by U.S. Army Maj. Gen. Keith Huber, made up the core of the Multi-National Force South (MNF-S) and was the primary training audience during Panamax 09. Lt. Gen Huber is now deputy commander of U.S. Joint Forces Command. This combined exercise was designed to integrate land, maritime, air, special operation forces and selected interagency organizations in a realistic and challenging training environment in the USSOUTHCOM AOF. This exercise gave USARSOUTH the opportunity to train multinational troops along with U.S. organizations and agencies to defend against threats to the Panama Canal and the surrounding region.

The JECC participated in Panamax 09 by providing specific capabilities in both training audience and training support. USSOUTHCOM's request for support of Panamax 09 was fulfilled as the JECC's expertise in specific skill sets contributed to the exercise's overall success. Of the approximately 4,500 people participating in this exercise, JECC provided 19 Joint Deployable Team (JDT) members in the training audience. In training support JECC provided 11 Joint Communications Support Element (JCSE) members and five members from the Joint Public Affairs Support Element (JPASE).

JDT members participated in Panamax 09 as members of the MNF-S headquarters staff in a joint and combined environment at Fort Sam Houston which was considered

the 'main headquarters' and nearby Camp Bullis considered the 'forward headquarters.'

"The JDT team integrated and provided seamless relations with USARSOUTH personnel and partner nations while facilitating comprehensive air, surface and land planning and operations in support of creating stability and reconstructing the operational environment," according to U.S. Army Lt. Col. Robert Bertrand. He was a land operations planner during this exercise as he facilitated and developed plans for conventional land units from both U.S. and partner nations in support of the Commander's objectives.

JCSE, subordinate command to the JECC, participated in Panamax 09 by installing, operating and maintaining an early entry communications capability in Panama City in order to support USJFCOM operations during the exercise. Due to their reputation for providing rapidly

deployable communications support, JCSE's expertise

was requested for this exercise in order

to adequately provide the necessary

communications capabilities needed

to successfully execute Panamax

09. JCSE has the capability

to provide direct bandwidth

services that gives the

warfighter immediate

access to secure or non-

secure internet in order

to provide U.S. and

coalition partners a wide

range of command and

control support.

During Panamax 09,

JCSE provided Internet

and phone capability in

support of partnering nations

conducting operations at Naval

Station Mayport, Fla. JCSE

also had the unique opportunity to

support the USJFCOM Joint Warfighting

Center with an early entry capability, giving them

the necessary secure and non-secure Internet and phone

services. This enabled the USSOUTHCOM higher

headquarters to successfully inject the scenarios across

the Internet needed for operations occurring across the

Panamax 09 AOF.

The final requirement was to provide a hand-

selected technician from USARSOUTH's Deployable

Joint Command and Control (DJC2) Detachment to

support USARSOUTH at Naval Station Mayport, Fla.

with mission requirements. JCSE operators worked

out of Panama City in support of the USJFCOM Joint

Warfighting Center and out of Naval Station Mayport

in support of U.S. Naval Forces South and the coalition

partners.

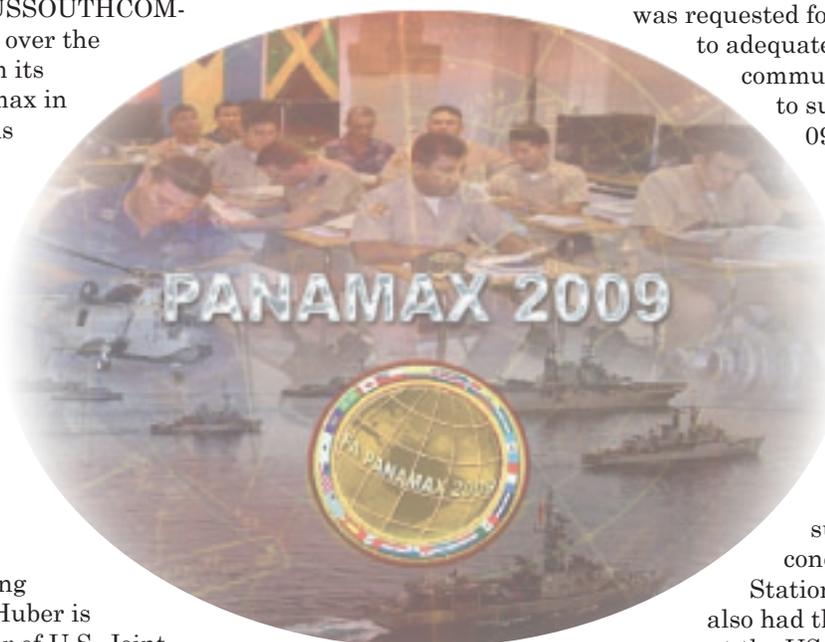
JCSE members were able to sit down with

representatives from the partner nations to identify

requirements needed to support Panamax 09 during the

planning process. "Working with these fine individuals

contributed to the overall success of multilateral



*Panamax 2009 continued on page 4.*

# JECC capabilities support Exercise Fuerzas Aliadas Panamax 2009

*Continued from Page 3.*

communications from the sea and ground,” said Capt. James Burrell, a JCSE plans officer.

JPASE provides the joint warfighter trained, equipped and fully-skilled teams with operational joint public affairs expertise to include planning and media operations. During Panamax 09 the JPASE team was tasked with training the public affairs staff at the Tier 1 level, USSOUTHCOM, and Tier 2 level, USARSOUTH. JPASE coordinated this effort with a split cell of five people plus one observer trainer who were stationed in Panama and at Camp Bullis as they role played as journalists and provided invaluable public affairs support to create a more accurate simulation of a real-world scenario.

JPASE also provided Master Scenarios Events List injects from Panama requesting a number of items from the proposed public affairs guidance to talking points to media queries to a Video Teleconference (VTC) press conference from Panama to Camp Bullis. The VTC press conference was conducted with two Latin American General Officers who provided a non-U.S. perspective to the activities within theater. The JPASE members produced news articles from the various interviews providing a realistic example of what one could and should expect during a real world situation or crisis as they provided training support to Panamax 09.

“Panamax 09 successfully created an environment which allowed USSOUTHCOM and USARSOUTH staff to meet their exercise training objectives to conduct joint and combined operations by employing multinational forces in a realistic regional scenario,” said Dawn Collazo, a JPASE exercise planner. “Planning and executing exercises of this magnitude would not be possible without the dedicated team of professionals



Photo provided by Defenslink.mil  
A Panamanian Navy Ensign, right, assigned to the Panama Maritime National Service, plots the flagship's position as a U.S. Navy Chief, a battle watch captain, observes during exercise Fuerzas Aliadas (FA) Panamax 2009 inside the command and control center.

comprised of active duty, reserve, civilians and contractors,” she said.

JECC's involvement in Panamax 09 was critical to the overall success of the entire event as each JECC member enhanced his or her relations with USARSOUTH, USSOUTHCOM and the partner nations as everyone came together in order to ensure a stable environment in and around the Panama Canal. During this exercise the JECC members provided specific capabilities in operations, planning, communications and public affairs support. The combined, joint exercise was valuable in furthering JECC members' employability as they developed, integrated and facilitated dialogue with USSOUTHCOM, USARSOUTH and participating partner nations. ■



Photo provided by Defenslink.mil  
A Chilean navy boarding team fast-ropes onto the flight deck of Canadian navy frigate HMCS Calgary (FFH 335) Sept. 15, 2009, during multinational training exercise Fuerzas Aliadas Panamax 2009 in the Pacific Ocean. Panamax 09 was a multinational exercise tailored to the defense of the Panama Canal, involving more than 4,500 personnel from 20 participating countries.

# Compact Field System Keeps Commanders Plugged In Without Weighing Them Down

Bob Brewin  
NextGov.com

*Reprinted with permission from NextGov.com. Original publication date: Oct. 29, 2009.*

Think of military command-and-control (C2) systems for contingency operations, and the mind conjures up visions of large, trailer-mounted satellite dishes or banks of routers and switches in a truck or Humvee that provide data and communication feeds for commanders in the field.

But at the Joint Communications Support Element (JCSE) – a joint Defense Department organization headquartered at MacDill Air Force Base in Florida – big technology comes in small packages, the unit's commander, U.S. Marine Col. Stephen Corcoran, told NextGov. A two-person JCSE team can carry all the C2 gear needed to support the early stages of a deployment in two transit cases – rugged suitcases – small enough to be considered checked baggage by an airline, Corcoran said.

JCSE is a tactical unit that provides initial communications support for the early stages of a contingency operation as well as continuing support for top field commanders in Iraq and Afghanistan, Corcoran said, though he declined to provide details due to security concerns. The JCSE Initial Entry Package (IEP), essentially a C2 system in a box, provides commanders with Internet access to a range of secret and unclassified Defense data networks, Corcoran said. The system uses a small satellite dish about the size of a cookie sheet to connect to Defense networks via satellites.

The IEP includes a Cisco router and a call manager system that supports video teleconferencing and connections for up to four secure telephones. JCSE cobbles together two IEP systems into an Early Entry system, which supports larger headquarters with eight secure phones and provides access to coalition networks and the Top Secret Joint Worldwide Intelligence Communications System.

JCSE uses its unique gear to support some unique



Photo by JECC JCSE

*During a pre-deployment exercise, a JCSE evaluator tests for communications connectivity using an Initial Entry Package (IEP) while JCSE team members look on. Designed as a small unit or VIP communications support system, the IEP is installed, operated and maintained by a two person team, and provides both classified and unclassified voice and internet.*

missions, Corcoran said. The communications unit is part of the Norfolk, Va.-based U.S. Joint Forces Command, which provides stateside troops from all the services to commanders around the world. Besides operating in the Middle East, JCSE teams deploy to Africa, Europe and Latin America, and teams can be ready to go on two hours notice. They also take on missions at the direction of the Joint Staff in the Pentagon, Corcoran explained.

The JCSE has approximately 1,100 active-duty and reserve and National Guard personnel from all four services, with the largest contingent – 400 – coming from the Air National Guard. According to Corcoran, 20 percent of the JCSE troops are jump-qualified and most are seasoned and experienced senior noncommissioned officers. "This is an awesome organization," he said, adding the outfit is ready to go at a moment's notice to provide key communications support to top commanders anywhere around the globe. ■



Photo by JECC JCSE

*A JCSE team chief and other JCSE members react to a small unit tactical scenario. Mentally and physically - demanding training, which puts leaders under stress, is used by the JCSE as a means to obtain unit cohesion and confidence prior to deployment.*

## Weekend drills keep JCSE Reserve squadrons ready to deploy

Whitney Williams  
USJFCOM JECC

Members of the 4th Joint Communications Squadron (4JCS), an Army Reserve Squadron, and the 290th Joint Communications Support Squadron (290JCSS), an Air National Guard Squadron, spent the first weekend in October 2009 performing readiness and training exercises to maintain their ability to meet their mission. Both squadrons are aligned under the Joint Communications Support Element (JCSE) headquartered at MacDill Air Force Base in Tampa, Fla. and are responsible for providing communications support to Geographic Combatant Commands, Special Operations Command and other agencies as directed within hours.

Adhering to this quick timeline means it is important that the 4JCS and the 290JCSS maintain their skill level with regular communications equipment training as well as engage in standard deployability exercises such as force protection and weapons training. JCSE provides a highly desirable capability: communications support and network connectivity, so the ability of the squadrons to deploy, assemble communications equipment and establish connections within a few hours is a necessity.

Additionally, with such demand for these capabilities from across the globe, particularly in the U.S. Central Command area of operations, it is likely that the squadrons could deploy into austere environments. Standard deployability training is exercised regularly so that each squadron member is prepared for any environment under any circumstance and can still fulfill the mission they were requested to perform.



Photo by JECC JCSE

U.S. Army Staff Sgt. Terry Birchfield tests U.S. Army Staff Sgt. Justin Meany's gas mask to ensure it is in working order before participating in the Nuclear, Biological and Chemical training.

The 4JCS, which resides at JCSE Headquarters, is split into three troops; Alpha, Bravo and Charlie. The troops spent the October weekend drill focusing mostly on deployability exercises, but also completed some communications equipment / satellite training. Both the Alpha and Bravo troops participated in a Nuclear, Biological and Chemical (NBC) training exercise which tested their ability to survive a chemical attack. The 4JCS Commander,



Photo by JECC JCSE

U.S. Army Staff Sgt. Jason Carver instructs 4JCS members on the Quad Band Dual Hub during the weekend drill at JCSE headquarters at MacDill Air Force Base in Tampa, Fla.

U.S. Army Lt. Col. Randy Riedy, who participated in the NBC training, stated, "Warrior Training during our Battle Training Assemblies is important because these are skills that need to be continually practiced or our soldiers will lose their skills."

At the opposite end of the spectrum, the Bravo troop from 4JCS focused more on communications and satellite equipment training. U.S. Army Staff Sgt. Jason Carver, 1st platoon leader from 4JCS Bravo troop, led a training session on the Satellite Network's Quad Band Dual Hub which provides a cost-effective commercial off the shelf solution for the Ground Mobile Force (GMF)-compatible satellite communication terminals. The Quad Band Dual Hub configuration supports two separate six-spoke GMF networks and provides a high data rate uplink of up to 20 Mbps.

Other Bravo troop members were dispersed throughout JCSE Headquarters receiving training and refresher courses on other communications equipment including computers, radios and satellites. Bravo troop Commander U.S. Army 1st Lt. Emmanuel Duvelsaint explained that cross training on each communications platform was essential to their mission, "If anyone needs us for a mission, then we know we'll be ready to go and trained in all the facets of the communications equipment available."

A few miles away, in another section of MacDill Air Force Base, 290JCSS was also conducting a weekend drill that focused mostly on communications equipment set-up and training. The squadron conducted a full Communications Exercise (COMMEX), which consisted of setting up tents which function as mobile communications stations, complete with standard JCSE communication packages. "COMMEXs are the lifeblood of developing our technical communications capabilities in new Air National Guard members and keeping those skills sharp with our experienced personnel," stated 290JCSS Commander, U.S. Air Force Lt. Col. Loretta Lombard.

*JCSE Weekend drills continued on page 7.*

## Weekend drills keep JCSE Reserve squadrons ready to deploy

*JCSE Weekend drills continued from page 6.*

A COMMEX is designed to simulate a full-scale deployment. The team receives a mission, sets up and connects the required communications equipment and then troubleshoots the system with likely scenarios that may occur if they were in the field. Lombard explained, "We train as we fight and try to simulate the downrange operations as accurately as possible so our deploying personnel are prepared for any situation that may arise."

The first mobile communications station to be set up during any deployment is the System Control (SYSCON) tent, which according to U.S. Air Force Senior Master Sgt. Troy Herr, "is the hub of all communications for the mission. The SYSCON oversees status and asset reporting and the manning of personnel." The SYSCON needs the quickest access to communication networks and connectivity, so an Initial Entry Package (IEP) is usually the first communication package assembled within the SYSCON. An IEP supports up to four users with classified / unclassified network access to include secure / non-secure voice and video teleconferencing capabilities. During this particular COMMEX, 290JCSS set up an IEP within its SYSCON and was training new members on the assembly, management and troubleshooting of the package.

Other communication stations set up during the COMMEX included Early Entry Packages (EEP) and Modular Internet Protocol Packages (MIPP). JCSE communication packages are modular and can be added onto like building blocks to support additional users as the mission grows. The IEP is usually the first equipment package assembled while an EEP can be added on next to support a total of 40 users and a MIPP can be added on to support a total of 1500 users with the same capabilities.



Photo by JECC JCSE

Satellites and communications equipment were set up during the 290JCSS communication exercise. The full-scale exercise simulated a field deployment and enabled the 290JCSS to maintain their skill level in assembling and troubleshooting their standard communications equipment.

According to Lombard, "Having a 'been there, done that' perspective gives [the 290JCSS members] an advantage of staying focused and responsive under the demanding requirements that can come up in theater." 290JCSS conducts about four to six COMMEXs per year to maintain their skill level and perform required training for new squadron members.

For more information on JCSE or the Reserve squadrons, 4JCS and 290JCSS, please visit <http://www.jcse.mil>. ■

## JECC participates in Exercise Natural Fire 2010

**Julianne Symphon**  
USJFCOM JECC

U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command's (JECC) superb performance during U.S. Africa Command's (USAFRICOM) Exercise Judicious Response 2009 prompted a request for the JECC's participation in the USAFRICOM-hosted Exercise Natural Fire 2010 (NF10) which took place from Oct. 16 – 26, 2009.

This year's exercise took place at three locations in Uganda. Combined Joint Task Force (CJTF) Lion, the designated two-star headquarters for the commanding officer and the Joint Operations Center (JOC), were located at Entebbe airfield, Uganda. Approximately 225 miles away, the Tactical Operations took place in Kitgum, Uganda. In Kampala, Uganda the Interagency support element and the table-top exercise brought participants together to discuss preparedness in the region for possible

humanitarian emergencies or medical issues such as an influenza outbreak. The potential crises were discussed among EAC leaders and interagency personnel for a better insight and understanding of the needs of the African people in response to such urgent situations.

The Natural Fire series began in Kenya in 1998 with the support of just U.S. military personnel. Eleven years later, this exercise has grown in importance and credibility as exemplified by the participation of the five East African Community (EAC) nations of Burundi, Kenya, Rwanda, Tanzania, and Uganda. This 10-day exercise increased the EAC's capacity to support disaster response operations within the USAFRICOM area of responsibility and set conditions for their future cooperation.

The objective of this exercise was to provide a medium to foster interac-

tion and camaraderie between U.S. military forces and those of the five participating EAC nations. The intent was not necessarily for the U.S. military personnel to train the EAC partners, but to work cooperatively and learn from each other. Throughout the exercise, a significant amount of knowledge was shared and many relationships were cultivated which ultimately strengthened the collaborative efforts between the U.S. and the EAC nations.

U.S. Army Africa (USARAF), the designated joint task force-capable headquarters, led this exercise in an effort to continue to build strong relationships with the EAC nations within the USAFRICOM area of responsibility. U.S. Army Maj. Gen. William Garrett, USARAF Commander, directly requested JECC support of the exercise. The USARAF staff was pleased to find out that JECC members were

*Exercise Natural Fire 10 continued on page 8.*

## JECC participates in Exercise Natural Fire 2010

*Exercise Natural Fire 10 continued from Page 7.*

able to participate in this exercise with only two weeks prior notice to the NF10 Command Post Exercise start date. Three JECC Joint Deployable Team (JDT) members supported the NF10 CJTF headquarters and served at the command and control node between USAFRICOM, CJTF Lion and the deployed units attached to the exercise.

The JDT members supported the logistics management, crisis response and casualty evacuations during NF10. As the Chief of Operations at the CJTF headquarters in Entebbe, Uganda, U.S. Air Force Lt. Col. Charles "Ty" Harris had five international liaison officers and five joint staff counterparts from all five of the participating EAC nations working alongside him. Harris stated, "This exercise provided the first step of integration and brought us to the realization that we can give a mission set to our EAC partners and they can fulfill it. One of the lessons learned from this exercise was that the EAC partners are able to handle more responsibilities than we are used to giving them."

U.S. Army Gen. William Ward, Commander of USAFRICOM, came to Entebbe to visit the Operations Center and briefed the EAC partner nations. Ward also surveyed the JOC and since Harris was the Chief of Operations he played an important role in the Commander's visit. According to Harris, the Chief of Operations, "General Ward's briefing



Photos by U.S. Army Africa

U.S. Air Force Lt. Col. Charles "Ty" Harris served as the Chief of Operations in the Joint Operations Center located in Entebbe, Uganda during Exercise Natural Fire 2010 from Oct. 16 - 26, 2009.

to the entire JOC gave the nations an overwhelming sense of partnership as the EAC members were an integral part of this joint and combined exercise."

U.S. Army Lt. Col. Buddy Brook, a Reservist member of the JECC JDT, served as the Night Chief of Operations and the Orders Writer during NF10. Brook supported this exercise by providing detailed country briefings to Garrett for his visits to Burundi

and Rwanda. As a reservist, Brook brought a unique expertise on the EAC partner nations, since he works with African nations in his civilian career.

JECC JDT member, U.S. Army Lt. Col. Marvin Gibson, served as the J2 in the JOC and was tightly integrated with his Ugandan counterpart to monitor force protection requirements between the two-star headquarters, the Ugandan security forces and the other EAC partner nation tactical units during NF10.

The JECC Joint Communications Support Element (JCSE) also provided 18 members to support a Deployable Joint Command and Control (DJC2) core, one Early Entry Package (EEP) team and one Initial Entry Package (IEP) team. JCSE's primary mission during NF10 was to provide rapid, scalable communications for command and control purposes in three locations in Uganda. The JCSE teams provided the NF10 leadership with expertise on multiple communications-related challenges.

JCSE's USAFRICOM Detachment team for the DJC2 program, headquartered in Vicenza, Italy, was specifically requested and tasked as the system operations and sustainment team for NF10 specifically due



Photo by U.S. Army Africa

U.S. Army Africa commanding general, Maj. Gen. William B. Garrett III and other members of the U.S. Army Africa staff discuss the events surrounding the historic 1976 hostage-rescue mission at the Entebbe airfield. U.S. Army Lt. Col. Buddy Brook (pictured on the right) from the Joint Enabling Capabilities Command (JECC) Joint Deployable Team briefed Garrett on the historical events of the Raid on Entebbe and provided Garrett country briefs on Burundi and Rwanda before the General visited those EAC partner nations.

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continued on page 9.*

## JECC participates in Exercise Natural Fire 2010

*Continued from page 8.*

to the skill sets and capabilities of both the operators and the leadership currently assigned to the detachment team. The DJC2 core is a communications system which consists of a 60-seat sheltered infrastructure that can support up to 750 simultaneous users. It provides a rapidly deployable command and control capability that can stand up quickly in austere environments to support a designated joint task force headquarters. USARAF deployed USAFRICOM's DJC2 to provide the communications capability for the CJTF headquarters and also employed a coalition-friendly local area network which allowed full communications access for all the participants during NF10, including the EAC partners. This was the first time that USARAF deployed a DJC2 in this capacity during a combined / joint exercise. The JCSE team served as the main operators, troubleshooters and leadership during the employment of the DJC2 and played a pivotal role in providing communications support to meet the requirements of one of the largest joint / combined USAFRICOM-led exercises to date. According to U.S. Army Capt. Ryan Pace, DJC2 Detachment Commander during NF10, "The employment of DJC2 left a positive impact upon all parties involved in NF10 to provide faith and support toward future missions and exercises."

The JCSE IEP and EEP packages provided communication support to an additional 600 users during NF10. Four



Photos by Rick Scavetta, U.S. Army Africa  
U.S. Army Sgt. Greg Childers and U.S. Air Force Tech Sgt. Demetrius Harris, both from the 290th Joint Communication Support Squadron, MacDill Air Force Base, Tampa, Fla., establish phone and internet connectivity using satellite technology.

JCSE members installed and operated the EEP, located at Kitgum, Uganda, and provided around the clock unclassified network, classified network, a coalition local area network, Internet and Defense Switched Network phone services to Task Force Kitgum personnel and EAC personnel at the main operational site in Kitgum, Uganda. The IEP was set up at CJTF Lion at the Entebbe Airport and was maintained by three JCSE members as they provided communication support to the USARAF leadership and EAC

personnel during NF10. The IEP also became the primary command and control (C2) node near the end of the exercise when C2 operations at the Entebbe airfield were transferred to the nearby Botanical Garden hotel.

With JCSE's support NF10 was provided a full communications package that could support a broad spectrum of services, setting up a command and control center for multiple foreign-national military entities while still providing reliability and ease of operation. Although the ability to task a team and / or a package to complete a mission like NF10 is no small feat, the JCSE USAFRICOM Detachment successfully provided the necessary communications support to the entire CJTF team.

USARAF's commitment to partnering with the East African nations enhanced a sense of mutual understanding and increased stability, security and peace on the continent. The exercise participants had a positive reception from both the military and civilian communities during this exercise. The international community, through multiple media outlets, applauded the hard work and outcome of the exercise, a direct reflection of the efforts provided by all the NF10 participants, including the JECC, as well as a testament to the overall success of the exercise. ■



Photos by Rick Scavetta, U.S. Army Africa  
U.S. Army Chief Warrant Officer 2 Mike Fabius, a U.S. Army Africa communication specialist checks a satellite dish during Exercise Natural Fire 10.

## Prep team returns from Afghanistan

Maryann Lawlor  
SIGNAL Magazine

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Members of the U.S. Joint Forces Command's (USJFCOM) Joint Enabling Capabilities Command (JECC) arrived home from Afghanistan and the first major operational use of the Ready JEC Package (RJP) just in time to join their families for the Thanksgiving holiday. The RJP, which comprises operators and planners, assisted in establishing the International Security Assistance Force (ISAF) Joint Command (IJC), a joint task force headquarters, in Kabul.

At the beginning of the three-month deployment, the 25 RJP team members were dispersed throughout Kabul to gather up the people they would need to train in order to set up and operate the IJC. Some found this separation to be the toughest part of the deployment because the team members are trained to collaborate. Despite being separated, all of the group members focused on the mission: setting up a headquarters that could then be taken over by the Afghanistan National Security Forces and coalition troops.

USJFCOM set up the JECC to ensure the availability of such mission-ready quick support to commanders. Members of the JECC help establish and increase the effectiveness of newly forming headquarters by assisting in the integration of air, land, maritime and information capabilities at the operational level.

In preparation for its first operational deployment, Ready JEC team members located in Suffolk, Va., discuss conditions in Afghanistan with in-theater commanders via videoconferencing.

The joint deployable teams, such as the one that went to Afghanistan, concentrate their efforts in four areas: operations, plans, information superiority / knowledge



Photos by USJFCOM PAO

*Members of the U.S. Joint Forces Command's Joint Enabling Capabilities Command (JECC) return from a deployment to Afghanistan where they helped establish the new International Security Assistance Force (ISAF) Joint Command (IJC) in Kabul. The JECC team deployed on Aug. 26, 2009 and returned in a ceremony held at the command's Joint Warfighting Center on Nov. 20, 2009.*

management and logistics. The group from the JECC is trained to understand the operational environment, to plan fully integrated joint operations, to coordinate unified actions with mission partners, to prepare appropriate directives and orders for subordinate tactical formations, and to adjust operational-level plans rapidly. Once these activities are set into motion, the joint task force commander in the region takes the reins and moves forward with operations.

When the RJP team arrives at its destination, its job is to get the headquarters working before the rest of the troops arrive so lag time between the start of the mission and initial operational capability is kept to a minimum. On this first of what is likely to be many missions, the RJP operated quickly once on the ground in Kabul in late August; it achieved its own initial operational capability by mid-October. It then began developing plans and operations for the IJC that will be executed during the next 12 to 18 months.

Although the JECC group was able to achieve its mission in short order, it doesn't mean that the deployment's task was without challenges. Among the top hurdles to overcome were the cultural differences among the various nations involved in the coalition. For example, while the U.S. military is accustomed to planning missions and operations down to the very last detail, other countries' militaries take a more hands-off approach, preferring instead to issue a commander's intent and leave it up to the troops to determine how to achieve it.

Part of RJP team training is a planner's course and participation in joint exercises at the operational level. Members of this deployment agreed that this preparation was helpful in addressing the cultural issues they encountered. However, one lesson learned from this first effort was that while the preparation that takes place in classrooms and exercises is useful, plans can make swift turns when introduced into an area of operations. ■



Photos by USJFCOM PAO

*U.S. Navy Lt. Cmdr. Tim Steele from the Ready JEC Package team was welcomed home right before Thanksgiving by his two children, Jordan and Sydney on Nov. 20, 2009 at the Joint Warfighting Center, in Suffolk, Va.*

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## U.S. Joint Forces Command

### Joint Enabling Capabilities Command

*The U.S. Joint Forces Command Joint Enabling Capabilities Command employs, manages and develops current and future USJFCOM Joint Enabling Capabilities for Global Response Force execution and other tasks. On order, deploy USJFCOM JECs and other capabilities as directed to enhance Joint Force Command and Control.*



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