



JECC Commander's message

Welcome to the United States Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) newsletter, formerly the Standing Joint Force Headquarters (SJFHQ) newsletter. Since our last installment of this newsletter the JECC has undergone several significant changes.

The JECC stood up on Oct. 1, 2008 and I am honored to say that I am now the first commander of this new command. This is an exciting time for the JECC and I look forward to the challenges and the opportunities ahead for this new organization.

The standup of the JECC brought three main changes. The first was a number of internal reorganizations, which brought the Joint Communications Support Element, the Joint Public Affairs Support Element (JPASE) and the Intelligence-Quick Reaction Teams under the umbrella of the JECC. The second piece was that the JECC was given command authorities which allow us to better execute those responsibilities that come with being an alert postured force. The third change to come from the standup of the JECC was that it brought our organization in better alignment with the Joint Warfighting Center to ensure that the "operational arm" of USJFCOM is standardized with the Joint Force Trainer.

Overall, the standup of the JECC has led to greater efficiencies and effectiveness in the way we are organized to provide rapid response command and

control capabilities to an emerging joint task force headquarters.

The February issue highlights these new changes as well as the USJFCOM Joint Enabling Capabilities' (JEC) participation in exercises, conferences and deployments around the world. Of particular interest in this issue is JPASE's humanitarian assistance in the Republic of Georgia, Task Force Ramadi's redeployment and JECC's participation in Exercise Internal Look 2009.

Semper Fidelis,

William D. Beydler
 Brig. Gen., U.S. Marine Corps
 Commander, Joint Enabling Capabilities Command



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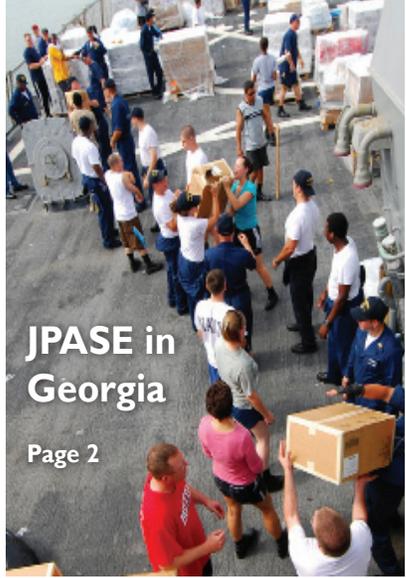
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Joint Enabling Capabilities Command up and running

By Robert Pursell
 USJFCOM Public Affairs

(NORFOLK, Va. – Oct. 1, 2008) -- Government and military officials gathered here today for the activation of U.S. Joint Forces Command's (USJFCOM) new Joint Enabling Capabilities Command (JECC).

Current Standing Joint Force Headquarters (SJFHQ) Director Marine Corps Brig. Gen. William D. Beydler is the new organization's first commander and reports directly to the commander, USJFCOM for forces and additional capabilities.

JECC's activation brings together four USJFCOM organizations delivering tailored, specialized support and training while simultaneously identifying new requirements and developing new capabilities for joint force commanders worldwide.

The new command consists of capability modules that can be tailored to specific needs and includes seven deployable modules of joint functional area expertise including operations, plans, knowledge management and information superiority, and logistics.

Additionally, the Joint Public Affairs Support Element (JPASE), Joint Communications Support Element (JCSE), and the Intelligence-Quick Reaction team (I-QRT) provide public affairs, communications, and intelligence support.

Beydler explained the benefit of JECC. "I think U.S. Joint Forces Command, with the establishment of this

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JECC up and running

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command, will be better able to support the joint warfighter. I'm convinced of that," he said. "This goes a long way in addressing some of the things that we've been struggling with. I know for a fact that within U.S. Joint Forces Command, it will make us better able to support that standup of the joint force."

As part of the reorganization, Beydler also will integrate his operations with the Commander, Joint Warfighting Center (JWFC) and Director for Joint Training, Army Maj. Gen. Jason K. Kamiya. This partnership synchronizes the JECC rapid deployment capability with the JWFC overall efforts to train and prepare joint warfighters for worldwide contingencies.

Kamiya said that because JECC and JWFC speak with one voice and now are on the same page regarding support to joint force headquarters, the transition

should be smooth.

"We're pretty darn good in terms of speaking in one voice and unified in how we support a joint force headquarters," he said. "This transition of taking the newly defined, newly recognized Joint Enabling Capabilities Command and making the space inside my headquarters to fully integrate not only the enabling capabilities, but also all of the administrative functions into what we do, I think is a tremendously positive transition."

Beydler explained why he's looking forward to commanding the JECC.

"It's a great group of folks...the active component, the reserve component, our government civilians and our contractors. I look forward to the challenges and the opportunities ahead. As I told you when

I came here and I'll reiterate it again right here right now, there's only one thing that I can promise you and that is that you'll get my best effort."

Kamiya also pledged his commitment to the personnel from the new command.

"I will do everything possible to facilitate the internal training requirements and the readiness of the individual members of JECC," he said.

As part of the JECC standup, Beydler and his staff will move to JWFC headquarters in Suffolk in March 2009 while some JWFC employees will now occupy offices previously used by JECC at Naval Station Norfolk. JPASE and I-QRT remain in Suffolk and JCSE remains at MacDill Air Force Base, Fla. ■



Joint Public Affairs Support Element team deploys to Georgia

By John Peters
JECC JPASE

Seven days after Russian forces entered Georgia's breakaway province of South Ossetia, a team from the Joint Public Affairs Support Element (JPASE) left Suffolk, Va. for the U.S. European Command (USEUCOM) in Stuttgart, Germany. The team departed just 18 and a half hours after verbal notification. On Aug. 13, President Bush directed the Department of Defense to begin a major mission of bringing humanitarian relief to assist the Georgian people.

JPASE deployed a team of five personnel under the Global Response Force Execute Order. While in transit it was determined they would deploy forward in direct support of the USEUCOM Joint Assessment Team (EJAT) rather than augment USEUCOM Public Affairs. The JPASE team arrived in Germany Aug. 16. U.S. Marine Corps Maj. Rob James of JPASE was designated as the EJAT Public Affairs Officer (PAO) and departed for Georgia with 25 members of the main body the following day. The remaining JPASE members worked emerging issues and coordinated Public Affairs Guidance with USEUCOM and were in Georgia within a few days.

The team that deployed to Georgia was relatively new to JPASE. Maj. James had reported to JPASE just two weeks earlier. The other members, U.S. Navy Lt. Cmdrs. Walter



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JPASE deploys to Georgia

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Sailors aboard the guided-missile destroyer USS McFaul stack humanitarian assistance supplies including hygiene items, baby food and infant supplies, to be put on pallets and then lifted from the ship to a crane barge and then given to the people of Georgia Monday, Aug. 25, 2008.

Photo by JECC JPASE

Matthews and John Gay and U.S. Navy Lt. Jim Hoeft had been at JPASE between three and eight weeks. The fifth, Mr. Greg Deimel was a JPASE veteran who had made several previous deployments.

“Although most were new to JPASE, they are all seasoned Public Affairs professionals,” said U.S. Navy Capt. Hal Pittman, JPASE Commanding Officer. “I had no reservations about sending them. JPASE draws exceptional talent and our people are all motivated and ready. I knew they’d do well.”

The EJAT set up shop at the U.S. embassy compound in Tbilisi, Georgia to coordinate the onward movement of relief supplies with the embassy staff, USAID and the Government of Georgia. The EJAT’s role was two fold. First, working with the U.S. Embassy and USAID, to assess the humanitarian, medical, communications and infrastructure needs of the Georgian government. Second, to provide effective command and control of theater-wide humanitarian assistance enabling the government of Georgia to restore basic human needs of its people.

The Department of State is the lead federal agency for foreign humanitarian relief operations with DoD supporting State’s efforts. The U.S. military role was providing logistical support to move humanitarian aid supplies into Georgia. The bulk of what was delivered included supplies to relieve suffering, such as cots, sleeping bags, blankets, sheets, and over 1,200 pounds of antibiotics.

The JPASE mission was to tell the story of U.S. humanitarian assistance efforts. The team accomplished this by working closely with the embassy staff to coordinate coverage of U.S. operations by local and regional news media, providing news releases and photos for the media, arranging interviews with those involved in the effort and answering inquiries from the media.

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HARMONIEWeb Supports Republic of Georgia Humanitarian Assistance Mission

The HARMONIEWeb (Humanitarian Assistance Response Monitoring and Operations Network-Internet Enterprise) collaborative tool, which can improve the response effort to those in need, proved to be very useful to the US European Command (USEUCOM) Joint Assessment Team (EJAT) as USEUCOM requested and was provided HARMONIEWeb support for their humanitarian assistance mission to the government of Georgia.

The EJAT used HARMONIEWeb for over a month, averaging over 100 hits per day with peak hits in excess of 700 per day. This tool provided the



necessary environment to forge working relationships that were needed in this mission. Information was gathered from various mission partners including both field collection teams and non-military sources and HARMONIEWeb provided a common workspace for the information to be shared and utilized.

HARMONIEWeb was also used to provide a common repository of documentation for the EJAT and both military and non-military mission partners as well as providing a valid common reference of scheduled activities for EJAT members. The EJAT Knowledge Management (KM) Chief, U.S. Navy Lt. Cmdr. Aschenbrenner, stated that, “[HARMONIEWeb] did all the things it was designed to do and it did them well. It enabled military-military information sharing

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JPASE deploys to Georgia

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“This was an interagency effort, so our PA efforts supported all involved,” Maj. James explained. “We attempted to ensure our efforts took into account all players equally rather than focusing strictly on DoD.”

Once in Tblisi, movement was restricted due to force protection concerns. Basically they could travel only between billeting and the embassy compound, because of reports of a pending Russian move into Tblisi. However, the EJAT Commander decided the team would not carry weapons to emphasize their mission was providing humanitarian assistance, rather than supporting the Georgian military.

“We didn’t know what to expect,” said Maj. James. “As it turned out the environment was pretty permissive. We didn’t feel threatened, but were cautious.”

The JPASE team supported media coverage of unloading relief supplies at the ports at Batumi and Poti, as well as the airport in Tblisi, and during EJAT visits to Gori and Poti. The media JPASE dealt with were primarily Georgian, with some representatives from regional bureaus of major news organizations such as the Associated Press, BBC, Reuters, Agence France-Presse and the New York Times.

AP reporter David Rising was given the opportunity to embed with the EJAT for a week. He accompanied the EJAT Commander, U.S. Army Brig. Gen. Jon Miller, Deputy Commander of the 21st Theater Sustainment Command, to meetings with Georgian officials, conducted several interviews with Brig. Gen. Miller and filed stories daily.

One of the tools available to JPASE is the Digital Video Image Distribution System (DVIDS), a portable system to transmit video and photos via satellite to Atlanta, Ga. where they are distributed to media throughout the U.S. The JPASE team distributed 39 photos, 20 video segments, three audio reports and a podcast, which were picked up by more than 500 outlets. About a third of the video segments were live interviews with Brig. Gen. Miller. The rest was raw video of various operations.

“The rapid deployment of JPASE assets was great and demonstrated the responsiveness of our capability,” Maj. James said. “The uncertainty regarding our destination and tasks, while not ideal, is probably the norm when responding quickly to such a request for assistance. We deployed with the right



Members of U.S. European Command’s Joint Assessment team, accompanied by Georgian member of Parliament Akaki Minashvili and officials from the government of the Republic of Georgia, tour the embattled city of Gori to assess the level of damage, the status of relief efforts, and the return of displaced persons.

Photo by JECC JPASE

HARMONIEWeb

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and it gave a forum to share with non-military partners.” After witnessing the benefits of this tool, the USEUCOM KM Chief stated that they will continue to use HARMONIEWeb in future missions.

The scope of HARMONIEWeb’s influence is continuing to develop and as a result of this USEUCOM experience, HARMONIEWeb will begin work on several enhancements including: automated e-mail notification improvements, automation of Community of Interest (COI) formation and better cell phone / text-message integration. These enhancements will further encourage the effectiveness and functionality of HARMONIEWeb for both military and non-military partners.

HARMONIEWEB was designed to provide an unclassified internet accessible environment for the exchange of information across the civil-government boundary associated with stability, security, transition and reconstruction operations or humanitarian assistance and disaster relief. For more information on HARMONIEWeb or to get your own account and site, visit: <http://www.harmonieweb.org>. ■

number of people for our original tasking of operational planning support, but less than ideal skill sets for tactical PA execution,” he continued. “We needed journalists to cover events, collect still and video imagery and release it. Although not the primary job of a PAO at that level, the team did a great job collecting and releasing information.”

“The end result was European Command Joint Assessment Team accomplished the mission and JPASE provided significant support,” Maj. James concluded.

JPASE was established in January 2005 to enhance joint public affairs capability through training, doctrine development and establishing joint standards and requirements to ensure joint force commanders have trained public affairs professionals providing counsel, operational planning and tactical execution of communication strategies to support joint military operations.

On order, JPASE deploys in support of joint operations as a trained, equipped and ready joint public affairs capability, including but not limited to, Public Affairs planning, media operations, plan and manage media embed program, PA guidance development, PA Command & Control. Since 2005 JPASE teams have deployed 12 times, including the Pakistan Earthquake in Oct. 2005, the Lebanon Evacuation in July 2006, as part of Task Force Ramadi in Feb. 2008 and deployments to Afghanistan in 2007 and 2008. JPASE supported U.S. Northern Command during the California wildfires in 2007 and for several hurricanes, including the recent Hurricanes Gustav, Hanna and Ike. ■

USJFCOM and USPACOM partner together to train Standing Joint Force Headquarters - Pacific personnel

By Brittany Noble

Former USJFCOM JECC member

Members of the U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) provided a unique training experience with U.S. Pacific Command (USPACOM) Standing Joint Force Headquarters-Pacific (SJFHQ-P) at Camp H.M. Smith, Hawaii.

The three-week training took place from Aug. 25 to Sept. 12, 2008 under the lead of the SJFHQ-P and integrated the two distinctive organizations into a single staff of instructors and organizers with expertise in real-world operations.

Participants in the training were able to forge relationships across a variety of organizations that were designed to provide rapid assistance in complex, dynamic environments.

“Being that USPACOM had such a large turnover in personnel this summer in our SJFHQ, this course was extremely timely and well needed,” according to U.S. Army Maj. Gen. Steven Tom, USPACOM Chief of Staff.

The training consisted of two phases: a two-week customized Joint Enabling Capabilities Planners Course (JEC PC) and a week-long table top staff exercise.

The JEC PC phase was structured around a notional task force with a humanitarian assistance mission and



Instructors and participants from U.S. Pacific Command Standing Joint Force Headquarters and U.S. Joint Forces Command Joint Enabling Capabilities Command pictured at the conclusion of the three-week training.

Photo by USJFCOM JECC

focused on the knowledge and skills a planner within a Joint Enabling Capability (JEC) would need in a complex operational environment.

To provide a balanced course of instruction and practical exercises, the curriculum centered on the analysis and preparation of two key briefings and included topics on a range of SJFHQ-specific subjects to complement more familiar sections of planning.

U.S. Marine Corps Brig. Gen. William D. Beydler, Commander of the USJFCOM JECC, acted as the notional joint task force commander during the JEC PC phase. Brig. Gen. Beydler

was presented a mission analysis brief and provided initial planning guidance for the remainder of the phase which was used by the training audience to develop courses of action.

The courses of action were then presented to Maj. Gen. Tom in order to accomplish the mission.

The table top staff exercise focused exclusively on practical exercise and experience-building in a mentored environment. It featured detailed planning and analysis across the entire notional task force staff and culminated in an operations order brief to Maj. Gen. Tom.

U.S. Army Col. Dave Parker, USPACOM SJFHQ-P Director, observed and interacted with the training audience throughout both phases of the training.

“There is nothing I could have done to replicate what happened here,” said Parker.

In addition to the collaboration between USPACOM SJFHQ-P and the JECC, the training audience consisted of military and civilians from USPACOM, the JECC Joint Deployable Team, the Center for Excellence in Disaster Management and Humanitarian Assistance and Joint Task Force Homeland Defense.

“As a learning experience, I think this was a really good one and I appreciate the effort from all involved,” said Maj. Gen. Tom. “My confidence level in sending our SJFHQ out the door for a contingency is much higher than it was three weeks ago.” ■



Maj. Graham Bloxom (left), a trainee from U.S. Pacific Command speaks with Anne Gore, one of the instructors from Joint Enabling Capabilities Command.

Photo by USJFCOM JECC

USJFCOM JECC supports hurricane relief

By Robert Pursell
USJFCOM Public Affairs

The Department of Defense's lead agency as global force provider, U.S. Joint Forces Command (USJFCOM), deployed teams recently from its Joint Public Affairs Support Element and Joint Communications Support Element to assist relief and recovery efforts in hurricane-stricken states.

(NORFOLK, Va. - Sept. 12, 2008) -- U.S. Joint Forces Command (USJFCOM) assumed its role as a global force provider this hurricane season by sending personnel to help those in southern states struck by storms.

U.S. Northern Command (USNORTHCOM) requested personnel by contacting USJFCOM's Operations, Plans, Logistics and Engineering Directorate (J3/4). U.S. Marine Col. Richard Deforest, crisis action team chief for J3/4, said the directorate immediately notified the command's Joint Communications Support Element (JCSE), as well as the Joint Public Affairs Support Element (JPASE), which already had plans to go.

JCSE, located at MacDill Air Force Base, Tampa, Fla., deployed 33 personnel to provide tactical communication packages in support of disaster relief. JCSE's U.S. Air Force Capt. James Hudson explained the assistance JCSE provides in these type of situations.

JCSE can provide many communications capabilities in response to a disaster. Chief among these is the capability to assist Department of Defense, local, state, and federal agencies with the ability to communicate with each other. "Our responding communications equipment is modular, scalable and interoperable thus allowing us to meet the capability and capacity requirements of any deployed force," said Hudson.

JCSE communications teams use satellite based communications which provide phone, video teleconference, World Wide Web, secure and non-secure Internet access and email services. This support ensures leaders have an accurate vision of the damaged areas and can determine where help is needed first.

"Their primary responsibility is to plan, coordinate and execute support to civil authorities and coordinate the use of JCSE resources during disaster relief," said Hudson. "It's all communications-related. We basically ensure units deployed throughout a disaster area, in support of civil authorities, have the capability to communicate with their higher headquarters and with USNORTHCOM headquarters."

A similar capability comes when JPASE rapidly deployed to support regional combatant commanders' public affairs requirements. Deforest explained the assistance JPASE provided USNORTHCOM.

"In this case, they had requested JPASE to us directly and we were able to support them with that," he said. "JPASE deployed in support of USNORTHCOM in order to put together their public affairs message effort in support of Hurricane Gustav."

JPASE sent two different teams to help. U.S. Army Sgt. Maj. Larry Lane, JPASE's senior enlisted advisor said the first team arrived at Peterson Air Force Base, Colo., to assist USNORTHCOM with public affairs planning.

"We sent two JPASE team members as media planners to USNORTHCOM in Colorado," said Lane. "They worked with media planning, looking at the forecast that may happen, and coming up with scenarios of how we might respond and assist."

U.S. Air Force Lt. Col. Jay Steuck, chief of the Colorado-deployed team explained his team's role.

"We're working with the USNORTHCOM public affairs staff to identify what assets may be needed and where," he said. "It provides USNORTHCOM with that extra capability to take care of business and at the same time, focus out past the immediate crisis and look to what's next."

Lane said the second JPASE team brought a satellite-based service called the Digital Video and Imagery Distribution System (DVIDS) system with them to Baton Rouge, La., to provide media operations support to the joint task force commander from U.S. Army North.

"Then the other four went into media facilitation to Louisiana," he said. "They are among those directly dealing with media facilitation and gathering video for use with the DVIDS hub."

U.S. Army Lt. Col. Bernd Zoller, a member from this team explained their role.

"We brought a DVIDS system with us to push forward any videos or pictures in case FEMA or the Defense Coordination Office could not push any of their products out," he said.

The four-person media team original deployed under U.S. Army North to Baton Rouge for Hurricane Gustav, then transitioned to Atlanta in anticipation of Tropical Storm Hanna, finally moving to Corpus Christi, Texas as Hurricane Ike was inbound.

The JPASE and JCSE teams remained on deployment and continued to track the storms before redeploying back to their home bases. ■



Joint Enabling Capabilities defined at SJFHQ / JEC Conference

By **Brittany Noble**

Former USJFCOM JECC Member
and

Whitney Williams
USJFCOM JECC

Leadership from Geographic Combatant Commands (GCC) around the world joined together at MacDill Air Force Base, Fla. to define Joint Enabling Capabilities (JEC) and discuss their deployment and employment options Sept. 16 - 18, 2008.

The 2008 Standing Joint Force Headquarters (SJFHQ) and JEC Conference was led by U.S. Marine Corps Brig. Gen. William D. Beydler, former Director of the U.S. Joint Forces Command (USJFCOM) SJFHQ and current Commander of the Joint Enabling Capabilities Command (JECC), who explained the goals of the conference.

"I would like all to leave with a better understanding of three things: what the JECs can do for you, the Global Response Force Execution Order in terms of getting the JECs to the spot we need them quickly and the roles and responsibilities of SJFHQs at all Combatant Commands."

Brig. Gen. Beydler also encouraged participants to "please be willing to ask and answer the hard questions."

USJFCOM JEC Commanders, GCC SJFHQ Directors and other USJFCOM organization leaders did just that; breaking new ground and accomplishing the goals of the conference.

The first day of the conference began with briefs from leadership of each of the JECs, so that conference attendees could gain a further understanding of what the JECs can do for each command. Briefs from the established JECs; Joint Communications Support Element (JCSE), the Joint Public Affairs

Support Element, the Intelligence-Quick Reaction Team and the Joint Deployable Teams, were given.

Following those briefs, a representative from each of the other USJFCOM support organizations in attendance briefed the conference on the mission and function of their respective organizations, including the Joint Fires Integration and Interoperability Team, Joint Warfare Analysis Center, Joint Personnel Recovery Agency, Joint Systems Integration Command, Joint Deployable Training Center, Joint Center for Operational Analysis, and

mutually beneficial relationship.

The second day of the conference began with briefs from each of the GCCs in attendance including updates from the established SJFHQs at U.S. Northern Command, U.S. Southern Command and U.S. Pacific Command, and the Joint Enabling Team at U.S. European Command as well as an update on the stand-up of U.S. Africa Command's SJFHQ.

Of particular interest on day two of the conference was a brief on JECC's largest deployment of 2008, Task Force Ramadi. This brief shared lessons learned from a rare

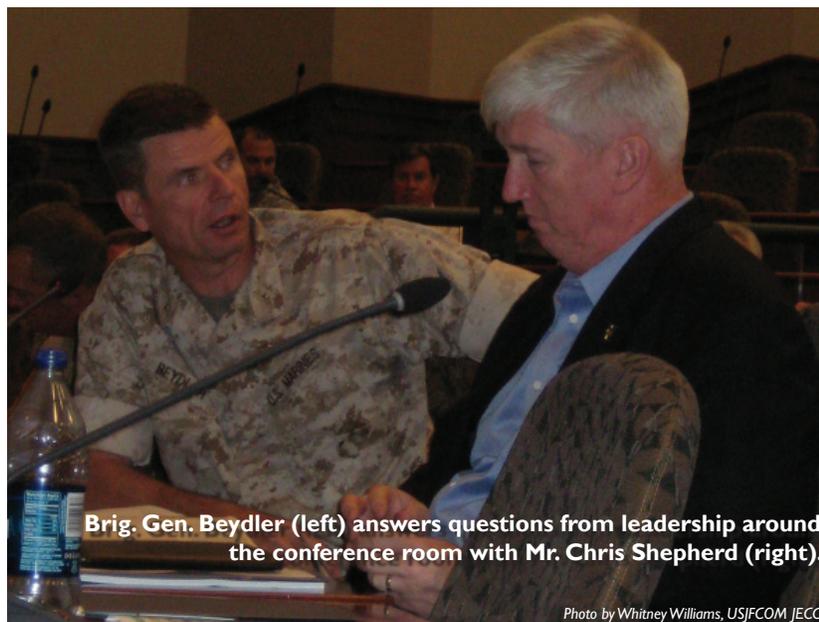
deployment such as Task Force Ramadi, which was a short notice and non-standard deployment with an ever-changing mission.

Additionally, Brig. Gen. Beydler urged other GCC SJFHQs to take advantage and participate in readiness and preparation for overseas movement exercises as the JECC has done, so that they can be prepared when a real world mission hits.

The final day of the conference consisted of the identification of new action items for the coming year and the SJFHQ / JECC

way ahead. Also, some conference members attended an optional tour of JCSE (headquartered at MacDill AFB). Demonstrations were held to show the range of JCSE's capabilities; including full scale set-ups of a Joint Airborne Communications Center/Command Post, a Liaison Officer Package, a Small Command and Control over Internet Protocol Package and a Joint Network Operations Center.

Brig. Gen. Beydler wrapped up the successful conference by stating that what he intended for the conference was to "share ideas and get a better idea of what is going on. With continual GCC input, USJFCOM input and the JECs input, I think we can rapidly get a willing, able and trained headquarters to operate and plan jointly when the mission calls." ■



Brig. Gen. Beydler (left) answers questions from leadership around the conference room with Mr. Chris Shepherd (right).

Photo by Whitney Williams, USJFCOM JECC

Joint Unmanned Aircraft Systems - Center of Excellence.

As the newly appointed Commander of the JECC, Brig. Gen. Beydler used the setting of this conference as an opportunity to identify other USJFCOM organizations that had the potential to function as a JEC. Some organizations were identified as possessing capabilities that a joint task force (JTF) commander may need and plans were made to look further into these organizations to determine the best course of action.

Other USJFCOM organizations jointly agreed with Brig. Gen. Beydler, that while their capabilities are valuable and available for JTF commanders; a role as an official JEC under the JECC would not be a

JECC Conducts Successful Reserve “Call to Duty” Exercise

By U.S. Air Force Col. Steve Jones
and Whitney Williams
USJFCOM JECC

The U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) conducted a “Call to Duty” Reserve Employment Concept Verification exercise on Sept. 23-25, 2008 to validate the rapid deployment capability of 20 Reserve Component members assigned to a JECC Joint Deployable Team (JDT). The exercise simulated a response to a Global Response Force Execution Order requiring a rapid deployment capability of the JDT. Each of the Services was represented during the exercise with nine U.S. Air Force Reserves, five U.S. Navy Reserves, four U.S. Army Reserves and two U.S. Marine Corps Reserves participating.

The exercise began at 10:30 a.m. on Sept. 23, 2008 with an official notification to the USJFCOM Joint Reserve Directorate (JRD), who initiated orders requests for the 20 Reserve Component members, re-validated their names and deployment readiness and notified the respective Service components of the rapid requirement.

Following notification, each Service component was

able to prepare the proper deployment orders within 24 hours of notification. Even with Reserve Component members spread throughout the world in places such as Paris, France; remote locations in Mexico; Alaska and throughout the continental United States, all 20 members were able to respond quickly and make the necessary arrangements to arrive in Norfolk within 48 hours of the initial decision to deploy. It took only four hours from exercise commencement to complete the recall status with 100% contact.

The exercise was extremely successful, with the three main objectives being met. The JECC validated their ability to pre-screen individual deployment readiness and contact alert team members quickly with an applicable message. The JRD confirmed the ability to have orders requests pre-certified for transmittal to the orders producing authority. The Services demonstrated the ability to produce deployment orders for a pre-determined team of Reservists who are primary members of a JDT within 48 hours.

Overall, this exercise demonstrated once again, the JECC’s ability to respond an emerging requirement rapidly and successfully, even with the difficult task of integrating JDT Reserve Component members located throughout the world. ■

JPASE Supports Stand-up of US Forces Afghanistan

By Whitney Williams
USJFCOM JECC

The Department of Defense activated United States Forces Afghanistan (USFOR-A) on Oct. 6, 2008 in order to enable the most efficient command and control of U.S. forces in Afghanistan. USFOR-A’s mission, in coordination with NATO’s International Security Assistance Force (ISAF), is to conduct operations to defeat terrorist networks and insurgents by developing effective governance and building the Afghan National Security Forces.

Immediately following the activation of USFOR-A, U.S. Joint Forces Command’s Joint Public Affairs Support Element (JPASE) was called upon to provide a team that would serve as a bridging capability to establish the USFOR-A Public Affairs staff until appropriate manpower was identified to permanently fill those billets.

A team of six JPASE members deployed to Afghanistan on Oct. 13, 2008 and were integrated with the USFOR-A staff. The skilled team of senior Public Affairs professionals

provided the USFOR-A Commander, U.S. Army General David McKiernan, with an immediate capability to plan

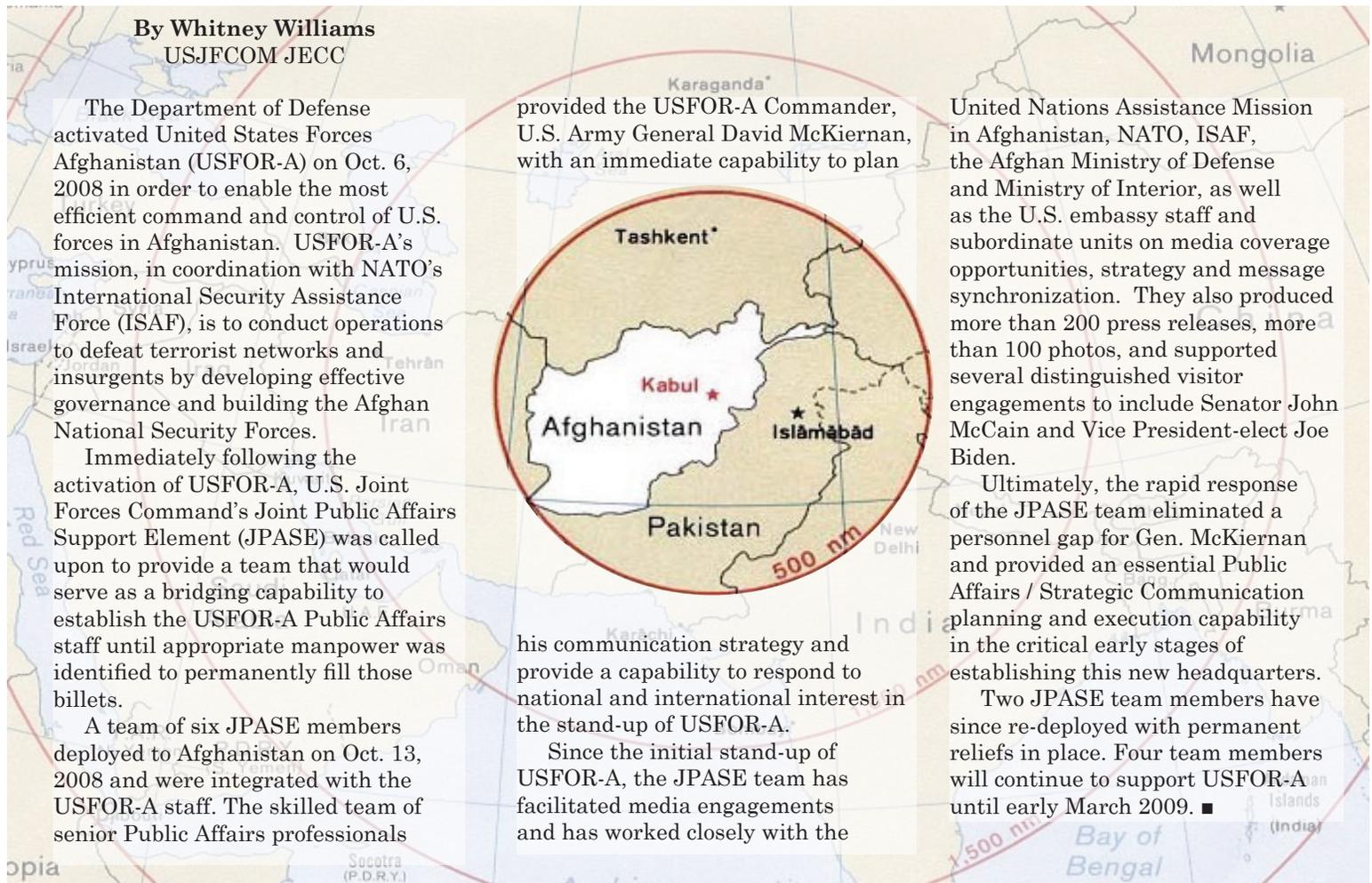
his communication strategy and provide a capability to respond to national and international interest in the stand-up of USFOR-A.

Since the initial stand-up of USFOR-A, the JPASE team has facilitated media engagements and has worked closely with the

United Nations Assistance Mission in Afghanistan, NATO, ISAF, the Afghan Ministry of Defense and Ministry of Interior, as well as the U.S. embassy staff and subordinate units on media coverage opportunities, strategy and message synchronization. They also produced more than 200 press releases, more than 100 photos, and supported several distinguished visitor engagements to include Senator John McCain and Vice President-elect Joe Biden.

Ultimately, the rapid response of the JPASE team eliminated a personnel gap for Gen. McKiernan and provided an essential Public Affairs / Strategic Communication planning and execution capability in the critical early stages of establishing this new headquarters.

Two JPASE team members have since re-deployed with permanent reliefs in place. Four team members will continue to support USFOR-A until early March 2009. ■



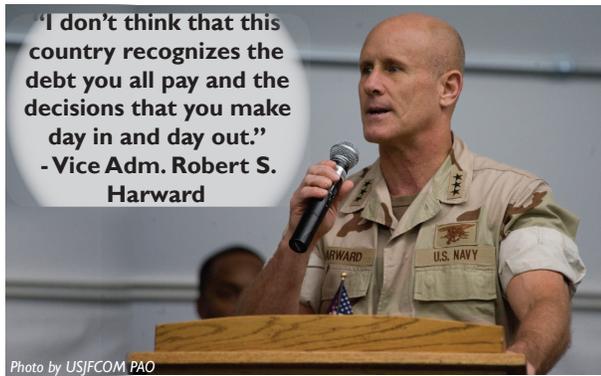
Welcoming home Task Force Ramadi

By MC2 (AW) Nikki Carter
USJFCOM Public Affairs

Friends and family members gathered at the Navy Air Mobility Command terminal in early November 2008 anxiously awaiting the return of their loved ones after a nine-month deployment to Iraq as part of Task Force (TF) Ramadi.

The 77-member task force deployed from U.S. Joint Forces Command (USJFCOM) to Al Anbar Province, Iraq, in mid-February 2008. Task Force Ramadi provided joint forces with enabling capabilities as part of Operation Iraqi Freedom, to include combat service support, rear area and base security, movement control, terrain management and infrastructure development for Multinational Forces-West.

USJFCOM Deputy Commander U.S. Navy Vice Adm.



Robert S. Harward expressed his gratitude for the family members supporting their loved ones while they were deployed.

"I don't think that this country recognizes the debt you all pay and the decisions that you make day in and day out," said Vice Adm. Harward.

JECC Commander U.S. Marine Corps Brig. Gen. William D. Beydler praised the task force for their ability to come together rapidly and function as a unit to perform day-to-day operations in theater.

"We met the requirement on short notice. It was a joint team made up of all services and reservists from all over the country. Their accomplishments were significant," Brig. Gen. Beydler said. "Now the area is far more secure than what it was. Camp Ramadi is in far better shape to support the Marines, Soldiers, Airmen and Sailors there conducting operations."

The Task Force Ramadi commander, U.S. Army Col. Todd J. Ebel said that over time the relative peace in Al Anbar came from the task force working together with their Iraqi counterparts in the area.

"I have learned that all communities, all ethnicities, all genders, all races can work to achieve a common goal. In our case it was to better the quality of life for individuals in each of our areas," Col. Ebel said.

Since arriving in Iraq, TF Ramadi made a number of contributions throughout the community and Camp Ramadi. For example, as the task force removed more than 1,000 truckloads of debris from the camp and

renovated more than 280,000 sq. ft. of camp buildings.

During the past nine months, the task force facilitated \$3.5 million in force protection improvement projects, managed \$36 million in contracts

and leases, and improved communication capability by recovering and installing more than 45 miles of communication cables.

Out in the community, the task force facilitated repairs to water main breaks supplying clean water to hundreds of households and recapitalized the Iraqi Microfinance Non-Governmental Organization with \$3 million in grants while working closely with the local provincial reconstruction teams.

U.S. Air Force Maj. Ricardo Young, a member of the task force, said it was a great learning experience. Young coordinated with local morale, welfare and recreation officials to keep the troops' morale levels up.

"It was a great experience to help [the troops] out especially after some of the things they had to go through while there," Young said. "This deployment took me outside of my box, my training, with the day-to-day work, but it was good for mind, body and soul."

Friends, family members and TF service members all were in agreement that it was "good to be back home." U.S. Army Spc. Marcela Arnette explained the significance of the deployment for her.

"This deployment is more about trying to get Iraq back together and helping the people not taking over. We helped them to rebuild and make their country better," Arnette said.

U.S. Navy Chief Petty Officer, David Yee said this deployment, "just shows that all of our branches with a common goal, what we can accomplish when we work together."

The task force was disestablished on Nov. 19, 2008. ■



Col. Ebel, former Task Force Ramadi Commander, speaking at the Homecoming Ceremony on November 16, 2008 to the families and friends that came to welcome their loved ones home after a long 9-month deployment.

JECC Provides Tailored Training Course for ESG-2

By Julianne Sympson
USJFCOM JECC

The U.S. Joint Forces Command's (USJFCOM) Joint Enabling Capabilities Command (JECC) normally holds the Joint Enabling Capabilities (JEC) Planner's Course on a quarterly basis; however, after a request last November to support an emergent forward deployment by Expeditionary Strike Group 2 (ESG-2), the JECC was able to tailor a JEC Planner's Course specific to the organization and timeline.

After receiving a short notice requirement to deploy 10 personnel to U.S. Central Command, U.S. Navy Vice Adm. Melvin G. Williams, Commander of Second Fleet, contacted the JECC to see if they could complete a short-fused requirement to train his personnel effectively on joint operations before they had to deploy. Responding quickly, the JECC was able to rapidly prepare an abbreviated 10-day course specific designed to fit the requirements Vice Adm. Williams needed to get his personnel trained and out the door.

The total of 22 personnel who attended this tailored course included 10 personnel who deployed with ESG-2, as well as 11 JECC Joint Deployable Team members and a member of the U.S. Africa Command Crisis Action Branch. The culminating points in the course were the Mission Analysis Brief and the Course of Action Decision Brief, both presented to a Flag or General Officer. The JECC Commander, U.S. Marine Corps

Brig. Gen. William D. Beydler, acted as the JTF Commander to receive these briefs. In addition, U.S. Navy Rear Adm. Robert Wright, Deputy Commander of Second Fleet, joined the class for the Course of Action Decision Brief.

Typically, the JEC Planner's Course is taught in-house every four months. This course is designed to ensure attendees have a baseline understanding of the Joint Operation Planning Process and Joint Task Force (JTF) operations. The JEC Planner's Course provides training grounded in Joint Doctrine. It provides an overview of JTF operations and organization, understanding of how strategic guidance shapes JTF planning, joint planning at the operational level and incorporation of all elements of national power in accomplishing a mission. The emphasis of the JEC Planner's Course is on working within the Interagency and understanding and implementing strategic communication through a Commander's communications strategy. The emphasis on these topics requires participants to break from their "military only" paradigm and be inclusive of the non-Department of Defense Interagency contributions to the mission. Although, the course is attended mostly by USJFCOM JEC personnel, participation by other commands and organizations is welcome.

For more information on the JEC Planner's Course or to attend, please visit <https://us.jfcom.mil/sites/SJFHQ/OpsDiv/Pages/TRAINING.aspx> or contact Mr. Al Berke at 757-836-6009.

SJFHQ-P, Contingency Response and a Vital Part of USPACOM Joint Training Strategy

By U.S. Navy Lt. Cmdr.
Stephen Wiencko
USPACOM SJFHQ-P

The highlight of 2008 for U.S. Pacific Command's (USPACOM) Standing Joint Force Headquarters -Pacific (SJFHQ-P) was our contingency response in support of Commander, Joint Task Force (JTF) Caring Response (MARFORPAC) providing relief to the people of Burma after Hurricane Nargis struck their shores. In addition to contingency response efforts, SJFHQ-P continued to hone its skills by playing a vital role in Pacific Command's Joint Training Strategy. Throughout the year, SJFHQ-P has been directly engaged with each of the six designated USPACOM JTFs providing training prior to and embedding directly into their Command Element staffs during exercise events.

With their JTF certification scheduled to culminate in mid-2009 with Talisman Saber (TS) 2009, SJFHQ-P has been heavily involved with III Marine Expeditionary Force (MEF). From participating in the TS 09 Initial Planning Conference (IPC) in Sydney, Australia to conducting Academics training at their headquarters in Okinawa, Japan, SJFHQ-P has been engaged in the entire Joint Exercise Life

Cycle. SJFHQ-P also took advantage of other training opportunities by supporting III MEF during the combined joint exercises Balikpapan IPC and Talon Vision Command Post Exercise (CPX) along side the Armed Forces of the Philippines.

SJFHQ-P has also supported U.S. Army Pacific (USARPAC) by augmenting and training their staff for the bilateral exercise Yama Sakura (YS) 55. During USARPAC's Battle Command Seminar in October, SJFHQ-P provided academics training and assisted in the building of their YS 55 battle rhythm. Later that month three members participated in the Final Planning Conference (FPC) in Japan and three members attending their Staff Exercise in November. SJFHQ-P's engagement culminated with their participation in the CPX at Camp Asaka, Japan as members of both the USARPAC Operational Command Post and High Command staffs.

Cobra Gold (CG) 2009, with the the Royal Thai Armed Forces was next on the horizon. SJFHQ-P's engagement with USARPAC continued during the IPC in September and the FPC in November. Also, SJFHQ-P participated in Keris Strike CPX

in Kuala Lumpur, Malaysia, providing joint expertise to this bilateral U.S. and Malaysian Army CPX.

SJFHQ-P also performed sustainment training and support for U.S. Pacific Fleet by assisting the U.S. Seventh Fleet Staff on board USS Blue Ridge by conducting academics and a table-top training event in November. This training was part of a long range training plan designed to sustain their level of JTF capable readiness until their next certification culminating exercise.

As anyone can see, SJFHQ-P remains deeply engaged in the daily execution of USPACOM's Commander's vision of maintaining our military's preeminence while strengthening regional relationships with allies and partners by preserving the security, stability and freedom upon which enduring prosperity in the Asia-Pacific region depends. ■



JECC participates in Exercise Internal Look 2009

By Julianne Sympson
USJFCOM JECC

Exercise Internal Look 2009 (IL 09), which occurred from Nov. 30 to Dec. 12, 2008, was specifically designed to train the U.S. Naval Forces Central Command (USNAVCENT) battle staff, component commands, interagency organizations and other appropriate supporting commands and agencies in case of a natural disaster in a foreign country. IL 09 took place in the U.S. Central Command (USCENTCOM) area of responsibility (AOR), specifically in Qatar and Bahrain. The efforts were focused on the formation and activities of Joint Task Force-Crisis Response (JTF-CR) to moderate a natural disaster response and help facilitate U.S. assistance to the foreign disaster relief.

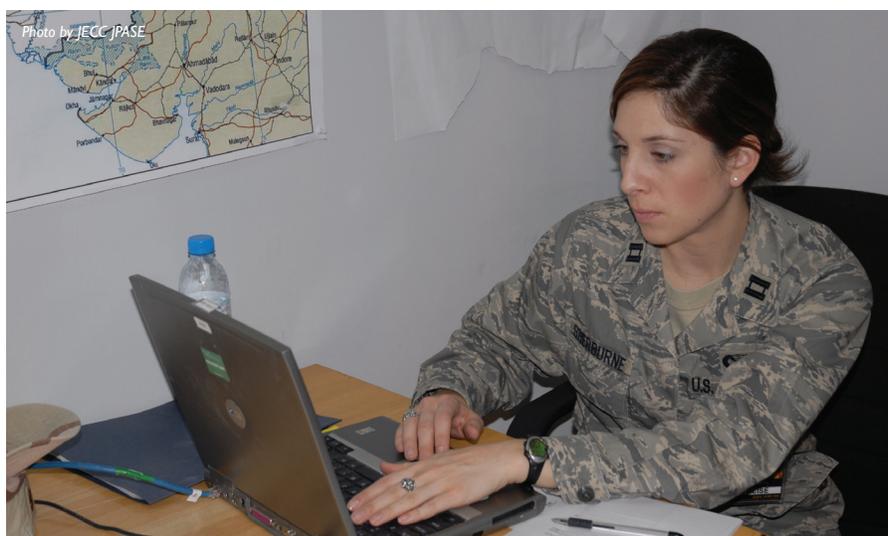
The IL09 exercise was approved by the Chairman of the Joint Chiefs of Staff, sponsored by USCENTCOM and supported by U.S. Joint Forces Command (USJFCOM). Specifically, IL09 was a humanitarian relief exercise that assumed a tsunami caused widespread destruction to a USCENTCOM AOR nation and the U.S. was part of an international relief effort to assist the affected citizens. It also tested JTF-CR's battlestaff readiness as well as their ability to improve interoperability between component staff members and to improve coordination between interagencies.

Typically, the component staffs under the combatant commanders are not manned or trained to effectively command and control joint task forces. As a result, when the JTF is formed they need joint enabling support. IL09 was a perfect example of this, as the jointness of the IL09 JTF staff was almost entirely due to the addition of the USJFCOM Joint Enabling Capabilities Command (JECC). Three of the JECC Joint Enabling Capabilities (JEC) supported this exercise including the Joint Public Affairs Support Element (JPASE), the Joint Deployable Team (JDT), and the Intelligence-Quick Reaction Team (I-QRT). The JECs participation in the IL09 exercise provided to be essential towards this exercise's jointness and overall success.

JPASE was requested to participate in this exercise in order to play two major roles at Camp As Saylyah in Doha, Qatar. JPASE provided 12 members for this exercise to operate the JTF Joint Information Bureau (JIB) and also to provide staff to participate as news media role players representing U.S. and international media. While operating the JIB, JPASE members worked diligently conducting a full spectrum of news media relation functions such as writing press releases, coordinating with U.S. Embassy and non-governmental organizations and establishing relationships with host nation governments and the host

objective. The training was top notch, the scenario was very challenging and the participants played it for real." USNAVCENT was also very pleased with the evolution of the Public Affairs effort in this exercise and it was evident that the value of Public Affairs was demonstrated very strongly during this exercise.

A principal function of the JECC JDT is to augment JTF and Combatant Commander staff during emerging contingency requirements, such as disaster relief following a natural disaster. IL09 was an exercise designed to test the USNAVCENT staff during such a crisis. As a result, as early



U.S. Air Force Capt. Rachel Sherburne, a JPASE member, working diligently as she supports the Internal Look 2009 exercise by coordinating news media opportunities.

nation's military for joint news media opportunities. Navy Capt. Francis Pascual, JPASE member, described JPASE's involvement as beneficial because, "our participation was an excellent opportunity to train our people in the skills and requirements of operating a JTF JIB that forms quickly and must be operational in a very demanding, fast-paced environment."

JPASE personnel also functioned as members of the international and U.S. Press Corps covering the U.S. response to the disaster/humanitarian relief effort as they assessed the U.S. official spokesmen from the JTF in exercise press conferences. Pascual described this experience as "one of the best training exercises I have ever been involved in during my career. I believe we achieved every exercise

as 2007, USNAVCENT requested the services of the JECC JDT in preparation of their standard operating procedures and instructions related to the mission area. The relationship between USNAVCENT and JECC's JDT evolved during exercise preparation and reached its climax during execution of IL 09. For this exercise, the JECC JDT was dispersed throughout all of the J-Code directorates of the JTF staff, including several key positions such as Chief of Staff, Political Advisor, Medical Officer and Logistics Officer. Whether it was overseeing the Joint Operations Center (JOC), implementing HARMONIEWeb standard procedures, moving water buffaloes to relief sites or contingency

See JECC participates in IL 09 on Page 12.

JECC participates in IL 09

Continued from page 11

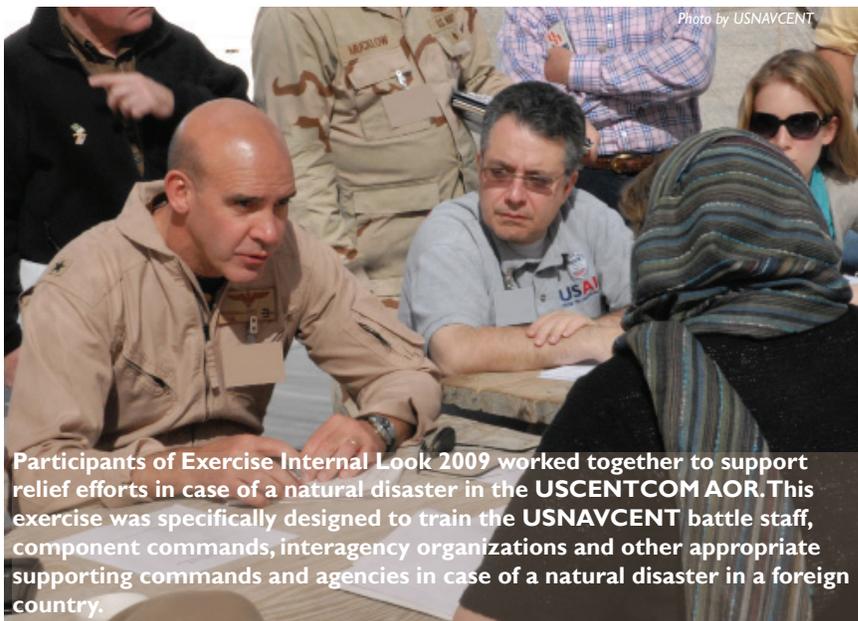
planning, the JDT was involved in every aspect of mission execution.

The I-QRT also played a significant role in the IL09 exercise by providing three intelligence professionals (including two collection managers) to both exercise locations, Qatar and Bahrain. I-QRT personnel were acting as the JOC J2 Watch Officer, JTF Collection Manager and Request for Information (RFI)/Collection Manager. This augmentation to the USNAVCENT staff in critical manning gaps allowed USNAVCENT to focus their available collection managers on the J2's RFI mission forward. In addition, I-QRT collection managers also setup the daily USNAVCENT IL09 JTF J2 Collection Strategy and Force Protection requirements in order to support the Carrier Battle Group, a Marine Expeditionary Unit and two ground based Task Forces providing direct Humanitarian Assistance/Disaster Relief efforts to the USCENTCOM AOR nation.

I-QRT participation forward was not only beneficial but essential and in the future will prove vital to offsetting localized manning issues and in particular the demand for specific Collection Management skill sets.

When a natural disaster occurs and the U.S. Navy is given the mission to stand up a Task Force to support it, the forming

staff is not relieved of its standing requirements. Those increased workload demands will continue to require enabling capabilities like those from the JECC to augment staffs. As the JTF-Forward Commander, Rear Adm. Kendall Card, stated to the JDT Team Leader, "We simply couldn't have done it without you." ■



Participants of Exercise Internal Look 2009 worked together to support relief efforts in case of a natural disaster in the USCENTCOM AOR. This exercise was specifically designed to train the USNAVCENT battle staff, component commands, interagency organizations and other appropriate supporting commands and agencies in case of a natural disaster in a foreign country.

JECC visits SJFHQ-North and welcomes new Director

By Julianne Sympson
USJFCOM JECC

Several U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) leadership staff members conducted a visit to U.S. Northern Command (USNORTHCOM) in Colorado Springs, Colo. on Dec. 3, 2008. JECC Commander, U.S. Marine Corps Brig. Gen. William Beydler, the Joint Communications Support Element (JCSE) Commander, U.S. Army Col. John Morrison, the Joint Public Affairs Support Element (JPASE) Commander, U.S. Navy Capt. Hal Pittman, JECC Operations Officer, U.S. Navy Capt. David Geisler, and the JECC Support Division Chief, Raymond Bradbury participated in this visit.

The meeting allowed the JECC and the USNORTHCOM SJFHQ to exchange a better understanding of the new JECC organization, both JECC and USNORTHCOM SJFHQ missions and recent operational experiences. This trip also allowed the commanders to discuss the Defense Support to Civilian Authorities (DSCA) Executive Order (EXORD), which essentially gives USNORTHCOM the authority to rapidly respond to requests for assistance from a federal primary agency, such as Federal Emergency Management Agency (FEMA), in cases where military support is requested for severe domestic emergencies or natural disasters.

Beydler also arranged for office calls with the USNORTHCOM leadership. These discussions resulted in USNORTHCOM having a better understanding of the new JECC, USJFCOM Joint Enabling Capabilities, and how

USNORTHCOM could best request JECC support via the Global Response Force Executive Order (GRF EXORD).

Feedback from the visit and the discussions were positive on both sides. The JECC way ahead from this meeting was to look for further training opportunities with the USNORTHCOM SJFHQ via their participation in the Joint Enabling Capabilities Planners Course (JEC PC), JECC participation in the USNORTHCOM DSCA course, and partnering in the Vigilant Shield 10 exercise.

This visit also gave Beydler the opportunity to welcome aboard the new director of SJFHQ-North. U.S. Air Force Brig. Gen. Robert C. Nolan II, who assumed the duties as the Director of the SJFHQ-North in July 2008. In this role, he leads operations personnel, operational planners, intelligence analysts, mobility and support professionals as well as information command and control specialists. Prior to assuming his current position, Nolan was the Assistant Deputy Director for Global Operations in the Operations Directorate of the Joint Staff.

SJFHQ-North provides USNORTHCOM with a deployable joint command and control element focused on homeland defense and defense support of civil authorities throughout USNORTHCOM's area of responsibility. ■



JECC Visits AFRICOM / EUCOM

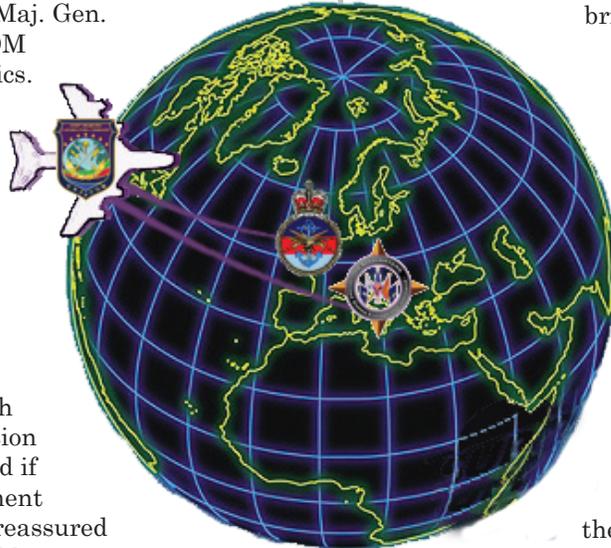
By Julianne Sympson
USJFCOM JECC

U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) Commander, U.S. Marine Corps Brig. Gen. William D. Beydler, and U.S. Navy Capt. Dave Geisler along with Joint Communications Support Element (JCSE) representative, U.S. Air Force Capt. Matthew Davis, Joint Public Affairs Support Element (JPASE) representative, Mr. Nick Balice, and selected JECC staff members visited the U.S. Africa Command (USAFRICOM) and U.S. European Command (USEUCOM) Headquarters in Stuttgart, Germany from Jan.13-15, 2009. The purpose of this visit was to participate in the USAFRICOM Standing Joint Force Headquarters (SJFHQ) / Joint Task Force Headquarters (JTF HQ) Readiness Certification Program Planning Conference and to speak with U.S. Marine Corps Maj. Gen. Anthony Jackson, the USAFRICOM Director of Operations and Logistics.

The conference gave senior leadership the opportunity to discuss USAFRICOM's need to establish their own in-theater SJFHQ capability. Until this capability is up and running Brig. Gen. Beydler reassured his USAFRICOM counterparts that USJFCOM Joint Enabling Capabilities (JEC) would still be made available, in accordance with the Global Response Force Execution Order (GRF EXORD), as requested if an emergent operational requirement came up. Brig. Gen. Beydler also reassured USAFRICOM that the JECC would continue to participate in upcoming USAFRICOM JTF HQ readiness training and exercise events as well.

While in Stuttgart, Germany, Brig. Gen. Beydler met with the USEUCOM Chief of Staff, U.S. Army Maj. Gen. P.K. Keen, and the USEUCOM Plans and Operations Center (EPOC) Deputy Director, U.S. Marine Corps Brig. Gen. Mark Brilakis, and other members of USEUCOM senior leadership to discuss the importance of the GRF EXORD and the support that the JECs can provide to the Geographic Combatant Commanders. Brig. Gen. Beydler took this opportunity to clarify the new JECC organization, the JECs themselves and how USAFRICOM and USEUCOM could best request USJFCOM JEC support based on the guidance provided in the recently published GRF Process Instruction.

The trip has created follow on discussions from USEUCOM and particularly USAFRICOM on the best ways to clarify operations requirements when using the GRF EXORD process. In addition, the feedback received from members of both Germany-based staffs have been very positive and have served to build a foundation for a stronger relationship between us for the future. ■



JECC Commander visits UK PJHQ

By Julianne Sympson
USJFCOM JECC

The Commander of U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC), U.S. Marine Corps Brig. Gen. William D. Beydler, and the Operations Officer, U.S. Navy Capt. Dave Geisler conducted a visit to the United Kingdom's Permanent Joint Headquarters (PJHQ) at Northwood Headquarters outside of London on Jan.16, 2009.

The visit gave British Army Brigadier Tim Evans, Chief Joint Force Operations, Joint Force Headquarters and the PJHQ leadership the opportunity to share briefings on their organization and further the understanding of the PJHQ roles and missions.

The PJHQ is the Standing Joint Force Headquarters (SJFHQ) equivalent in the United Kingdom Ministry of Defence. Similar to the JECC, the PJHQ is an adaptable and agile headquarters created to command joint and combined military operations, and provide politically aware military advice to the United Kingdom Ministry of Defence.

Meetings between senior leadership gave the PJHQ and the JECC the ability to work collaboratively to further improve the joint operational capability of each organization. The PJHQ is integral in the planning and execution of UK-led joint and other potentially joint, combined and multi-national operations.

The topics that were addressed by Brig. Gen. Beydler included the roles and responsibilities of the JECC, the exercise and training programs that the JECC participates supports and the dedicated intelligence support and responsive strategic and operational communications capabilities that the JECC offers to the Geographical Combatant Commanders.

The visit was well received by everyone and the senior leadership from both organizations were able to share awareness and appreciation of unique organizational challenges faced by each of the two headquarters. This visit resulted in an agreement to continue to coordinate participation in each others training and exercise opportunities in the near future. ■



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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.

