



# JECC Commander's message

Welcome to the September issue of the U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) newsletter. I began my tour as Commander, JECC in July 2009.

I'm extremely excited by the new challenge of commanding the JECC and have great confidence in the JECC's capability and the personnel that make up the command.

The September issue highlights the changes in leadership within the JECC and its subordinate units, the Joint Communications Support Element and the Joint Public Affairs Support Element, the JECC's participation in numerous geographic combatant command-level exercises such as U.S. Africa Command's Judicious Response and U.S. Pacific Command's Talisman Saber and the recent JECC deployments for real-world contingencies which include support to U.S. Southern Command's Continuing Promise 2009 and assisting in the establishment of the International Security Assistance Force's Joint Command.

It is my hope that this newsletter will inform our customers of the capabilities the JECC can provide as well as highlighting our recent deployments and participation in joint training events that have enabled our personnel to become more employable and valuable to you. I encourage our readership to submit feedback to this newsletter

by sending an email to [JECCNews@jfc.com](mailto:JECCNews@jfc.com) with any suggestions for additional content that would be beneficial.

I look forward to my tour as Commander, JECC and to using my experience to fulfill the USJFCOM JECC mission of employing, managing and developing current and future USJFCOM Joint Enabling Capabilities (JEC) for Global Response Force execution and other tasks to enhance Joint Force Command and Control.

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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## First Commander, JECC passes the flag

**Julianne Simpson**  
 USJFCOM JECC

After serving at the U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) for two years, U.S. Marine Corps Brig. Gen. William D. Beydler relinquished command to the USJFCOM Chief of Staff, U.S. Air Force Maj. Gen. David Edgington. The JECC Relinquishment of Command ceremony was held on June 26, 2009 at the Joint Warfighting Center (JWFC) in Suffolk, Va.

Beydler began his tenure at USJFCOM as the Director, Standing Joint Force Headquarters (SJFHQ) when he took over the senior leadership role on September 7, 2007.

A few months into his tour as SJFHQ Director and chair of the USJFCOM Joint Enabling Capabilities Board (JECB), Beydler assessed the mission of the organization and realized that the concept of an SJFHQ grew out of experimentation that is now almost a decade old. Beydler assessed the capability needs of the service headquarters and saw an opportunity to consolidate those capabilities under a single command and thus provide a single point of contact for rapid or Global Response Force deployments.



**Photo by USJFCOM PAO**  
 U.S. Air Force Maj. Gen. David Edgington, U.S. Joint Forces Command Chief of Staff, receives the JECC flag from U.S. Marine Corps Brig. Gen. William D. Beydler during the Relinquishment of Command Ceremony that took place at the Joint Warfighting Center in Suffolk, Va. on June 26, 2009.

See *First Commander passes the flag* on Page 2.

# First Commander, JECC passes the flag

*Continued from page 1.*

Through his perseverance and guidance, the SJFHQ and JECC transitioned into the JECC to better support the joint warfighter. Beydler said, "We are the only organization and only capability that General Mattis [Commander, USJFCOM] can send downrange without communicating first with the Secretary of Defense and without having to go to a force provider to get that capability from one of the services. We are ready to meet those challenges." Beydler became the first Commander, JECC on October 1, 2008.

Edgington mentioned, "The tangible impact on the warfighter that this organization can provide is exactly the vision the Chairman has had and Gen. Mattis has had." Due to the leadership and guidance of Brigadier General Beydler, when the Joint Enabling Capabilities arrive in theater for a mission or participate in an exercise, they are trained and ready to provide the most value-added support possible to the intended organization.

Edgington commended Beydler in saying, "We lose a Marine, a warrior, a commander and an integral part of what we've come to understand is USJFCOM leaning forward to support to the joint warfighter mission."

Beydler took the position of Director of Strategy and Plans Division at Headquarters Marine Corps at the Pentagon in Washington, D.C., following his relinquishment of command of the JECC.

U.S. Navy Rear Adm. W. E. Carter assumed command of the JECC on July 8, 2009 as he succeeded Beydler, his former roommate at the U.S. Naval Academy. Beydler confirmed, "This organization has a solid foundation and a solid reputation and



Photo by USJFCOM PAO

*U.S. Marine Corps Brig. Gen. William D. Beydler, former Commander of JECC, speaking about his time serving the JECC and how he believes in this organization. JECC transitioned from the SJFHQ directorate to a command under Beydler's direct leadership and has undergone several other changes in the past two years.*

"[Rear Admiral] Carter will take JECC to the next level." Unfortunately, Carter was unable to attend Brig. Gen. Beydler's relinquishment ceremony due to the nuclear sea trials of the USS Carl Vinson (CVN 70), which he was commanding prior to joining the JECC. Carter, who is well-versed in USJFCOM, having previously served as the JWFC Chief of Staff, will be a great addition to this command as he leads the JECC forward.

## Analysts Support Coalition-Sponsored Major Urban Environment Seminar Wargame

Nick Conner  
USJFCOM JECC

From July 13-17 2009, U.S. Joint Forces Command (USJFCOM)'s J59 directorate and a coalition partner teamed to conduct an unclassified one-week seminar wargame in Suffolk, Va. The seminar explored hybrid threats in a complex environment that a joint task force (JTF) may face in the future (e.g. 2025).

Grounded in a scenario of a major urban environment, a coalition JTF, working under the mandate of a United Nations Security Council resolution, was formed to restore rule-of-law and security to a nation-state on the brink of political and military collapse. Exercising themes depicted in USJFCOM's Joint Operating Environment (JOE) document (of 2008) and from lessons learned during a recent J59 Joint Futures Group conference entitled "Future Conflict in Major Urban Environments," the complexities and challenges presented to the JTF were daunting: breakdowns in government services, inflows of internally displaced persons, an environment with

non-government and international organizations, criminal elements, corrupt and dysfunctional law enforcement agencies, a traumatized population, terrorists, insurgents and privately-paid militias.

The seminar evaluated four objectives: how to assess the future urban environment, challenges when seeking to apply a "comprehensive approach," how to discriminate and isolate an adversary in an urban environment and finally, how to understand cognitive and social implications of the "battle of the narrative."

Initial insights gleaned from the seminar's hotwash identified significant areas for future research and exploration and final analysis is expected to be posted to the USJFCOM J59 Joint Futures Group portal at a later date. (<https://us.jfcom.mil/sites/J5/Pages/Default.aspx>)

JECC analysts Alan Armitstead (Social analyst), Connie Boettler (Military analyst), Rebecca Sorell (Infrastructure analyst) and Nick Conner (Economic analyst) contributed

to the seminar by assisting in the development of blue force objectives and views as well as objectives and views of adversary (Red) and neutral (Green) forces. Additionally, each analyst populated one of four seminar working groups that role-played and / or recorded and analyzed seminar findings.

The 2008 JOE, which has received more than one-million downloads, can be found at the following unclassified links on the USJFCOM portal: J59, <https://us.jfcom.mil/sites/J5/j59/default.aspx> or at the JECC Ops Division portal page, <https://us.jfcom.mil/SITES/SJFHQ/OPSDIV/Pages/default.aspx>

Personnel who would like to view the USJFCOM portal may request a portal account at the following URL: <https://www2.jfcom.mil/login> Select "Register" in the top left gray box called "CAC Login to USJFCOM.MIL for .mil or JFCOM internal users." Follow the instructions for registration and select digital certificate entitled "DOD Email Certification." After receiving an account, you will have access to the 2008 JOE and the other links mentioned above. ■

## Rear Admiral Carter Assumes Command of JECC

Whitney Williams  
USJFCOM JECC

U.S. Navy Rear Adm. W. E. Carter officially assumed command of the Joint Enabling Capabilities Command (JECC) on July 7, 2009. Upon assumption of command, Carter stated, "I am so happy to be here and that I got orders here. The JECC was my first choice. The JECC is a great team and I can tell that coming straight out of the gate."

Carter's tour at the JECC will be his third joint tour and his fifth tour in command. His most recent joint tour was as Chief of Staff for the Joint Warfighting Center at U.S. Joint Forces Command (USJFCOM). In this respect, he is already very familiar with joint training and USJFCOM which will be an extreme asset to the JECC. Carter stated, "I saw how you operated [when I was here before] and I can see how we operate now."

Carter graduated from the U.S. Naval Academy in 1981 and has served over 28 years in the U.S. Navy. Following training at the Naval Air Station in Pensacola, Fla., Carter was designated a Naval Flight Officer in

1982. He also graduated from the Navy Fighter Weapons School (Top Gun) in the last all-Phantom class in 1985.

Carter's predecessor as Commander, JECC, U.S. Marine Corps Brig. Gen. William D. Beydler, also graduated from the U.S. Naval Academy in 1981. In fact, Carter and Beydler were roommates while attending the Academy and have remained close friends over



Photo by USJFCOM JECC

U.S. Marine Corps Brig. Gen. William D. Beydler, the former Commander of the JECC, handed over command to his former U.S. Naval Academy roommate and close friend U.S. Navy Rear Adm. W. E. Carter, the new Commander of JECC.

the last 28 years. Beydler expressed extreme gratification at being able to hand over the JECC to a colleague and close friend. He was especially confident in Carter's ability to lead the JECC into the next phase of operational competency and his dedication to continue to position the JECC capabilities as an asset to USJFCOM and the geographic combatant commanders.

Carter came to the JECC following a tour on the USS Carl Vinson where he served as the Commanding Officer from October 2006 to July 2009. Carter commanded the USS Carl Vinson while the ship was going through its extensive Refueling Complex Overhaul (RCOH). During his tenure the Vinson earned the Navy League Admiral Vern Clark Safety Award and the Gold Anchor Retention Award and Carter himself was awarded the U.S. Navy League's John Paul Jones Award for Inspirational Leadership. ■

## Commander, JECC visits MacDill Air Force base

Whitney Williams  
USJFCOM JECC

From August 13-14, 2009, U.S. Navy Rear Adm. W. E. Carter, Commander, Joint Enabling Capabilities Command (JECC) and other JECC senior leadership members visited MacDill Air Force Base in Tampa, Fla.

While at MacDill, Carter and the JECC senior leadership met with the U.S. Central Command (USCENTCOM) Deputy Commander, U.S. Marine Corps Lt. Gen. John R. Allen; Chief of Staff, U.S. Army Maj. Gen. Jay W. Hood and other senior representatives from the USCENTCOM directorates. Carter briefed the USCENTCOM Headquarters staff to provide them with a better understanding of the JECC organization and the request processes for obtaining JECC contingency support.

Carter provided a recent historical account of the JECC's and the former Standing Joint Force Headquarters' support to the USCENTCOM area of responsibility which includes deployments to the Combined Disaster Assistance Center – Pakistan following the Islamabad earthquake, the initial

standup of the Counter-Improvised Explosive Device division for the International Security Assistance Force – Afghanistan, crisis response planning for U.S. Naval Forces - Central Command, Task Force Ramadi, public affairs support to U.S. Forces-Afghanistan and, most recently, theater planning support to the USCENCOM Headquarters. Additionally, the Joint Communications Support Element (JCSE), one of seven joint enabling capabilities under the JECC, has been supporting Operation Enduring Freedom and Operation Iraqi Freedom with no fewer than 80 members since 2002 and 2003, respectively.

While at MacDill, Carter and the JECC staff also stopped by JCSE. This was Carter's second visit to JCSE since he took command of the JECC and also since U.S. Marine Corps Col. Stephen Corcoran took command of JCSE. The visit proved to be extremely informative as JCSE subject matter experts gave detailed briefings and demonstrations on the standard communications packages available to the warfighter and the

progress and improvements that have been made to these packages over the past few months.

Discussions at JCSE also focused on developing a more refined process for geographic combatant commands requesting communications support from JCSE. With so many JCSE members deployed at any one time, a more streamlined and centralized system would be beneficial. JCSE's objective is to provide the warfighter with the best possible support in the shortest amount of time. An improvement to the current process would help to achieve this. This initiative was taken for action and will be addressed and worked through the appropriate chains to reach a viable solution.

To read more about the capabilities provided by the JECC or JCSE or to learn more about how to request capabilities, please visit the U.S. Joint Forces Command JECC portal page at <https://us.jfcom.mil/sites/SJFHQ/Pages/Default.aspx>. ■

# Precise requirements not defined yet DEPLOYABLE USJFCOM TEAMS MAY OFFER INTERAGENCY AND CYBER SKILLS

Fawzia Sheikh

Inside the Pentagon / Inside Washington Publishers

*Reprinted with permission from "Inside the Pentagon / Inside Washington Publishers." Originally published in Inside the Pentagon Vol. 25, No. 23, July 11, 2009.*

Interagency and cyber skills may be added to the capabilities that U.S. Joint Forces Command (USJFCOM)'s deployed teams offer joint force commanders in the field, according to U.S. Marine Corps Brig. Gen. Dave Beydler.

USJFCOM's Joint Enabling Capabilities Command (JECC), [previously] led by Beydler and stood up last fall, now offers capabilities in operations, planning, "information superiority and knowledge management," public affairs, communications, intelligence and logistics, he told Inside the Pentagon.



"One of the things that [USJFCOM chief Gen. James Mattis] asked us to do was to look at additional capabilities that needed to be brought into the mix that could be made available to joint force commanders out there," Beydler said in a June 4 interview. "And we spent some time talking to the geographic combatant commands and the service headquarters" about how to meet "emergent and future joint force requirements and expectations," he noted, adding that conversations have occurred over the last year.

JECC is increasingly focused on the ability to work in "a complex interagency environment," he said. This involves addressing the "comprehensive approach to planning" needed

*Deployable USJFCOM teams continued on Page 5.*

## JPASE Touts Lessons In Operating Deployable Public Affairs Teams

Fawzia Sheikh

Inside the Pentagon / Inside Washington Publishers

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U.S. Joint Forces Command (USJFCOM)'s deployable public affairs shop has collected key lessons about the use of satellite imagery in the field, the adoption of a tiered readiness posture and the maintenance of close ties with U.S. embassies abroad, said U.S. Navy Rear Adm. Hal Pittman, [former] commander of USJFCOM's Joint Public Affairs Support Element (JPASE).

JPASE has existed since 2005 but these days it is part of USJFCOM's Joint Enabling Capabilities Command (JECC), which stood up last fall. JPASE has 26 military and 22 civilian billets but is in the process of hiring more civilians, Pittman told Inside the Pentagon (ITP) in a June 9 interview.

JECC also offers teams that may be sent on short notice to help joint force commanders with operations, planning, "information superiority and knowledge management," communications, intelligence and logistical problems. The public affairs specialists were recently deployed to Afghanistan and Georgia.

Over the last several months, JPASE has gained insights into the value of a satellite television capability known as the Digital Video and Imagery Distribution System (DVIDS). Teams usually deploy with the system, Pittman said in the interview with other team members. Although the Afghanistan team did not take a DVIDS system because one was already available, "deploying into an austere environment" calls for the need to "help get satellite imagery out," he noted.

Another change in JPASE operations is its incorporation of a "tiered readiness posture," Pittman said. The public affairs outfit adopted this strategy over the last eight or nine months, which is based on the JECC deployment model, he said. "And what it allows is a lot less 'ad hockery,' if you will, in deployments," he maintained.

He said the system ensures that individuals are "ready to deploy in a very specific window of about six months." Pittman said the readiness posture features levels of green ("a team that can go out the door"), amber ("the next team that's on deck") and red ("the ones that are in training"). "That way we're able to schedule our training around a cycle," he explained.

JPASE maintains a readiness level allowing its staff to be fully trained and "ready to go out the door quickly in crisis," he added. From the time a request is made and affirmed by USJFCOM, "we have 72 hours," Pittman told ITP.

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# DEPLOYABLE USJFCOM TEAMS MAY OFFER INTERAGENCY AND CYBER SKILLS

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for the future, he added.

“Another thing we’re looking at is the potential for a cyber capability of some sort that our joint force headquarters could use as they plan and execute operations out there,” he added.

However, the “precise requirements are yet to be defined,” Beydler told Inside the Pentagon (ITP), adding that these two capabilities are not being rolled out now nor is there a time line associated with their potential implementation. “There have been some other discussions along these lines, but these are the two right now that we’re most energetically pursuing.”

The command sends Joint Deployable Teams to assist joint force commanders in a variety of tasks. Recent assignments include two major operational commitments, Beydler said. Last November, JECC sent “a number of planners” to support “a planning evolution” at U.S. Central Command, he said. The group was sent “on short notice to meet an emergent requirement” in an effort that will continue throughout this year, he added.

The second deployment involved sending two planners to



U.S. Africa Command (USAFRICOM) for most of April and May, he said.

Few details can be revealed about the problems the Joint Deployable Teams were sent to resolve, said Beydler, but he added the teams were ready in “a matter of days.”

The JECC also provides command, control, communications and computer support to joint task forces and joint special operations task forces worldwide.

Further, the command offers joint public affairs support to aid combatant command operations and contingencies. (See related story in sidebar, page 4.)

Moreover, the command has what is described as quick reaction teams supporting the rapid delivery and assessment of “timely intelligence support to forward deployed personnel,” according to USJFCOM. The most recent deployment supported USAFRICOM and involved some “time-sensitive targeting planning that was taking place there,” said Beydler, who was reluctant to offer specifics. The team was sent in August 2008 and redeployed in March. ■

## JPASE Touts Lessons

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“When we sent a team to Tbilisi, Republic of Georgia, back in the fall, they were wheels up in 18-and-a-half hours from the time we were notified to deploy.” Pittman said the team that deployed to U.S. Forces-Afghanistan had more time to prepare, undergoing combat skills training at Ft. Benning, Ga.

The third key lesson JPASE has gained is the importance of working closely with the State Department and overseas U.S. embassies. This ensures joint force commanders are right in step with the country teams and the U.S. policies regarding those policies,” he asserted.

U.S. Navy Capt. Jeff Bender [former JPASE member] led the six-person team that arrived last October to assist with U.S. Forces-Afghanistan’s public affairs shop, where only two personnel were serving at the time. The office had officially stood up on Oct. 4, 2008, Bender told ITP. The team’s mission was to provide “essential public affairs and strategic communication planning and execution capability in the early stages,” he said. JPASE stayed for just over five months.

“We also worked closely with our Afghan public affairs counterparts in both the Ministry of Defense and Ministry of Interior to initiate strategic communications processes,” Bender said. “We also coordinated closely with them to re-establish a public affairs media training program, so we were basically helping to train the trainer so they could train their own PA staff in the various ministries.”

Arguably, JPASE’s biggest achievement there was the creation of a dialogue with a variety of ministry spokesmen who met to discuss issues like Afghanistan’s 2009 election and the need to be “on the same page with themes and messages,” Bender said. “That was a big hit,” he said.

The U.S., United Kingdom and Dutch embassies were also involved, meeting “in the same room at least once a week to tackle these issues.”

The election was previously scheduled for the spring of this year but changed to August, information the public affairs specialists had to transmit to the Afghan population, Bender said. The group tapped radio, TV and print publications to communicate this message.

However, U.S. Navy Lt. Cmdr. Walter Matthews, who also served on the team, noted that radio was the best method because Afghanistan is such a poor country. “We were really heavy on radio messages,” he said. “We did use TV but getting the radio messages out was very key.”

Matthews also served on a JPASE deployment to Georgia last August after Russia launched operations against the country. The public affairs organization, there for only about two weeks, carried out a similar effort in Georgia as it did in Afghanistan but “on a smaller scale,” Matthews told ITP. JPASE worked with the U.S. embassy and the U.S. Agency for International Development to “assess what kind of humanitarian assistance [was needed] and how Department of Defense could help with that,” he said. ■

## Former JPASE Director promoted to Rear Admiral

Whitney Williams  
USJFCOM JECC

U.S. Navy Capt. Harold "Hal" Pittman, former Joint Public Affairs Support Element (JPASE) Director, was promoted to the rank of Rear Adm. at a ceremony at the Joint Warfighting Center in Suffolk, Va. on August 17, 2009.

The guest of honor was U.S. Navy Rear Adm. T. L. McCreary (Retired) and the ceremony was presided over by U.S. Army Gen. John P. Abizaid (Retired), both colleagues with whom Pittman has worked with in the past.

McCreary spoke of his time working alongside Pittman at U.S. Naval Forces Central Command / U.S. 5th Fleet from 1994 to 1996. McCreary stated, "This is where Hal's operational understanding came to fruition." He also told how he recommended Pittman (a U.S. Navy commander at the time) for the position of Public Affairs Director of U.S. Central Command (USCENTCOM) to Abizaid who was the Commander of USCENTCOM at the time. Even though the position was for an O-6, he still felt that Pittman was the right person and the only person for the job.

Abizaid echoed McCreary's sentiments. He stated how he was apprehensive about having an O-5 in the position, but he soon realized that Pittman "did what he had to do to get the job done and he never minded being in harm's way, if that's what it took. He showed courage, distinction and integrity."

Pittman's most recent assignment before his promotion was as Director of JPASE. He arrived at JPASE in July 2008 and led the organization to several notable accomplishments in just one short year. He oversaw significant JPASE deployments in support of the Republic of Geor-



Photo by JWFC Graphics

U.S. Army Gen. John Abizaid (Retired) and the guest of honor U.S. Navy Rear Adm. T.L. McCreary (Retired) were in attendance to promote U.S. Navy Capt. Harold "Hal" Pittman to Rear Admiral on August 17, 2009.



gia, U.S. Forces-Afghanistan and planning elements for USCENTCOM. In addition, he propelled JPASE into the forefront of the Joint Public Affairs community by conducting Service-wide working groups and pioneering a military accreditation from the Public Relations Society of America.

Pittman's new rank was pinned on by his wife and son. He remarked that he could not have gotten this far without the support of his family. He also recognized the many colleagues that were in attendance at his ceremony. He made a special mention of the members of JPASE whom he called the "dream team of professional communicators."

Pittman's military decorations include the Defense Superior Service Medal (two awards), Defense Meritorious Service Medal (two awards), Meritorious Service Medal (four awards), the Joint Service Commendation Medal, the Navy and Marine Corps Commendation Medal (three awards) and the Navy and Marine Corps Achievement Medal (three awards).

Following his promotion ceremony, Rear Adm. Pittman returned to MacDill Air Force Base in Tampa, Fla. and USCENTCOM Headquarters to become the Director of Strategic Communication. ■



Photo by JWFC Graphics

U.S. Army Gen. John Abizaid (Retired) praised U.S. Navy Rear Adm. Pittman in stating, "He did what he had to do to get the job done and he never minded being in harm's way, if that's what it took. He showed courage, distinction and integrity."

# Joint Humanitarian Operations Course

Julianne Sympson  
USJFCOM JECC

The U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) invited two International Disaster Relief specialists from the U.S. Agency for International Development (USAID) to educate JECC personnel on Humanitarian Assistance and Disaster Relief (HA / DR) efforts during a Joint Humanitarian Operations Course (JHOC) conducted on June 3-4, 2009. JECC's former Commander, U.S. Marine Corps Brig. Gen. Dave Beydler, deemed it necessary to educate JECC personnel on USAID's perspective and also determine how to best create a mutually beneficial relationship between the military and the USAID Office of Foreign Disaster Assistance (OFDA) during HA / DR operations. The JHOC is provided periodically nationwide and future JHOCs will be coordinated with both JECC and USJFCOM personnel twice a year.

USAID OFDA, who sponsored the JHOC course, is designated as the Lead Federal Agency in all overseas HA / DR operations. International Disaster Relief Specialists Mr. Bill Laspina and Mr. Tom Frey presented information on HA / DR responsibilities and capabilities of non-Department of Defense (DoD) agencies. Forty people participated in the JHOC, presented to JECC members at the Joint Warfighting Center in Suffolk, Va., including 14 JECC Joint Deployable Team (JDT) members, eight Joint Public Affairs Support Element (JPASE) members, two USJFCOM J7 Deployable Training Team members, a State Department Fellow and an Army Medical Department representative.

The JHOC informed JECC personnel of the proper procedures and decision-making channels for requesting and approving DoD and geographic combatant command assistance for foreign disaster relief (beyond the initial emergency response that any geographic combatant commander may authorize). The course focused its lessons on scenarios such as tsunamis, earthquakes, floods, fires and famine relief using



Photo by USJFCOM JECC

*U.S. Navy Lt. Cmdr. Walter Matthews, JPASE member, participates in the earthquake response practical exercise. During this exercise students placed response events after a natural disaster in chronological order.*

lecture, discussion and small group exercises all centered around HA / DR operations. This course enhanced attendees' knowledge of the military's role in HA / DR operations and how to build the necessary relationships to achieve the goals of the U.S. in providing relief to citizens affected by disasters and humanitarian crises.

Under all HA / DR real-world operations, the JECC supports USAID. An example of this took place recently during the Russian-Georgian conflict in August 2009 when JPASE deployed in support of the HA / DR operation. JPASE was requested to provide support to U.S. European Command (USEUCOM) Joint Assessment Team to coordinate the onward movement of relief supplies with the embassy staff, USAID and the government of Georgia. The JPASE team worked closely with USAID and the U.S. embassy staff in order to provide full coverage of the U.S. humanitarian assistance efforts to local and regional media outlets.

The JHOC course proved to be a valuable learning tool as it is quite possible that the JECC may be requested to assist in real-world HA / DR operations and deploy on short notice. U.S. Air Force Col. Michael Peet confirmed, "It was very well taught by guys who obviously had been there, done that. It is always nice when the instructors have that much credibility." Students felt their breadth of knowledge in regards to military and USAID cooperation was greatly enhanced. This will improve their HA / DR skills when they deploy and work with USAID and others in future deployments. ■



Photo by USJFCOM JECC

*Mr. Tom Frey, an International Disaster Relief Specialist from the U.S. Agency on International Development (USAID), explains the sequence of events during an earthquake response practical exercise.*

# Corcoran takes command of communications element

MC2(SW/AW) Sara Allison  
USJFCOM Public Affairs

A Marine Corps colonel replaced an Army colonel as the commander of U.S. Joint Forces Command's (USJFCOM) joint communications joint enabling capability in a ceremony [July 10, 2009].

U.S. Marine Corps Col. Stephen P. Corcoran took the reins of USJFCOM's Joint Enabling Capabilities Command's (JECC) Joint Communications Support Element (JCSE) from U.S. Army Col. John B. Morrison.

JCSE provides tactical communications packages tailored to the specific needs of a full joint task force headquarters (JTF HQ) and to joint special operations task forces. JCSE has the unique ability to solve communications and interoperability problems between services, coalitions and host nation partners and has led the way in incorporating the latest communications technologies to better enable the joint force commander.

"Colonel Morrison reorganized how JCSE trains and goes to war," said USJFCOM Commander of JECC U.S. Navy Rear Adm. W. E. Carter, the presiding officer at the ceremony who himself recently assumed command [on July 7, 2009].

Carter went on to explain how the element went to an 18-month battle rhythm. Morrison assigned the two National Guard squadrons and the Army Reserve squadron an active duty squadron to increase the relationship between active and reserve elements.

During a green cycle, an active and Guard or reserve unit trained and went to war together. The



U.S. Army Col. John Morrison relinquished command of JCSE to U.S. Marine Corps Col. Stephen Corcoran during the Change of Command ceremony that took place on Friday, July 10, 2009 at MacDill Air Force Base, Tampa, Fla.



Red, Amber and Green cycles improved training, and created predictability for the Element's soldiers, sailors, airmen, Marines and their families.

Carter also cited other efficiencies devised by Morrison and the support JCSE provided six different combatant commands around the world.

Morrison expressed gratitude for the support he received over the course of his assignment.

"Today, I am better off as an officer, better off as a person and better off as a man for having served with all of you everyday."

Corcoran served most recently at U.S. Central Command where he was assigned as the chief of operations and planning for the Command, Control, Communications, and Computer (C4) Systems Directorate (J6) supporting Operations Iraqi Freedom and Operation Enduring Freedom.

Corcoran graduated from William Paterson University in 1985 and was commissioned a second lieutenant in the U.S. Marine Corps. He has served as a communications officer at various levels both ashore and afloat and served as the communications officer for Task Force Tarawa during Operation Iraqi Freedom.

The colonel holds master's degrees from the Marine Corps Command and Staff College as well as the College of Naval Warfare.

His personal decorations include the Bronze Star Medal, the Meritorious Service Medal with one gold star, the Navy Commendation Medal with three gold stars, the Navy Achievement Medal with one gold star and the Combat Action Ribbon. ■



U.S. Navy Rear Adm. W. E. Carter, the Commander, JECC passes the JCSE flag to U.S. Marine Corps Col. Stephen Corcoran as he assumes command of JCSE.

# Exercise Talisman Saber 2009

Julianne Sympson  
USJFCOM JECC

U.S. and Australian military forces joined together in Hawaii and Australia to participate in the U.S. Pacific Command (USPACOM) sponsored Exercise Talisman Saber 2009 (TS09) from July 6 – 24, 2009. TS09 was a major U.S. / Australian-combined exercise with an emphasis on joint, combined operations in regards to a short warning, power projection and forcible entry scenario.

This exercise consisted of a live Field Training Exercise in Australia and a separate Command Post Exercise (CPX) in Schofield Barracks, Hawaii. The exercise was conducted to help certify the U.S. III Marine Expeditionary Force (III MEF) as a joint task force (JTF) capable headquarters (HQs). The focus of TS09 was on the planning and conduct of a campaign entailing “high end” warfighting, combat operations and transition into peacekeeping and other post-conflict operations. During TS09, III MEF led the single Combined Task Force (CTF) that included elements of the Australian Defence Force; the task force headquarters was located in Schofield Barracks, Hawaii and the CTF- Forward (FWD) / Rear HQs was located in Rockhampton, Australia.

U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) provided training support to TS09 from three of the Joint Enabling Capabilities (JECs): the Joint Communications Support Element (JCSE), the Joint Public Affairs Support Element (JPASE) and the Intelligence – Quick Reaction Team (I-QRT). USPACOM was well aware of JECC’s capabilities and mission sets and requested support for this exercise based on the expertise that the JECs can provide.

JCSE regularly provides communication expertise to combatant command exercises and supporting a JTF is part of its mission set. JCSE brings specialized equipment that is designed to have a small footprint, be rapidly deployable world-wide and flexible enough to support the joint warfighter with any combination of networks required. JCSE’s mission during TS09 was to provide the CTF FWD / Rear HQ at Rockhampton, Australia with communications networks such as unclassified / classified networks, Combined Enterprise Regional Information Exchange System (CENTRIXS), Voice over Internet Protocol, Voice over Secure Internet Protocol and Video Teleconferencing capabilities.

JCSE also provided support to the CTF and the Combined Joint Operations Center (CJOC) where both U.S. and Australian networks were required. JCSE

members coordinated with the Australians in the planning phases, validating communications requirements and de-conflicting frequencies. The two nations shared the CENTRIXS network and resolved user requirements. TS09 was a great opportunity for JCSE to work communications requirements for multiple nations in a single Joint Operations Center. U.S. Air Force Capt. Matt Suhre stated, “[JCSE] was able to successfully support the JTF- FWD / Rear HQ with communications services, allowing [III MEF] to command and control the exercise.”

JPASE supported this exercise by leading the Public Affairs (PA) / Media Cell in the Combined Exercise Control Group (CECG) at Camp Smith, Hawaii. The JPASE team replicated USPACOM PA and Office of the Secretary of Defense – Public Affairs (OSD / PA) for the Training Audience PA staff and provided synthetic print media support for the CPX.



Photo by JECC JPASE

*During a roundtable discussion with the CTF Commander, Lt. Gen. Richard C. Zilmer, III (middle left) and the CTF Deputy Commander Australian Air Vice-Marshal Mark Skidmore of the Royal Australian Air Force (middle right) JPASE members provided public affairs expertise as they participated in Talisman Saber 2009 by role playing as press members.*

The Training Audience PA briefed media each morning and also worked constructive media embeds which refers to media that is “notionally” embedded on a ship and with the ground units. The PA staff arranged four press conferences and press roundtable discussions with the JTF commander and JPASE members role-playing as press members. These media availabilities were augmented by the Information Operations (IO) and Interagency Cells. The media availabilities were well organized and the participants were thoroughly briefed by the PA staff.

Mr. T. Webb, who served as the Joint Master Scenario Event List (JMSSEL) tool coordinator mentioned, “This exercise was truly a combined exercise in every sense of the word. The leadership and many of the functional cells were comprised of Australian and U.S. military forces.” The PA / Media cell often used Australian personnel during press conferences and interviews to replicate Australian press with excellent results.

The CECG IO Cell had a large staff and aggressively provided opposition media inputs via Mission Scenario Events List injects and a website similar to World News Network (WNN). While JPASE helped support the print media, WNN helped provide synthetic video media to make this exercise as close to a real-world situation as possible. IO also used the DOD Combat Camera team in Australia to produce opposition disinformation videos which were posted on the website. PA / Media played these to get reactions from the training audience and to see if they would counter the misinformation. This

*TS09 article continued on page 10.*

## Exercise Talisman Saber 2009

*Continued from Page 9.*

tactic was used to further train and educate the PA staff against this type of media response.

JECC's targeteers and collection managers from the I-QRT also played a significant role in the training piece of TS09. Four I-QRT members from the Targets Section spent three weeks at Camp Smith, Hawaii providing Battle Damage Assessment training. Along with the Targeting element, four members of the I-QRT Collection Management element provided training to III MEF and the Australian Defence Force in a different aspect of intelligence. They focused on procedures and the application of collection management during TS09.

According to an I-QRT targeteer, U.S. Air Force Master Sgt. William Opse, "I-QRT's participation helped provide and sustain a realistic training scenario from an intelligence perspective in order to allow III MEF to meet its training objectives of becoming a certified JTF-capable Headquarters."

JECC provided specific capabilities to TS09 as both training audience and training support. USPACOM's request for support for TS09 was fulfilled as the JECC's expertise in specific skill sets contributed to the successful certification of the III MEF as a JTF capable HQ. In addition, JECC members profited from

participation in TS09 as well as they were able to operate in a U.S.-Australian CTF and build a lasting relationship with the USPACOM staff, subordinate units and their counterparts in the Australian Defence Force. ■



Photo by JECC JPASE

*At Camp Smith, Hawaii, the Public Affairs / Media Cell was led by JPASE members in the Combined Exercise Control Group (CECG). JPASE provided support with the print media and coordinated media availabilities to ensure all events were coordinated with the other functional cells during TS09.*

## I-QRT providing target analysts to the combatant commanders

**IS2(SW) Coulson**  
JECC I-QRT

The Intelligence - Quick Reaction Team (I-QRT), a subordinate element of the U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC), provides rapidly deployable intelligence expertise in targeteering and collection management to a joint task force on short notice.

The I-QRT is a tailorable intelligence team that supports combatant command requirements. Over the last few months, I-QRT has deployed to NATO headquarters, Belgium, ISAF Regional Command - South and participated in exercises to maintain proficiency in targeting and collection management skill sets.

USJFCOM JTC-I members U.S. Marine Corps Capt. William Diggons (I-QRT member from Collection Management & Targeting), U.S. Navy Lt.j.g. Alaina Chambers (Human Intelligence), and U.S. Army Staff Sgt. Jonathan Davies, (Joint Forces Intelligence School) deployed from January 24 to July 21, 2009 to provide support to the NATO Special Operations Forces (SOF) Coordination Centre (NSCC) in Mons, Belgium, and

then to the International Security Assistance Force (ISAF) SOF Fusion Cell (SOFFC) in Afghanistan.

NSCC enables and supports NATO Special Operations across NATO and provides a focal point for NATO Special Operations expertise to the Supreme Allied Commander, Europe and Allied Command Operations.

The team spent the first month in Belgium, assisting in the review of NSCC handbooks and providing input to the development of NATO SOF Intelligence training and biometrics.

Team members then spent the remaining five months of their deployment in Afghanistan where they served as target analysts in support of ISAF Regional Command - South. Their responsibilities included serving as advocates for Coalition partners to the SOFFC and conducting analyses on enemy networks and high value individual targets.

Team members found the deployment to be rewarding and very worthwhile. They returned to JTC-I with observations and feedback from their experiences to support on-going work in their respective directorates.

The following I-QRT members participated in Empire Challenge

09 (EC-09) which took place at Naval Weapons Center, China Lake, California from June 29 – 31, 2009. U.S. Navy Lt. Ryan Hart and U.S. Army Cpl. Lanny Funchess were part of the forward element while U.S. Navy Petty Officer 1st Class Thierry Duff, U.S. Navy Petty Officer 1st Class Kristopher Fink and Mr. Stephen Marstellar supported the demonstration from Suffolk, Virginia.

EC-09 is a live Joint / Combined Intelligence, Surveillance, and Reconnaissance (ISR) event focused on improving U.S. and coalition ISR interoperability and developing ISR Command & Control solutions to warfighter requirements. This demonstration was intended to assess timely, relevant and effective means of providing joint warfighters with the intelligence they need and the reliability of these intelligence capabilities in real-world operational environments.

I-QRT also participated in Exercise Talisman Saber 2009 (See previous article on page 9 for more details).

For more information on I-QRT or the other capabilities provided by JECC, please visit the USJFCOM JECC portal page at <https://us.jfcom.mil/sites/SJFHQ/Pages/Default.aspx> ■

# JECC plays key role in Exercise Judicious Response 2009

Julianne Sympson  
USJFCOM JECC

The U.S. Joint Forces Command (USJFCOM) Joint Enabling Capabilities Command (JECC) brought specific skill sets from many of its joint enabling capabilities to the U.S. Africa Command (USAFRICOM)-hosted exercise Judicious Response 2009 (JR09). During this four-part exercise, USAFRICOM Headquarters (HQ) was the primary training audience and the USAFRICOM components served as the secondary audience including U.S. Army Africa (USARAF). Formerly referred to as USAFRICOM Command Post Exercise (CPX), JR09 took place from August 3 – 15, 2009 at both the USAFRICOM HQ located in Stuttgart, Germany and USARAF, USAFRICOM's Army component, in Longare, Italy.

One of the main objectives of JR09 was to enable USARAF to continue to build its capability to execute foreign humanitarian assistance (FHA) operations as a joint task force (JTF) HQ in the USAFRICOM area of responsibility. JECC members from the Joint Deployable Team (JDT), Joint Public Affairs Support Element (JPASE) and Joint Communications Support Element (JCSE) deployed to both JR09 locations to support this training event leading up to the JTF certification by USAFRICOM in 2011. The JECC was able to fully integrate into the JTF staff construct, providing manpower and expertise that helped to establish a solid JTF HQ.

A JDT of six joint operators and planners deployed to USAFRICOM HQ in Stuttgart to facilitate the coordination between the combatant command HQs and the JTF during the CPX portion of this exercise. JR09 gave the JDT an opportunity to work closely with USAFRICOM's J3 staff in order to review and refine USAFRICOM's current standing operating procedures.

In addition, a second JDT of 21 joint planners and operators deployed to Longare, Italy to work closely with USARAF. During the CPX, the JDT members provided planning expertise in mission analysis and assessments for the overall mission of the exercise. In addition, the JDT established a battle rhythm to support the integration and synchronization with the USAFRICOM HQs echelon in Stuttgart for stronger collaboration planning with the combatant command level.

JDT members played a significant role in JR09 and proved to be value-added members to the training audience. U.S. Navy Cmdr. Kevin Hunt, who served as the Deputy Chief of Future Operations during JR09, confirmed, "The JDT was well-prepared and was without question beneficial to this exercise." Prior to participation in JR09, the JDT conducted several individual and

team training employability events designed to prepare its members for their respective responsibilities. Of particular note, the JECC-hosted Joint Enabling Capabilities Planner's Course (JEC PC) proved to be very timely in preparing the JDT exercise participants via exposure to a JR09-like FHA scenario. The JEC PC provides a baseline understanding of JTF operations and the Joint Operation Planning Process.

The JDT's seamless integration into the USARAF organization proved to be vital during this exercise to stand-up an operational-level task force. "As the JTF headquarters, U.S. Army Africa was absolutely reliant upon JECC members to step up and provide the muscle for our joint staff," confirmed U.S. Army Maj. Gen. William B. Garrett III, Commanding General of USARAF.

JPASE members participated in JR09 at the Longare location and provided JTF staff-level Public Affairs (PA) planning and operations support to the core staff of USARAF. Prior to this exercise the USARAF PA section had substantial experience but few personnel. According to JPASE member, U.S. Marine Corps Maj. William Klumpp, who served as the USARAF Public Affairs Plans Chief, "[This position] provided a valuable opportunity to work closely with the USARAF PA staff to develop baseline procedures for the conduct of PA operations at the JTF level."

In addition, JPASE participated at the USAFRICOM HQ in Stuttgart by providing both white cell and observer / trainer support to the combatant command staff. "Having JPASE personnel operate from separate locations, simulating a forward-deployed element of the JTF, was valuable as it helped the staff identify issues that could make operations more efficient," stated Klumpp. As such, this split staff gave the USARAF staff in Longare, Italy the opportunity to identify inefficiencies in PA operations and establish smooth coordination between USARAF and USAFRICOM HQs if and when the JTF is employed in response to a natural disaster.

JPASE capabilities were identified as being critical to the JTF PA functions in contingency operations such as those simulated in the FHA scenario for JR09. As a result of JPASE's participation in JR09, USARAF PA manning requirements and operating procedures were identified and developed to give the USARAF PA staff a solid foundation from which to work in support of future contingency operations.

JCSE brought a vital piece to the exercise by providing a reliable communications network. JCSE provided an 11-man training support team consisting of an Officer-in-Charge, a Non-Commissioned Officer-in-Charge, two satellite technicians, four network technicians, two server suite technicians and a network operations technician to



*JR09 article continued on page 12.*

## JECC plays key role in JR09

*Continued from Page 11.*

run and troubleshoot USAFRICOM's Deployable Joint Command and Control (DJC2) system.

JCSE set up, operated and maintained the DJC2 by providing classified / unclassified networks, Voice Over Internet Protocol, Secure Voice, Video Conferencing, Central Office-based Local Area Network and radio communication. As the officer-in-charge of the JCSE team, U.S. Army Capt. Angel Ledesma stated, "I was responsible for ensuring that all customer network requirements were identified. Additionally, I ensured the network was in place." The JCSE team also set up user accounts, provided technical assistance and ensured the JTF staff had a secure and reliable network. With the help of JCSE, the USARAF staff was able to use the DJC2 to ensure there was an open-line of communication between USAFRICOM HQs and USARAF throughout JR09. "The DJC2 was a reliable communication network throughout the entire exercise," Ledesma said.

Following JR09, U.S. Army Col. Marcus De Oliveira,

Chief of Staff, USARAF stated "The [JECC] team was crucial to success with our exercise. They made an immediate positive impact and we want to get them back on every occasion." In addition, Garrett echoed these sentiments by stating, "The JECC members responded superbly, enabling us to accomplish our mission and achieve all the joint exercise objectives." He commended the exceptional performance of the USJFCOM JECC members and thanked the JECC for providing such talented people to serve as a true joint force multiplier for both USARAF and USAFRICOM. ■

## JPASE provides media training for Afghanistan PRTs

**Lt.j.g. Scott Sagisi**  
JECC JPASE

Members of the Joint Public Affairs Support Element (JPASE) recently provided media training to 12 Afghanistan Provincial Reconstruction Teams (PRTs) at Camp Atterbury, Columbus, Ind.

The PRTs are comprised of military service members from the Army, Navy and Air Force who work with civilian partners from the Department of State, Department of Agriculture and the United States Agency for International Development. The mission of a PRT is to improve stability in Afghanistan's provinces by working with local governments to build the host nation's legitimacy and effectiveness while providing security to its citizens and delivering essential government services.

"The purpose of the media training was to educate PRTs on how to effectively engage with the media," said U.S. Air Force Capt. Eric Badger, Observer/Trainer at JPASE. "The media are part of the battle space and we prepared the PRTs for what they could potentially encounter while in country."

The JPASE team conducted multiple academic and practical media awareness and message development training sessions and provided basic public affairs advice to the teams. The Mission Rehearsal Exercise provided the teams the chance to practice media engagement skills during consequence management drills and media embed scenarios.

"The training JPASE gave was absolutely fantastic," said U.S. Air Force Lt.Col. Andy Veras, Commander of PRT Zabul. "It gave me an opportunity to expose a lot of my soldiers and myself directly to the training during the consequence management scenario and gave me the chance to practice the fundamentals of communication in a real-world environment."

"The most beneficial thing about the training was



Photo by Mr. Gerry Traylor, JECC JPASE

12 Afghanistan Provincial Reconstruction Teams (PRTs) were trained by members of the Joint Public Affairs Support Element (JPASE) in how to engage with the media. This public affairs training provided the PRTs a better understanding on how to effectively convey their message after they deployed to Afghanistan.

learning how to craft themes and messages and learning how to deliver them appropriately while conducting the interview," said U.S. Navy Cmdr. Russell McCormack, Commander of PRT Nuristan. "A reporter can be your worst enemy as well as your best friend, but you can turn an enemy into a best friend if you deliver a well-crafted message."

"Working with the PRTs and providing the public affairs training was a great experience," Badger said. "I think every PRT walked away with greater insight of the media landscape in Afghanistan."

The PRTs deployed to Afghanistan in July and will assist Afghan leaders by bringing governance, reconstruction and security to the people.

Learn more about JPASE at <https://us.jfcom.mil/sites/JPASE/Pages/Default.aspx>. ■

# Command team provides communication support for humanitarian mission

MC2 (AW) Nikki Carter  
USJFCOM Public Affairs

Seven service members from U.S. Joint Forces Command recently returned from Operation Continuing Promise 2009 (CP09), a four-month humanitarian and civic assistance mission aboard the hospital ship USNS Comfort (T-AH-20) in the U.S. Southern Command area of responsibility.

The team from Joint Communications Support Element (JCSE), one of seven joint enabling capabilities from USJFCOM's Joint Enabling Capabilities Command, provided the Comfort's medical teams with internal communications and ship-to-shore communications during each port visit.

When deployed, the JCSE, headquartered at MacDill Air Force Base, Fla., provides tactical communications packages tailored to the specific needs of full joint task force headquarters and to joint special operations task forces.

U.S. Army 1st Lt. Micaela Encarnacion, JCSE officer-in-charge for CP09, ensured the JCSE teams provided immediate communications support to medical teams as they arrived at locations throughout the Caribbean and Latin America.

The JCSE team traveled throughout Antigua and Barbuda, Colombia, the Dominican Republic, El Salvador, Haiti, Nicaragua and Panama and supported the mission by setting up high-speed telecommunication capabilities for CP09 personnel, serving as interpreters between the medical teams and the local population and assisting in the distribution of ointments and other aid items.

Encarnacion explained how this deployment varied from the more conventional ones.

"You actually interact with not only the locals, but with another branch of service and a lot of doctors and nurses. Working side by side with the Navy is different than any branch I have ever worked with," Encarnacion said. "I couldn't imagine living on a ship for more

than four months. It's amazing how the Navy does this all over the world. I absolutely have respect in what they do. It's one of those things that if you haven't lived it, you wouldn't understand."

Republic of Panama native, U.S. Army Staff Sgt. William Smith, the JCSE non-commissioned officer-in-charge for CP09, added that since the teams were not in a hostile environment, "it was nice to enjoy meeting so many of the people of the different countries we traveled to and being able to learn a little about their cultures and customs. It was also different in

"From a complex surgery to a pair of eye glasses, it didn't matter. Every person was grateful to get to see a doctor," Encarnacion said. "Some have never seen a doctor in their life."

She said the mission taught her to appreciate what she has. She said you go to these countries and see how hard the locals work for a "couple of cents a day and barely making it."

"As simple as Tylenol is, something we can buy anywhere for a couple of dollars, but in some of these countries we went to it was a big

deal," Encarnacion said. "It makes you reevaluate yourself and wonder if you ever had a basis to be upset with anything."

Smith said seeing first-hand at what these missions mean to the people and communities made him appreciate what he may have taken for granted before.

"Actually meeting and talking to those people has put a name and a face to that every day struggle and it's no longer some anonymous person that's struggling to make a living with very little."

Smith said in most Latin American countries it seems natives are less tolerant of someone who looks differently, for example, a child with a cleft palate.

"The most rewarding thing I saw was the results of some of the cosmetic surgeries on the children that the doctors on board the ship performed," Smith said. "Seeing the work the surgeons did on some kids might not seem like much to some, but to those kids and their parents it was no doubt a life-changing event."

For more information on JCSE or to learn how to request additional JECC capabilities, visit: <https://us.jfcom.mil/sites/SJFHQ/Pages/AboutJECC.aspx> ■



U.S. Air Force photo by Airman 1st Class Benjamin Stratton

U.S. Army Staff Sgt. Fernando Cuba, a satellite system operator from U.S. Joint Forces Command's Joint Communications Support Element (JCSE), hands out various medical ointments and other supplies to patients at the Reymundo Garcia clinic on July 12, 2009. Seven JCSE service-members provided communications support while deployed with the hospital ship USNS Comfort on a four-month humanitarian and civic assistance mission to Latin America and the Caribbean region called Continuing Promise 2009.

that there was a large volunteer civilian presence on board."

Smith said being bilingual and growing up in the Canal Zone of Panama proved to be helpful to him while on the humanitarian mission.

"It was a very easy for me to adjust to the different areas we were in and it was almost like going home. It was interesting to see that certain customs and foods were very similar to what I experienced growing up," Smith said.

Encarnacion said that while deployed, she also got to double as an interpreter for the medical teams, but her most rewarding experience was seeing how the mission changed the lives of thousands of people.

# Countdown to Deployment

MC2 Nikki Carter  
USJFCOM PAO

*Editor's Note: U.S. Joint Forces Command (USJFCOM) Public Affairs followed members of the USJFCOM Joint Enabling Capabilities Command (JECC) as they prepared to deploy on Aug. 26 to assist in the establishment of an intermediate joint headquarters for Afghanistan's International Security Assistance Force (ISAF) in Kabul.*

The deployment is the command's first major operational use of the Ready JEC package (RJP), a team of operators and planners with specific functional skill sets that is ready to deploy and to quickly stand up a joint task force headquarters (JTF HQ).

## DAY 1:

1:04 p.m. -- The team assembles in the lobby of the Joint Warfighting Center (JWFC) in Suffolk, Va. JECC Chief of Staff Army Col. Mark Dewhurst greets them.

"We are the bridging strategy of establishing a joint headquarters in theater or wherever we may be needed around the world," Dewhurst says. "A mission like this one is exactly what the JECC was designed to do."

The RJP personnel have completed the Joint Enabling Capabilities (JEC) Planner's Course (PC) and participated in joint exercises at the operational level.

1:17 p.m. --The team receives a mission brief and theater-specific briefs for medical, health and environmental guidelines and family readiness support plans.

"Most already have [their affairs in order] but this is a crosscheck to ensure that they're deployable," Dewhurst says. "Within the 72-hour process there will be some additional training specific for the theater where they are deploying."

Dewhurst explains that the RJP brings together sets of



Photo by USJFCOM PAO

*A group photo of the U.S. Joint Forces Command's (USJFCOM) JDT immediately before they deploy to Afghanistan. USJFCOM's Joint Enabling Capabilities Command (JECC) maintains small joint service teams that can deploy with little notice to existing or emerging theaters of operations and instantly establish command and control in the most austere environments.*

personnel from the functional areas of operations, plans, knowledge management/information superiority and logistics to form a Joint Deployable Team. The personnel within this team were selected specifically for this mission.

Army Maj. Michael Beane, a member of the RJP, focuses on the job ahead in Afghanistan.

"Our job is to get this headquarters functioning before all the bodies are in place so there is no lag time between the start of the mission and achieving an initial operating capability," Beane says.

3:09 p.m. -- After the briefings, the service members go through different stations set up to verify what needs to be completed before deploying and assist in getting their records up-to-date.

There are sections for medical and dental, legal, family separation, and other services.

Even with the deployment's rapid nature, this is what

*Countdown to Deployment continued on page 15.*



Photo by USJFCOM PAO

*U.S. Air Force Maj. Susan Abell listens to the U.S. Joint Forces Command's (USJFCOM) Ready JEC package's initial deployment briefing.*



Photo by USJFCOM PAO

*Members of the U.S. Joint Forces Command's (USJFCOM) Ready JEC package review their deployment records during their initial deployment processing.*

**JECC REQUESTED**

**DAY 1**

# Countdown to Deployment

*Continued from Page 14.*

the RJP prepares for as part of its day-to-day routine, says Army Maj. Larry Smedley, a RJP member. "We pre-loaded a lot of the deployment requirements, so the steps we go through are just a validation to make sure everything is still current."

Navy Cmdr. Martin Jolly, a member of the RJP, says the goal of the first day's pre-deployment preparation is having records checked to ensure the team is ready to deploy.

"The briefings we received today were very helpful. A lot of us are reservists and we haven't had access to a lot of the classified information that has been briefed today," says Air Force Maj. Chad Dutton, a member of the RJP.

Navy Capt. Tom Savidge, officer-in-charge for the deployment's main body, says this deployment "is the gemstone of what [the] JECC trains for."

Savidge says while this is not a short-notice deployment, the JECC is still performing an N-Hour Sequence Drill, a drill designed to speed the deployment process, so as to validate the RJP's ability to deploy within hours. The main body conducts the N-hour sequence which focuses attention on "specifically intense preparation. It's very rigid, it's scheduled and we conduct this N-hour sequence to rapidly step us through our preparation process." This marks the first time the RJP has performed the N-Hour Sequence in full with an endstate of verifying that a short-notice deployment is achievable by the RJP.

Army Maj. Timothy Wright says this mission is unique because of the difficulties experienced in Afghanistan over the past few years. He says the JEC PC enables the team to work with planners from other nations, which is particularly significant for this deployment since the RJP will be working with multinational forces under ISAF.

"Hopefully [the training received during the JEC PC] will ease any of the difficulties of working across the lines of

operation through different services and allow us to work more efficiently with coalition and other militaries as we go forward," Wright says.

The JEC PC is an in-house JECC course designed to ensure USJFCOM JECC personnel have a baseline understanding of JTF operations and the Joint Operation Planning Process. The course provides training grounded in Joint Doctrine. It provides an overview of JTF operations and organization, an 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.

After completion of their briefs and checking off the various stations, personnel complete computer based training if needed or continue with personal preparations.

## DAY 2:

8 a.m. to 12 p.m. – RJP members spend their mornings at their respective services' medical facilities getting inoculations and completing any last-minute medical requirements. They report back to JWFC after lunch.

1 p.m. to 4:30 p.m. -- The team receives briefings on remote e-mail procedures, transferring data into theater and remote computer portal access, which will allow them to reach back to the U.S. and the JECC to share information, lessons learned and obtain assistance as necessary.

## DAY 3:

8 a.m.-- Main body members of the RJP speak to the advanced party RJP members already in theater via video teleconference (VTC) and receive information on how to ease their arrival and transition into Afghanistan.

Through VTC, Army Col. Carl Giles, advance party

*Countdown to Deployment continued on page 16.*



Photo by USJFCOM PAO

U.S. Air Force Lt. Col. Joseph Wassell reviews his medical record with U.S. Air Force Staff Sgt. Stephanie Braun-Simon during the U.S. Joint Forces Command's (USJFCOM) Ready JEC package's initial deployment processing.



Photo by USJFCOM PAO

U.S. Navy Cmdr. Charles Smith retrieves his mobility bag in preparation to deploy with the U.S. Joint Forces Command's (USJFCOM) Ready JEC package.



Photo by USJFCOM PAO

Members of the U.S. Joint Forces Command's (USJFCOM) Ready JEC package discuss their upcoming deployment to Afghanistan with the commanders already in theater via a video tele-conference system.

**DAY 2**

**DAY 3**

# Countdown to Deployment

*Continued from Page 15.*

team lead and mission officer-in-charge, says the operating environment for the ISAF Joint Command (IJC) is extremely collaborative. He says the organization's small size allows access to anyone who can provide energy to resolve a problem and that initiative is welcomed by the team.

"There is a tremendous effort and emphasis on partnership with NATO and the Afghans," Giles says.

Upon arriving in theater, the advanced party was able to help shape the mission at IJC Headquarters prior to the main team arriving in Afghanistan, he says.

"Upon arrival [of the main body], there will be work assignments waiting for every member of the team, enabling an immediate contribution across a wide range of IJC lines of operation," Giles says.

Beane says the VTC with the advanced party is helpful in gaining an understanding of the mission.

"What I like best is that there is a clear end state in mind as to what needs to be accomplished to complete the mission," Beane says. "It lets us know what we are walking into as far as expectations and [Giles] has laid out three complete mission sets he sees our element performing."

Beane says while in Afghanistan his job will be to consolidate information flow throughout the headquarters to ensure all sections are communicating in accordance with the commander's mission requirements and mission.

"It's kind of complex, but we will be using a portal to share information. We will also incorporate ourselves with each staff section to make sure everyone is communicating with each other throughout the headquarters," he says.

Savidge says the VTC is "probably the most important

part of the N-Hour sequence."

He says the real time information from the people in Kabul who have "gained a feel for the situation there" and can pass that information back to the main body is very valuable.

"The briefs we have received today focused on our employability and doing our job when we get to the IJC," Savidge says.

1 p.m. --The RJP is given a threat brief.

1:30 p.m.—RJP members pre-sign for their weapons and are released to tend to any last minute business before deploying.

## **DAY 4:**

6:30 a.m. --The RJP musters outside the JWFC and loads its baggage into the back of a truck.

6:44 a.m. -- Navy Capt. Walter E. Carter, Commander, JECC, gives the RJP some final words of encouragement.

"You're going to go out there and be a part of an initiative that is very substantial. As you go out there, make sure you are bringing value to the fight everyday. Make what you do count," Carter says.

Navy Lt. Cmdr. Tim Steele, a RJP member says he is a "little bit anxious and a little bit scared, but if you aren't scared you aren't in the fight." He says he is prepared and looks forward to the challenges he will face during this deployment.

7:17 a.m. -- The RJP boards the bus and makes its way to the airport for the flight to Afghanistan.

The team arrived in theater Aug. 29 and began assisting in the establishment of the IJC. The team will return to the U.S. later this year. ■



Photo by USJFCOM PAO  
Members of the U.S. Joint Forces Command's (USJFCOM) Joint Enabling Capabilities Command (JECC) load mobility bags into a truck in preparation for their deployment to Afghanistan.



Photo by USJFCOM PAO  
U.S. Navy Rear Adm. W. E. Carter, the commander of the U.S. Joint Forces Command's (USJFCOM) Joint Enabling Capabilities Command (JECC) speaks with the Ready JEC team immediately before they deploy to Afghanistan.



Photo by USJFCOM PAO  
Members of the U.S. Joint Forces Command's (USJFCOM) Joint Enabling Capabilities Command (JECC) sit aboard a bus en route to their deployment to Afghanistan.

**DAY 4**

**READY JEC PACKAGE DEPLOYED**

# Commander, JECC promoted to Rear Admiral

Whitney Williams  
USJFCOM JECC

Commander of the Joint Enabling Capabilities Command (JECC), U.S. Navy Capt. W. E. Carter was promoted to the rank of Rear Adm. (lower half) in a ceremony at the Joint Warfighting Center in Suffolk, Va. on September 11, 2009.

U.S. Joint Forces Command Chief of Staff, Maj. Gen. David Edgington served as the Guest of Honor and spoke of looking for someone to fill the shoes of Commander, JECC when the former Commander, U.S. Marine Corps, Brig. Gen. Dave Beydler finished up his tour. "We were looking for an individual that had operational perseverance, experience and the mindset to meet the JECC mission." Edgington stated. "The perfect culmination becomes visible to you all today, as a flag officer is needed to command the JECC and the Navy had already handpicked Captain Carter to be promoted to Rear Admiral."

U.S. Navy Vice Adm. H. Denby Starling, II, Commander, Naval Network Warfare Command, attended Carter's promotion ceremony as the presiding officer and he referred to Carter, a naval aviator, by his call sign "Slapshot", which illustrates their close friendship and camaraderie. Starling told the audience of how he first met Carter, while Carter was Commanding Officer of the USS Carl Vinson. Carter commanded the nuclear-powered aircraft carrier while it was going through an extensive overhaul and was docked for Carter's entire tour. Starling stated, "It is indicative of the Navy's very good judgment that he was selected as a flag officer while not on an operational tour," since most aircraft carrier commanders do not make the rank of Rear Adm. following a non-operational tour.

Carter remarked that it was "pretty humbling to be in this hall of heroes," referring to the long list of flag and general officers in attendance at his promotion ceremony. As the former Chief of Staff for USJFCOM's Joint Warfighting Center, he remarked at how happy he was to be back in Suffolk, Va. and back at USJFCOM, "I worked in this building a few years ago and what I learned then is a big part of why I'm here today."

Carter was joined by his wife, Lynda, his children, Christopher and Brittany, and his mother and father-in-law, Thomas and Beverly Kohlhepp for the pinning on of his new rank and he thanked his family for their support over the course of his 28-year Navy career, "My family has lived in 13 different places, but we have never lived in a place we enjoyed more due to the neighbors and friends we have made."

Carter stated that he was looking forward to the challenges that lay ahead as Commander, JECC and he hoped to expand the JECC's good reputation throughout the joint military world. ■



Photo by USJFCOM PAO

U.S. Navy Rear Adm. W. E. Carter gets promoted to Rear Admiral on Friday, September 11, 2009 at the Joint Warfighting Center in Suffolk, Va. Carter was "humbled by the hall of heroes" that were in attendance to his promotion ceremony.



Photo by USJFCOM PAO

During the promotion ceremony Rear Adm. Carter's children, Brittany and Christopher, place the new rank's shoulder boards on their father. Linda Carter, his wife of 27 years, proudly watches in the background.



Photo by USJFCOM PAO

U.S. Navy Vice Adm. H. Denby Starling is the first to congratulate Rear Adm. Carter after he renews his Oath to serve and defend the United States of America.

U.S. JOINT FORCES COMMAND  
Joint Enabling Capabilities Command

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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, the JECC deploys USJFCOM JECs and other capabilities as directed to enhance Joint Force Command and Control.*

