

House Armed Services Committee



**POSTURE STATEMENT OF
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United States Joint Forces Command
Congressional Posture Statement

The efforts of United States Joint Forces Command (USJFCOM) are focused on providing forces and capabilities to help win the war today, while preparing forces for the challenges of tomorrow. Our current enemy in the War on Terror is adaptive, elusive and determined to win at all costs. Defeating such a broad and decentralized terrorist network requires innovation and agility. The capabilities of tomorrow's enemy are less clear. We don't know if it will be a peer competitor, a nation-state, or a transnational organization, but we can be assured that we will still need a trained and ready force capable of fighting and winning in any environment.

I am very pleased to be able to share the accomplishments of USJFCOM with the Committee. As a Command we work hard to ensure our 1.16 million Active Duty, National Guard, and Reserve Soldiers, Sailors, Airmen, Marines and civilians can operate seamlessly and interdependently with each other and with our interagency and multi-national partners, maximizing all instruments of National Power to fight and win.

USJFCOM is uniquely structured to provide Joint Force Commanders with timely, relevant enabling capabilities, including trained and ready joint forces, capable of integrated operations with governmental agencies, multi-national partners and non-governmental organizations. Our over 5,350 headquarters personnel – a blend of military from every branch of the Service, Reserves, and National Guard, along with government civilians and contractors – bring a combined expertise that is unique among military and

civilian organizations. Their pride and professionalism is the key to USJFCOM's success.

Working towards meeting both the needs of today and the challenges of tomorrow defines the mission of USJFCOM:

To provide mission ready Joint Capable forces and support the development and integration of Joint, Interagency, and Multinational capabilities to meet the present and future operational needs of the Joint Force.

With a renewed focus on the joint warfighter, 2006 was highlighted by great partnerships with the Combatant Commanders, the Services, federal agencies, academia and industry, and our Components: Air Combat Command, Marine Forces Command, Fleet Forces Command, and Army Forces Command. We provide:

- Multiple deployments of Standing Joint Force Headquarters and other assets in support of operational needs of the Combatant Commanders from Pakistan to Qatar and beyond
- Continuous robust and tailored tactical communications support to conventional and special operations forces in Iraq and Afghanistan by the Joint Communications Support Element (JCSE)
- The first time deployment of JCSE's CENTCOM C3 Quick Reaction Force to provide communications support for non-combatant evacuation operations in Lebanon
- Preparation of joint warfighters for operational missions, through six Mission Rehearsal Exercises and 16 Combatant Commander training events, conducting more than 70 collective joint training events involving more than 46,000 participants

- Realistic training for commanders and staffs of Joint Task Force Horn of Africa, Multi-National Force-Iraq, Multi-National Corps-Iraq, and Combined Joint Task Force 76 in Afghanistan
- Significant expansion of joint distance learning tools such as the Joint Knowledge Development and Distribution Capability
- Enabling technology for all major Service training centers and Combatant Commanders to train together in a distributed environment through the Joint National Training Capability
- Dedicated assessment teams to Iraq and Afghanistan to identify areas for improved command and control of US and multi-national forces
- Sourcing recommendations and coordinated the deployment of more than 310,000 personnel in support of Combatant Commanders
- The stand up of the Joint Command and Control Capability Portfolio Manager capabilities function to deliver integrated joint command and control capabilities, improve interoperability and increase joint operational effectiveness
- Leadership for Multinational Experiment 4, with participants from eight nations and NATO
- Advanced terrain analysis prototype software (Geospatial Analysis and Planning Support (GAPS)) to meet the warfighter requirements for rapid route analysis and identification, sensor planning and placement and counter fire systems planning and placement.
- Development of timely products such as the HARMONIEWeb Interagency collaborative tool and the Counter Improvised Explosive Device Knowledge and Information Fusion Exchange (KnIFE)

CORE COMPETENCIES

USJFCOM's five core competencies - unique mission areas - form the nucleus of the command's day-to-day operations.

Joint Force Provider

As the conventional Joint Force Provider, USJFCOM provides trained and capable forces to commanders in the field. This entails identifying and recommending global joint sourcing solutions in coordination with both the Services and Combatant Commanders.

Joint Force Trainer

As the lead Joint Force Trainer, USJFCOM conducts and assesses joint and multinational training and exercises for assigned forces, and assists the Chairman and other Combatant Commanders and Service Chiefs in their preparations for joint and combined operations.

Joint Force Integrator

As the lead Joint Integrator for all of DoD's uniformed components, USJFCOM is responsible for recommending changes in doctrine, organization, training, material, leadership, personnel, and facilities to integrate Service, defense agency, and interagency and multinational capabilities. Efforts range from integrating the disparate systems and processes that exist today, to ensuring that the systems and processes of tomorrow are "born joint".

Joint Innovation & Experimentation

As the DoD lead for concept development and experimentation, USJFCOM leads the development, exploration and assessment of new joint concepts,

organizational structures and emerging technologies. This includes operational concepts involving multinational and interagency transformation efforts.

Joint Force Enabler

As a joint enabling capabilities provider to commanders in the field, USJFCOM provides joint enabling capabilities that streamline the rapid formation and organization of a Joint Task Force Headquarters. These include command and control capability, augmenting the headquarters with rapidly deployable critical skills support, and providing reach-back support as required.

Strategic Goals

The command's strategic goals are focused on helping the Joint Warfighters of today in their efforts to win the War on Terror, while working to transform the force to meet the threats and challenges of tomorrow. These strategic goals guide the application of USJFCOM's core competencies.

Provide Focused USJFCOM Support to Win the War on Terror

USJFCOM provides Combatant Commanders enhanced joint enabling capabilities for defeating violent extremism and building a security environment that is inhospitable to terrorist threats. These capabilities were provided to some 24 separate JTFs throughout the globe in 2006 with even greater requirements in 2007. We will continue to integrate our actions with US agencies and international partners to achieve a common purpose.

Joint Forces Command has established several joint enabling capabilities to complement service headquarters trained or designated to serve as Joint Task Force Headquarters. These capabilities provide unique, mission ready support to joint force commanders to aid in the accelerated formation and increased effectiveness of their headquarters.

The more significant joint enabling capabilities are:

- Standing Joint Force Headquarters Core Element (SJFHQ (CE))
- Joint Communications Support Element (JCSE)
- Intelligence Quick Reaction Team (QRT)[resourced from Joint Transformation Command- Intelligence (JTC-I)
- Joint Public Affairs Support Element (JPASE)

The mission of the SJFHQ(CE) is to accelerate the transition of a Service component headquarters to a JTF headquarters. These core elements, ready to deploy world-wide on short notice, are capable of providing initial joint planning and operations within a collaborative environment to access information from global locations. Each core element's personnel and equipment can be tailored for a specific mission to support joint/combined planning, operations, knowledge management and information superiority.

The Joint Communications Support Element (JCSE) provides simultaneous communications support for two Joint Task Force (JTF) Headquarters and two Joint Special Operations Task Force (JSOTF) Headquarters within 72 hours of notification. JCSE also provides contingency and crisis communications to meet operational and support needs of the Joint Chiefs of Staff, Unified Commands, Services, Defense agencies, and non-Defense agencies. These assets,

alert-postured and globally deployable, provide en-route and early entry Command, Control, Computers and Communications to Combatant Commanders.

The Joint Transformation Command - Intelligence (JTC-I) resourced Intelligence Quick Reaction Teams (QRT) provide military and civilian intelligence professionals with targeting and collection management expertise to a JTF within 24 hours of notification, or during events leading up to crisis/contingency operations.

The Joint Public Affairs Support Element (JPASE) provides dedicated and sustained joint public affairs capability on a scalable and expeditionary basis to support JTFs worldwide. The JPASE is also the joint public affairs defense-wide proponent.

In the last two years, these elements supported operations in numerous locations including the U.S. Gulf Coast, Iraq, Afghanistan, Qatar, Horn of Africa, Lebanon and Pakistan, in support of the war on terror, disaster relief and non-combatant evacuations.

USJFCOM searches for opportunities to develop new joint enabling capabilities that can accelerate the establishment and immediate effectiveness of JTF headquarters and related joint organizations. Joint enabling capabilities are integrated into JTF headquarters training and exercises to increase proficiency for future operations and doctrine changes.

A key USJFCOM capability supporting the war on terrorism is the Joint Warfare Analysis Center (JWAC). This center develops and adapts modeling and simulation technologies for analysis, computation and the presentation of

options to combatant commands. JWAC's support to the warfighter in Iraq and Afghanistan in 2006 was substantial, and will be again in 2007.

Deliver Trained, Capable and Interoperable Joint Forces

USJFCOM provides forces that meet Combatant Commanders' requirements for trained and interdependent forces capable of adaptively operating in a joint, interagency, multinational, and coalition environment. USJFCOM supports:

- the continued improvement of the joint staffs and operating forces that are currently deployed
- provision of timely and tailored Joint training standards for tasks that are jointly executed
- creation of a collaborative environment that, in real time, routinely makes use of lessons learned and best practices
- reduction of solution cycle time to develop relevant, accessible, and value-added training capabilities to the joint warfighter

USJFCOM achieves these goals through timely and realistic joint training support at the operational level to Combatant Commanders, Services, and interagency/multinational partners. Each year USJFCOM coordinates and supports commanders through more than 70 collective joint training events involving 46,000 training participants, and individual joint training for more than 26,000 people. In addition, USJFCOM, through the Joint National Training Capability (JNTC), supports training for accredited service and Combatant Command training programs. This support extends to all Army, Air

Force, Marine Corps and Navy pre-deployment training environments by providing a joint training environment for their mission rehearsal events.

The Joint National Training Capability uses a mix of live, virtual, and constructive simulations. Key to this capability is the Joint Training and Experimentation Network (JTEN), a 32 node persistent global network to deliver realistic joint training to the warfighter at 72 sites across the Continental United States and abroad. JTEN provides connectivity with the Navy Cooperative Training Environment (NCTE), the Air Force Distributed Mission Operations Network, and OSD's Secret-Defense Research and Engineering Network, and will soon be connected with multinational partner training and experimentation networks. Connecting the JTEN and the NCTE enabled the delivery of Joint training during the Terminal Fury 07 Exercise to three countries, 14 states, across 19 time zones with 24 federated simulation systems.

USJFCOM uses this capability to conduct and support training for Combatant Commands, JTFs, functional component battle staffs, and Service selected tactical units worldwide, as well as leveraging 20+ Service training programs through an Accreditation and Certification process that identifies joint training shortfalls, to add joint context and provide operational and tactical level joint training. In addition, USJFCOM is currently coordinating with the National Defense University, the U.S. Army, and the NATO School to support joint training requirements for the Provisional Reconstruction Teams (PRT) Training prior to deployments to Afghanistan and Iraq.

In 2006, USJFCOM prepared warfighters through six Mission Rehearsal Exercises, 16 Combatant Commander events, and 69 JNTC-enabled Service

training events through the use of 43 joint trainer support elements forward deployed to 20 Combatant Command and Service training sites.

USJFCOM significantly enhanced mission rehearsal exercises for Operation ENDURING FREEDOM with an unprecedented headquarters training exercise, in which NATO's International Security Assistance Force Afghanistan and a U.S. Regional Command (82d Airborne Division HQ) trained together in the same exercise. Headquarters personnel from the Afghan National Security Forces, Afghan National Army, Pakistani Army and the U.S. Embassy in Kabul also participated and achieved a significant level of multinational realism from both exercise and operational environments.

In conjunction with these training events, the Joint Knowledge Development and Distribution Capability (JKDDC) provides online training for individual augmentees and headquarters staff members. It is an adaptable and world class learning management system used by the warfighter, coalition forces and reserves for initial and continuous training in Joint Task Force headquarters. By April of this year, JKDDC will offer over 85 courses (700 hours of instruction) in a variety of subjects to include headquarters operations, interagency, and culturally related topics through a dynamic global network.

USJFCOM also executes its responsibilities to transform senior military leadership development and education by bringing joint training and professional military education together, ensuring military, coalition, and interagency leaders are prepared to operate cohesively in joint operations. The command hosts portions of three courses sponsored by USJFCOM and the National Defense University:

- Keystone joint operations module for command senior enlisted leaders(91 participants in FY06)
- Capstone joint operations module for newly selected flag and general officers (171 Fellows participated in FY06)
- Pinnacle course for two- and three-star commanders focusing on JTF Commander training (57 participants in FY06)

Additionally, USJFCOM oversees specialized training provided by:

- Standing Joint Force Headquarters
- Special Operations Command-Joint Forces Command
- Joint Transformation Command - Intelligence (JTC-I)
- Joint Targeting School
- Joint Public Affairs Support Element
- Joint Deployment Training Center
- Joint Personnel Recovery Agency
- JTC-I Quick Response Teams

USJFCOM supports the Combatant Commander's Exercise Engagement and Training Transformation (CE2T2) program, which addresses joint warfighter training shortfalls by consolidating existing resources. This will benefit the largest audience and enable portfolio management for the Joint Training Program. The CE2T2 program is based on an extension of the Training Transformation (T2) business model that has become a catalyst for inter-Service coordination, and keeps programs on budget and on schedule while defraying costs of Service training programs. CE2T2 eliminates redundancy, and ensures resource alignment against validated needs.

Primary Joint Force Provider (Global Force Management)

As the conventional Joint Force Provider (JFP), USJFCOM provides DoD leadership with the necessary data and alternatives to make proactive, risk-informed force management and allocation decisions. USJFCOM uses a process that identifies risks to execute combatant commander missions, forecast sourcing challenges to execute contingencies and project Reserve Component unit mobilization/availability. This requires global visibility on unit readiness as well as the ability to analyze force structure, capabilities, availability, location, and apportionment of those assets.

USJFCOM's objective is to source all rotational and emergent force requirements, including individual and ad-hoc force capabilities in collaboration with components, Services (both active and reserve) and Combatant Commands' input to achieve effective/efficient sourcing solutions. USJFCOM also sources Secretary of Defense prioritized Joint Task Force Headquarters (JTF-HQ) and the individual augmentees identified to staff those JTF-HQs, in coordination with the Joint Staff, Combatant Commands, and Service Headquarters. In 2006, USJFCOM developed sourcing recommendations and coordinated the deployment of more than 310,000 personnel in support of all Combatant Commanders.

In addition, the expanding Joint Force Provider mission requires that USJFCOM attain an automated capability to assess and monitor force capabilities, availability, location, readiness, and assignment, and to be able to track the status of units through the entire pre-deployment, deployment, redeployment and reconstitution cycle for both the Active and Reserve components, down to an individual. This requirement is termed the Global Visibility Capability (GVC), for which the Defense Readiness Reporting

System (DRRS) and other contributing technologies such as the Joint Event Scheduling System (JESS) and the Joint Force Projection Advanced Capability Technology Demonstration (JFP-ACTD) are currently being pursued and/or enhanced.

USJFCOM is spearheading the development and enforcement of policies that transform Global Force Management into a predictive, streamlined and integrated process supported by net-centric tools that expand total force visibility. This effort will enable effective and efficient sourcing of all rotational and emergent force requirements while simultaneously seeking to reduce, and ultimately eliminate, persistent force capability shortfalls (Low Density/High Demand) and fully coordinating the availability of active and reserve forces. This will allow earlier notification of forces that will be deployed, thus adding stability of their personal lives, predictability to their schedules, and greater opportunities for their training.

In October 2006, USJFCOM gained responsibility for assignment of individual augmentees to deployed units, a sourcing workload of approximately 10,000 joint positions annually for 55 Joint Task Force Headquarters worldwide. This is a new mission requirement of our force provider role which demands an efficient and effective process in order to ensure these individual augmentees arrive where they were needed in a timely manner, trained and ready to fight.

Develop Joint Capabilities and Interoperable Joint Command and Control (JC2)

As the Joint Capability Developer, USJFCOM advances warfighter effectiveness, improves combat capability, and helps minimize fratricide by

leading the Combatant Commands, Services, Agencies, and multinational partners in the interdependent and integrated development and transition of Joint Warfighting Capabilities. In September 2006, the Deputy Secretary of Defense designated USJFCOM to lead a trial program as the Joint Command and Control Capability Portfolio Manager (JC2 CPM). In this capacity, USJFCOM has established a JC2 CPM capability function, characterized by short reporting lines, and close coordination with Service C2 programs. USJFCOM, along with a multitude of partners, is working to establish the technical expertise and attendant authorities necessary to eliminate unnecessary duplication, close capability gaps, and ensure joint integrated capability solutions for the warfighter.

A fully networked, interoperable, and interdependent joint force is essential to the achievement of successful military operations now and in the future. While we have come very far since the enactment of the Goldwater-Nichols legislation, we still have much work to do with achieving this vision for our Armed Forces. As we learned in Iraq, Afghanistan, and elsewhere, the lack of interoperability in command and control and other functions significantly reduces the effectiveness of our Soldiers, Sailors, Airmen, and Marines on the battlefield. Unique among Combatant Commands, USJFCOM works the critical seams of joint warfighting, leading the migration of existing Service-based systems toward a single, integrated joint capability.

USJFCOM's goal is to develop operational level forces and headquarters with the organic ability to fight as part of a joint and combined force alongside our multinational and interagency partners. The command's integration efforts will yield a joint command and control capability that ensures decision makers receive information when they need it, allowing them to observe, orient, decide, adjust and act faster than an adversary.

Moreover, it will meet the pressing demands of today's battlefield by linking voice and data from global and national command centers to joint task force headquarters, between component commands, and on to the Soldier, Sailor, Airman, Marine, coalition partner or governmental/non-governmental agency over the last tactical mile.

The goal is to create an "Interoperable JC2 Environment" that:

- Ensures a JC2 capability "Born Joint" not "Made Joint" on the battlefield, as was required for:
 - Blue Force Tracker
 - Joint Airborne Communications Suite
 - Joint Airborne Communications Center Command Post (JACC/CP)
- Provides a persistent test and evaluation environment to assess aspects of C2 portfolio programs
- Provides cross-program and enterprise-wide system engineering
- Recommends Program Objective Memorandum (POM) offsets to ensure the "Jointness" of Service and Agency C2 programs
- Supports future Joint Task Force Headquarters

The CPM will focus on the needs of the Combatant Commander to ensure proposed solutions contribute to joint C2 warfighting capabilities and that resources are distributed according to joint command and control priorities.

As part of its CPM duties, USJFCOM also serves as the operational proponent for the Net Enabled Command Capability (NECC), the web-based replacement for the stove-piped Global Command and Control (GCCS) family of systems. In this role, USJFCOM partners with the COCOMs and Services to establish the warfighter requirements for the new command and control system

and then ensures our acquisition partner, the Defense Information Systems Agency, delivers an interoperable capability that meets the warfighter's needs.

Beyond its Joint Command and Control duties, USJFCOM also develops additional warfighting capabilities for the joint force. These capabilities include Joint Data Link software, precision targeting system, and machine to machine interfaces for passing that targeting information without relying on voice transmission. All of these capabilities are in use today.

Since 2004, USJFCOM's implementation of Limited Acquisition Authority (LAA) in support of the Combatant Commands has been used to fund/provide several critical capabilities to the warfighter:

- The Joint Precision Air Drop System in partnership with USSOCOM, currently employed in theater (January 2006)
- The Change Detection Work Station (CDWS), a Marine Corps initiative, deployed to USCENTCOM in January 2005
- The Joint Task Force Commander Executive Command and Control Capability (JTF CDR EC2) delivered to CENTCOM/EUCOM Combined Joint Task Forces (CJTF) in Fiscal Year 04 -05
- Blue Force Situational Awareness (JBFS), in partnership with USSTRATCOM, in Iraq today with Multinational Force West (MNF-W) and currently being tested to support XVIII Airborne Corps in their upcoming Joint Task Force role

Warfare is inherently difficult and dangerous. To be effective in the Global War on Terror, and to be more interoperable with coalition partners, we need better cultural and language tools. To help overcome

the language barrier, USJFCOM has partnered with the Defense Advanced Research Projects Agency (DARPA) to develop and provide over 1000 language translation devices for USCENTCOM and others. These devices include over 950 one-way speech translation devices (Phrasealator and Voice Response Translators) and nearly 100 prototype two-way Speech to Speech (English - Arabic) Translators.

Our Collaborative Information Environment Management Office (CIEMO) is working with the Services, to include the Virginia Army National Guard, non-government organizations and other mission partners to further develop and employ HARMONIEWeb (Humanitarian Assistance Response for Multi-partner Operations Network on Internet Enterprise). HARMONIEWeb, developed in the aftermath of Katrina, affords the ability for mission partners outside of the U.S. government to collaborate, share and better integrate information across the spectrum of support for Humanitarian Assistance and Disaster Relief operations.

To reduce the danger of fratricide, USJFCOM worked with the Services and COCOMs to establish a common training standard for authorizing service members to direct close air support fires to targets. Moreover, the Command planned and executed a Combat Identification experiment with over 700 US and coalition participants designed to assess the military utility of specific anti-fratricide technologies. This experiment was such a success and the results of sufficient rigor that the Army and Marines decided to purchase improved combat identification systems for use in the near future.

Two additional subordinate commands that support the Joint warfighter and facilitate the integration and interoperability effort are the Joint Fires Integration and Interoperability Team (JFIIT) and Joint Systems

Integration Command (JSIC). JFIIT, located at Eglin Air Force Base, Florida, conducts joint tactical testing and evaluation designed to improve the integration, interoperability, and operational effectiveness of joint fires and combat identification. JSIC, located in Suffolk, Virginia, is the battle laboratory for analyzing command and control systems integration and interoperability issues and works closely with the Joint Warfighting Center and the Joint Futures Laboratory.

Lead Continuous Effort to Transform the Joint Force

USJFCOM coordinates the transformational actions of the Services, other government agencies, and our international partners to improve our ability to conduct integrated planning, coordination, and execution of complex operations. Our goal is to identify and develop the joint capabilities that provide Combatant Commanders with the ability to operate continuously and effectively within any adversary's decision-cycle, under any conditions, now and in the future.

Transformation is a continuous process of innovation, experimentation and the transition of solution capabilities into the hands of the nation's joint forces for today's fight and future engagements. The efforts of USJFCOM are directed to ensure the Joint Force Commander is equipped with improved concepts and capabilities across the spectrum of operations, and will be better prepared to command. For example, USJFCOM is engaged in providing near term Command and Control solutions while working toward the force of the future that will:

- Be more capable of working with joint, interagency and multi-national partners
- Be able to work in an environment that deeply integrates planning, intelligence and operations
- Possess the tools and operational art required to operate at the Commanders' discretion,
- Be rapidly deployable and efficiently sustainable
- Be an enabled element within and contribute to a synchronized strategic communication environment

Transformation is about developing new concepts and capabilities together in a wider range of settings from the traditional laboratory experimentation to prototyping the emerging concepts and capabilities in the field. Much of our work is now informed by powerful federations of models and simulations run on supercomputers. This technological edge at the beginning of the development and experimentation process is a key enabler for producing what our primary customers, the Combatant Commanders, have told us they need to address today's realities and tomorrow's emerging challenges.

Modeling and Simulation (M&S) provides the foundation for innovation and experimentation. Ongoing sophisticated M&S capabilities include the Joint Semi-Automated Forces (JSAF), a high fidelity multi-dimensional environment that can replicate real-world urban environments such as Baghdad or Norfolk. Matching the real-time fidelity of JSAF, but in a faster-than-real-time capacity, is the Joint Analysis System (JAS). JAS, a constructive simulation, facilitates analysis of actions and results of those actions in an entire joint campaign, from pre-deployment, to employment, and re-deployment of forces. This lets us be more effective and efficient before, during, and after operations. Another emerging model is the Synthetic Environment for Analysis and Simulation, or SEAS. This tool models and simulates reactions of institutions, organizations, and individuals that make up a society and their effects on joint operations. We will soon be experimenting with this tool on the battlefield.

USJFCOM continues to leverage our affiliation with the Congressional Modeling and Simulation (M&S) Caucus. For the last two years, the Hampton Roads area has hosted the nation's leaders in M & S to highlight the importance of the industry. This provides a forum not only to share with industry and academia, but also to showcase M&S training initiatives of the

military in a joint task force environment, promote enhanced M&S capabilities, and understand the importance of such training to success on the battlefield. These conferences also provide a means to share with academia and industry, strategies to foster increased participation by college students in the math and science disciplines. This partnership with academia is a key area that we want to grow in 2007 and beyond.

Recent experiments like the Urban Resolve experimentation series address the capability gaps our commanders now face. By focusing on the challenges of urban operations in 2015, the Urban Resolve series analyzes the effectiveness of current and future capabilities in demanding environments. Over 1,000 people, including representatives from the Services, Defense Advanced Research Projects Agency (DARPA), Defense Threat Reduction Agency (DTRA), interagency and multi-national partners, from more than 19 sites, participated in and contributed to the USJFCOM lead Urban Resolve experiment series, designed to explore and deliver capabilities for the urban battlespace of tomorrow.

Likewise, the Multinational Experiment (MNE) Series brings the multinational and interagency communities together to examine better ways to work together. Eight partner countries, including the US, NATO and other nations participated in the MNE series in 2006. The experiment further refined an effects-based approach to operations, which led to the development of an effects-based planning tool that NATO is fielding to the International Security Assistance Force (ISAF) in Afghanistan.

In 2006, USJFCOM established the Joint Intelligence Operations Center - Experimental (JIOC-X) to conduct joint intelligence concept development and experimentation (JICD&E), to conduct joint training, and to incorporate

lessons learned, best practices and assessments in support of both Combatant Command and Defense JIOCs. The ultimate end-state of the JIOC is the integration of plans, intelligence, and operations in order to increase the speed, power, and combat effectiveness of DOD operations.

A key element in transforming the joint force is achieving Unified Action - achieving unity of effort in complex operations involving the participation of military forces, civilian agencies, non-governmental organizations (NGOs), international organizations, and multinational partners. USJFCOM development partners in Unified Action include the National Security Council, Departments of Defense, State, Justice, Treasury, and Commerce, US Agency for International Development (USAID), the private sector, multinational and multilateral partners, and NGOs. Together, we must develop a coherent interagency planning process and the requisite tools necessary to synchronize the diverse capabilities that our civilian agencies, military, multilateral, international organizations and NGOs bring to the effort. The war on terrorism that we are fighting in Iraq and Afghanistan demand this kind of interagency and multinational participation. The Department of State Office of the Coordinator for Reconstruction and Stabilization(S/CRS) maintains a strong partnership with USJFCOM as we work together to understand and develop solutions for common civilian-military planning and coordination, striving to improve the Whole of Government Approach. Our close partnership with Allied Command Transformation and NATO allows us to leverage each other's capabilities with S/CRS to enhance the integration of Defense, US Government, and other national and international agencies efforts in order to develop and deploy fully integrated and interdependent solutions. This will be a challenge and we must strive for seamless integration of our combined efforts.

The three year Unified Action development and experimentation program, which began in mid 2005, will identify capability gaps in the areas of Security, Economic Stabilization, Justice and Reconciliation, Humanitarian Assistance and Social Well-being, and Governance and Participation. These capability gaps will be cross-walked with developing initiatives across the Unified Action community of interest to develop potential solution sets.

Concurrently, USJFCOM and its partners are developing an integrated planning and implementation framework, to include a national security training and education program. These concepts will then be assessed during major experiments to include Unified Action 07 and Multinational Experiment 5 in fiscal year 2008.

Our new experimentation series in 2007, named Noble Resolve, is intended to improve information sharing, communications interoperability and unity of effort within the areas of Homeland Defense, Homeland Security and Defense Support to Civil Authorities. Utilizing advanced modeling and simulation, Noble Resolve uses a scenario focused on preventing overseas threats from migrating to the homeland. Partners and participants in this experiment include other Combatant Commands (NORTHCOM, EUCOM, STRATCOM, TRANSCOM, and PACOM), Department of Homeland Security, FBI, FEMA, port authorities, the Commonwealth of Virginia, the cities of Norfolk, Virginia, and Portland, Oregon, academic institutions like Old Dominion University, University of Virginia and Virginia Polytechnic Institute, as well as companies like Maersk Shipping. Through this innovative use of technology, we are able to focus on critical homeland defense skills, assess risk management, test command and control with first responders, and build counter-terrorism tools between States.

In developing the foundation for the Combatant Commanders' success in future operations, USJFCOM has pursued a wide range of activities that provide unique joint enhancing capabilities. For example, the Cross-Domain Collaborative Information Environment is a hardware and software solution that supports cross-mission and cross-domain information sharing throughout the battlespace. The key deliverable to the war fighter is the capability to allow multiple data types to pass from one classified domain to another.

Combatant Commanders have also identified a requirement for more robust joint logistic processes that impact the Joint Force Commander's ability to effectively plan, execute, and integrate logistics at the Operational level. As a result, USJFCOM, partnering with the Combatant Commands, the Services and the Defense Logistics Agency, is developing a family of scalable joint and combined capabilities (JxDS) that will enhance coordination, integration, and synchronization to increase force employment opportunities.

A unique challenge of Combatant Commanders conducting operations in the urban environment is inhibited employment of joint fires due to complex terrain, weapons effects and the proximity of non-combatants. The Joint Urban Fires Prototype (JUFP) focuses on improving the ability of joint commanders to apply precision fires in the urban environment by improving precision, discrimination and response.

"Angel Fire" is another joint enhancing capability showing tremendous potential, and is currently being tested on the battlefield by the Marine Corps. Angel Fire was pulled forward after our Urban Resolve experiment identified the dramatic value of persistent surveillance. The optical sensor device covers a 16 square kilometer area and can provide the joint war fighter with a dedicated sensor to rapidly respond to enemy actions and near

real-time reaction to an improvised explosive device (IED) or any other event in the area. The ability to pull forward tomorrow's capability to today is the most important thing we do.

USJFCOM's Joint Center for Operational Analysis (JCOA) assists in accelerating transformation of the joint force by producing recommendations for change derived from direct observations and sound analysis of current joint operations, exercises, and experiments. This mission is accomplished by providing tailored, world-wide deployable teams of multi-disciplined operations analysts, experts in joint, combined, and interagency matters, with reach-back to greater analytical expertise and an extensive lessons learned database.

JCOA conducts robust and timely analysis of operational issues in order to provide immediate feedback to the Joint Warfighter and provide input for transformational change to joint doctrine, organizations, training, material, leader development, personnel, and facilities. In support of this mission, JCOA has maintained a permanent presence in Iraq since May 2003 and in Afghanistan since September 2004. In addition to supporting USCENTCOM for Operations ENDURING FREEDOM and IRAQI FREEDOM, JCOA has simultaneously supported other operations or missions around the world to include Pakistan earthquake assistance, the Lebanon Noncombatant Evacuation Operation, Tsunami Relief, Haiti and Guatemala disaster relief, and Hurricane Katrina relief operations. Last year, Congress received a copy of one of JCOA's most publicly visible products, the "Iraqi Perspectives Report."

JCOA also operates the Knowledge and Information Fusion Exchange (KnIFE), aimed specifically at the current threat to our forces posed by Improvised Explosive Devices or IEDs. KnIFE is a capability to

comprehensively fuse data sources, databases, best practices, tactics, techniques, and procedures dealing with asymmetric warfare into products requested by and provided to warfighters and our coalition partners.

USJFCOM continues to work to build innovative partnerships between private industry, academia and DoD through Cooperative Research and Development Agreements (CRADAs). With projects of mutual benefit to these organizations and the DoD, these agreements, enable pooling of scarce research assets, and the sharing of information to facilitate fast, effective and efficient research and development of capabilities required by the joint warfighter today and in the future. We currently have CRADAs with approximately 20 companies and several academic institutions.

Allied Command Transformation

USJFCOM values a close working relationship with NATO's Allied Command - Transformation (ACT). This relationship provides a vehicle for achieving synergy in Allied interoperability, through collaboration on a multitude of levels, to include exercises, training, and sharing of lessons learned and best practices. JFCOM and ACT have combined on numerous projects to improve training and capabilities of U.S. and Coalition forces, solve capabilities shortfalls and identify solutions for NATO forces.

The combined capabilities and synergy of effort of USJFCOM and ACT are maximized through efforts such as the upcoming Multinational Experiment 5, which is focused on the "Whole of Government" approach, and the Coalition Warrior Interoperability Demonstration (CWID), that will test the interoperability of the NATO Network Enabled Capability.

This close working relationship allows development of appropriate "teamed" solutions that not only address the problems at hand, but strengthens relationships with and the capacity of our multi-national partners. The synergy of the projects we're working on together helps to improve Allied and coalition operations.

The Way Ahead

We are balancing the war today with the imperative needs of tomorrow. In 2007, USJFCOM continues to provide capabilities that will achieve this.

- The 33 training exercises scheduled for this fiscal year, in conjunction with training exercises conducted by 22 accredited Service and Combatant Command training programs, will be facilitated by the expanded Joint Training and Experimentation Network and the interactive Joint Knowledge Development and Distribution Capability (JKDDC) portal, which will enhance joint training immeasurably
- Experiments, focused on the integration of interagency and multinational partners, will bring the joint force closer to the realization of Unified Action
- As USJFCOM gains experience with management of Individual Augmentees and In-Lieu of Units, additional force providing efficiencies will be realized with the goal of moving unit, IA, and ILO force notification from weeks to months
- Deployment of responsive joint enabling capabilities will continue to contribute unique capabilities to the global war on terror and disaster relief/humanitarian assistance operations
- The JC2 Capabilities Portfolio Management effort will mature

- Based on assessment of training and current operations, USJFCOM will continue to improve and refine Mission Rehearsal Training for OIF and OEF forces and enhance information exchange abilities to help defeat Improved Explosive Devices
- USJFCOM will continue to work with OSD, Joint Staff, USCENTCOM, USEUCOM and NATO to improve Afghan National Security Force Training
- Establishing two Standing Joint Force Headquarters Core Elements with Full Operational Capability to deploy globally by 31 December 2007 in support of a wide range of mission sets
- Enabling the sustainment of two Standing Joint Force Headquarters Core Elements with the transformational use of 240 deployable Reservists in key billets
- Increase Homeland Security capabilities, and increase training and education opportunities for the National Guard and Reserve

Conclusion

USJFCOM is dedicated to the total force of Soldiers, Sailors, Airmen, Marines and civilians who serve our country and champion freedom around the globe. We stand ready to rapidly deploy enabling and enhancing capabilities to support the Joint warfighter as well as our interagency and multi-national partners in complex operations. We bring these current capabilities to bear while keeping a watchful eye toward the continuously changing threat to develop solutions to defend our freedoms today and tomorrow. On behalf of our 1.16 million great men and women, the Combatant Commanders, and our components, we thank you for this opportunity to present the USJFCOM story.