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- 5105.74 Defense Media Activity (Charter Directive)
- 5122.05 Assistant Secretary of Defense for Public Affairs (ASD(PA))
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- 5230.09 Clearance of DoD Information for Public Release
- 8320.02, Data Sharing in a Net-Centric Department of Defense

DoD Instructions:
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- DODI 5040.02 Visual Information (VI)
- 5040.07 Visual Information (VI) Production Procedures
- 5040.09 Department of Defense Productions
- 5230.29 Security and Policy Review of DoD Information for Public Release
- 5400.10 OSD Implementation of DoD "Freedom of Information Act" (FOIA) Program
  5400.13 Joint Public Affairs Operations
- 5400.13 Public Affairs (PA) Operations
- 5400.14 Procedures for Joint Public Affairs Operations
- 5405.03 Development of Proposed Public Affairs Guidance (PPAG)
- 5410.15 DoD Public Affairs Assistance to Non-Government, Non-Entertainment Oriented Print and Electronic Media
- 5410.16 DoD Public Affairs Assistance to Non-Government, Non-Entertainment Oriented Motion Picture, Television, and Video Productions
- 5410.20 Public Affairs Relations With Business and Nongovernmental Organizations Representing Business

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- Department of Defense Captioning Style Guide
- Assistant Secretary of Defense (Public Affairs) Memorandum to the Service Secretaries and Others, "Prohibited Alteration of DoD Imagery", December 7, 2008
- CJCS Instruction 3205.01A, Joint Combat Camera
- Multi-Service Tactics, Techniques, and Procedures (MTTP) for Joint Combat Camera Operations
- USMC Combat Camera and Visual Information In Expeditionary Operations
- Joint Pub 3-13, Information Operations, 13 Feb 06
- Joint Pub 3-61, Public Affairs, 25 Aug 10

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- **Deputy Secretary of Defense memorandum (24 Sep 2007) "**Establishment of the Defense Media Activity"
- **ASD PA Memorandum (26 Oct 2007)** Establishment of the Defense Imagery Management Operations Center (DIMOC)

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- DoD 5040.6-M-1 Decision Logic Table Instructions for Recording and Handling Visual Information Material
- DoD 5040.6-M-2 Instructions For Handling Visual Information (VI) Material
- DoD 5040.06-V3 Visual Information (VI), Volume 3, VI Records Schedule

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- *How to Improve Efficiency and Productivity with Visual Communication* (28 Aug 2010) by Paul Stannard, SmartDraw CEO

http://www.smartdraw.com/blog/archive/2010/08/28/how-to-improve-efficiency-and-productivity-with-visual-communication.aspx

7. DEFINITIONS

Combat Camera (COMCAM) - The acquisition and use of still and motion imagery in support of combat, information operations, humanitarian, special forces, intelligence, reconnaissance, engineering, legal, public affairs, and other operations involving the military services by COMCAM forces specifically trained, organized, equipped, and tasked to provide such support. Also VI documentation covering air, sea, and ground actions of the Armed Forces of the United States in combat or combat support operations and in related peacetime training activities such as planning for exercises, and operations.

COMCAM forces - U.S. military personnel specially trained and employed to acquire, process, and transmit classified and unclassified still and motion imagery in support of air, sea, and ground military operations including combat operations. COMCAM forces reside in specially designated units or as organic COMCAM embedded in combat units.

COMCAM imagery - Still and motion images of military operations, equipment, and people acquired by COMCAM forces, regardless of the medium in which the images are acquired, transmitted, or displayed.

Defense Imagery Management Operations Center (DIMOC) - The DIMOC is Department of Defense's central VI enterprise level activity for collection, management, storage, and distribution of classified and unclassified strategic, operational, tactical and joint-interest still and motion
imagery, VI end products and records.

Defense Video and Imagery Distribution System (DVIDS) - A DoD digital imagery system providing uplink, transmission, reception, distribution, marketing to news services, and usage tracking in support of DoD, other government Agencies (OGA), allied and coalition partners.

Derivative Imagery - capabilities (such as soldiers with personal cameras, cell phone video, helmet cams, video teleconferencing, etc.) which are coincidental to military activities and not specifically guided by the commander's intent.

Defense Visual Information Steering Committee (DVISC) - A meeting of Service and other VI representatives chaired by the ASD(PA) or the ASD(PA)'s designee, hosted by the Director, Defense Visual Information, who meet quarterly to discuss, explore, develop, advise, and provide recommendations on VI issues, policy, procedures, and operations, management, standards and related issues. The Committee establishes working groups as appropriate.

Joint Combat Camera Planning Group (JCCPG) – Representatives from DVI, the Joint Staff, the Combatant Commands, and the military Services, including Combat Camera squadron and support personnel, who meet bi-annually to discuss, explore, develop, propose and provide recommendations for the ASD(PA) on matters regarding VI and COMCAM exercise, contingency, deliberate and crisis action planning support, standards, equipment, and systems.

Joint Imagery Management Operations Cell (JIMOC) - A deployable imagery management capability to integrate and coordinate within joint forces headquarters and provide JTF

commanders with oversight of imagery operations and access to all VI products produced in the area of operations.

Joint Information Management & Operations Planners (JIMOP) - The Iraq Multi National Forces assessment in 2008 recommended designating COCOM Combat Camera Planners as "Joint Imagery Management & Operations Planners" (JIMOP) to facilitate stand up and oversight of JTF level Joint Imagery Management & Operations Cells (JIMOC). The JIMOP name has since been shortened to Visual Information (VI) planners.

Joint VI Enterprise – consists of the military Services (Army, Air Force, Navy, & Marine Corps) enterprise level VI capability and/or resources (such as Combat Camera), and VI produced by the many lines of operation within the . "Enterprise" refers to the collaboration and sharing of VI assets by these components using Joint VI Enterprise systems to collaborate, synchronize, and share DoD imagery across the Department of Defense, which reduces redundancy, costs, and allows for more user access.

Joint VI Systems – Specially authorized and assigned VI organizations capable of 24/7 operations with some or all of the following capabilities: VI planning, tracking and operational coordination services, imagery transport services to facilitate product transmission from garrison and deployed locations--including live video, timely processing of large volumes of imagery from multiple sources, imagery archiving and on-line hosting services, global VI product marketing, distribution and order fulfillment services, and robust customer support and relationship management services

Official DoD Imagery - All photographic and video images, regardless of the medium in which they are acquired, stored, or displayed, that are recorded or produced by persons acting for or on behalf of DoD activities, functions, or missions.

Operational Imagery - Imagery that supports planning, organizing, coordination, employment, and sustainment of forces. Photos, video, or other visual information that can be used by or fulfill a requirement at the Area of Operations (AOR) level.

Strategic Imagery - photos, video, or other visual information that fulfills requirements at the DoD and National level of the US government, often for overarching, longer-term goals and objectives.

Tactical Digital Media - digital media files generated by Servicemembers in the operational force. Tactical Digital Media (TDM) systems provide a standardized, modern, integrated capability to acquire, process, and deliver digital media products, including high resolution photographs, live and recorded high definition video, and audio and multimedia products.

Tactical Imagery - Imagery that fulfills single-requirement immediate use missions. Photos, video, or other visual information that fulfills a short-term/immediate requirement at the unit/ground level.

Visual Information (VI) - Use of one or more of the various visual media with or without sound. Generally, VI includes still photography, motion picture photography, video or audio recording, graphic arts, visual aids, models, displays, visual presentation services, and the support processes

VI Documentation (VIDOC) - Motion, still and audio recording of technical and non-technical events, that is made while occurring, and not usually under the production control of the recording element. VI documentation includes documentation by Combat Camera forces.

VI Professional – Umbrella term used in the VI CONOPS to refer to all personnel in job specialties who produce visual content; includes all military, civilian and contractor professionals who are specially trained and equipped to produce video, still and graphic images tailored to support established communication goals.

VI Planner - an individual with VI expertise who provides guidance to leadership on VI-related issues and operations, while coordinating COMCAM and VI assets.

VIDOC team - A visual information documentation team composed of personnel (military or civilian) not assigned to COMCAM forces or billets

Visual Information Record Identification Number (VIRIN) - A DoD standard, alphanumeric designator assigned to a VI record other than a VI production. The life cycle number used for managing VI records and ensuring:

(1) VI content is permanently associated with the DoD professional who created it,
(2) the VI enterprise record system does not contain duplicate material, and
(3) the country owning rights to the image when residing on common storage systems.

VISION ID – A unique Visual Information Identification number assigned to every VI professional to replace the previous VI product numbering system which used Personally Identifying Information (PII) in field three of the VIRIN.

NOTE: Unless otherwise noted, these terms and their definitions are for the purposes of this CONOPS

Joint VI Concept of Operations

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APPENDIX A
DVI & DIMOC Organization

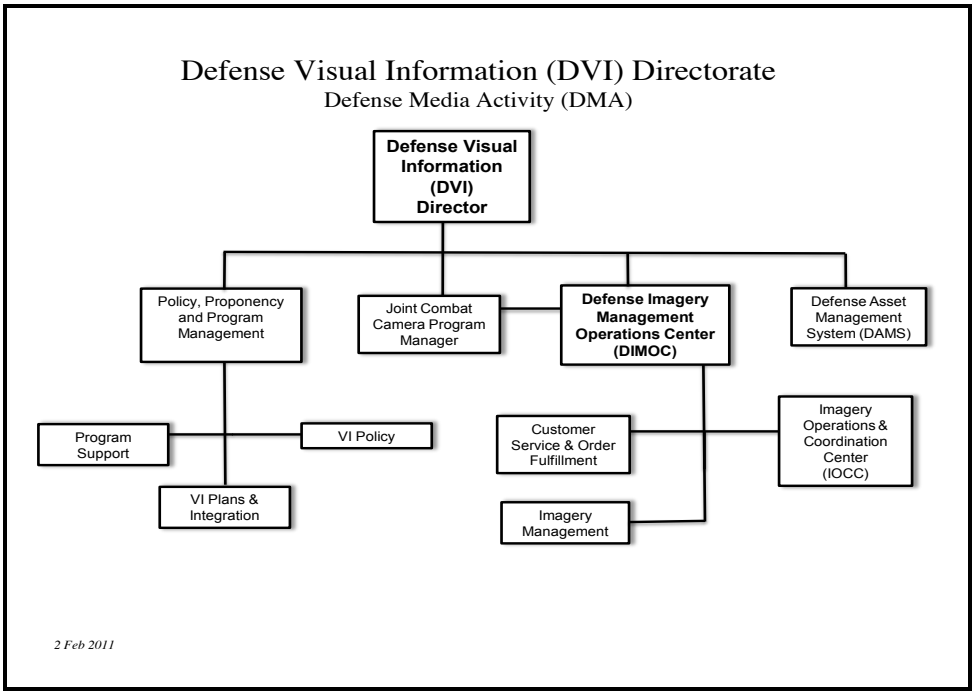


Figure 8A: DVI and DIMOC within DMA

A.1 Background

Defense Visual Information (DVI), a principle operating component of the Defense Media Activity (DMA), a field activity of the Office of the Assistant Secretary of Defense for Public Affairs (OASD-PA). DVI has oversight of the Defense Imagery Management Operations Center (DIMOC).

A.2 Organization

A.2.1 The **Defense Media Activity (DMA)** was established on Oct. 1, 2008, as the overarching organization for all internal and visual media for DoD. The intent for this new organization is to provide a broad range of high quality multimedia products and services to inform, educate, and entertain Department of Defense audiences around the world.

The DMA was created from:

- *BRAC 2005 Law*
  - Consolidate Navy, Air Force and Army media units at Fort Meade, Maryland by Sept. 15, 2011
  - Move and co-locate American Forces Information Service (AFIS)
- *Deputy Sec Def direction, Sep 2007*
  - Consolidate the AFIS Alexandria activities at Fort Meade with the BRAC-directed consolidating units
  - Assign remaining AFIS activities to DMA
  - Consolidate the internal communications elements of the Marine Corps headquarters

The DMA was established to:

- Provide a **variety of information products** to the entire DoD family and external audiences through all available media.
- **Communicate messages and themes** from senior DoD leaders and other leaders in the chain of command, in order to support and improve quality of life and morale, promote situational awareness, provide timely and immediate force protection information, and sustain readiness.
- Provide **U.S. radio and television news, information, and entertainment programming** to the U.S. military, DoD civilians and contractors, and their families overseas.
- Provide **high quality visual information products**, including Combat Camera imagery depicting U.S. military activities and operations, to the DoD and to the American public.
- Provide **joint education and training** for military and civilian personnel in public affairs, broadcasting, and visual information career fields.
  (Source: DODD 5105.74 Defense Media Activity – 18 Dec 2007)

A.2.2 The **Defense Visual Information (DVI) mission** is to ensure **high-quality information products**, including Combat Camera imagery depicting U.S. military activities and operations, are **available and rapidly distributed throughout DoD**. DVI advocates and promotes planning, use, and distribution of DOD imagery not only throughout the Department but other federal agencies, **allowing for expanded use and repurposing**. The DVI mission includes:

- **Leading DoD VI community**
  DVI provides oversight at the enterprise level to develop VI policies, doctrine, guidelines, procedures, and programs to support DoD objectives and operations.
- **VI and COMCAM advocate**
  DVI is the single joint DoD VI advocacy office charged with providing the widest possible spectrum of VI products and services to support strategic communicators at all levels.
  - DVI provides a Joint Combat Camera Program Manager as a liaison with the Joint Staff J39, combatant commands, and interagency regarding VI requests and requirements.
- **DoD Lead and Joint Proponent for VI**
  DVI provides VI planning guidance and representation in conferences, meetings, and communication plans.
- **Oversight of Joint VI program operations**
  DVI provides key support to DMA mission areas including policy and oversight for the Defense Imagery Management Operations Center (DIMOC).

A.2.3 The **Defense Imagery Management Operations Center** (**DIMOC)** provides the DoD with the ability to coordinate and synchronize strategic imagery requirements with the Department's VI professionals stationed and deployed around the globe.

Within DoD, the Assistant Secretary of Defense for Public Affairs directed the establishment of the DIMOC on October 26, 2007, which consolidated the Defense Visual Information Center, Joint Visual Information Services Distribution Activity and Joint Combat Camera Center. DIMOC consolidated and transformed their missions, functions and responsibilities under one central umbrella. The activities were realigned to streamline processes and provide new and enhanced visual information capabilities that support warfighters deployed around the globe.

The DIMOC mission is to centrally manage current and historical visual information to support worldwide DoD and other U.S. government agency communication and operational missions with the right imagery in the right place at the right time. This includes:

- **VI Imagery Operations & Coordination**
  Provide an enabling architecture to synchronize and integrate the various DoD imagery capabilities.
- **Imagery Management & Digital Distribution**
  Provide enterprise-level life-cycle management of DoD imagery.
- **Customer Service & Order Fulfillment**
  Support worldwide DoD and other USG agency communication and operational missions with VI products and services.

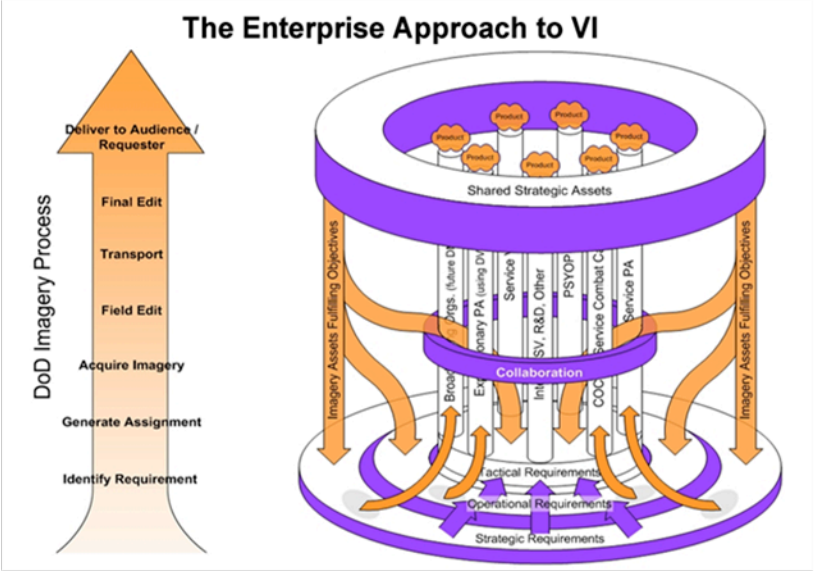
A.2.4 Historical Background. The DoD established the first Joint VI systems in 1979 to provide common audiovisual production, archiving, duplication and distribution services to the military Services, the Office of the Secretary of Defense (OSD), Joint Staff, and the Combatant Commands. When military operations began using digital camera systems and electronic transmission in the late 1980s, JCS, OSD and the military Services collaborated to establish the Joint Combat Camera Center (JCCC) in the Pentagon as the single reception and distribution point for joint interest operational imagery. The purpose of the JCCC was to ensure all Joint interest imagery was made quickly and widely available through a common system.

Since 1979 the Joint VI Systems (JVIS) have undergone several organizational and functional realignments as the DoD adapted to changes in the global security environment. However, the policy, principle and concept of employing JVIS to perform common functions in support of many users has remained constant. Experience over three decades has proven these common VI enterprise systems help maximize the effectiveness of products produced by garrison and deployed VI assets. Their ability to expedite processing and provide targeted distribution has proven indispensible to modern military operations. In fact, as military operations entered the 21st century, where global internet and 24/7 news cycles required commanders to be more agile in their communications, the need for greater speed and effectiveness in VI professional creation also increased dramatically.

This increased operational need for joint VI systems to process, market and distribute VI content created by PA units during Operation Iraqi Freedom (OIF) led CENTCOM to establish an Operational Needs Statement (ONS) in 2003 to provide new digital camera systems and satellite transmitters to Army Mobile Public Affairs Detachments (MPAD). The ONS also contracted for a new joint VI hub capability known as the Defense Video and Imagery Distribution System (DVIDS) to provide satellite, distribution and product marketing services for CENTCOM.

APPENDIX B
Characteristics of the Joint VI Enterprise

Characteristics of Enterprise Approach



Global SA of all DoD VI assets
Collaboration & Integration
Strategic & Operational Support
24/7 Responsiveness

One-Stop-Shop for Record Imagery
Aggregated into one System
One System-Many Portals
Master VI Record Center for All

APPENDIX C
VI User Lists

Customers – Stakeholders

- Combatant Commanders (COCOMS)
  - Joint Task Forces (JTFs)
  - Component Commands

Staffs & supporting agencies

- Office of the Secretary of Defense (OSD)
- Joint Staff – DDGO/J39
- Military Services (Air Force, Army, Marine Corps, Navy)
- Service and Joint Information Operations centers & organizations
- Defense Media Activity (DMA)
  - Defense Information School (DINFOS)
  - Broadcasting Organizations - AFRTS/Pentagon Channel/American Forces Network (AFN)
  - DMA elements for Air Force, Army, Navy and Marines
  - DVIDS
  - Public Web
  - Emerging Media
  - Joint Hometown News Centers

External to DoD

- Executive Branch
- National Archives (NARA)
- Congress
- State Department – Public Diplomacy
  - Other Government agencies

Additional Audiences

- U.S. Public
- International - Allied Military (Coalition Partners, NATO)
- Government Contractors
- Commercial Producers
- Vendors

USERS of the website (www.defenseimagery.mil):

- Shooters – the VI professionals, photographers/videographers, combat cameramen
- Supervisors – direct supervisors to shooters
- Messengers – PA professionals, briefers, editorial professionals
- Storytellers – military trainers, magazines, documentary producers
- Sponsors -- of VI activities

USERS of COMCAM imagery: *(according to the JCC Study Report 8 March 2006)*

- Operations – to include counter-terrorism, peace operations, information operations, civil affairs, battle damage assessment, Info ops, disaster relief, special operations, homeland security, civil-military operations, foreign humanitarian operations, domestic operations, operational assessment, force protection, counterdrug operations training and support.
- Investigation Support – legal documentation

- Medical
- Public Affairs – to include web site content, command information, media relations, news releases, press briefings, and crisis management.
- Historical documentation – storing the imagery for the long term and future use in an accessible archive.
- Training

The Primary VI professional Production Domains

(Note, the following are the "primary" producers of imagery, recognizing there are many other producers since technology allows anyone with a camera to take photos.)

Military Services VI - VI, COMCAM, or Multimedia centers.
Intel, Weapons System Video, Research & Development, & Others
Expeditionary PA
Information Operations VI
COCOM / Service Combat Camera
Service Public Affairs

Defined as:

- Broadcasting Organizations – organizations creating broadcast style pieces, typically intended for internal communication via websites, Pentagon Channel, and distributed products. Under the Defense Media Activity (DMA), these organizations include AFRTS, Pentagon Channel, Air Force News, Soldiers Media Center, and the Naval Media Center.

- Intelligence, Weapons System Video (WSV). Research and Development (R&D), Other – Other organizations and personnel creating imagery for intelligence, surveillance and reconnaissance (ISR) or other scientific purposes. Includes operationally seized or acquired, open source VI.

- Service VI – Visual Information practitioners (military, civilian, contractor) who work in garrison/base level or deployed (shipboard or forward based) VI, COMCAM, or multimedia centers, creating visual products that typically originate with a specific customer request. Most product is created "inside the wire" or very close to "the wire" and is provided back to the requester.

- Expeditionary PA – Public Affairs practitioners operating in deployed locations supporting both internal and external PA. PA units deployed within the CENTCOM AOR often use mobile satellite terminals to transmit still and video imagery to the Defense Video & Imagery Distribution System (DVIDS) hub in Atlanta, Ga., where it is distributed to the media and other requesters.

- Military Information Support Operations (MISO) VI – specialized personnel creating products for distribution to specific foreign audiences in support of Information Operations or State Department public diplomacy missions.

- COCOM / Service Combat Camera – personnel assigned to Service Combat Camera units who are OPCON/TACON to forward deployed locations to conduct operations "outside the wire." Personnel assigned to these COMCAM units have specialized training to operate with combat forces. Imagery produced by this domain is available for multiple purposes, including PA, IO, situational awareness and operational decision making, forensic evidence post-operations, etc., and is made directly available to tactical, operational, and strategic commanders through direct distribution and the DIMOC.

- Service PA – Public Affairs practitioners operating in garrison or deployed to service elements, creating visual products that typically support local, internal or external communication objectives.

APPENDIX D
VI Planning

Imagery management begins with planning. Many of the challenges in the field can be reduced or eliminated with effective VI planning. During DVI and DIMOC proponency visits to the COCOMS, interviews were conducted with key stakeholders, including command representatives in Public Affairs, Strategic Communication, Information Operations, Communications (J6), and the VI/COMCAM planner.

Between December 2008 and July 2010, seven COCOMS were visited to gather information on VI capabilities, planning, and use of imagery. The information validated and helped prioritize several common VI planning issues. The following goals and objectives were developed to address the existing VI capability gaps and provide a VI planning template for operations, exercises, and training.

VI Planning Goals & Objectives

1. Incorporate **VI Requirements** across the full spectrum
2. Provide **Imagery Management** at COCOM and JTF levels (JIMOC concept)
3. Provide **VI Training** for operations (for VI Planners and joint operators)

Goal #1: Incorporate VI Requirements Across the Full Spectrum
Imagery requirements and Visual Information are often the LAST items on a long list that Combatant Commanders have to consider in operational planning. The commander is understandably more concerned with forces, deployments, logistics, and changes in threat posture, than with VI.

Objective: Incorporate and integrate VI requirements into the PA, IO, SC, and J6 deliberate plans, annexes, or appendices as appropriate, including PLANORDS, OPORDS, FRAGOs and other appropriate documents. The detailed requirements should specifically address:

1) Acquisition (specific requirement details on the type of imagery needed)
2) Transmission (how and where, by what means, by what timeframe)
3) Clearance, management, and distribution (The release authority and timeframe)

Note: Request for Forces (RFFs) – COCOM VI/COMCAM planners are working with DVI in exploring ways to better leverage Combat Camera (COMCAM) and VI resources through the GFMAP (Global Force Management Allocation Process). Requirements can help drive the RFF based on capabilities needed to provide specific kinds of imagery. For example: aerials may require aircrew qualifications and specialized equipment.

Consider establishing requirements for VI support by Unit Type Code (UTC) in deliberate plans when appropriate using Time Phase Force Deployment Data (TPFDD) in order to assist deployment planning and facilitate movement during plan execution.

Requirements for imagery must be identified early in the process. Training, especially through exercise scenarios can help show the value in pre-planning. COMCAM and VI Planners participating in exercise and operations planning can help define VI requirements, drafting RFFs,

and pre-staging the imagery release authority, transmission methods, and usage. After the exercise or operation, each part of the process should be evaluated to ensure imagery is planned for, produced, and fulfilled user/customer requirements in a timely manner.

What Detailed VI Plans Should Include:

Specific Requirements – What are the commander's specific imagery needs? Conduct this analysis before the request for forces (RFF), focusing first on the needed capabilities. Add other specific requirements (from other lines of operations or departments within the command). Share these imagery requirements with the deployed photographers and VI planners/managers. Note: Requesters should be sure to note where and what language skills are necessary.
When operations are primarily conducted by ground forces, the UTC for supporting VI forces should be appropriately designated. Refer to the MTTP (included in the References for additional detail) on UTCs. (Also see Appendix E-1)

Request for Forces (RFF) – VI is a deployable force multiplier of which COMCAM is a specialized subset. The requirement drives the request for the right type of VI team which can include COMCAM, VI, PA, and/or IO. Realistic requests for COMCAM and VI professionals should be based on tactical, operational, and strategic requirements and coordinated to leverage the VI assets assigned. Non-COMCAM assets should also be considered when they are also deployable and could be trained to operate in a COCOM. Prior knowledge of where those assets are located and contact information should be kept up to date, building relationships with those individuals for contingency planning.

Release Authority – Establish the release process during the preparation and planning phase. Educate other departments and organizations on the process and when possible, pre-clear captions and stories to speed the release process. The commander should designate the release authority for imagery produced during the operation. Test the process during training exercises. What are the sensitivities and constraints to be considered? Share lessons learned and best practices.

Transmission – Work with the communications (J6) and information technology (IT) leadership/technicians in your organization to establish imagery transmission requirements. Draft standard operating procedures that include: Where imagery will be sent? Who needs to receive the imagery first? Within what timeframe? What is the appropriate priority level? Include any special requirements. DIMOC is available to assist and answer questions via email and through the webpage: www.defenseimagery.mil.
To register for an account: https://damacc.defenseimagery.mil/register_input.action?returnTo=di

Assessment – Identify the metrics to be used in measuring and evaluating the VI planning and implementation process. Gather feedback after each operation (especially regarding VI requirements) and formally document in after action reports, and lessons learned (i.e.: JULLS) to provide data for future improvement and training. Document and share best practices within the command and with DVI and DIMOC.

Figure D1 below is an example of a draft VI planning template that incorporates VI requirements into a strategic plan. During a NORTHCOM 2009 Hurricane Season Exercise, a Communication Strategy slide with key themes, points of contact, and other relevant information was generated. However, except for a reference to Combat Camera, Visual Information

requirements were not addressed. This VI planning concept slide illustrates one way to capture the relevant information to ensure getting the right images. This information can also be incorporated into other operations planning documents and should be shared whenever appropriate.

The following slide is intended to be used as a template that addresses the three key elements for successful VI. Identifying VI requirements, the release authority, and how and where the imagery will be transmitted prior to contingencies saves precious time. Ideally, testing the processes in a training/exercise environment allows for adjustments and assessment. This information should also be shared with photographers and other VI professionals as VI guidance. There are VI planners (at the COCOM level) and a Joint Combat Camera Program Manager who can help identify VI requirements and facilitate implementing a VI plan. This information should also be inserted in the FRAGO, provided to photographers and other VI professionals as VI guidance. The template and VI assistance are available at: *www.Defenseimagery.mil/*

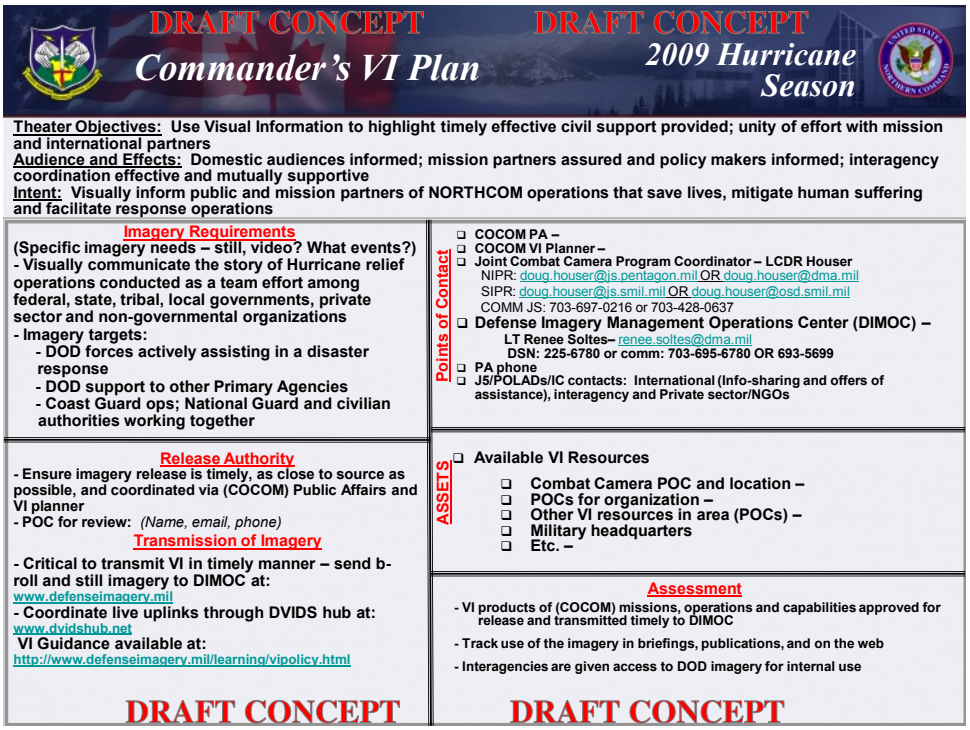


Figure D1 – Visual Information Planning template

Think and Plan for VI!

Imagery is the best way to tell the story about your COCOM or organization. Visual Information is most effective if it is available from a central location point for management and distribution of imagery, available for both short and long term needs. Your imagery can show the American people or specific foreign audiences what the Joint Force is doing today, while providing a visual record of military operations for future generations.

Within your AOR, imagery will be acquired by any number of VI professionals, including Combat Camera, but that doesn't ensure they will get the right image. Compelling images that directly support your strategic themes and messages must be planned.

VI is a critical capability that enables commanders to use in any or all the lines of operation (be it PA, IO, CA, investigations, legal, etc.) and at all levels – strategic, operational, and tactical.

Goal #2: Imagery Management at the COCOM and JTF Levels
Imagery management is required within the Joint VI Enterprise to provide access to users at all levels (in a timely manner), especially at the COCOM and JTF levels. Support for the Joint VI Enterprise framework, and demands on the DIMOC Defense Asset Management System (DAMS) continue to increase. Several examples are provided to illustrate how commands are leveraging the DAMS. (See Appendix E)

Objective: Collaboration and coordination between the VI planner, DVI and DIMOC, to enable the timely dissemination of imagery – and as a training resource for setting up transmission and workflow, working the immediate imagery and returning imagery to the customer through the DAMS.

The Joint VI Enterprise provides user/customer assistance and processes, using the Defense Asset Management System (DAMS) for two purposes:

-- manage and process command/organization imagery in specific asset groups and/or
-- as a central location to retrieve imagery (processed by DIMOC), managing and delivering the imagery through light boxes and external websites. In this approach, imagery priorities can be sent and relayed to DIMOC, where editors will process and quickly deliver the imagery.

An example of VI pre-planning and use of the DAMS capability within DIMOC was demonstrated by the Armed Forces Inaugural Committee (AFIC) coverage of the Presidential inauguration in January 2009. (See Appendix E)

Other assistance provided by DIMOC Operations and Coordination includes:

a. Reach-back capability for COCOMS
b. Assistance in writing annexes
c. Locating/coordinating VI resources
d. Transmission standards recommendations
e. Coordination of strategic imagery requirements
f. Establishment and management of the VI Professionals database

Goal #3: VI Training for operations (for VI Planners and Joint Operators)
Feedback received during COCOM visits and at conferences and meetings identified VI training gaps for both communication and non-communication professionals. Additional leadership support is needed to ensure production of the best quality images and to incorporate relevant VI training

Objective: Increase knowledge and leadership support of VI capabilities, manpower, and uses. Increase VI planner participation in exercises and operations to bring focus to VI capabilities and allow commands to work through the operational challenges in a non-threatening training environment.

To sustain and improve the VI capability, further identify the knowledge, skills and abilities (KSAs) and develop standards needed to ensure future VI leaders have the ability and training to incorporate VI into strategic and operational planning processes.

At the COCOM level, VI training can be shared with Service components, individual photographers/videographers, and other users. This group can assist in identifying imagery requirements and share those with one another.

DVI and DIMOC provide presentations on VI and participate in many levels of training to achieve these objectives. DVI and DIMOC participate in the Defense Information School (DINFOS) Training, Task, & Selection Boards (TTSB), providing input to VI curriculum and other VI-related DINFOS courses. DVI and DIMOC participate and present at conferences and planning courses to inform and educate DoD leadership on DoD VI capabilities and how to leverage them.

In addition to exercises, the following training exists for VI professionals and VI planners:

- Defense Information School (DINFOS) at Fort Meade, Maryland
  - Introductory course provides basic photo skills
  - VI Management Course – DIMOC personnel provide guest lecturers provide training on imagery transmission, captioning and metadata.
  - Combat Camera Leadership Course (CCLC) – focuses on planning and operational aspects of COMCAM, sharing of resources and Lessons Learned.
- Intermediate Photojournalism Course at DINFOS provides more advanced photography, writing, and storytelling with imagery (still photography).
- The Military Photojournalism and Motion Video programs at Syracuse University provide advanced training in still photography and motion video for military and government civilians. (Note: 2012 is slated to be the last class due to funding cuts.)
- USJFCOM Joint Enabling Capabilities Command (JECC) Planners course (esp. for VI Planners)

Leader training in VI**:**

- Senior Service Colleges (NDU, Army, Air Force, Marine Corps & Navy)
- Joint Forces Staff College
- Intermediate and Senior Professional Military Education (IPME & SPME), and
- Joint Professional Military Education (JPME) programs
- Capstone and other general officer seminars; Keystone (for senior enlisted – Command Sergeant Majors, Command Master Chiefs, etc.)

APPENDIX E
Case Studies - Operational Scenarios

The following are examples (attached) of detailed illustrations of best practices and VI's importance and strategic impact, as well as the successful implementation of the Joint VI Enterprise concept.

APPENDIX E – 1

- Humanitarian Assistance - SOUTHCOM – Haiti (Operation Unified Response – OUR) (Jan 2010)

APPENDIX E – 2

- NORTHCOM Armed Forces Inaugural Committee (AFIC) – Presidential Inaugural (Jan 2009)

APPENDIX E – 3

- Piracy – Navy Rescue - DIMOC coordination and collaboration (April 2009)

APPENDIX E – 4

- Republic of Georgia Humanitarian Assistance - Operation Assured Delivery (August 2008)

Planning Factors to Remember When Reading Case Studies—Operational Scenarios:

What was the situation? What was the imagery requirement(s)?
Who were the VI professionals tasked to provide imagery? How were they managed?
How was the imagery released? (Who was the release authority?)
How was the imagery transmitted and then used?
Did the customers/users receive the best quality imagery within a reasonable timeframe?

APPENDIX E - 1

OPERATIONAL SCENARIO
Humanitarian Assistance – SOUTHCOM:
Operation Unified Response (January – March 2010)

The earthquake in **Haiti – Operation Unified Response** – had large numbers of VI professionals deploy to document and visually portray the story of disaster relief and humanitarian assistance. The magnitude 7.0 earthquake struck Haiti on Tuesday, Jan. 12, 2010, and caused the collapse of the presidential palace, monuments, and Port au Prince's largest hospital. Working hospitals were overflowing, and bodies lined the roadways. Schools and houses lay in ruins across the densely-populated city, leaving homeless survivors wandering the streets. The International Red Cross said up to three-million people were affected. The United States launched a major civilian and military response to the massive earthquake, titled Operation Unified Response (OUR). http://www.globalsecurity.org/military/ops/unified-response.htm

Large-scale contingency operations are common VI missions, such as OUR in Haiti, running from January through March 2010. Within hours of the earthquake, U.S. Southern Command (USSOUTHCOM) planners contacted the DIMOC 24/7 Operations and Coordination branch to request assistance in planning, coordinating, tracking, and processing visual documentation of the USG humanitarian response. The DIMOC immediately began tracking and communicating with all the VI professionals covering Joint Task Force (JTF)-Haiti, whether on the ground, afloat, or cycling in and out of country with relief supply flights. USSOUTHCOM further directed that all imagery acquired during OUR be transmitted to the DIMOC for processing, distribution and archiving.

By the seventh day of the operation, there were 55 VI professionals in dozens of locations supporting JTF-Haiti. Using close coordination between USSOUTHCOM, JTF-Haiti, the supporting Components and the DIMOC 24/7 Operations Center, these forces effectively responded to numerous DoD and U.S. Department of State (DOS) communication requirements by producing high quality content targeted to support key themes and messages.

By leveraging joint VI systems, USSOUTHCOM was also able to maximize the effectiveness of the deployed VI professional forces by using these common systems to both disseminate requirements and to expedite imagery meeting those requirements. In the eight weeks following the Haiti earthquake, the DIMOC processed and preserved 7,421 still images and 163 videos from the USSOUTHCOM AOR.

On Jan. 31, 2010 there were 20,000 troops in the JOA (ashore and afloat). As of Feb. 24, 2010 there were 13,000 in JOA. The OUR evacuated 16,400 American citizens from Haiti; State Dept. believes this is the largest evacuation of American citizens since Vietnam.

Requirement: (See SOUTHCOM message pages 45-46; part of coordinating media coverage of the disaster.)

- Imagery that showed U.S. military and other organizations helping and delivering supplies to the Haitian people.
- Images that told the human side of the mission through medical care, search and rescue efforts, and delivery of water, supplies and clothing to the Haitian people.

Logistics were a challenge with major infrastructure being destroyed in the earthquake. Getting VI professionals on the manifest for flights into the affected areas required high-level support. Military VI teams require matching priority with civilian media embedded with deployed units.

SOUTHCOM PA noted the challenges were not COMCAM or VI specific; everyone deployed to Haiti encountered similar issues. Logistics was a problem for all. People had to arrive ready to be self-sufficient for 10 days.

NORTHCOM sent SOUTHCOM significant support for the Haiti relief efforts including their Standing Joint Force Headquarters and two Public Affairs Officers (an 04 and 05).

Audience – With the news cycle and the initial appetite for immediate information, the U.S. domestic media and the international media informed the global audience on the world response to the humanitarian crisis. Providing information to local media and Haitians affected in the immediate area was more difficult due to the destruction of much of the local infrastructure.

Assessment – evaluation:
Assistance provided by the U.S. military and other countries and organizations can have a lasting impact on our bilateral relationships. Images can capture and represent the massive effort to numerous audiences and are an effective communication vehicle if conducted in a timely, thoughtful manner to domestic, local and international media.

For Public Affairs, success was measured in the 19,000 Haiti projects pulled down from the DoD web pages by news agencies (including the link to www.DefenseImagery.mil). Lessons Learned and After Action Reports continue to provide areas of improvement and best practices to be shared for future operations. The Joint Public Affairs Support Element (JPASE) collected many of those reports for future reference.

Best Practice: Pushing COMCAM and VI assets
A mix of COMCAM and VI attached with units (self-contained) were needed. Army had organic PA assets (vice COMCAM) and SOUTHCOM suggested they be integrated and included in this type of operation.

Like the Joint Public Affairs Support Element (JPASE) is for JFCOM, SOUTHCOM would like to see a similar resource for the geographic COCOMS - a "GCCPASE" with junior officers, NCOs, and photographers to give the COCOM the ability to employ such an asset. SOUTHCOM and DIMOC coordinated information from which DIMOC was able to compile a "VI Lay down" of resources for the operation. This allowed VI planners and the JTF to leverage and make the best use of those resources. (See Figures E1.1 and E1.2.)

SOUTHCOM sent a GENADMIN msg on Operation Unified Relief (OUR) out to embassies, milgroups, components, JTFs, etc. The message laid out strategy, synchronized top line messages, PA posture, and guidance for HA/DR imagery. (See Figure E1.1 SOUTHCOM SC Guidance) By directing that all imagery acquired during the operation be transmitted to the

APPENDIX E – 1 cont'd…

DIMOC for processing, distribution and archiving, SOUTHCOM helped streamline the VI acquisition process for the joint operation. SOUTHCOM leadership also reinforced the importance of imagery in their Strategic Communication guidance (see below).

During the first PA conference call regarding Haiti, two major pieces of guidance provided were:

1. Active PA posture
2. Active effort to embed media - sent 60 journalists in 2-3 weeks

Other items supporting the JTF and USG mission:

1. Daily situation reports
2. Operational lay down and tracking of VI and PA resources

Figure E1.1 SOUTHCOM SC Guidance

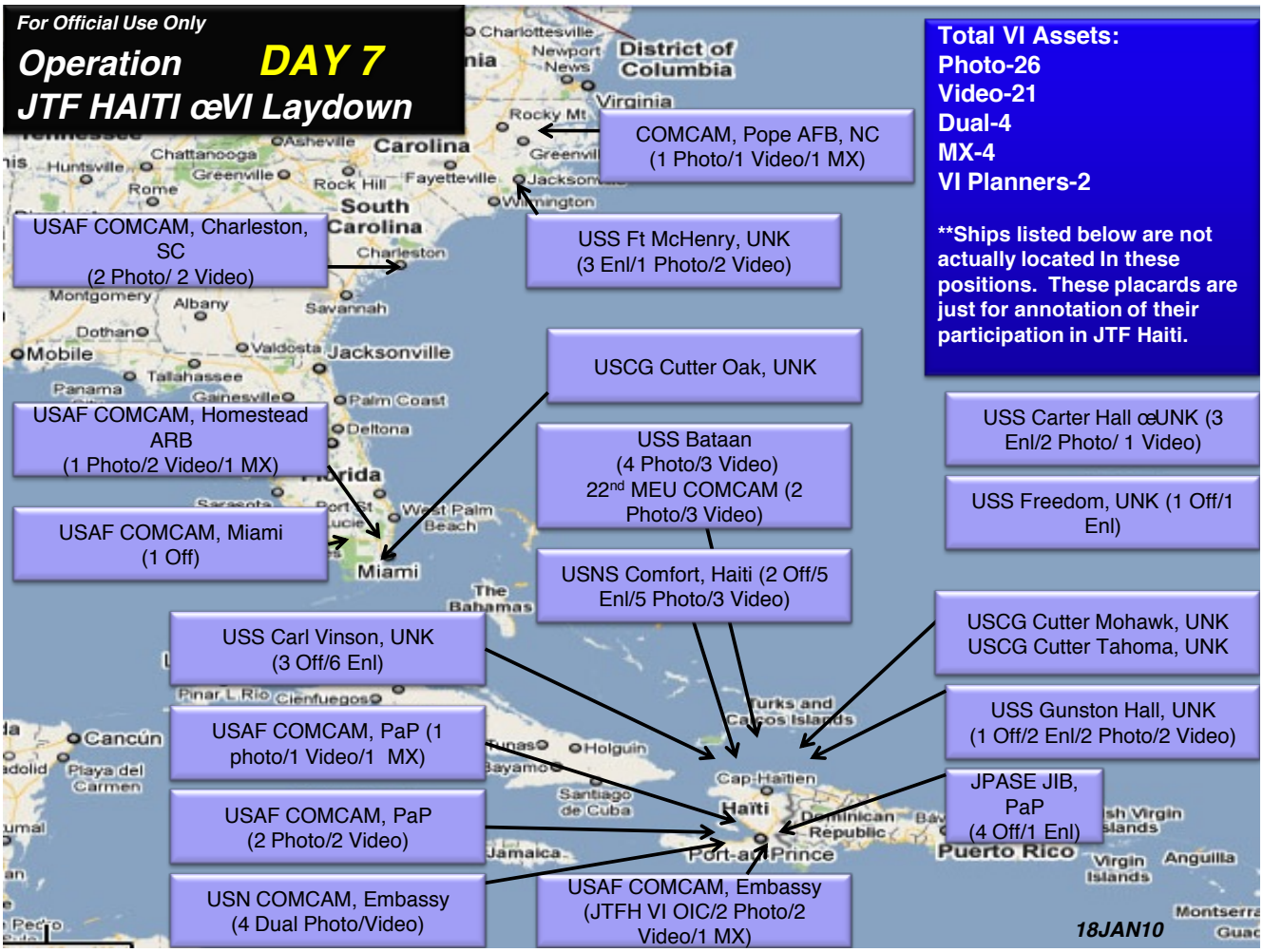


Figure E1.2 VI Laydown – Haiti Operation Unified Response

APPENDIX E – 1 cont'd…

-----Original Message-----
From: Marshall, James P COL USA USSOUTHCOM/SC-CC (L)
Sent: Saturday, January 16, 2010 10:49 AM
To: ALL Directors - LOW; ALL Deputy/Vice Directors - LOW; ALL Executive Officers - LOW; ALL MILGRP CDRs - LOW; ALL COMPONENT COMMANDERS
Cc: USAF USSOUTHCOM/SC-CC (L); USSOUTHCOM/SC-CC (L);
Subject: **OPERATION UNIFIED RESPONSE [U]**

UNCLASSIFIED
USSOUTHCOM STRATEGIC COMMUNICATION SYNCHRONIZATION FOR OPERATION UNIFIED RESPONSE // POC MARSHALL, JAMES / COL/ UNIT: USSOUTHCOM/ NAMES: MIAMI, FL / TEL: 305-437/1213//GENTEXT/REMARKS/

1. (U) USSOUTHCOM IS CONDUCTING DISASTER RELIEF OPERATIONS IN HAITI FOLLOWING A 7.0 EARTHQUAKE THERE ON 12 JAN 10. PROVIDING HUMANITARIAN ASSISTANCE AND DISASTER RELIEF (HA/DR) TO THE PEOPLE OF HAITI IS THE NUMBER ONE PRIORITY FOR USSOUTHCOM.

2. (U) CONSISTENT WITH THIS DECISION, CDR, USSOUTHCOM, HAS DESIGNATED THE HA/DR EFFORT AS OPERATION UNIFIED RESPONSE AND NAMED LTG KEN KEEN AS COMMANDER JOINT TASK FORCE HAITI.

3. (U) USSOUTHCOM COMMAND THEMES ARE:
3.A. (U) LATIN AMERICA, THE CARIBBEAN AND THE UNITED STATES SHARE COMMON INTERESTS.
3.B. (U) SECURITY IS A NECESSARY CONDITION FOR PROSPERITY AND LASTING DEMOCRATIC INSTITUTIONS.
3.C. (U) REGIONAL CHALLENGES REQUIRE COOPERATIVE SOLUTIONS.
3.D. (U) SOUTHCOM IS COMMITTED TO LASTING PARTNERSHIPS.

4. (U) PUBLIC AFFAIRS POSTURE IS ACTIVE. UNITS DEPLOYING TO SUPPORT OPERATION UNIFIED RESPONSE HAVE AUTHORITY TO CONDUCT MEDIA ENGAGEMENTS AND EMBED NEWS MEDIA REPRESENTATIVES WITH DEPLOYING FORCES.

5. (U) COMMANDERS AND THEIR DESIGNATED SPOKESPERSONS SHALL EMPHASIZE THE FOLLOWING THEMES:
5. A. (U) USG (DOS) KEY MESSAGES
(U) AS EXPRESSED BY THE PRESIDENT AND SECRETARY CLINTON, THE USG REMAINS COMMITTED TO COMPREHENSIVE SUPPORT OF THE GOVERNMENT OF HAITI AND THE HAITIAN PEOPLE IN THIS TIME OF CRISIS.
(U) WE ARE DEDICATED TO CLOSE COLLABORATION AND COORDINATION AMONGST VARIOUS USG AGENCIES AND INTERNATIONAL PARTNERS TO ENSURE THAT NECESSARY RELIEF SUPPLIES, EQUIPMENT AND PERSONNEL GET TO WHERE THEY ARE MOST NEEDED IN HAITI.
(U) THE HAITIAN GOVERNMENT IS ALWAYS IN CHARGE OF HAITIAN TERRITORY. WE ARE IN CONTACT WITH THE HAITIAN GOVERNMENT. THEY HAVE OUTLINED THEIR PRIORITIES FOR DISASTER RESPONSE. WE REMAIN IN CLOSE CONTACT WITH THE U.N. AND OTHER PARTNERS TO COORDINATE OUR EFFORTS FOR HAITIAN RECOVERY.

(U) (FIRST 10 DAYS) WE HAVE ALREADY BROUGHT CONSIDERABLE RESOURCES INTO HAITI WITH MUCH MORE ARRIVING IN THE DAYS TO COME. INFRASTRUCTURE IS OUR MAIN CHALLENGE AT THIS TIME - TO ENABLE THESE WORKERS AND MATERIALS TO GET TO THE POINTS OF GREATEST NEED. WE HAVE BROUGHT IN AIR TRAFFIC CONTROL CAPABILITY AND OTHER RESOURCES TO ALLOW THE AIRPORT TO BE ACCESSED 24/7. PRIORITIES ARE NOW ON IMMEDIATE SEARCH AND RESCUE AND SUPPORTING COMMUNICATION

APPENDIX E – 1 cont'd…

INFRASTRUCTURE TO ALLOW FOR THE EFFECTIVE FLOW AND DISTRIBUTION OF ASSISTANCE.

5. B. (U) USSOUTHCOM KEY MESSAGES
(U) U.S. DEPARTMENT OF DEFENSE FORCES ARE PART OF A LARGER UNITED STATES RESPONSE TO THE GOVERNMENT OF HAITI REQUEST FOR HUMANITARIAN ASSISTANCE.THE U.S. EFFORT IS COORDINATED BY THE DEPARTMENT OF STATE AND U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT.
(U) WE ARE WORKING WITH THE GOVERNMENT OF HAITI AND THE INTERNATIONAL COMMUNITY TO PROVIDE RAPID RELIEF TO DELIVER HUMANITARIAN ASSISTANCE AND DISASTER RELIEF TO THE HAITIAN PEOPLE.
(U) THE ROLE OF U.S. MILITARY FORCES DURING ANY HUMANITARIAN ASSISTANCE/DISASTER RELIEF (HA/DR) IS TO RAPIDLY RESPOND WITH CRITICALLY NEEDED CAPABILITIES TO DELIVER HA/DR TO THE AREAS THE GOVT. OF HAITI DEEMS MOST NECESSARY.
(U) THE U.S. MILITARY HAS A HISTORY OF WORKING WITH INTERNATIONAL RELIEF ORGANIZATIONS AND HOST NATIONS TO REACH THOSE AFFECTED BY DISASTER.
(U) THE U.S. MILITARY WILL WORK IN COORDINATION WITH THE GOVT.
OF HAITI, OTHER NATIONS, AND NON-GOVERNMENTAL ORGANIZATIONS TO PROVIDE RELIEF TO THE PEOPLE OF HAITI, AS REQUESTED BY THE GOVERNMENT OF HAITI.
OUR MAIN CONCERN IS TO FACILITATE DISASTER RELIEF OPERATIONS TO RAPIDLY REDUCE THE SUFFERING OF THE HAITIAN PEOPLE.

6. **(U) GUIDANCE FOR HA/DR IMAGERY.** RAPIDLY TRANSMIT AND RELEASE IMAGERY TO COMMUNICATE OUR THEMES AND RESOLVE. THE FOLLOWING GUIDELINES SHOULD BE USED FOR ALL IMAGERY OF OPERATION UNIFIED RESPONSE:
6. A. (U) U.S. MILITARY INTERACTING WITH USAID, UN FORCES, MEMBERS OF THE INTERNATIONAL COMMUNITY AND NONGOVERMENTAL ORGANIZATIONS.
6. B. (U) U.S. MILITARY DEPLOYING TO SUPPORT THE OPERATION U.S.
6. C. (U) U.S. MILITARY ENGINEER ACTIVITY
6. D. (U) U.S. MILITARY DELIVERIES OF HA/DR SUPPLIES
6. E. (U) MILITARY MEDICAL TEAMS IN ACTION
6. F. (U) U.S.MILITARY FORCES PROVIDING DIRECT ASSISTANCE TO THE PEOPLE OF HAITI.

Vr,
Jim
COL Jim Marshall
Director Public Affairs
U.S. Southern Command

www.southcom.mil

APPENDIX E - 2

OPERATIONAL SCENARIO
NORTHCOM Armed Forces Inaugural Committee (AFIC)
Presidential Inauguration VI Support (January 2009)

Observation: The 2009 presidential inauguration and the Armed Forces Inaugural Committee's (AFIC) use of the DIMOC is a model for COCOMS, the Services, and other organizations regarding how to leverage the capability for consistent and timely imagery flow. The enterprise-level Defense Asset Management System (DAMS) concept proved effective in January 2009 when the AFIC used the DAMS to process and deliver more than 2,200 images of the high-visibility event. The DAMS provided a common system with standard processes for handling still images which is now used by DMA, the Army, Navy and Air Force to process and record imagery. In FY09 customers downloaded more than 14 million high resolution images from the DAMS.

Background: AFIC operated like a Joint Task Force equivalent under U.S. Northern Command. It was granted direct liaison authority (DIRLAUTH) to coordinate with other DoD organizations in the National Capital Region. DIMOC personnel met in July 2008 with AFIC representatives to determine their requirements, capabilities and procedural limitations and designed a workflow that could adapt to the situation. DIMOC provided training and support for three months. Additional DIMOC event support followed later. The key was the structure DIMOC provided AFIC to deliver their imagery to the wires and to their website, as well as provide a long-term imagery management solution. Since there was only a handful of imagery from the 2005 inauguration event and very little pass down from the previous VI team, they built the plan from the ground up.

Lessons Learned
Workflow –more preparation time was needed. Despite planning that occurred in Summer '08, a coordinated DIMOC plan was not requested until three weeks out (Dec 08). The Visual Information planning also needed to begin in the Summer (July 08) approximately six months from the event.

Recommendation: Select a **Liaison Officer** for the event at least six months before the inauguration. The job would include acting as the coordinator and designated point person for all VI actions to ensure consistency and continuity. This person would also attend all AFIC meetings and bring VI subject matter experts (SMEs) to attend as appropriate. Clear roles and responsibilities need to be set to avoid duplication of effort and for more efficient operations.

Best practice
Using the JIMOC enterprise concept and the DAMS to deliver imagery for the customer (AFIC) saved time, money, and manpower. DIMOC provided 24/7 support, with the office working 10-12 hour shifts during the events on tasks that included downloading the imagery, selecting, captioning and uploading selections to DefenseImagery.mil for customers.

An **OpsPlan was drafted for the AFIC prior to the event which addressed VI planning, specifically the DIMOC response – and the release process for imagery being sent to the media.

APPENDIX E – 2 cont'd…

Areas of Consideration were broken down into five categories:

1. Technical support
2. Manpower – 24/7
3. External customers – where and who will imagery be sent
4. Reporting Requirements –
    a. Status Reports at intervals; formats, checklists, all pre-staged
5. After Actions – after the event, an additional month was used to follow up working imagery and completing the project; compiling image collections.

Equipment and Data Transmission Testing – recommended testing be done sooner; occurred one day before event; difficulty occurred getting computers to link up with internet and needed more time.

PrepWork – timesaver; speeds process, ensures acquisition, successful transmission
Preloaded metadata screens
Preloaded named folders (to drag selected imagery)
Prewrote and cleared captions through PA prior to event

Personnel required – minimum of three, but recommend minimum six people for a 24/7 rotation when running longer than a day. Ensures people are fresh and ready to work; avoid burn out and helps to ensure a good product.

As expected, challenges occurred in transferring imagery into the system. (Remember: "Murphy lurks.") What were the work arounds? Have backups prepared ahead of time. Test them out.

APPENDIX E - 3

OPERATIONAL SCENARIO
Captain Phillips' Rescue (Piracy – hostage taking -- Somalia)
DIMOC coordination and collaboration (April 2009)

Observation: (U) Pre-coordination of imagery transmission and release process between the Navy, Combatant Command (CENTCOM), and DoD, was key to the timely release of imagery for this high-visibility story.

Discussion: (U) Piracy and hostage taking continue to occur and quality imagery illustrating the issue is difficult to obtain. The challenging logistics of transmitting imagery from a ship in international waters required involvement of many players. However, the Defense Imagery Management Operations Center (DIMOC) Pentagon and Navy Visual News Service (the Navy's operational side for moving imagery and marketing to media) have a close working relationship. The two offices coordinated and collaborated to ensure quick release of whatever imagery was captured and sent.

Imagery (stills and video) from the USS Boxer were received and sent to the media during a six-hour timeframe. According to Chris Madden, Assistant Chief of Information for Visual Information, of note was "a critical 14 seconds of video, a 7 MB Windows Media File sent by the VI planners via email without waiting to move a large video file." This proactive effort allowed quick release of imagery to waiting media.

Lesson Learned: (U) Coordination for transmitting imagery and prior release authority helps speed the process of getting imagery back to users via DIMOC and NVNS.

Recommended Action: Even in crisis many details can be pre-arranged and pre-coordinated. More importantly, knowing the VI community and having built relationships prior to any event can ensure better results.

Despite the daily workflow, time should be spent capturing lessons learned from these situations and sharing them.

Timeline, Imagery and Quotes

EMAIL CUTLINE
From: Damon.moritz@navy.mil
Sent: Monday, April 13, 2009 7:44 AM
To:

Subject: Video of Maersk Alabama Capt Richard Phillips aboard USS Boxer after escape/rescue
090412-N-0000N-500 SOMALI BASIN (April 12, 2009) Maersk-Alabama Capt. Richard Phillips, right, is welcomed aboard USS Boxer (LHD 4) after being rescued by U.S Naval Forces off the coast of Somalia. Philips was held hostage for four days by pirates. (U.S. Navy video/Released)

APPENDIX E – 3 cont'd…

"…in those moments of danger and decision, these Americans did what they were trained to do. They remembered their skills. They did their duty. They performed their job. They stood their watch. They took their time and then they took their shot. And they brought that Captain home."

--President Barack Obama, on the April 20 rescue of Capt. Richard Phillips, USNA Commencement, May 22,2009

… Piracy on the high seas is just one example of today's conflicts which are increasingly characterized by a hybrid of traditional and irregular tactics, decentralized planning and execution, and non-state actors using both simple and sophisticated technologies in innovative ways. Navy Special Warfare's core capabilities directly support execution of Irregular Warfare and the Maritime Strategy.

(17 July 2009 Navy Rhumblines)

PIRACY COVERAGE:

World Pirate Attacks More Than Double This Year

(ASSOCIATED PRESS 15 JUL 09)

KUALA LUMPUR, Malaysia— Pirate attacks worldwide more than doubled in the first half of 2009 amid a surge of raids on vessels in the Gulf of Aden and the east coast of Somalia, an international maritime watchdog said Wednesday.

The number of attacks rose to 240 between January and June, up from 114 incidents in the same period a year ago, according to a report released by the International Maritime Bureau's piracy reporting center in Kuala Lumpur.

Ships were boarded in 78 cases and 31 vessels were hijacked, with 561 crew taken hostage, 19 injured and six killed, the bureau said in its quarterly report. The attackers were heavily armed with guns or knives in most of the cases, it said.

The higher attacks were due mainly to increased Somali pirate activity off the Gulf of Aden and east coast of Somalia, which combined accounts for 130 of the cases, the report said.

Somalia has not had an effective government since 1991 when the overthrow of a dictatorship plunged the country into chaos. Besides frequent land battles, the power vacuum has also allowed pirates to operate freely around Somalia's 1,900-mile (3,060-kilometer) coastline.

The International Maritime Bureau said Somali attacks peaked in March and April, with no attacks recorded in June. The recent decline was largely because of monsoon-related poor weather that is expected to continue through August, the report said.

"Vigilance should nevertheless remain high during this period," the center said.

International navy patrols in the gulf have also helped to thwart pirate activity, though military vessels are hard-pressed to cover the vast expanse of ocean along Somalia's coastline.

Among other nations that reported significant attacks in the six months, Nigeria had 13, Peru reported 10, Malaysia had nine and India had six.

APPENDIX E – 4

OPERATIONAL SCENARIO
Republic of Georgia Humanitarian Assistance: Operation Assured Delivery (August 2008)

Observation: (U) In August 2008, as a result of the conflict occurring between the Republic of Georgia and Russian forces, more than 100,000 people in the Tbilisi area that were displaced. The U.S. response was Operation Assured Delivery, the U.S. government's relief effort for the Republic of Georgia, Aug. 27. The Department of Defense effort was executed by the European Command in support and coordination through the Department of State and USAID. Assisting with the humanitarian efforts were an estimated 160 U.S.-based non-governmental organizations.

Background: (U) Humanitarian aid flowed to the Republic of Georgia in late August – early September 2008. Air Force and Navy planes flew 61 sorties into Georgia delivering supplies. These included more than 150,000 packaged meals, more than 350,000 humanitarian daily rations, 10,500 cots, almost 20,000 sleeping bags, and thousands of blankets, sheets and tents.

The Navy's USS McFaul and Coast Guard Cutter Dallas delivered 231,000 pounds of humanitarian supplies including baby food, bottled water and personal hygiene kits to the Georgian port of Batumi. The Navy's USS Mount Whitney delivered more humanitarian supplies when it docked in Georgia a few days later.

Discussion: (U) A Combat Camera photographer was sent to photograph the delivery of the humanitarian aid. But misinformation regarding the contents of the delivered pallets turned the effort into a military buildup story rather than an aid story. Imagery was also needed showing the pallets being opened and the contents being delivered to the Georgian people.

Georgia HA, Operation Assured Delivery

- State Department relying on DoD imagery
- Requirements conveyed
- While imagery met the requirements it did not reinforce message
    - The more detail the better.

Lesson Learned: (U)

Knowing what we know now, what would we change?

- Bottom Line: Get customers' requirements to the photographers

Recommended Action:

- Although imagery flowed in showing forces moving USAID, Russia argued American Forces were delivering weapons to Georgia not recovery aid. Imagery did not show aid being delivered to people of Georgia.

- Department of State was working on a training brief for military photographers on points to consider when capturing imagery on diplomacy missions.

- DOTMLPF Implications:

(Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities)

Using scenarios such as this in appropriate training exercises could highlight the need for communicating clear imagery requirements and guidance to COMCAM and VI professionals assigned to the operation.

U.S. European Command delivers aid to Georgia

Release Date: Sep 02, 2008

Navy Lt. Jennifer Cragg
Special to the American Forces Press Service

WASHINGTON, D.C. — The Department of Defense and European Command stand ready to assist as required, to save lives and alleviate human suffering during this humanitarian crisis in Georgia, said a senior DoD official.

"Working side-by-side with the Republic of Georgia and international organizations, U.S. European Command is providing immediate life-saving support and restoring essential life-support systems as part of a coordinated interagency effort," Michael Ritchie, director of interagency engagement for the U.S. European Command, said in a teleconference with bloggers and online journalists to discuss Operation Assured Delivery, the U.S. government's relief effort for the Republic of Georgia, Aug. 27.

Operation Assured Delivery is the Department of Defense effort executed by the European Command in support and coordination through the Department of State and USAID. United States European Command Interagency Engagement Group is the focal point for this interagency coordination.

SOUDA BAY, CRETE, Greece — Storekeeper 1st Class Jeff Weaver and Ship's Serviceman 2nd Class Gary Smith prepare humanitarian aid supplies to be loaded aboard the guided-missile destroyer USS McFaul (DDG 74) Aug. 20, 2008. Nearly 55 tons of supplies were loaded as part of the humanitarian assistance for the Republic of Georgia following the conflict between Russian and Georgian forces. The assistance will aid in alleviating human suffering in the Republic of Georgia. (Department of Defense photo by Navy Mass Communication Specialist 3rd Class Eddie Harrison)

Ritchie added that there are more than 100,000 people in the Tbilisi area that were displaced due to the conflict. Assisting with the humanitarian efforts are an estimated 160 U.S.-based non-governmental organizations that USAID is in contact with in Georgia.

"Much of the World Food Program -- the USAID-funded feeding programs are taking care of those people who are on the move and headed back to their homes," said Ritchie. "They are the ones that are doing the delivering, primarily in the Tbilisi area where many persons were displaced, but it's also going into other areas as well within the Republic of Georgia."

Along with the humanitarian assistance, EUCOM assessment teams are on the ground in the Republic of Georgia examining the conditions of the infrastructure to see what was damaged.

"We have to get it right so we can help people quickly. We want to optimize the humanitarian aid effort and bring in the right stuff, to the right place at the right time," said Gen. John Craddock, Commander, U.S. European Command, who recently visited Georgia to assess the situation.

APPENDIX E – 4 cont'd…

Since Aug. 13, Operation Assured Delivery has resulted in more than two-million pounds -- nearly $21 million worth of food, water, bedding and medical supplies -- being delivered to the Georgian people in need, said Ritchie.

Ritchie added that in this week alone U.S. European Command flights have delivered 25,000 daily rations and 31,000 prepared meals to displaced persons and people in need.

"Every item delivered was requested by USAID and validated by the government of Georgia," said Ritchie.

In addition to the support already provided, the U.S. Coast Guard Cutter Dallas arrived Aug. 27 to the Bat'umi port in the Republic of Georgia, which currently provides an established distribution hub to quickly dispense the aid. Currently, Dallas is deployed to the Sixth Fleet area of operations and is part of the larger maritime force offering humanitarian assistance. It is the second ship to offload the much needed supplies to the tens of thousands displaced people in the Republic of Georgia.

"It is fortunate to us that the Dallas happened to be in the European theater for these time engagement mission and this opportunity happens to avail itself," said Ritchie. "This is the kind of thing for which the Coast Guard has a great deal of experience. And we're proud to have them as part of the sixth fleet team that's providing this assistance."

While in Bat'umi, Dallas will offload 80 pallets with more than 76,000 lbs. of humanitarian assistance supplies. The goods include hygiene items, food, milk and juices.

The first ship to dispense humanitarian assistance was USS McFaul, which arrived in Bat'umi Aug. 24 delivering 155,000 pounds of aid to Georgia. USS Mount Whitney is scheduled to deploy for Georgia at the end of the month with more supplies.

# # #