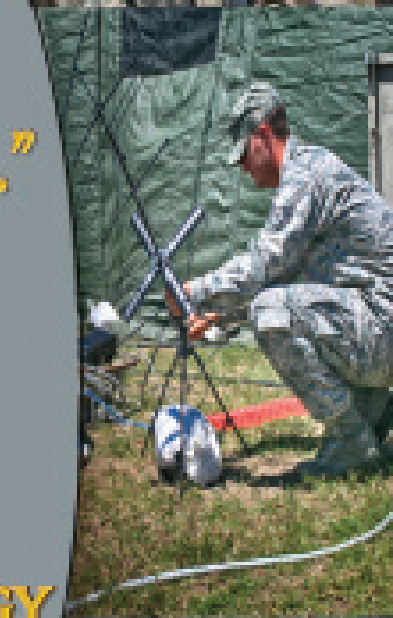
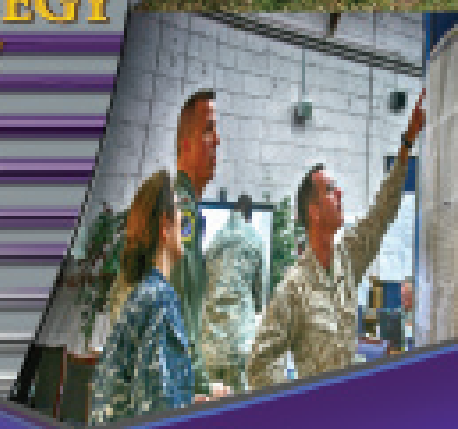
Joint Enabling Capabilities Command

"Force for Today. Force for the Future."





Five Year Strategy
2013 to 2017

OPENING STATEMENT

Our nation's military has spent the last 12 years in continuous combat and the Joint Enabling Capabilities Command (JECC) and its predecessor organizations have been involved every step of the way. As the Department of Defense (DOD) resets the force and aligns capabilities toward a new defense strategy, the JECC will remain ready and relevant in an increasingly resource constrained environment.

Over the next five years, this command will assume an expanded role in how our nation responds to emergent global events. We will continue to master complex joint command and control (C2) situations spanning the spectrum of military operations from humanitarian assistance and foreign disaster response, and Defense Support of Civil Authorities (DSCA), to counter-insurgency operations and combat operations.

The JECC's five-year strategy is based on our commitment to enable future joint operations envisioned by the *Capstone Concept for Joint Operations: Joint Force 2020* and nested within U.S. Transportation Command's (USTRANSCOM) commitment to be DOD's *Transportation and Enabling Capability Provider of Choice*. We will provide unmatched Global Response Force (GRF) capabilities to combatant commanders (CCDR) executing globally integrated operations where joint forces are able to "quickly combine (Service) capabilities… and mission partners across domains, echelons, geographic boundaries and organizational affiliations." Operational level joint C2 of globally integrated operations requires the rapid assimilation of highly-trained, low-density, high-demand enablers into designated joint force headquarters staffs. These flexible, expeditionary joint planners, public affairs and communications experts will be experienced in complex joint operations and will remain ready to answer the nation's call within hours of notification.

This strategy depends upon a highly adaptive total force of active duty personnel and highly motivated Reserve Component volunteers who maintain alert-postured readiness and bring exceptionally diverse experience to our mission. These expert practitioners form a set of unique USTRANSCOM enablers that builds on a culture of superior training and readiness, shaped by a wide array of formal education, practical knowledge and hard-earned experience in complex contingency operations. They bring a quick understanding and the ability to create and adapt joint plans to the ever-changing operational environment.

This strategy leverages the JECC core competencies and targets those capabilities most needed by our combatant command (CCMD) customers when resources are tight, time is short and risk is high. This requires that we adopt a culture of continuous adaptation driven by rigorous reflection and chart a course for the future guided by our commitment to remain USTRANSCOM's most capable, adaptable and responsive joint enabling capabilities force.

Scott A. Stearney
Rear Admiral, USN
Commander

Table of Contents

3 Understand

4 Adapt

5 Vision

7 Direct

8 Integrate

9 Progress (Train, Engage, Innovate, Operate)

13 The JECC Team

14 Implement

A Unit Like No Other

The JECC exists for crisis response. Lean, agile and efficient command elements train specifically to meet joint readiness requirements and rapidly assimilate into those headquarters that manage complex joint operations. By consistently delivering a high value product to the joint force, the JECC has become DOD's principal source of rapidly deployable joint planning, public affairs and communications professionals trained and experienced to enhance a joint force commander's capacity to command and control joint operations. The JECC ensures mission success through employment of small, high–performing mission packages tailored to meet the specific skills and capabilities required to address the emerging crisis.

The JECC's utility has been demonstrated through support to numerous operations across the CCMD theaters, to include missions in Japan, Haiti, Iraq, Afghanistan, Louisiana, New York and New Jersey, along with numerous exercises and other planning activities.

The JECC provides tangible C2 capabilities to joint force commanders making it a combat multiplier for the joint force by increasing its capacity to operate in today's rapidly changing operational environment. This characteristic makes the JECC unique in DOD as a truly joint unit specifically trained and experienced to enable the most critical joint C2 capabilities. The JECC is an important part of the GRF, ready to deploy C2 mission-tailored packages anywhere in the world within hours of notification, to help the joint force establish the ability to command and control emerging operations.

Photo by U.S. Air Force Maj. Daneta Johnson

Joint Planning Support Element members participate in U.S. Southern Command's exercise PANAMAX 2012. Members of the Joint Enabling Capabilities Command operate and train regularly with all combatant commands.

The Soldiers, Sailors, Airmen, Marines, and civilians form the heart and soul of the JECC. This joint team – organized into three high-performing units consisting of the Joint Public Affairs Support Element (JPASE), the Joint Communications Support Element (JCSE) and the Joint Planning Support Element (JPSE) – are masters in their joint specialties and possess experience working across the breadth of the CCMDs. These three sub-elements of the JECC operate and train regularly with all geographic combatant commands (GCC), maintain cross-domain awareness and bring recent experience to rapidly evolving operational environments. Skilled and experienced, the JECC teams bring immediate results in delivering public affairs, communications and planning support to satisfy the joint force operational C2 requirements.

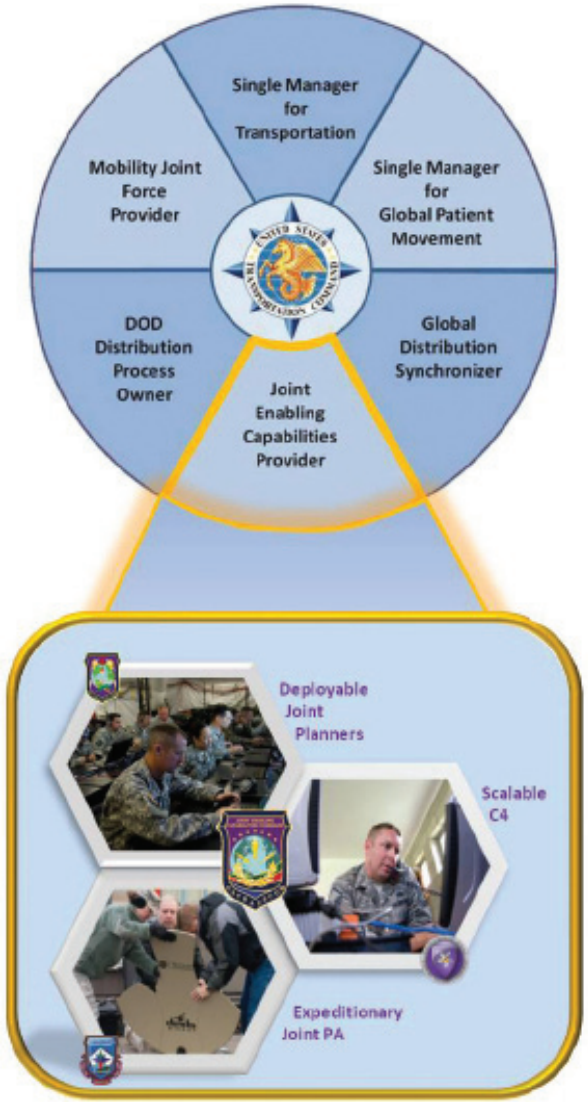
Adaptability to Meet Future Challenges

The JECC adds significant diversity to USTRANSCOM's portfolio of enabling capabilities provided to the GCCs and DOD. Postured between USTRANSCOM's strategic level transportation and mobility capabilities and tactical level Joint Task Force (JTF)-Port Opening enablers, the JECC provides operational level enabling capabilities to CCMDs operating as a joint force headquarters or a Service component operating as a subordinate JTF. Lessons learned over the past 12 years, reinforce the need to quickly communicate and plan during complex joint and coalition operations. The JECC brings what the operational commander needs and stands ready to meet future challenges.

The Chairman of the Joint Chiefs of Staff (CJCS) *Capstone Concept for Joint Operations: Joint Force 2020* establishes a higher order vision for an agile joint force and suggests the attributes that will ensure that force's success in future crises. The vision reinforces the need for flexible joint C2 that enables the joint force to rapidly assemble Service-provided capabilities within the concept of *Globally Integrated Operations*. The JECC's role in this broader context is to enable rapid transition of existing joint and Service C2 structures into headquarters that can conduct agile, globally integrated operations at the operational level of war.

While globally integrated operations require joint solutions that enable seamless C2 at the operational level of war, capacity and capability limitations within component headquarters will add risk to the equation for a joint force commander. By leveraging USTRANSCOM's global reach and emergent GRF deployment authorities, alert-postured JECC forces will help meet GCC mission requirements and provide the joint force with innovative and high impact solutions for joint C2 problems.

As a unique contributor to USTRANSCOM's mission, the JECC is poised to deliver on USTRANSCOM's commitment to be the "enabling capability provider of choice." The strategy that follows describes how the JECC will approach this task.



Setting the Direction

The JECC Strategy guides our future choices with a focused vision in line with and supporting the USTRANSCOM strategy. From 2013 to 2017, the JECC will implement this strategy to expand the effectiveness and efficiency of USTRANSCOM enabling capabilities, enhancing the command's relevance to mission partners. The JECC remains a source of globally aware and networked enablers poised to provide rapid solutions from deliberate planning activities to joint force headquarters crisis response actions.

Vision

The JECC delivers unmatched joint operational command and control enablers to joint force commanders conducting emergent full spectrum operations.

Mission

The JECC provides mission-tailored, joint capability packages to combatant commanders in order to facilitate rapid establishment of joint force headquarters, fulfill Global Response Force execution and bridge joint operational requirements.

Photo by Mr. Rick Maupin

Members of the Joint Enabling Capabilities Command's Joint Communications Support Element set up the Deployable Joint Command and Control system. Through its subordinate joint commands, the Joint Enabling Capabilities Command will become the trusted provider of joint command and control capabilities in future complex operational environments.

Priorities

- *Deliver superior enabling capabilities during operations*
- *Produce innovative solutions for mission success*
- *Engage the CCMDs and other joint partners*
- *Sustain readiness through multi-faceted training*
- *Provide seamless integration with emerging customer requirements*

"[JPSE] guys are your Ph.D. level planners. They hit the ground running and were the only ones with cross-CCMD experience."

- Former Joint Task Force Commander

The JECC accomplishes its mission with three high-performing subordinate elements: JPSE, JPASE and JCSE. These highly-trained and professional units form the backbone of the command, and support GRF execution, humanitarian assistance/disaster relief operations, DSCA missions, operation plan/contingency plan rehearsal and execution, and other joint operational requirements. These subordinate elements of the JECC are highly adaptable and can be tailored in size and capability. Their performance in peacetime and in war will ensure that the JECC becomes the trusted enabler of joint C2 capabilities in complex operational environments.

Joint Planning Support Element

JPSE provides rapidly deployable, tailored, joint planners with expertise to accelerate the formation and increase the effectiveness of a joint force headquarters during emerging operations.

Joint Public Affairs Support Element

JPASE provides rapidly deployable joint public affairs professionals that can plan and implement the commander's public affairs communication strategy within minutes of arrival in order to drive the public information narrative.

Joint Communications Support Element

JCSE provides rapidly deployable, scalable, en route and early entry communications capabilities across the full spectrum of operations in order to enable rapid formation of the joint force.

"The Services just don't have the joint comms or [JCSE's] expertise."

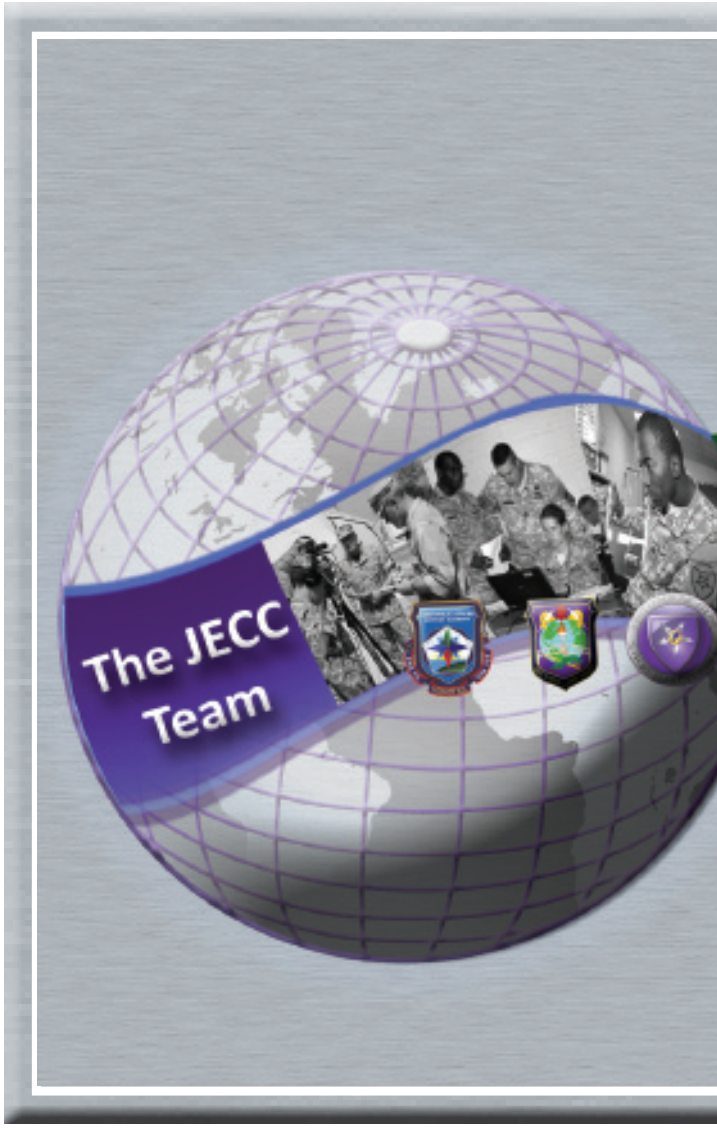
- Combatant Command J6

"Couldn't do the mission without them [JPASE]. They became the right arm of the Ambassador's public affairs office."

- Former Joint Task Force Commander

Joint Enabling Vectors

How we get there: To achieve the vision requires a whole team approach with integrated action between USTRANSCOM, the JECC headquarters and subordinate units. Together, we will not only solve today's problems, but build on the inherent strengths of the diverse JECC team to enable the command to adapt as future operational level C2 requirements evolve. The four joint enabling vectors below keep us aligned with USTRANSCOM's strategy for meeting assigned Unified Command Plan missions and JECC's commitment to provide unmatched joint operational C2 enablers to joint force commanders.



- **Train** and build experience to be ready to respond to emergent joint operations. JECC-specific enhanced training requirements, along with regular participation in the CJCS joint training and mission rehearsal exercises ensure that all JECC personnel maintain the highest standards of professional knowledge and experience. Training provides readiness and ensures the necessary expertise to support our customers across DOD.

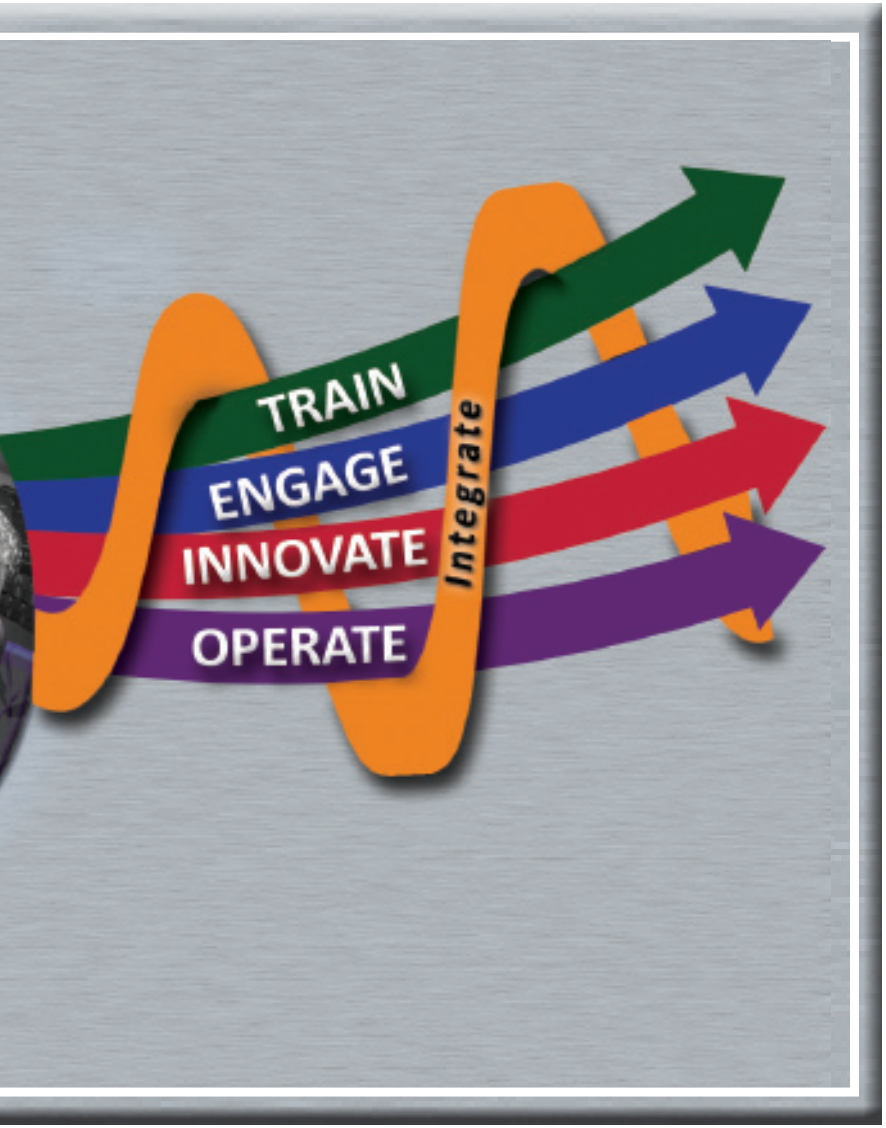
- **Engage** with CCMD customers to prepare and enable seamless joint force headquarters solutions. Engagement helps us understand our customers' changing requirements and to predict future demand. Habitual engagement across the joint planning and execution community will ensure the JECC remains abreast of CCMD and Joint Staff priorities and can better align those priorities to support joint force commanders when required.

- **Innovate** with an eye to expand a joint force commander's expeditionary C2 capability. Combining process expertise with conceptual best practices through extensive training will ensure excellence and innovation across the spectrum of expeditionary C2 services available to support the joint force of today and tomorrow. Fresh ideas with a focus on rapidly adapting commercial-off-the-shelf and government-off-the-shelf capabilities to meet rapidly evolving joint communications requirements are required to remain relevant and useful to the joint force.

- **Operate** in complex environments with high performing, mission-tailored teams that provide the right force at the right time to meet and accomplish global mission requirements. The JECC mission-tailored team composition is hand-selected for each specific mission requirement. JECC capacity and capability are delivered by a "total force" model with well-prepared active and reserve component personnel.

Integrating the Joint Enabling Vectors for a Coherent Strategy

The four **Joint Enabling Vectors** must work in synergy to create forward momentum which allows us to achieve our future endstate. These vectors, integrated within a rapidly changing and fiscally constrained environment, will allow the JECC team to balance our ways and means to remain a lean, focused and cost effective organization that is highly trained to provide superior joint C2 solutions to our customers. As the JECC moves toward the future, it can be counted on to:



- **Produce** operational results that contribute to a joint force commander's speed of success in complex global environments;

- **Deliver** direct support to joint force commanders through active and purposeful engagement with CCMDs and other joint partners to strengthen trust and build the personal relationships required for seamless transition from peacetime to emergent crisis operations;

- **Sustain** readiness through mission-focused training and operational rehearsals that enhance expertise across multiple CCMD areas of operation (AOR);

- **Facilitate** the future joint operational C2 solutions through the development of innovative technical processes and conceptual solutions to further enhance the speed, agility and performance of these capabilities within the operational environment.

Moving Forward

To move the command forward along these four Joint Enabling Vectors requires deep understanding of our evolving environment, including resource opportunities and constraints, understanding the likely impacts of emerging threats and their possible outcomes, the readiness of the active and reserve component members of our command and DOD-wide knowledge of our capabilities. A benefit of JECC support to a CCDR, now and in the future, is that the JECC team remains well-grounded in doctrine but innovative with solutions to operational level problems. This core capability of the JECC enables mission success in complex global operations to our customers across DOD.

The strategy is simple: train; engage; innovate; operate.

Train

The JECC exists in a state of continual training for all deployable members of the command in order to build the experience necessary to succeed in complex and emerging operational environments.

Supporting Objective 1:
Maximize CCMD/AOR training opportunities to build global awareness.
Supporting Objective 2:
Increase opportunities to train with other DOD entities.
Supporting Objective 3:
Refine and continually improve internal training mechanisms and operational processes.

Our training, expertise and experience make the JECC unique. Maximizing training and mission rehearsal opportunities with the CCMDs and Service components will increase the level of global awareness JECC deployers can deliver to the joint force commander. As the JECC looks to future challenges, multi-faceted training will ensure our people raise the bar for developing relevant joint C2 solutions. Informed by customer feedback and through continually refining and improving internal training mechanisms, we ensure the JECC produces well-rounded, professional, joint C2 specialists for DOD.

Engage

The JECC will enable joint force headquarters solutions in support of current contingency plans and emergent threats by consistently engaging all CCMD customers and other joint partners.

Supporting Objective 1:
Working with USTRANSCOM, expand engagement opportunities within DOD. (Services, Joint Staff and Assistant Secretary of Defense (ASD) for Public Affairs (PA).
Supporting Objective 2:
Initiate engagement with other joint enabling capabilities to gain greater understanding of other joint enabling solutions available to CCMD customers.
Supporting Objective 3:
Engage with CCMD action officers for plan development insight.

Photo by U.S. Air Force Maj. Daneta Johnson

A Joint Enabling Capabilities Command (JECC) member engages with U.S. Navy Rear Adm. Sinclair Harris, the Commander of U.S. Naval Forces South (left), and U.S. Air Force Gen. Douglas Fraser, the Commander of U.S. Southern Command, during exercise PANAMAX 2012. The JECC regularly engages with key stakeholders during exercises and other events to broaden awareness of JECC capabilities and strengthen relationships.

Possessing a reputation for effective and responsive support to our CCMD customers, we continue to leverage our daily working relationships with our customers to maximize our organizational agility and operational effectiveness. In concert with USTRANSCOM, the JECC will expand engagement opportunities within DOD, in particular the Services, Joint Staff and ASD (PA). The JECC must also engage other joint enabling capabilities to understand and leverage other joint functions as part of viable solutions where applicable. Building and maturing these relationships with CCMDs enables deeper insight and understanding into planning, current joint expeditionary C2 operational issues and the CCMD link with the Joint Staff and other DOD agencies.

Innovate

The JECC continually looks for adaptive and fresh C2 solutions for joint communications, joint public affairs and joint doctrine with an eye to expand a joint force commander's C2 capacity.

Supporting Objective 1:
Identify and develop process improvement for joint C2.
Supporting Objective 2:
Improve joint C2 through the innovative use of communications solutions.
Supporting Objective 3:
Add to professional and doctrinal discourse to present JECC lessons to benefit the joint force.

Photo by Mr. Rick Maupin

Joint Communications Support Element (JCSE) members prepare to demonstrate the Joint Airborne Communication Center/Command Post prior to the JCSE Modernization Program Review. The bi-annual JCSE Modernization Program Review is just one representation of the Joint Enabling Capabilities Command's focus on innovative joint command and control to benefit the joint force.

The JECC's greatest contribution is the expertise it brings to the fight and the processes and procedures it helps establish to master joint operations in complex global environments. As the JECC progresses in its preparation for operations in the future environment, we will identify and develop innovative concepts, processes and technology for joint C2 solutions. In professional and doctrinal circles, the JECC will work to present lessons learned from its personnel deployed around the globe to benefit the joint force. As we continue to enable success for joint force commanders in complex operational environments, the JECC must participate in the intellectual discussions through professional writing and feedback to the Joint Staff and CCMDs that better inform the joint force for future operations. Innovative ideas must be brought forward into the professional dialogue for future implementation into the joint force.

Operate

The JECC must remain agile and adaptable to a CCDR's needs in emergent and complex global environments, by delivering high performing, mission-tailored teams that provide the right force at the right time. JECC mission-tailored teams are hand-selected for each specific mission requirement, always using a "Total Force" model to integrate active and reserve component personnel.

Supporting Objective 1:
Continue to optimize "Total Force" integration.
Supporting Objective 2:
Ensure agility and adaptability to provide the right force for the right job at the right time.
Supporting Objective 3:
Align processes and resources to meet customer requirements.

Photo by Julianne Sympson

Integrated active and reserve component members of the Joint Planning Support Element conduct joint operational planning during an internal exercise. The Joint Enabling Capabilities Command places a significant focus on "Total Force" training to successfully execute its mission of rapidly establishing joint force headquarters and bridging joint operational requirements.

The JECC will ensure speed, agility and performance are integral to our daily operations in order to provide the right force for the right job at the right time. The strength of the JECC is sending trained, qualified and experienced joint operators into complex operational environments to enhance operational C2 of joint forces. High performing, mission-tailored packages of planners, communicators and public affairs specialists are quickly assembled, aligned and deployed to enable rapid joint force headquarters success in support of the joint force commander's needs. The employment of a "Total Force" of active and reserve component personnel is critical to this enabling vector.

The Heart of the JECC: Our People

Photo by JPASE

Following the earthquake in Haiti, a Joint Public Affairs Support Element member is interviewed live by CNN regarding military support to Operation Unified Response. The personnel of the JECC's headquarters and subordinate joint commands are the command's greatest assets.

Built on a culture of superior training and readiness and shaped by a unique breadth of knowledge that spans the CCMDs' AORs, the JECC is small enough to be an innovative leader in the joint environment, and big enough to make a positive impact for a joint force commander once employed. Our team's greatest assets are the Soldiers, Sailors, Airmen, Marines and civilians that make up our total force. The JECC vision is manifest in the units that form our core.

> **"A CCMD staff cannot do its day-to-day job and do crisis action planning. Getting six competent people from the JECC makes a huge difference. They are doctrinally proficient and because of that, they can easily fall in on any staff."**
>
> **- Combatant Command J3**

As we move towards the future of the JECC, our people will remain the key to our success. As unique members of the USTRANSCOM team, our people bring the knowledge and experience that form the cornerstone of our support to the CCMDs. Integrity, Trust, Commitment, Excellence, Teamwork, and Selfless Service describe the character of our personnel now and for the future. The expert people that comprise JCSE will continue to meet all challenges in joint communications equipment, systems, planning and leadership with a spirit of innovation and service. Our experts in JPASE will continue to help CCMDs develop and press the operational narrative within the information domain through their skillful understanding of the media environment and experience working with both the Office of the Secretary of Defense for Public Affairs and the Department of State's Public Diplomacy section. The JPSE professionals will continue to provide relevant and critical planning skills required for CCMDs in the areas of operational plans (air, land, maritime), intelligence, knowledge management and logistics.

Together the men and women of the JECC are the foundation of this uniquely joint organization: ready to deploy, resolute to succeed.

Toward the Future

Through the lens of our **Vision** we see *the JECC delivering unmatched joint operational C2 enablers to joint force commanders conducting emergent full spectrum operations*. The JECC will move forward into the future operating environment guided by our Joint Enabling Vectors, "Train, Engage, Innovate, and Operate." The strategy outlined in the preceding pages has described **Why** the JECC is what it is, **How** we will make decisions for future actions and **What** objectives will be achieved along the way.

We begin our journey with the endstate in sight, clear guidance to help choose our path and great people to fuel our progress. Along the way the JECC headquarters and subordinate commanders will conduct reviews of our strategy and develop a road map for success. Informed by customer feedback and synchronized through yearly plans aligned with this strategy, the JECC will be the *unmatched provider of joint operational C2 enablers to joint force commanders conducting emergent full spectrum operations.*

Photo by Mr. Rick Maupin

Joint Communications Support Element personnel set up a small communications package and test it for connectivity. As the Joint Enabling Capabilities Command looks to the future, the command will remain focused on the requirements to Train, Engage, Innovate and Operate.

Photo by Ms. Julianne Sympson

Joint Planning Support Element members conduct crisis action planning during a quarterly Mission Readiness Exercise. The Joint Enabling Capabilities Command will look to future challenges with a keen eye on becoming a trusted provider of joint command and control solutions for the joint force in complex operational environments and global crisis response.

"JECC customers and JTF stakeholders across DOD universally acclaimed JECC components as high-performing, essential aspects of USTRANSCOM's enabling support to CCMDs."

- Institute for Defense Analysis study, Feb. 2013

For more information on the JECC:

DSN:836-8939

JECC_WATCH_OFFICER@USTRANSCOM.MIL

WWW.JECC.MIL