

Ladies and Gentlemen:

Thank you for your commitment to supporting our warfighters around the globe. Our pace is brisk and the tasks remain challenging. Your intellectual contributions are providing a positive impact in numerous areas and are testament to your dedication and unwavering support to our mission.

The following is an update on major areas where USJFCOM is engaged:

I. Supporting Strategic Decision Making

- ***Joint Operating Environment (JOE)***: Last November we released the JOE, and more than one million downloads later, this document continues to impact and stimulate critical thinking within the Department. Presently, we are finalizing an update to the JOE that provides fresh information on previously addressed topics. When the updated JOE is released, all hands need to be familiar with this important document. We use the contents to guide our thinking and efforts as we seek to improve joint warfighting capabilities. It is a "problem statement" about our future anticipated challenges and I expect our team to use the JOE to focus our efforts where they will have the biggest impact.
- ***Wargames/Red Teams/QDR***: During the past three months members of USJFCOM have been heavily engaged in supporting the Department's effort to examine future operations and requirements. Through a series of wargames and red teams the command has supported the examination of the Capstone Concept for Joint Operations (CCJO) and laid the groundwork to support the QDR process. These activities revealed common themes and a convergence of findings. In the coming weeks, the outcomes from these events will help shape QDR decisions and subsequently guide our future JFCOM efforts. All JFCOM leaders and supervisory members need to study the results of all these activities once released.

II. Improving Joint/Coalition Operations

- ***Coalition Warrior Interoperability Demonstration (CWID)***: JFCOM recently completed the latest iteration of CWID. The demonstration tested and evaluated technologies and used feedback from warfighters with recent operational experience to identify capabilities beneficial in the near-term. The next step is to urgently work with the Services to evaluate the way ahead for fielding viable technologies identified in CWID that immediately benefit the warfighter. Those of you involved with the work are making great progress – keep charging.
- ***Empire Challenge 09 (EC 09)***: Similar to CWID, the EC 09 event examines tactics and technologies required to integrate the flow of intelligence to the warfighter at the tactical edge. Outcomes from this event are forthcoming and will be used to inform our support to improved joint ISR capabilities.

- ***National Program for Small Unit Excellence Program (NPSUE)***: As mentioned in last quarter's guidance, the concept behind the NPSUE is highlighting the need to improve small unit warfighting effectiveness. The irregular fight often demands the application of military power in smaller increments, which pushes the achievement of joint harmonization to lower levels of organization. Our small units must be aptly led and possess the required capabilities to operate in a complex distributed environment. JFCOM continues to lead this effort from a joint perspective. We will likely commence drafting a NPSUE Vision statement soon to frame and articulate the way ahead.
- ***Allied Command Transformation (ACT)***: On 9 September 2009, we welcome a new leader of NATO's Allied Command Transformation. My intent is to improve all ongoing collaborative efforts with our NATO counterparts. In the coming days, we shall codify the collaborative relationships with our ACT counterparts to ensure improved collaboration in the months and years ahead.

III. Effecting Organizational Efficiency

- ***Joint Concept Development Vision***: In May I signed out the [Vision for Joint Concept Development](#). This document provides guidance for how we develop, test, and validate new concepts, and how we transition those concepts quickly to benefit the joint warfighters. The work outlined in this vision extends to the entire USJFCOM team and well beyond our fence line to our DoD and interagency partners. The vision provides the tasks to guide the application of intellectual rigor to address the challenges we face. It is meant to speed delivery of our conceptual work and increase command integration as we move from ideas to actions in support of the warfighter. It provides all hands a method to bring new concepts to bear and open the door to move your ideas forward.
- ***Stewardship***: We must remain mindful of our responsibility to be good stewards of taxpayer resources. In this time of tighter fiscal controls and diminishing budgets, every dollar must count. Leaders need to scrutinize the amount of money spent on conferences and travel. All hands are required to read the [memo](#) I signed out in June on controlling travel and conference costs. Video teleconferences work and we need to use this technology to reduce travel costs now.
- ***Safety***: We have a broad and diverse workforce spread over many miles. Every person counts and we can need to practice responsibility. We are losing wonderful people, often due to an activity that could have been avoided. Please challenge yourselves to take better care of yourself and others, emphasizing the hard safety-related questions both on the job and at off-duty.

Lastly, summer is a time of turnover with people departing for new opportunities and people arriving with fresh perspectives and new ideas. My heartfelt thanks go out to all our departing members. Let's welcome our new shipmates and help them get settled and

oriented as rapidly as possible. We're in a fight and every day we need all hands, especially our new folks with fresh ideas, engaged in stealing an intellectual march on our enemies.

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