

**Defense Visual Information Report –**  
**Joint Combat Camera (COMCAM) Planning Group (JCCPG) Meeting**

1. DATE(S) OF MEETING: 19-21 June 2012
2. ORGANIZATION, LOCATION: USNORTHCOM, Peterson AFB Colorado Springs, CO
3. KEY DVI ATTENDEES: COL Mearen Bethea, USA, Director, Defense Visual Information, LCDR Douglas Houser, Chief, Joint Combat Camera Program, LT Renee Soltes, Officer in Charge, Information and Operations Coordination Center, Barbara Burfeind, Chief, of VI Plans & Integration.
4. PURPOSE OF EVENT: The JCCPG, hosted twice each year by DVI provides a forum for key COMCAM leaders and force providers from Service components, combatant commands and COMCAM units to discuss, explore, develop, propose, and provide COMCAM and VI recommendations to the DMA, Joint Staff J3 and the ASD (PA). Issues included improving COMCAM exercise, contingency, deliberate and crisis-action planning support. Additionally, considerable strides have been made to ensure these meetings are more operationally relevant and are rapidly becoming an active plans and action group.

Each Service was well represented. Joint Service attendance and participation throughout the event is absolutely critical to the valuable exchange of information. Service involvement increased the effectiveness and ensured maximum benefit to those attending, contributing immensely to the overall success of the meeting.

The meeting was hosted by USNORTHCOM, chaired by COL Bethea and executed by LCDR Doug Houser, Chief Combat Camera Program Manager. Administrative responsibilities and logistics for the event were provided by the host command. Key USNORTHCOM Representatives were LTC David Hollis, and LTC Lovelady, J39 Branch.

Hosting the JCCPG meeting at a COCOM presents added value and opportunities in the form of facilitated meetings and networking opportunities between representatives from the J39 Information Operations Branch, Public Affairs and leadership from the COMCAM community.

In addition, hosting the event at USNORTHCOM provided the unique opportunity for members of the 3<sup>rd</sup> Combat Camera Squadron to meet with coordinators of the upcoming Mexico Subject Matter Expert exchange to plan for upcoming training events that will be held at Lackland AFB 30 July-10 August 2012.

5. KEY ATTENDEES:
  - See attached attendee list and agenda

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6. DISCUSSION: Thirty- eight personnel attended the event. Discussions included current and future global force management of the COMCAM and VI forces, doctrine, and service responsibilities. USNORHTCOM J39 representatives, LTC David Hollis and Dr. Ben Gochman provided an insightful briefing regarding the ongoing coordination involving USNORTHCOM IO and the COMCAM Engagement and contingency plans for FY12 and FY13. Additionally, an informative briefing was provided by Mr. Judge Graham, J31 Force Rotation Branch. His brief provided information involving Global Force Management (GFM) his role and the role of COMCAM planners to ensure COMCAM requirements are clearly articulated and staffed in a manner that will garner support in for future contingency operations and exercises. Numerous recommendations and tasks were identified. Several will become future action items for the Joint COMCAM Program Manager and the group.

7. OBSERVATIONS/RECOMMENDATIONS:

7.1 JOINT EXERCISE SCHEDULE: Not all COMCAM operational planners are familiar with or use Joint Training Information Management System (JTIMS) to include COMCAM forces into Joint exercises. This presents a significant issue when trying to integrate COMCAM into these exercises. The JTIMS is the automated solution supporting implementation of forces in all phases of the Joint Training System (JTS). The JTIMS is a web-based system providing automated support to the Joint Training System.

7.1.1 RECOMMENDATION(S): Major stakeholders are the Joint Staff, Combatant Commands, Combat Support Agencies, Services, and the National Guard Bureau. JTIMS facilitates the development of key JTS products to support training requirements, plans, events, execution, and assessments. LCDR Houser, the Joint COMCAM Program Manager, will engage and begin dialogue with the Joint Staff JTIMS representative to gain situational awareness on the system and disseminate information to the COMCAM community with the end state of utilizing this collaborative system to seamlessly integrate COMCAM forces into joint exercises and ultimately into the Requirements and Plans Phases for the future training cycles. LCDR Houser will engage the Exercise Branch and solicit an exercise subject matter expert to brief the next JCCPG meeting.

7.2 UNIVERSAL JOINT TASK LIST (UJTL): OEF/OIF provided opportunities for COMCAM to develop and hone their skills involving operating in a Joint environment. With this opportunity came the realization that the UJTL needed to be updated to reflect current COMCAM operations. Additionally, with the drawdown in the CENTCOM AOR it is crucial that these skill sets be identified and documented so that they can be maintained for future contingencies.

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7.2.1 RECOMMENDATION(S): Each Service must update their Mission Essential Task List prior to updating the UJTL's. All Services have updated their METL's.

The Joint COMCAM Program Manager, will reengage the issue by assembling a Joint Working Group (JWG) to include a UJTL subject matter expert and develop a way ahead with updating the Universal Joint Task List.

7.3 LESSONS LEARNED AND AFTER ACTION REPORTING: COMCAM Lessons Learned and After Action reporting is a systemic problem that exists to a very high degree in some, but not all of the Services within the COMCAM community. After-action reviews (AARs) help provide personnel and units feedback on mission and task performances in training and in combat. After-action reviews can identify how to correct deficiencies, sustain strengths, and focus on performance of specific mission essential tasks list (METL) training objectives.

7.3.1 RECOMMENDATION(S): All AARs follow the same general format, involve the exchange of ideas and observations, and focus on improving training proficiency. How leaders conduct a particular AAR determines whether it is formal or informal. The Joint COMCAM Program Manager will engage the Services and determine After Action Reporting methods specific to that Service and assist in developing a way ahead to increase awareness and improve practices to develop a culture of sharing lessons learned throughout the community. Additionally, there are numerous lesson learned websites throughout DoD. These sites should be identified and links provided on an information sharing portal for use by COMCAM Planners. Lastly, a Lessons Learned SME will be recruited to attend the next JCCPG and provide information and best practices regarding the use of these lessons learned reporting systems.

7.4 COCOM VI/COMCAM PLANNER VIDEO TELECONFERENCE'S: COCOM Combat Camera Planners play an active and important role when implementing the COMCAM and VI missions. Establishing a liaison and communication/coordination between COMCAM team leads and COCOM planners prior to a deployment has not been very effective.

7.4.1 RECOMMENDATION(S): Per the JS COMCAM Memo outlining maintaining the VI/COMCAM capability at the COCOM's each COCOM has identified a planner on their staff. This information will be disseminated to the services with the caveat each unit will communicate and coordinate deployments through the COCOM POC's. Additionally, on a quarterly basis or as required, convene video teleconferences with the COCOM Combat Camera Planners and key members of the Joint Staff. During these VTC's an exchange of information regarding planning for and implementing visual information acquisition into contingency operations and exercises will take place.

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7.5 JOINT COMCAM SMARTBOOK: This book was developed and is intended as a guide to support military personnel engaged in providing Combat Camera assets for exercises and operations. The draft version of the Joint COMCAM Smartbook was presented to the JCCPG with the intent of garnering input for potential inclusion into the book, which will be distributed for final review and posted on the defense.imagery webpage following final approval.

7.5.1 RECOMMENDATION(S): Numerous improvement recommendations were provided by the JCCPG attendees. These recommendations will be considered and action taken to potentially be included in the book.

7.6 JOINT COMBAT CAMERA ASSESSMENT: Long standing doctrine delineates policy regarding the employment of COMCAM. The demonstrated value of COMCAM is understood at the service level and throughout the COMCAM community. However, this value falls short of the mark at the tactical and operational level where COMCAM assets increasingly found themselves outside of the planning cycle and not integrated into contingency operations. This is not the case across the board because of the actions of a proactive COMCAM officers and NCO's who push their way into ops and demonstrate the COMCAM capability and prove their worth. This should not be the norm.

7.6.1 RECOMMENDATION: Develop methods to assess Joint Combat Camera where input is garnered from the customers, namely those whom COMCAM has supported or deployed with and provided the COMCAM capability. The goal of accessing COMCAM is to analyze the performance and effectiveness of employing and integrating COMCAM. This methodology must provide feedback, uncover shortfalls, identify policy and resource challenges and ultimately provide relevant information that captures return on investment. Absent a user friendly COMCAM assessment and feedback loop, we will continue to grapple with how to demonstrate value added to the Joint Task Force.

7.8 JCCPG CRITIQUE SUMMARY: The majority of the 30 responses received for Q's 1-7 were 4 & 5s. (See attached survey.) Comments of note were:

- 1) "By far this has been the most productive JCCPG we have had. Wish more COCOMs were present to gain better understanding of how they conduct business and their alignment with Services merging of communities".
- 2) "Gained better insight on NORTHCOM as well. Need more COCOM engagement overall".
- 3) "Always invite a junior or midgrade NCO as a guest speaker to brief lessons learned from deployment/contingency ops".

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- 4) “Enables Services to coordinate with component planners. This was the first JCCPG that was announced via official MSG which facilitated fund sourcing with the chain of command. It also highlights the proactive planning efforts”.



Mearen Bethea

Colonel, USA

Director, Defense Visual Information Directorate

Attachments:

JCCPG Agenda

Attendee list

JCCPG Participant Survey

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## **JCCPG Meeting AGENDA - Peterson AFB, June 19-21, 2012**

<b>Time</b>	<b>Tuesday, June 19th</b>	<b>Event</b>	<b>Briefer</b>
<b>0815-0845</b>	Check In		
<b>0845-0900</b>	Welcome to USNORTHCOM/ Admin Remarks		LCDR Doug Houser
<b>0900-0945</b>	DVI Update		COL Mearen Bethea
<b>0945-1000</b>	<b>Break</b>		
<b>1000-1100</b>	Update of topics from previous JCCPG, JCCPM Update		LCDR Doug Houser
<b>1100-1145</b>	DIMOC/IOCC Operations		LT Renee Soltes
<b>1145-1245</b>	<b>Lunch</b>		
<b>1245-1315</b>	JPASE		Mr. Tony Billings
<b>1315-1400</b>	USNORTHCOM		LTC Dave Hollis/Dr. Gochman
<b>1400-1445</b>	USCENTCOM		MCC Jon Gesch
<b>1445-1500</b>	<b>Break</b>		
<b>1500-1530</b>	USOUTHCOM		MAJ Michael Donahue
<b>1530-1700</b>	<b>Working Group: AAR/Lessons Learned. Goal: define methods to identify issues for solutions/COA development</b>		Facilitated by LCDR Houser

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	<i>Wednesday, June 20th</i>	
<b>Time</b>	<b>Event</b>	<b>Briefer</b>
<b>0800-0815</b>	<b>General Admin</b>	
<b>0815-0915</b>	USPACOM/MARFORPAC	MAJ Tim Lemaster
<b>0915-1015</b>	Joint COMCAM Global Force Management	Mr. Judge Graham
<b>1015-1030</b>	<b>Break</b>	
<b>1030-1100</b>	Group Photo (site TBD)	Facilitated by LCDR Houser
<b>1100-1200</b>	<b>Lunch</b>	
<b>1200-1300</b>	55 <sup>th</sup> COMCAM/982D	MAJ Kyle Yates CAPT Ray Childress
<b>1300-1400</b>	COMCAM Group Pacific	LCDR Matt Young
<b>1400-1500</b>	Navy Expeditionary COMCAM	MCCS Ernest Frazier
<b>1500-1515</b>	<b>Break</b>	
<b>1515-1615</b>	Marine Corps	LtCol Brian Thompson
<b>1615-1715</b>	Air Force	Mr. Rich Osburn
<b>1715-1730</b>	<b>Admin/Wrap Up</b>	Facilitated by LCDR Houser

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<b>Time</b>	<b>Thursday, June 21st</b>	<b>Briefer</b>
<b>0800-0830</b>	<b>Survey</b>	Facilitated by LCDR Houser
<b>0830-1000</b>	<b>Working Group: COMCAM Smart Book Review/Input</b>	Facilitated by LCDR Houser
<b>1000-1200</b>	<b>Service Specific Breakout Sessions. NOTE: Charter to be provided.</b>	Facilitated by LCDR Houser
	Army	
	Navy	
	Air Force	
	Marines	
<b>1200-1230</b>	<b>1230- Admin/Wrap up</b>	Facilitated by LCDR Houser
	<b>Handouts</b>	
	1) COMCAM Smartbook 2) MTTP Final Coordination Draft 3) JCS Memo 4) I MEF General Order 5) VI OPTASK 6) Imagery Specifications 7) Eye on VI	

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<b>JCCPG Sign-In Sheet</b>					
<b>Name, Rank</b>	<b>Agency</b>	<b>Command/Mailing Address</b>	<b>Phone #</b>	<b>Email</b>	
		<b>DVI - DIMOC</b>			
Bethea, Mearen COL	DVI	DVI Director, 6700 Taylor Ave, Fort Meade MD	301-222-6534	<a href="mailto:mearen.bethea@dma.mil">mearen.bethea@dma.mil</a>	
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Graham, Judge	GFMAP	J31DD JFC/Joint Force Coordinator (JFC) Division, JECC, Norfolk, VA	757-836-7028 DSN: 660-8530	<a href="mailto:judge.graham@hr.js.mil">judge.graham@hr.js.mil</a>
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		<b>GUESTS</b>		
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**JCCPG Meeting (19-21 JUNE 2012) Critique - Survey**

On a scale of 1-5 (1 being the lowest, 5 the highest) rate the following:

1. Was this JCCPG meeting helpful to you and your organization? (Why or Why not?)  
5 ----- 4 ----- 3 ----- 2 ----- 1
2. DVI UPDATE (COL Bethea)  
5 ----- 4 ----- 3 ----- 2 ----- 1
3. JCCPG Update (LCDR Houser)  
5 ----- 4 ----- 3 ----- 2 ----- 1
4. DIMOC OPS (LT Soltes)  
5 ----- 4 ----- 3 ----- 2 ----- 1
5. COCOM and Service briefings  
5 ----- 4 ----- 3 ----- 2 ----- 1
6. COMCAM Unit briefings  
5 ----- 4 ----- 3 ----- 2 ----- 1
7. "Eye on VI" (Newsletter for VI community)  
5 ----- 4 ----- 3 ----- 2 ----- 1
8. What, if any, other issues/subjects should be covered at the JCCPG meetings?
9. Please share any other suggestions or feedback for improving the JCCPG.