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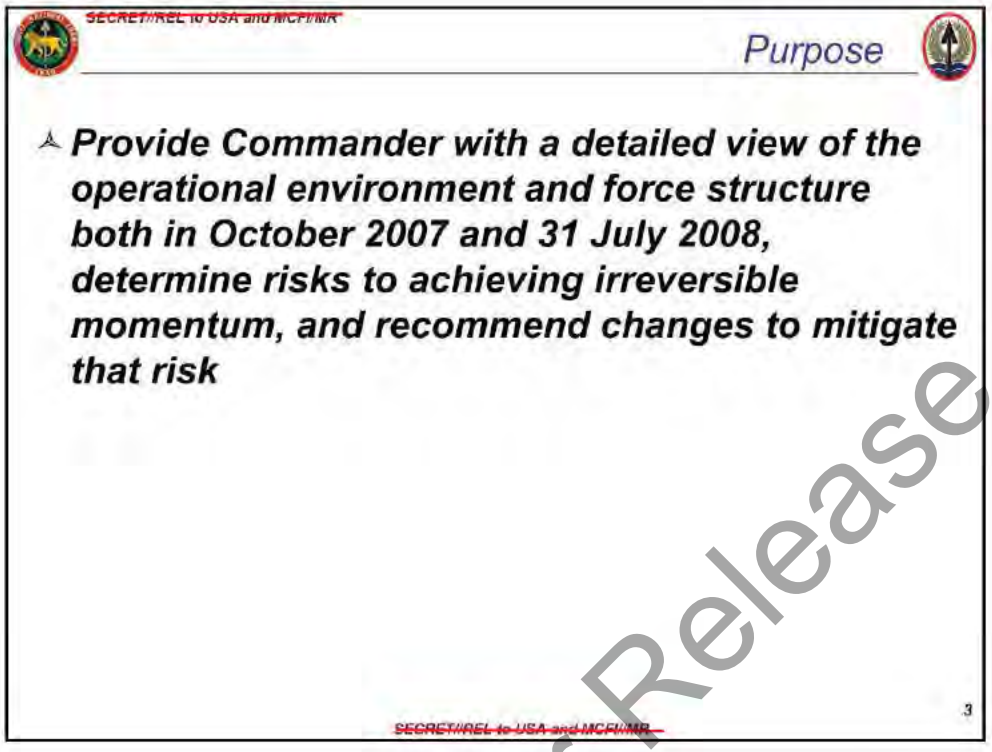

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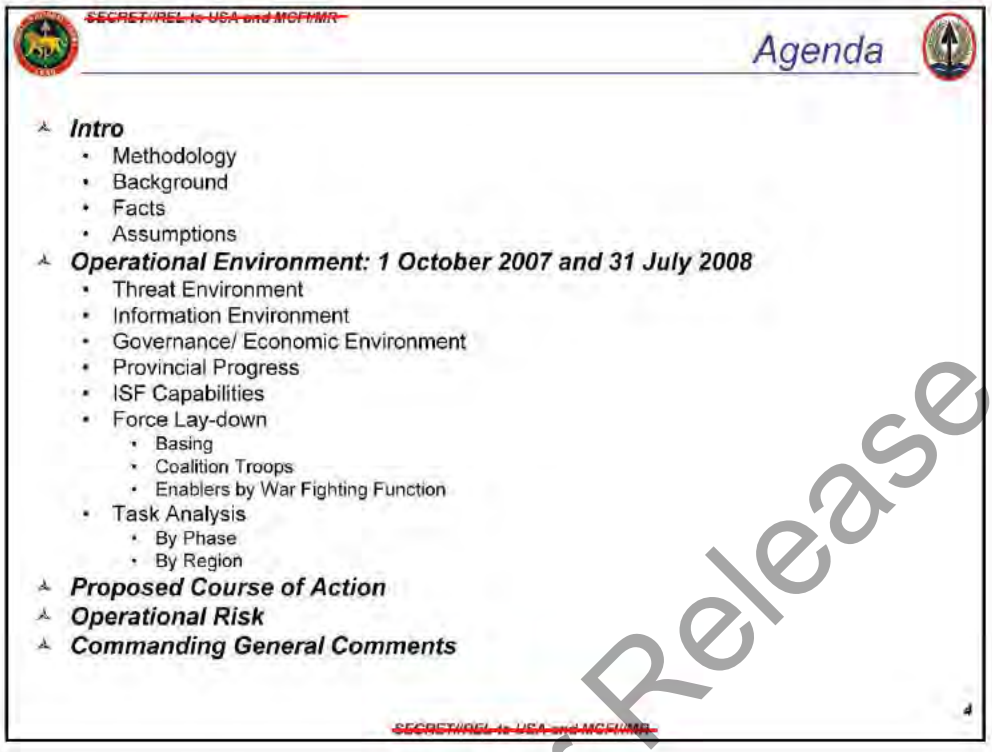

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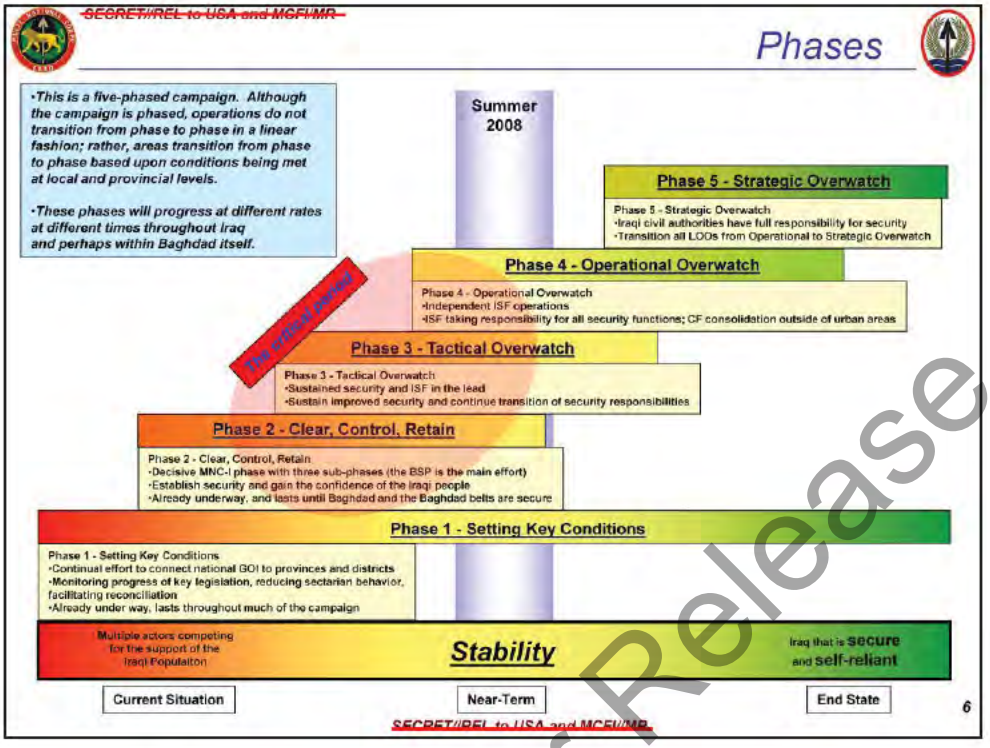

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- **Phasing construct acknowledges diverse conditions throughout the country**
- **Different parts in different phases**
- **Phases reflect the relationship between the security environment, ISF capability, and Coalition Force posture in a given area**
- **The general progression goes from high CF involvement in providing security in earlier phases, decreasing over time**
- **In Phase 2 – establishing security through a deliberate clear-control-retain approach in partnership with the Iraqis**
- **In Phase 3 – efforts to protect the population and neutralize threats toe security continue – but under ISF lead; gradual shift in CF posture initiated at the end of Phase 2 continues; this re-posturing involves a "thinning of the line" that allows routine CF interaction with the population to diminish as the ISF assumes more responsibility for COIN operations**
- **In Phase 4 – ISF independent operations – with growing IP lead in population centers; further reduction in CF interaction with the populace and a noticeable decline in CF presence as forces consolidate on major FOBs**
- **In Phase 5 – All elements of the ISF performing their functions; full responsibility lies with the Iraqi civil authorities**

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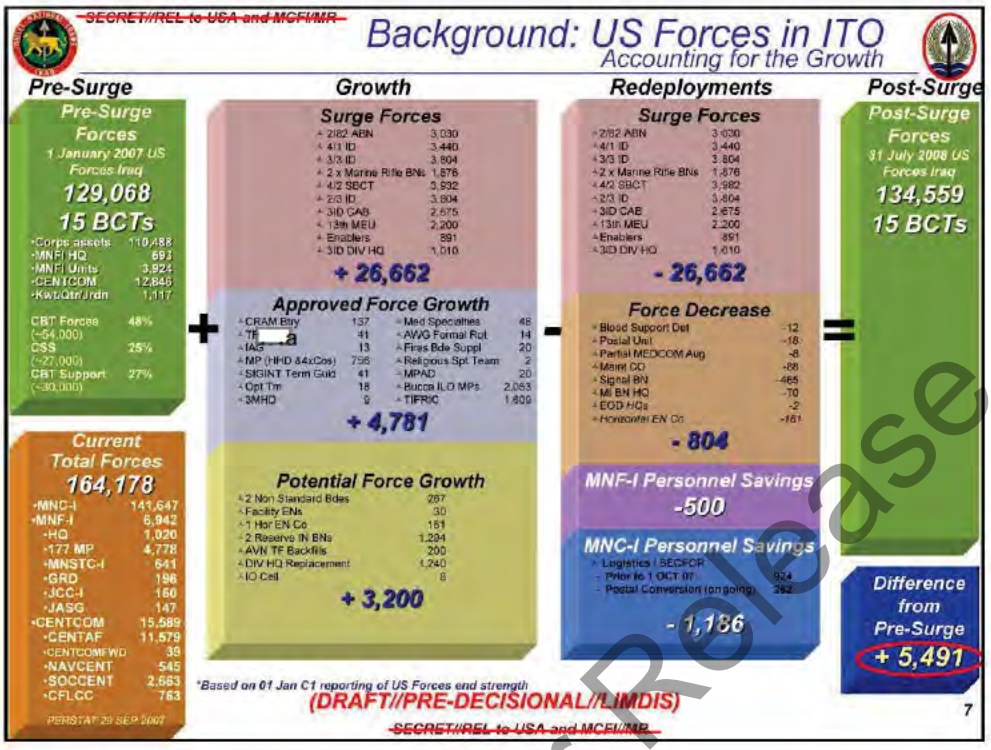

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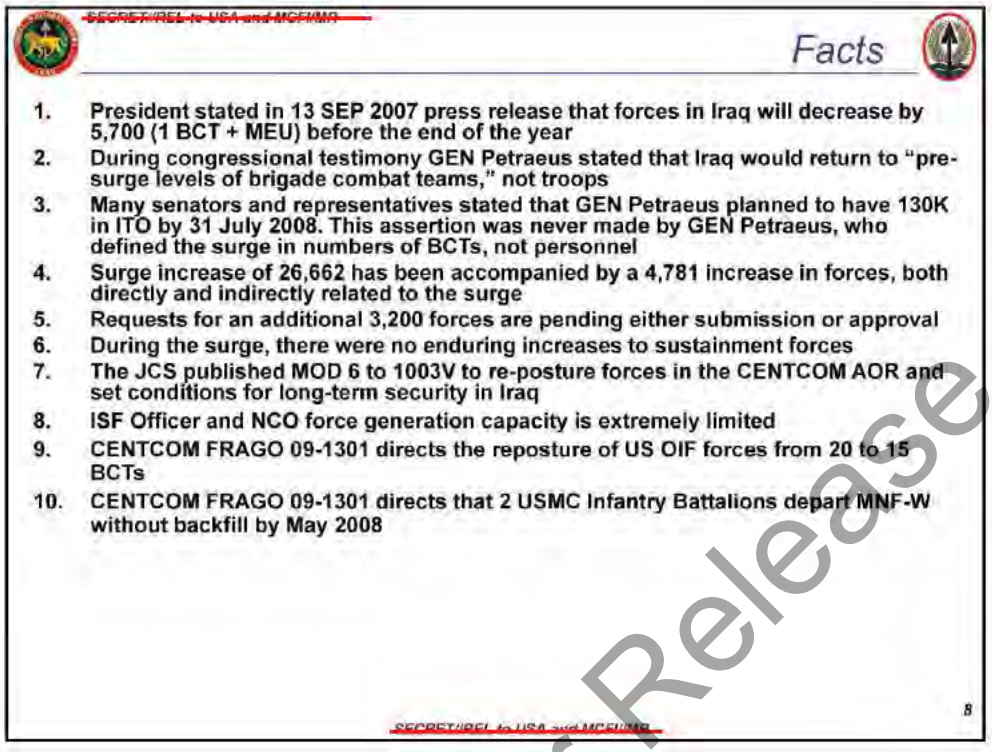

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Assumptions 1 of 2

1. Iraq will face no serious conventional threat from a neighboring state
2. Main effort will remain security of the population of Baghdad
3. A constitutionally established Iraqi government will remain in power, but not achieve reconciliation or significant political/ economic development in the near term
4. Coalition will retain legal authority and GOI approval to conduct COIN, CT, and Force Protection operations under renewed UNSCR mandate or other negotiated agreement
5. Regional partners will continue existing support to coalition operations and basing
6. Inter-agency efforts to advance political and economic lines of operation will be sustained
7. All provinces (less Kirkuk – Art. 140 dependent) will be at PIC NLT Jul 08
8. MNF-I initially will realize a 500 military personnel reduction from its HQ and other subordinate units
9. CJSOTF and TF 1.4a will maintain same force levels
10. MP requirements will not decrease

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Assumptions 2 of 2

1. BCTs will deploy at 92% assigned strength
2. MNF-I and CENTCOM force levels (minus changes from estimated reductions and RFFs) will remain constant
3. There will be no increase in externally-sourced transition teams
4. CENTCOM will establish PTDO brigade equipment set by July 2008 in Kuwait
5. The UK will maintain a brigade sized force of ~2,500 or greater with a two-star headquarters in Southern Iraq through 2008
6. MND-CS and MND-NE HQs will remain in ITO at least through 2008
7. Georgia will contribute one BDE(-) to the Coalition until July 2008

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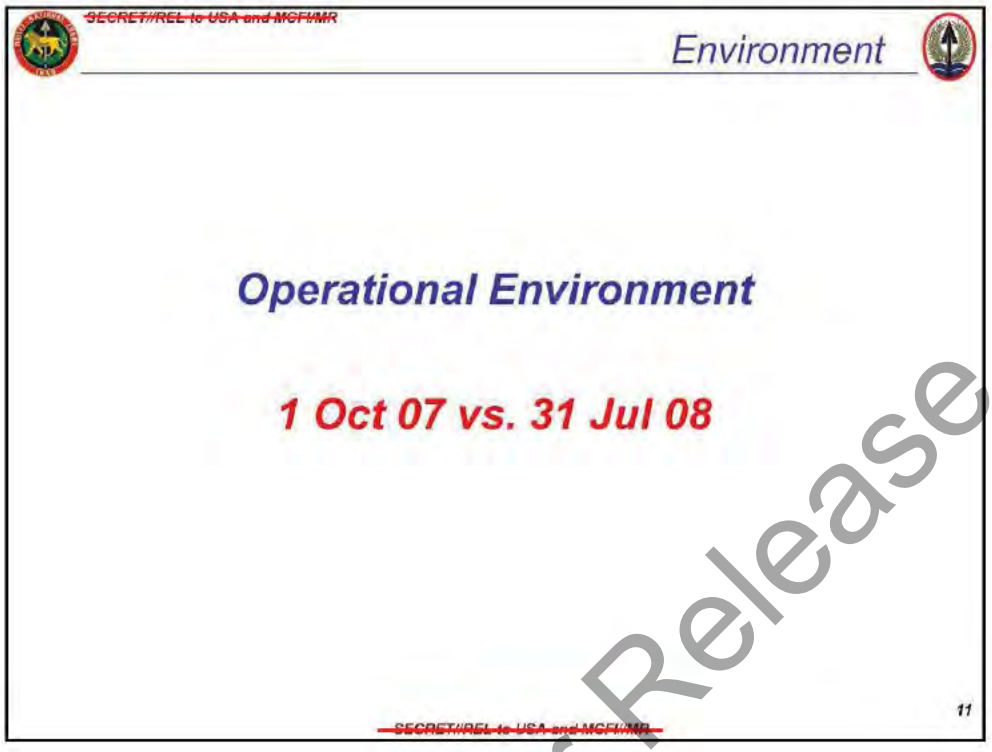

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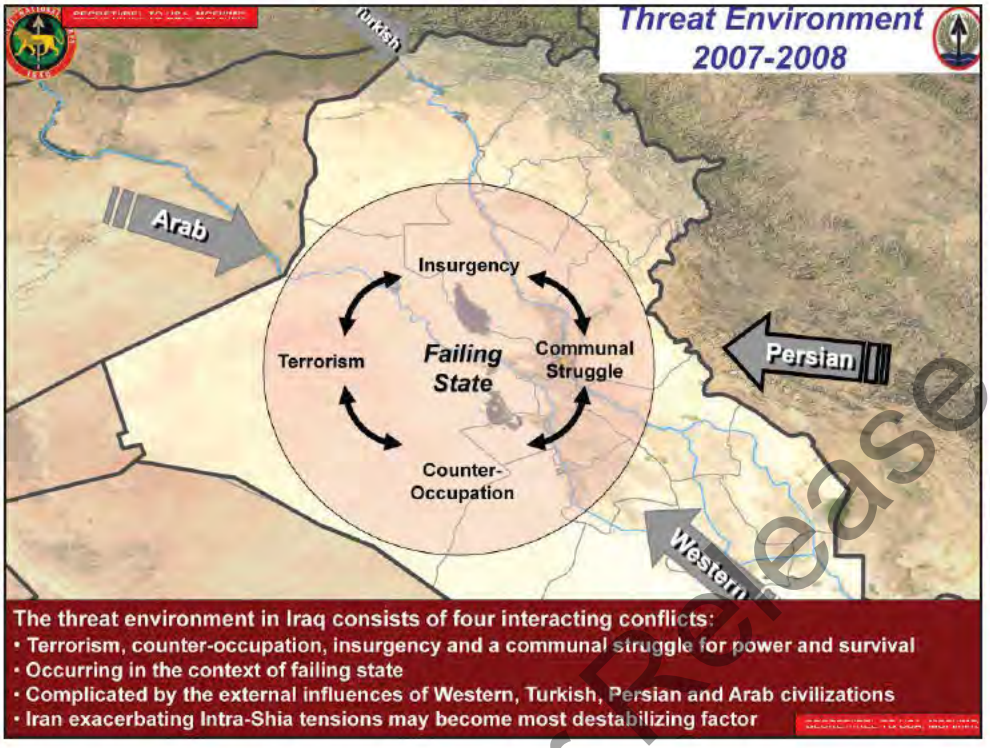

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The threat environment in Iraq consists of four interacting conflicts: counter-occupation, terrorism, insurgency and a communal struggle for power and survival, occurring in the context of failing state and complicated by the external influences of Western, Turkish, Persian, and Arab civilizations.

Solving just one of these problems in isolation tends to make the others worse, so our solution set should be as complex as our problem set.

Counter-occupation is an implicit cultural norm that calls for Muslim populations to oppose non-Muslim forces on Muslim soil. This predisposes the Iraqi populace to at least passively support attacks against Coalition Forces and contributes to Iraqi youth vulnerability to recruitment by more violent elements.

Terrorism in Iraq is connected to Al Qaeda's global jihad that aims to create a virtual caliphate which is facilitated by regional terrorist and foreign fighter networks. The primary terrorist organizations in Iraq are the Sunni Extremist groups of Al Qaeda in Iraq (AQI) and to a lesser extent, Ansar Al Sunnah (AAS). Sunni Extremist brutal and excessive tactics such as the use of suicide bombers, indiscriminate attacks on civilians, and targeting fellow Muslims have eroded its popular support base. Sunni Extremist terrorism overlaps with the Sunni Rejectionist insurgency. Their intermediate objectives of weakening the Shia-dominated government coincide. However, the Sunni Extremist objective of creating a failed state to serve as a terrorist sanctuary from which to launch a global jihad is mutually exclusive with the Sunni Rejectionist objective of re-establishing a Sunni-dominated Government of Iraq that is eventually at peace with its neighbors.

The insurgency in Iraq is an almost exclusively Sunni Rejectionist movement aimed at regaining former power and influence. The principal Sunni Rejectionist groups are the 1920s Revolutionary Brigades, the Islamic Army of Iraq, Jaysh al Mujahidin, and the more nationalistic elements of Ansar al Sunnah. The Sunni Rejectionist goal at restoring Sunni power is just one part of the ongoing communal struggle for power and survival.

The communal struggle for power and survival is occurring both between and among the various ethno-sectarian groups. The major Shia groups of SCIRI, Badr, OMS and Fadilah are working together to prevent the Sunni resurgence, but fight among themselves for Shia dominance. The primary Kurdish groups: the KDP and PUK are working to increase Kurd autonomy and extend the limits of Kurdistan where possible. The potential expansion of Kurdistan is opposed by both Sunni and Shia Arabs, as well as by minorities such as the Turkomen. Sunni tribes are banding together to fight AQI, but may pose a challenge to Sunni provincial and national politicians as the tribal influence grows.

The GoI's capacity to respond to the interacting conflicts is hindered by its current condition as a failing state. The

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GoI is struggling to develop the governmental, ministerial and security capacity to deal with the threats that confront it. The external influences of Western, Turkish, Persian and Arab civilizations increase the complexity of GoI's situation and reduce the likelihood of solutions agreeable to all actors.

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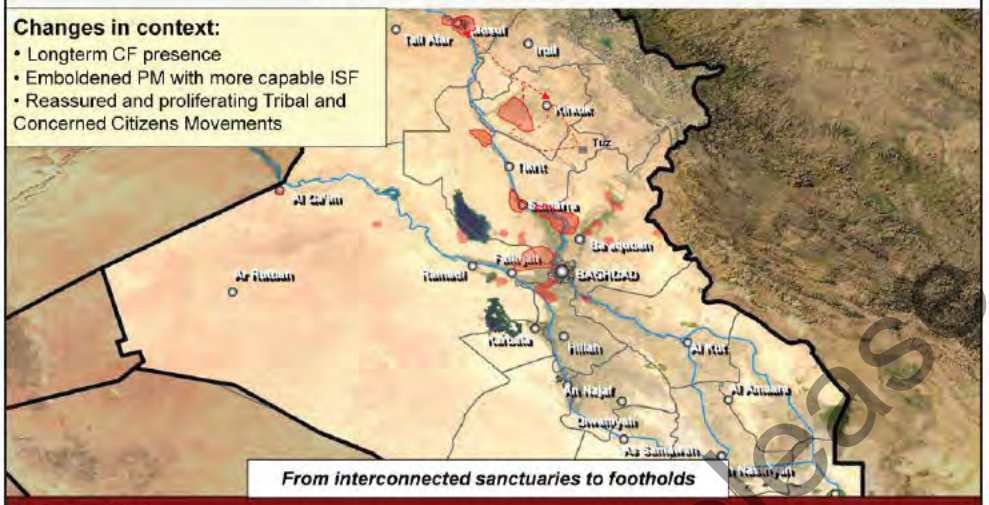
Sunni Extremists: Al Qaeda in Iraq (AQI)

Changes in context:
- Longterm CF presence
- Emboldened PM with more capable ISF
- Reassured and proliferating Tribal and Concerned Citizens Movements



From interconnected sanctuaries to footholds

AQI objectives:
- Intimidate Sunni Arab populace along the TRV and DRV to maintain footholds to launch high profile attacks against minority populations and sectarian targets of opportunity
- Conduct M&I campaign against anti-AQI tribal organizations and ISF to regain freedom of action
- IOT ignite civil war and cause a failed state

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Sunni Rejectionists: Iraqi Hamas/1920RB/JAI/JM

Changes in context:
- Longterm CF presence
- Emboldened PM with more capable ISF
- Reassured and proliferating Tribal and Concerned Citizens Movements

Rejectionist objectives:
- Recruit members disillusion with extremist groups into rejectionist groups
- Merge disparate armed factions that are torn between targeting CF or AQI
- Organize united negotiating position
- Exploit former AQI members for intelligence and isolate NBP

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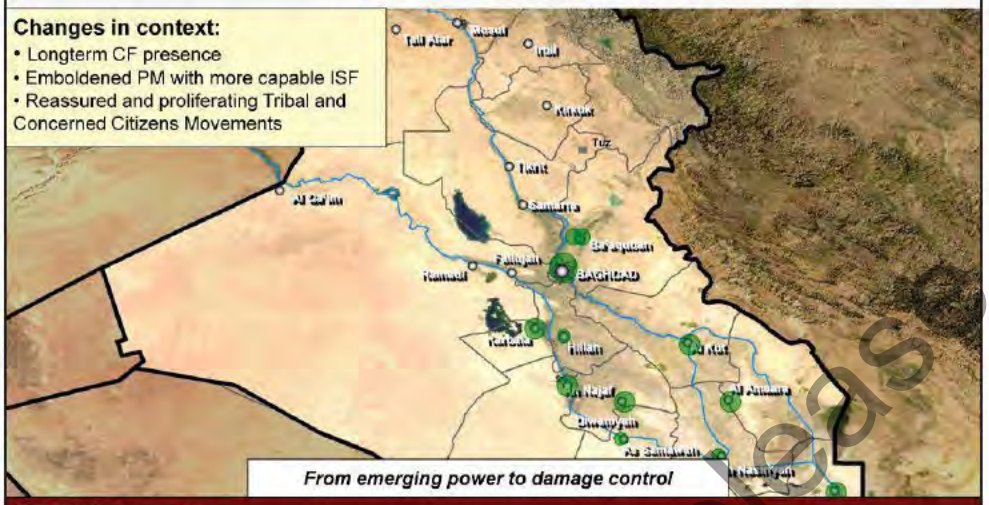
The Sadrists and Jaysh al Mahdi (JAM)

Changes in context:
- Longterm CF presence
- Emboldened PM with more capable ISF
- Reassured and proliferating Tribal and Concerned Citizens Movements



From emerging power to damage control

Sadrist/JAM objectives:
- Stand-down and reorganize JAM to reverse the decline in popular support
- Conduct political maneuvers to reverse decline in influence and counter Party of Four
- 1.4b, 1.4d
- Adjust counter-Occupation stance

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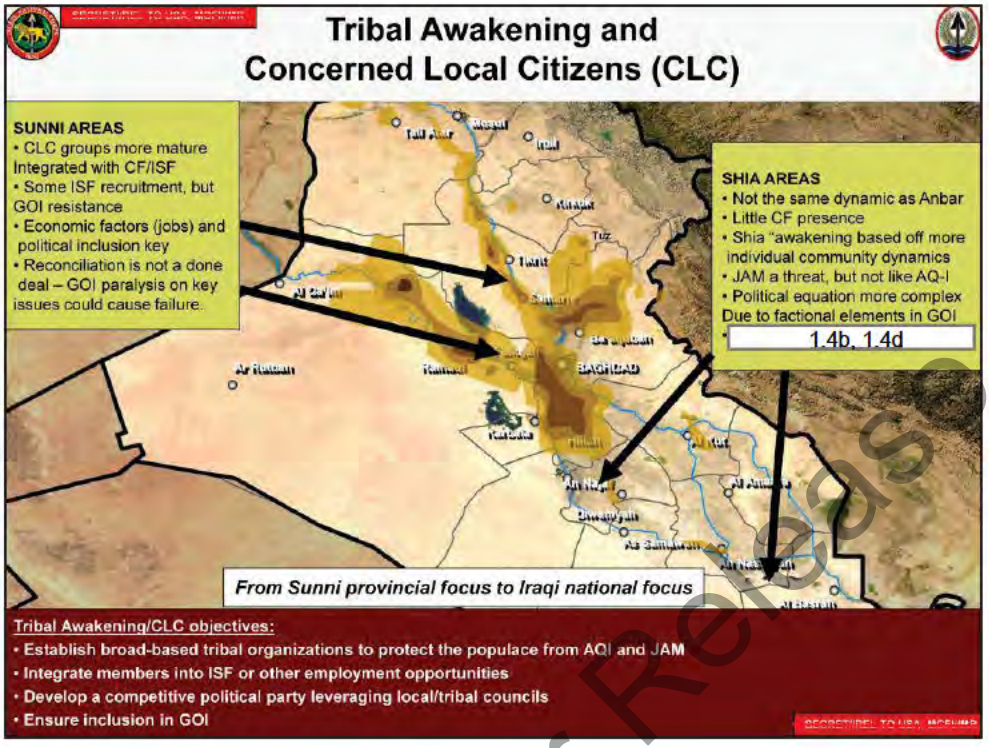

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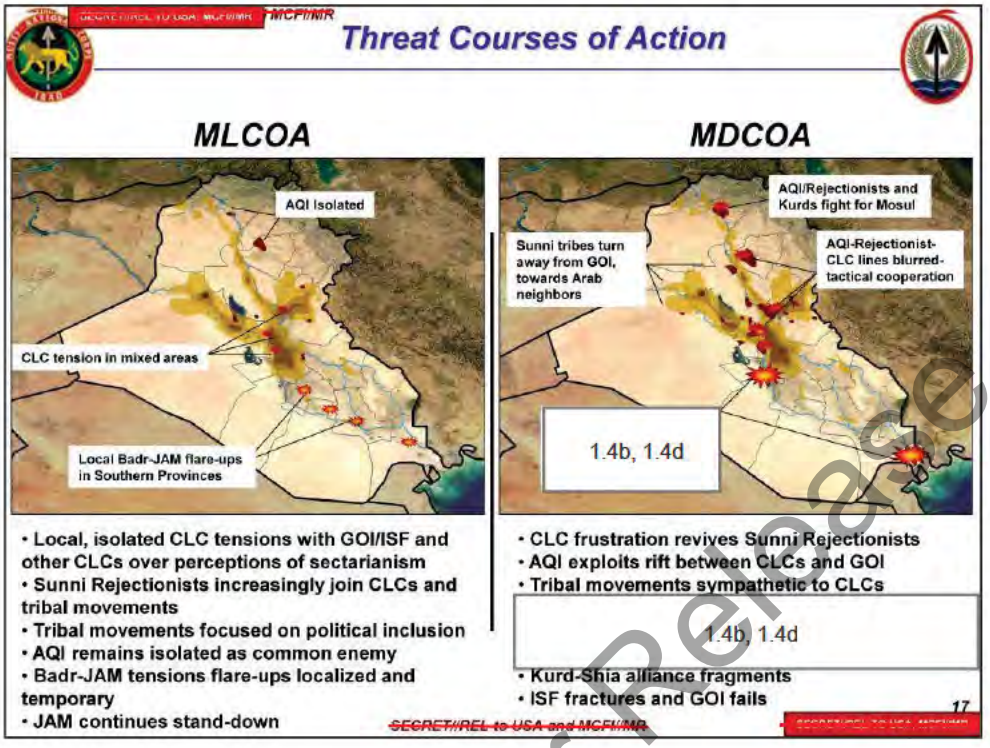

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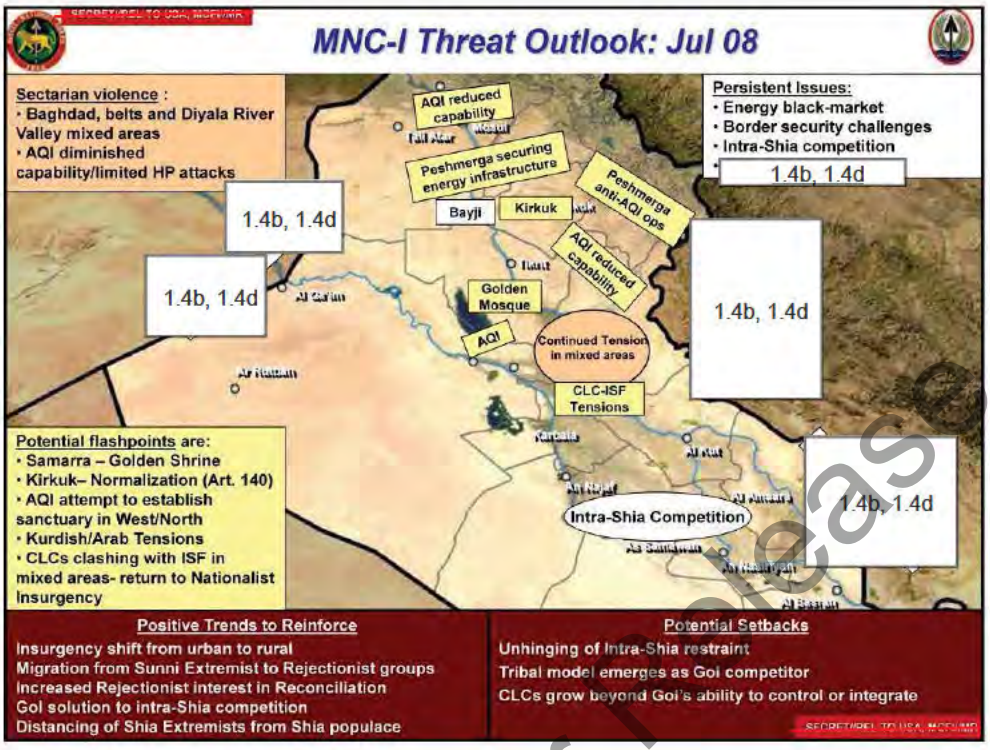

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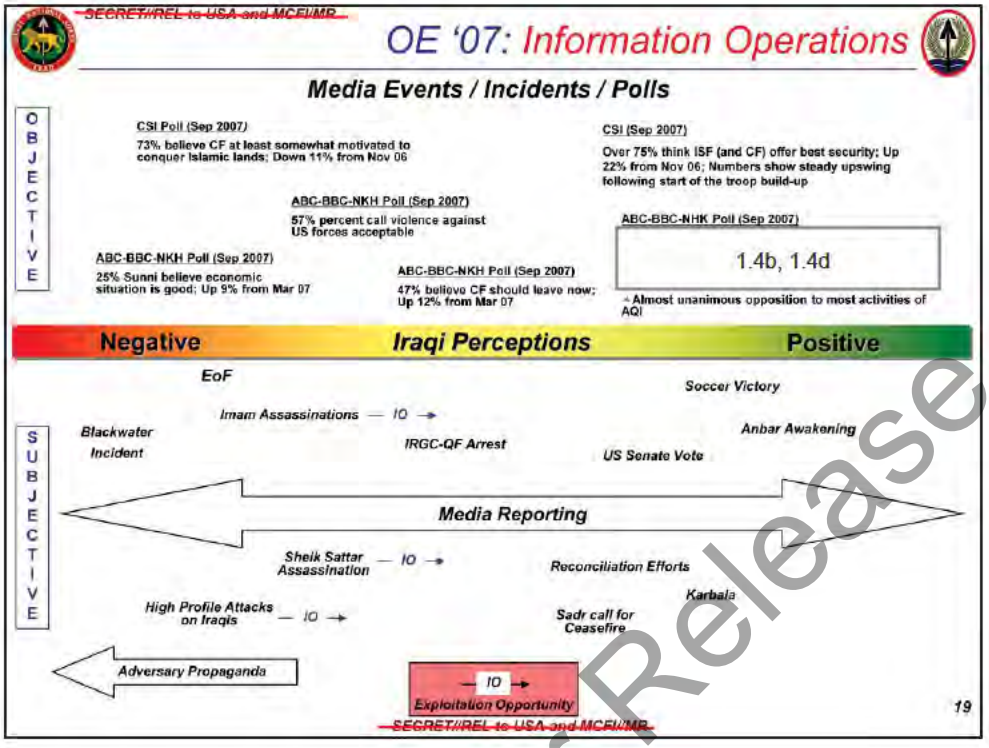

Assissinations:

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OE '08: Information Operations

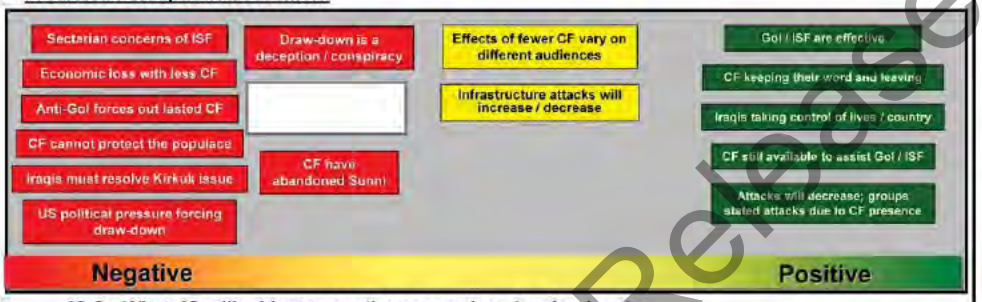
Possible Perceptions of the Iraqi Populace after US Draw-Down

Negative:
- *Less joint ops / less oversight of ISF (sectarian concerns)*
- *Economic loss for Iraqis conducting business with CF*
- *Anti-GoI forces (AQI, JAM) lasted; out lasted CF*
- *CF lacks suitable strength to protect Iraqi populace*
- *Kurds under greater pressure to resolve Kirkuk issue before CF depart completely*
- *US Military succumbed to US political pressure / loss of popular support*
- [redacted]
- *Sunni feel CF have abandoned them, not finished the job*
- *Token withdrawal (CF still here); draw-down is a deception / conspiracy*

Positive:
- *GoI / ISF capabilities effective enough to take over*
- *CF keeping to their word and leaving a sovereign Iraq*
- *Iraqis are taking control of their lives and their country*
- *CF can still help if the situation / GoI / ISF calls for it*
- *Attacks may decrease; some hostile groups stated they are attacking because CF are in Iraq*

Unknown / Both:
- *Less troops = less presence; effects vary on different audiences*
- *Infrastructure impact? More / Less interdiction and attacks will occur*

Predicted Perception Assessment



IO So What: IO will mitigate negative perceptions by shaping the information environment far in advance to facilitate the draw-down

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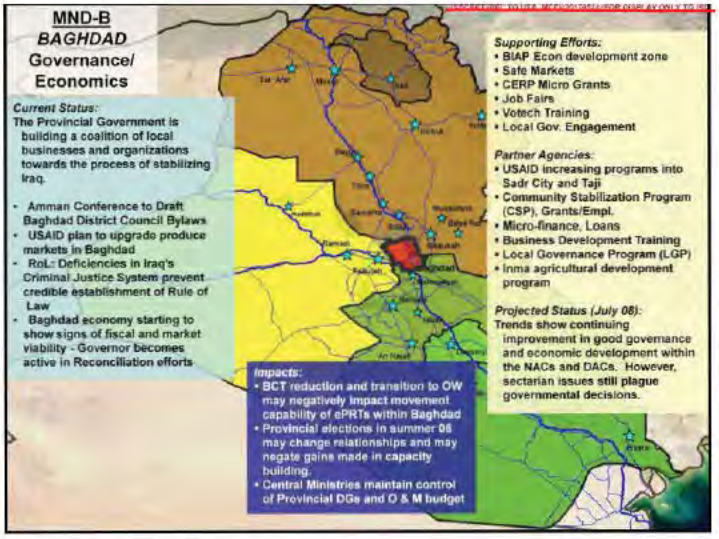

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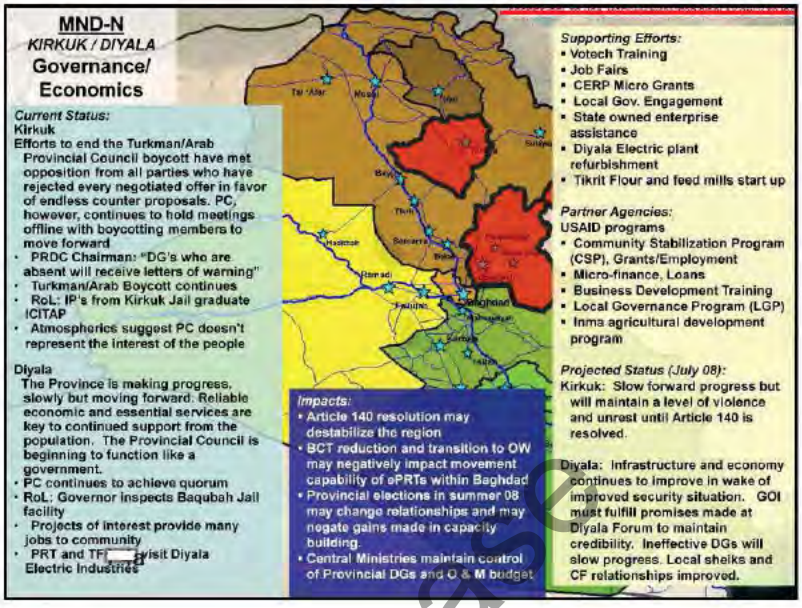

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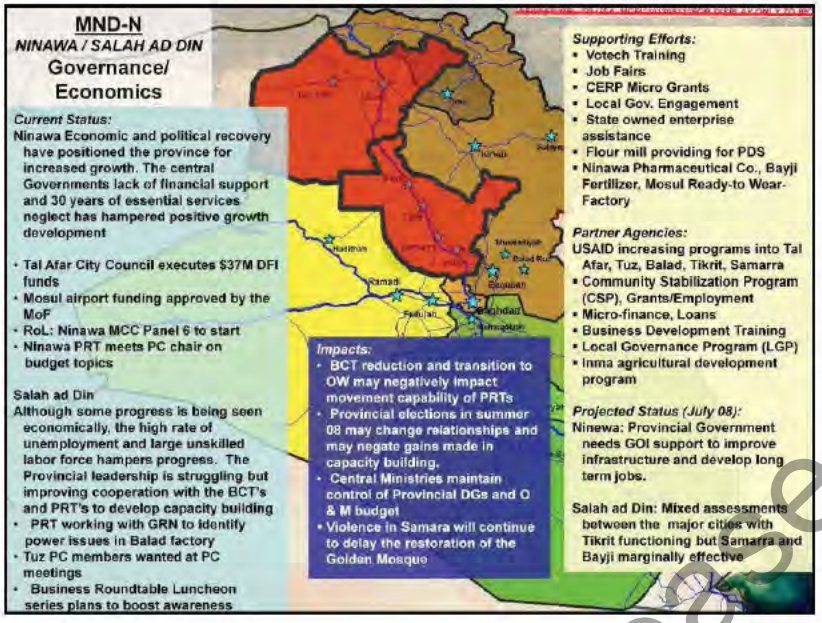

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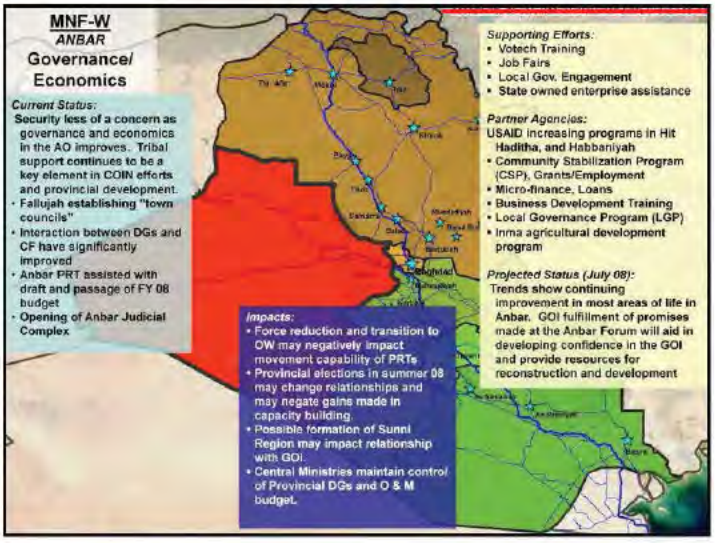

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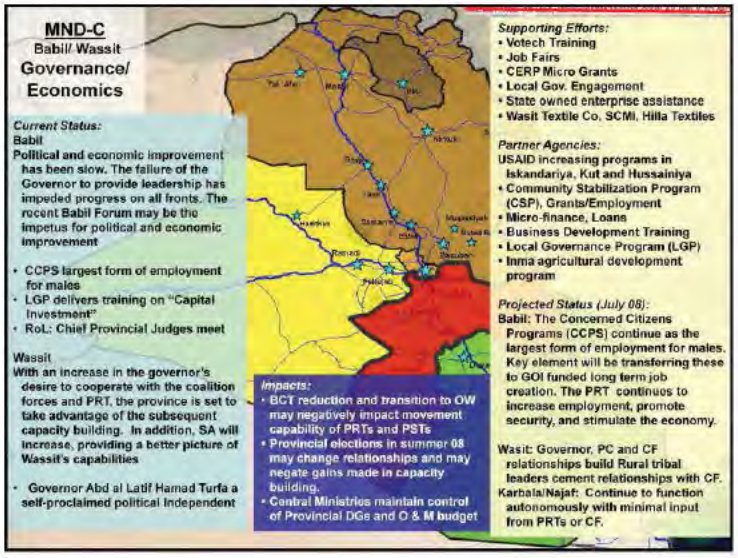

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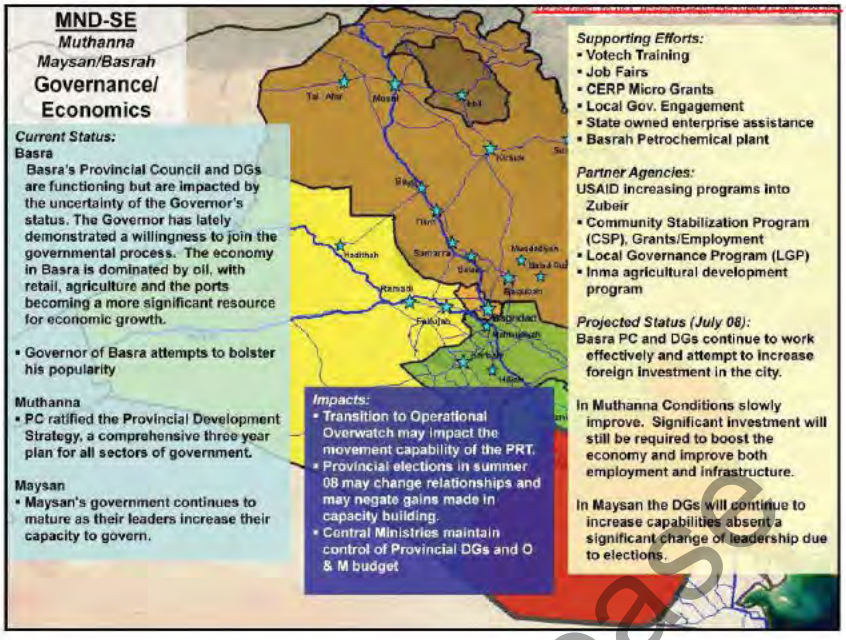

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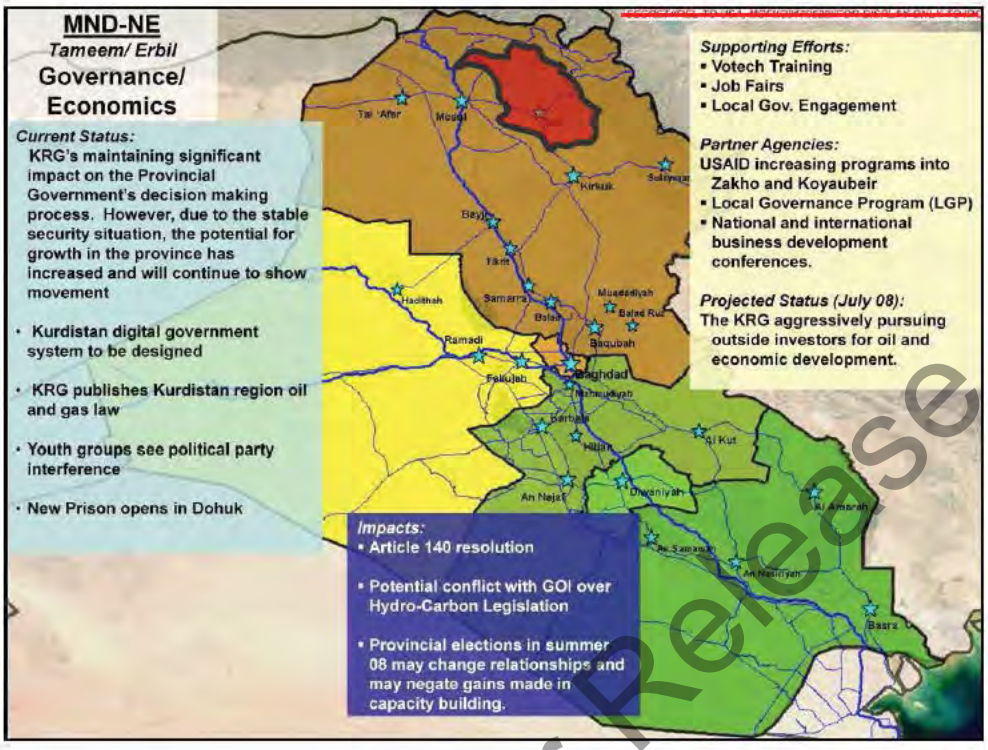

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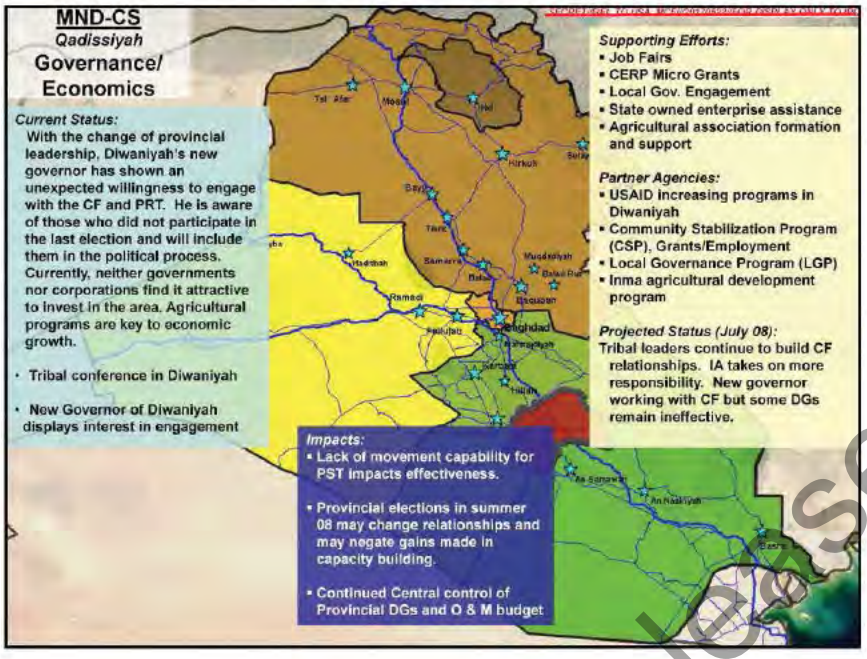

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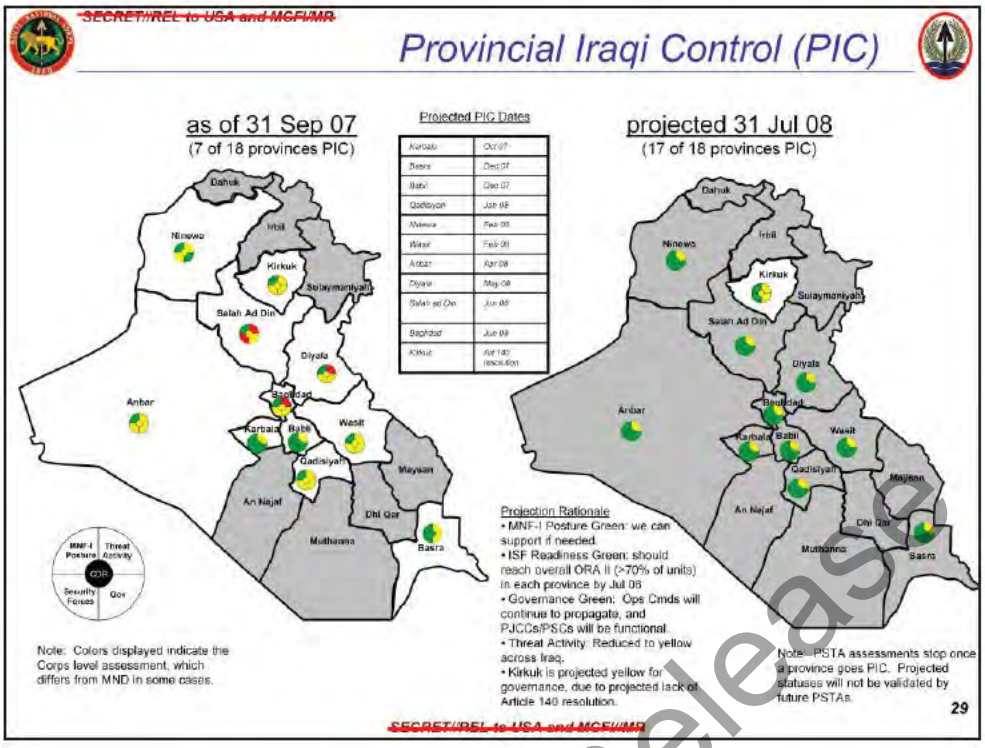

Sir,

This chart shows the current Provincial Security Transition Assessment on the left, with the color rating for each of the four PSTA conditions: Threat activity, Governance, Iraqi Security Forces, and MNF-I Posture. Projected PIC dates are listed in the center, and on the right all provinces except Kirkuk are projected to be PIC by 31 July 2008. PIC for Kirkuk province is not projected until Article 140 resolution. In Kirkuk, the legitimacy and transparency of the provincial government is reduced due to the ongoing Arab and Turkoman boycott of the provincial council. Transition of security in Kirkuk prior to Article 140 resolution would be perceived as handing the province over to the Kurds, and could push minority sects into the insurgency, igniting the latent tension surrounding the article 140 issue.

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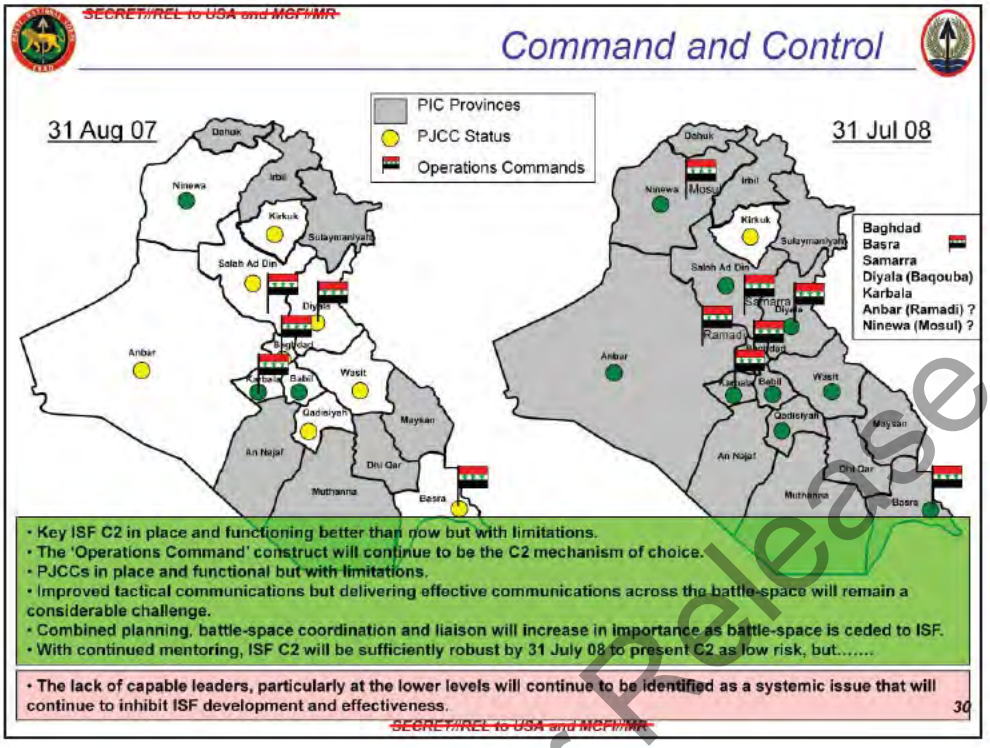

My aim is to examine the capabilities of the ISF now and in the Aug 08 timeframe in order to identify those factors upon which we should concentrate in order to minimize risk as we move to a reduced force structure.

I will begin with command and control. The slide shows the current status of PIC and that forecast for 31 Jul 08. I have highlighted the PJCCs because their function and capability is inextricably linked with the security of the Province. Upon it is also imposed the current and future Operations Commands as they can be forecast today. For the IA, it is likely that the MOD, JHQ and IGFC will all function better than now but with some limitations. Those limitations are largely based on the quantity, quality or experience of leaders and therefore demand a human factors solution – in short continued proactive mentoring.

The Operations Commands will continue to be the C2 mechanism of choice and by Aug 08 we will see well established Operations Commands in Baghdad, Basra, Diyala, Karbala, Samarra, Ramadi (or certainly somewhere in Anbar) and Mosul. All will continue to face different challenges in the security situation and they will have differing relationships with the IA chain of command and the PM. CF engagement with this level of command will contribute to success. Importantly there must be, by Aug 08, a C2 mechanism in place to address the CSS aspects of units moving into and out of the responsibility of an operational command.

At the tactical level, 8 of 10 IA Divisional HQs are at ORA 1 or 2 and all ten are in IA lead. By Aug 08 it is expected that Headquarters 11 and 14 Divisions will be at or very near IA lead.

Tactical communications will have improved but not to the level required for complex battle-space coordination. In contrast, combined planning, battle-space coordination and liaison will increase in importance as battle-space is ceded to IA and if the IA seeks to deploy the 120mm mortars that it has procured.

The greatest impact on C2 will, however, be the lack of officers and NCOs, notwithstanding the initiative to recruit former regime army personnel.

Although the MOI and its subordinate elements are less advanced, the C2 challenges that it faces are less stark. As with the Army, the greatest impact on C2 for the IP, NP and Border Forces is the lack of officers and NCOs.

In summary, with continued, proactive mentoring, ISF C2 will be sufficiently robust by Aug 08 to present C2 as a manageable risk.

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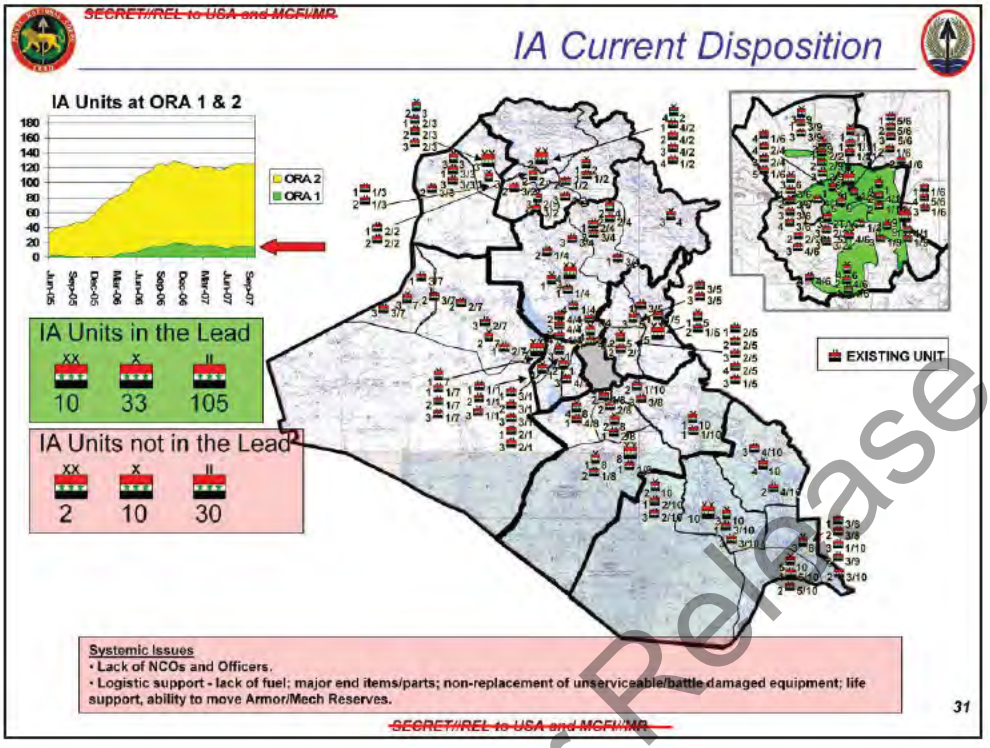

This slide shows the current disposition of IA units and a summary of those in the lead. You will be familiar with the most recent ORA.

Before I turn to the forecast for 31 Jul 08, I would like to draw your attention to the inset graph showing the number of units at ORA 1 or 2. The lack of progression in this area is well known and it may be that the top line is largely a factor of the number of units in battle-space, that is , that units are likely to get to ORA 2 in a given timeframe. The bottom section, however, indicates that little progress is made in getting units to ORA 1, largely due to the systemic issues of personnel numbers, the number and quality of officers and NCOs and the lack of logistic support. It is this area that merits attention over the next ten months. Is ORA 2 good enough or do we have to make a concerted effort to get specific units and formations to ORA 1 in order that we minimize risk in those important areas where CF cede battle-space to the IA?

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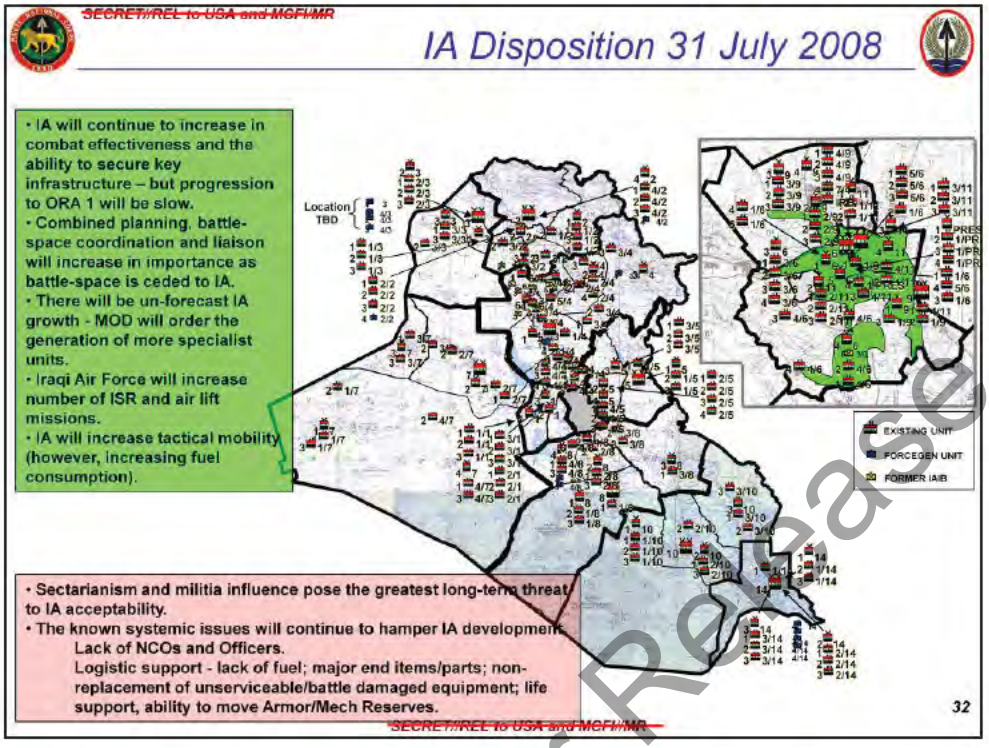

This slide shows the forecast disposition of the IA on 31 Jul 08. By then the IA will comprise 12 Divisions, 47 Brigades and 153 Battalions at FOC or better. The 1st Presidential Brigade will have been generated and plans for the integration of 2 Peshmerga Divisions will have become a reality. This total includes 9 of the former SIBs that will have completed training and will have transitioned to the IA as IAIB, leaving 8 to train and transition. Finally, the new EOD Regiment and the Infrastructure Repair Battalion will be in place.

Further equipment will have been fielded: Badger fielding will be complete by end 07, 110 BMP 1 will have been purchased to equip 3 IA BNs (probably in 5, 6 and 11 Divisions) and 251 ECM sets will be issued in early 08. M16/M4 fielding to 3, 6, 8, 9 DIV and 3/1 BDE will be complete and fielding of 60mm mortar could be achieved. Finally MRAP delivery may make HWMMV/UAH available for the IA and ~320 x 120mm mortars could be available.

This equipment delivery is not without implications – greater tactical mobility will result in greater demand for fuel; additional BMP battalions may result in a demand for operational mobility that is beyond the IA and 120mm mortars bring obvious requirements for FDC, tactical communications, interoperability and air-space control.

The ML and MDCOA briefed earlier highlighted the implications of sectarianism and militia influence and these will remain the greatest threat to IA acceptability.

Finally, the identified systemic issues (the lack of NCOs and officers and logistic support) will continue to hamper IA development and effectiveness.

UNITS NOT AT FOC AUG 08

Unit	FOC	Future Location
4/2/2 IA	TBD	Mosul?
4/3 IA	TBD	Ninewah
4/3/2 IA	TBD	TBD (IAIB)
4/4/2 IA	TBD	Mosul?
4/3/4 IA	TBD	Sulayminiyah
12 IA	TBD	Tikrit
1/5/4 IA	TBD	Al Hijil (IAIB)
4/5/4 IA	TBD	Al Bakara (IAIB)
5/5/4 IA	TBD	Al Ryath (IAIB)
2/6/4 IA	TBD	Al Hathir (IAIB)
3/6/4 IA	TBD	Al Asmida (IAIB)
5/6/4 IA	TBD	Al Synia (IAIB)
5/3/6 IA	TBD	Mahmudiyah (IAIB)

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4/14 IA	**TBD**	**Basrah**

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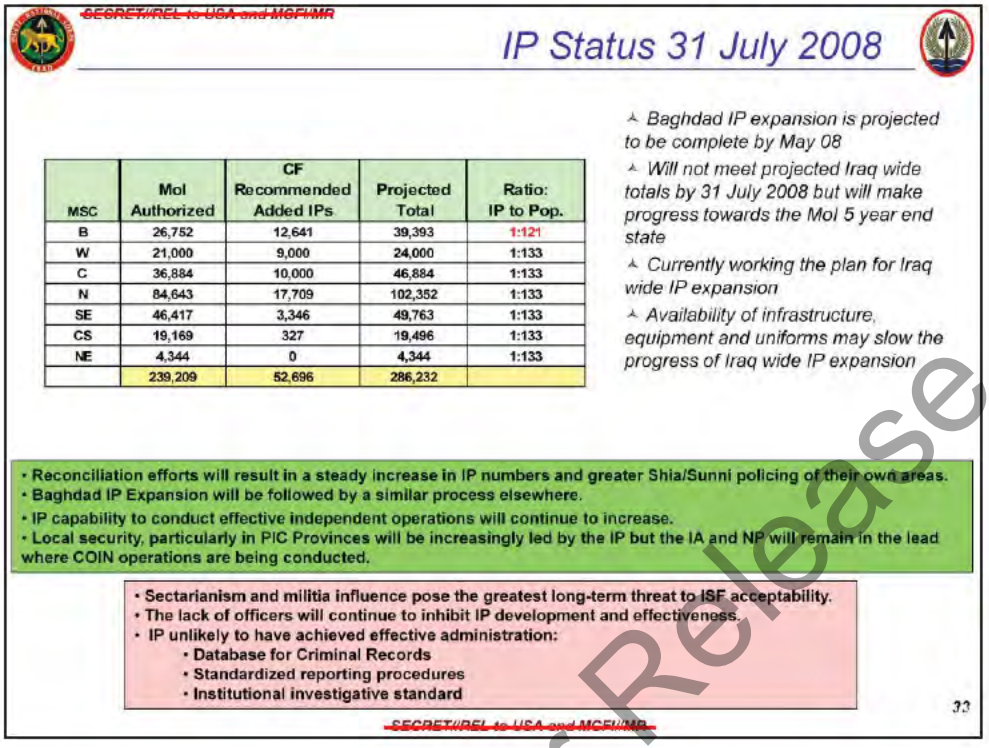

This slide shows the ORA status of the IP now and a forecast for 31 Jul 08 for the Provinces and for the major cities. The IP currently comprises an authorised strength of 239,209 with 238,681 assigned. Based on current proposals this will increase to at least 286,232 by next July.

Reconciliation will contribute both to an increase in IP and more representational policing, dependent on MOI clearing the names of potential recruits and issuing hiring orders. By 31 Jul 08 the Baghdad IP expansion will have seen the use of expedient police stations and the first of the new stations will be complete.

This expansion is not without risk; financial, training, logistic and sectarian but if successful could be follwed by a similar process elsewhere. The scale of effort required for such activity demands that future expansion of this type be prioritised to deliver greatest effect in relation to CF posture and presence.

Sectarianism and militia influence pose the greatest long-term threat to ISF acceptability and the lack of officers will continue to inhibit IP development and effectiveness.

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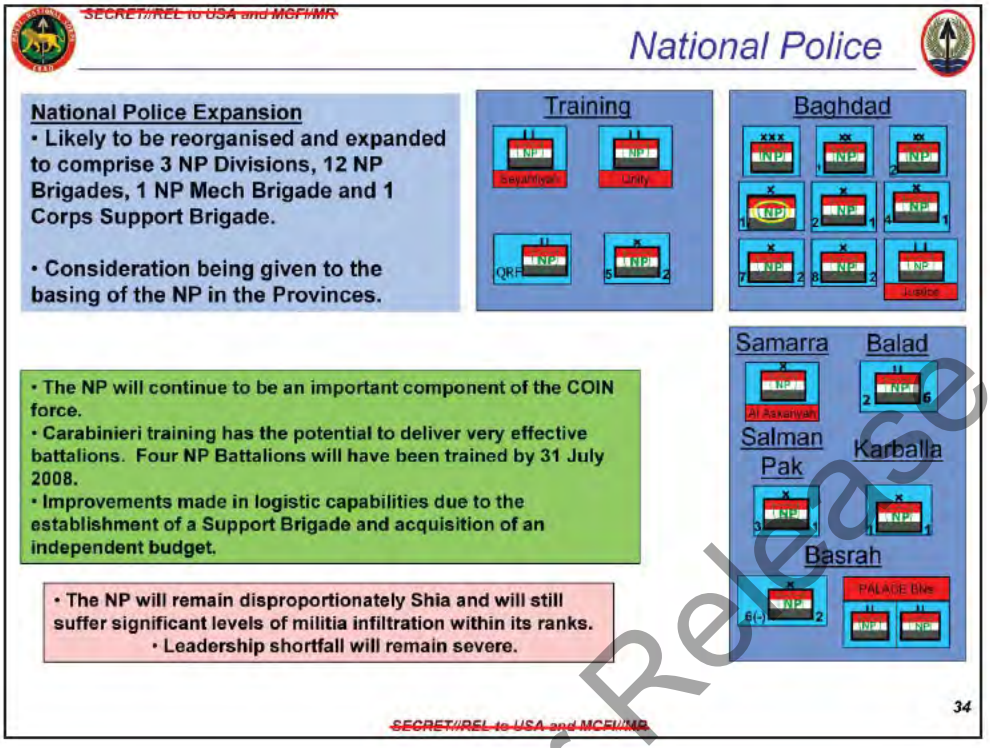

TT will continue to be required and in greater numbers.

A transition to a regionally based force will require a basing concept and CF engagement.

Conduct true combined operations.

Conduct combined exercises in order to refocus and develop ORA1/2 units.

Mentor NP leaders.

Develop robust strategy for dealing with NP leaders and units that demonstrate sectarian behavior.

Expand Officer and NCO training base.

Requirement for NP collective training centre.

Carabinieri Training

QRF BN	20 OCT - 15 DEC 07
1-2 NP BN	22 DEC - 16 FEB 08
2-2 NP BN	23 FEB- 19 APR 08
3-2 NP BN	26 APR- 21 JUN 08
1-1 NP BN	28 JUN - 23 AUG 08
1-6 NP BN	30 AUG - 25 OCT 08
1-7 NP BN	01 NOV- 27 DEC 08
1-8 NP BN	03 JAN- 28 FEB 09
1-4 NP BN	7 MAR -2 MAY 09
1-5 NP BN	9 MAY- 4 JUL 09
2-1 NP BN	11 JUL - 5 SEP 09
1-3 NP BN	9 MAY- 4 JUL 09

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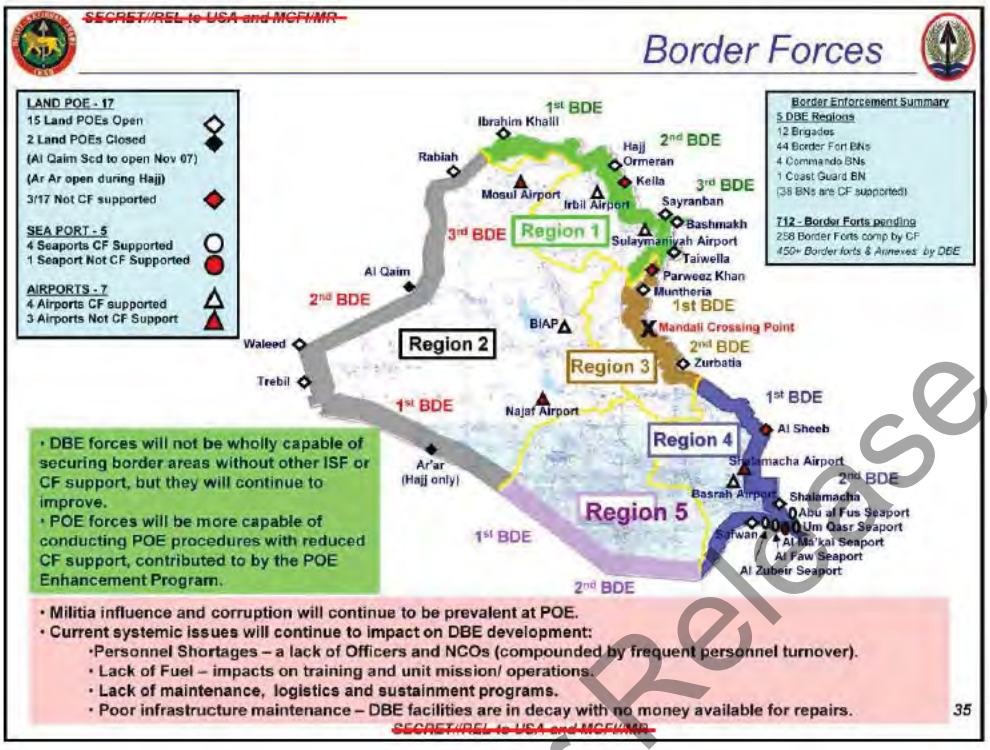

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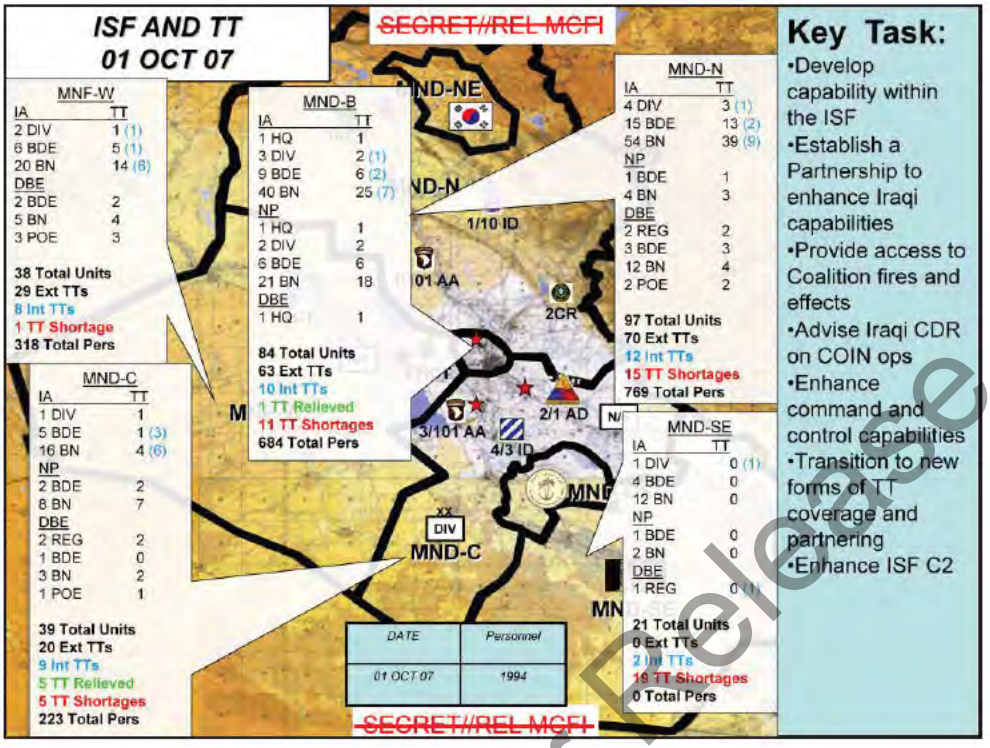

Sir, the slide on the left shows the current ISF laydown and the current TT shortages which you were briefed on yesterday.

In the TT column the numbers in blue are the internal Transition teams

And the number in red at the bottom of each call out box shows the current TT shortages

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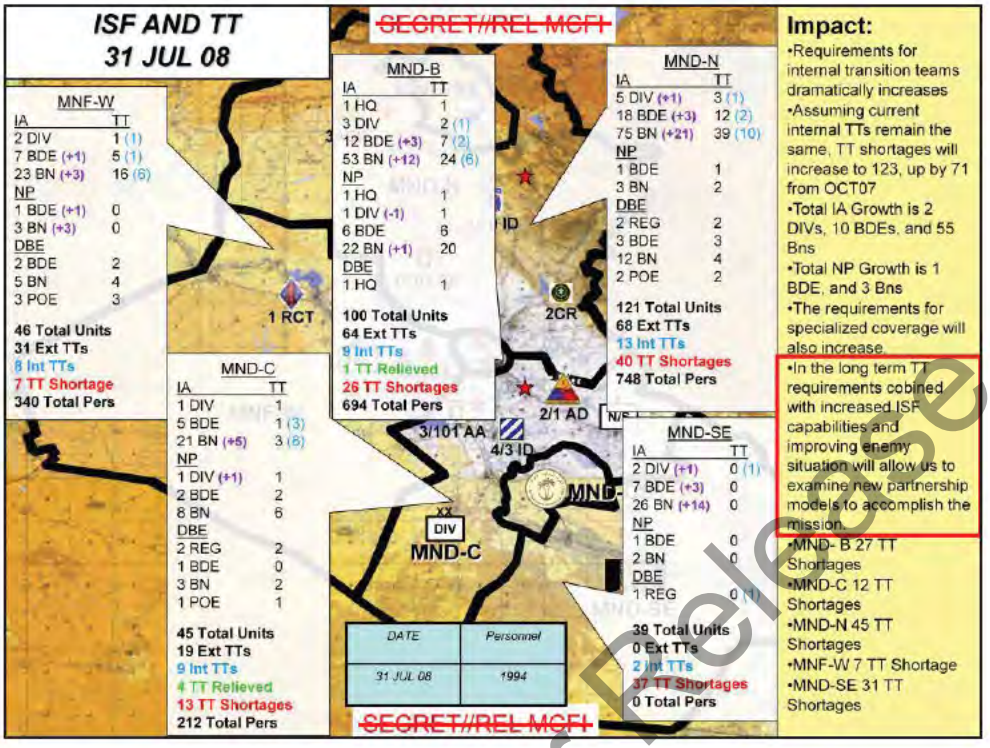

Sir, the slide on the left shows the projected numbers for the ISF and the TT shortages as of 31 JUL 08.

The number in purple shows the growth of the ISF during this time.

MND-N, MND-SE and MND-B have the largest amount of growth over this time.

We project that we will be short approximately 128 Transition teams at this point

Sir the bottom line of this slide is the box highlighted in red in the impacts box.

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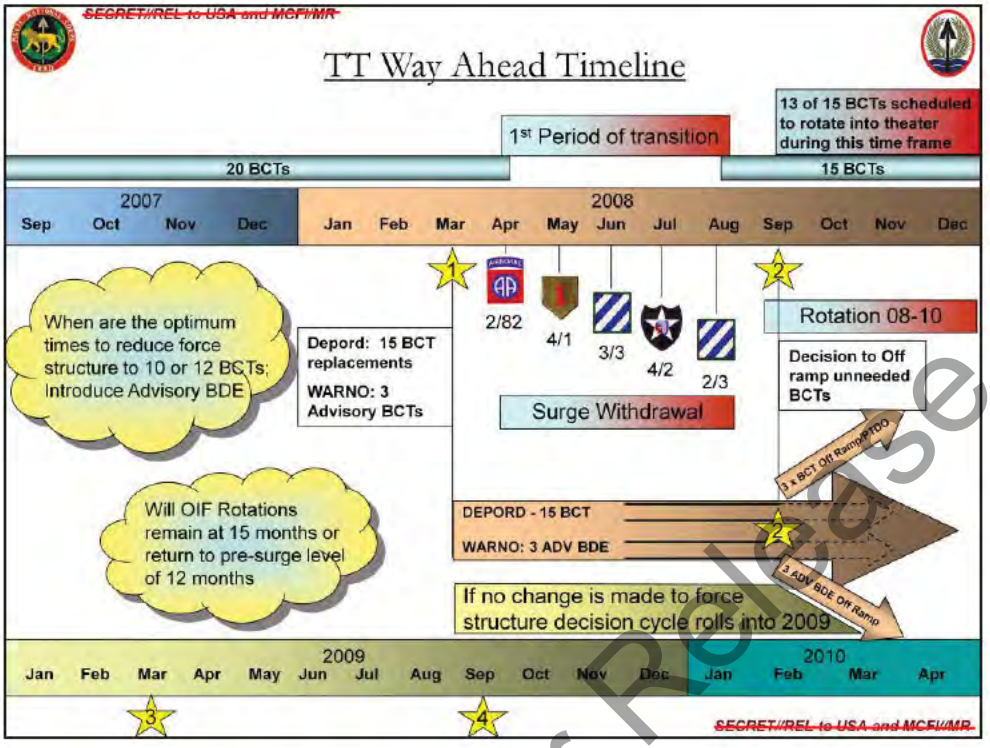

Sir, the next two slides represent windows of opportunity to transition to some type of advisory BDE.

This decision must be based on current conditions on the ground.

In order to implement any type of change to the forces we must notify those units effected early enough so they are prepared to assume the role of an advisory BDE. This requires early Decision Points in the planning process.

In the timeline we have placed a DEPORD to 15 BCTs in the event there is no change to the forces needed in theater while simultaneously issuing a WARNO to three BDEs to prepare to deploy as an advisory BDE. A second Decision point allows the CDR to offramp the forces he will not need based on the conditions on the ground.

In the event there are no changes to the situation in theater, the force level remains at 15 BDEs and the decision cycle starts again in 2009.

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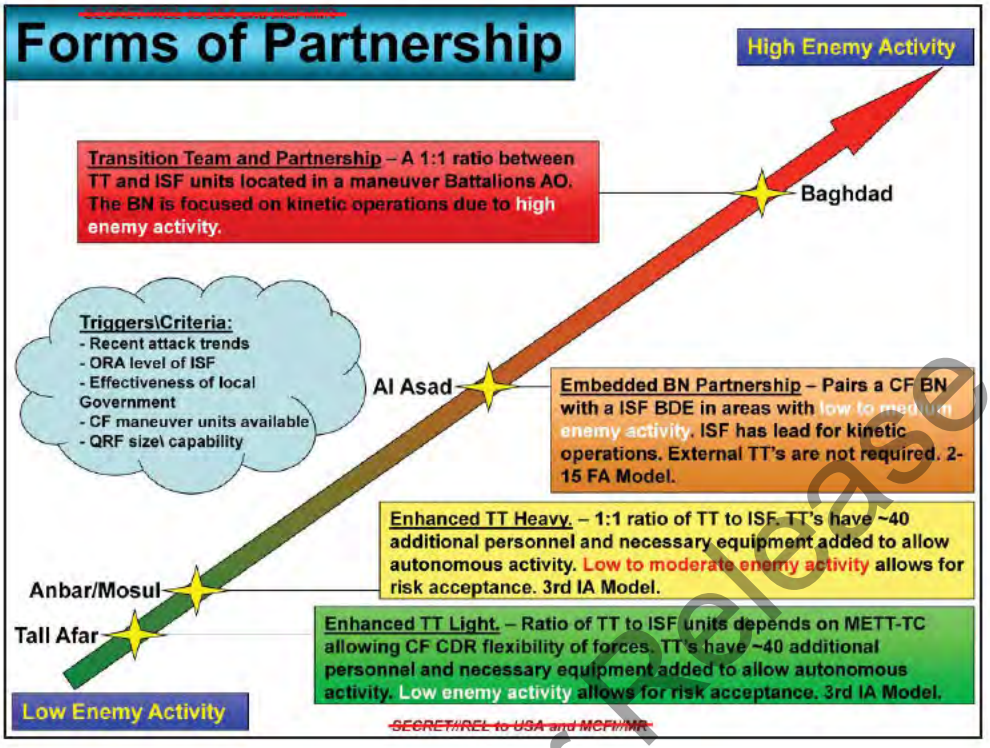

Sir I believe you have seen this slide before, this is simply a model of the four methods arrayed along a line representing the threat continuum where high represents an area like Baghdad and low is an area like Tal Afar.

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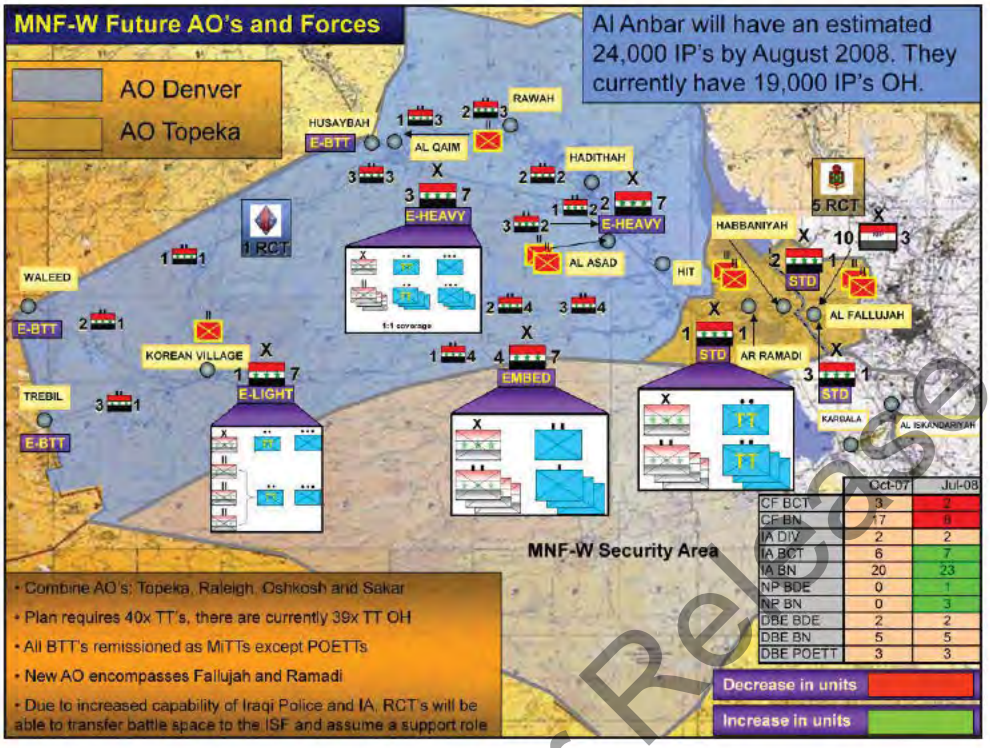

Sir, the next two slides lay out a couple of examples of how these models can be applied to battlespace.

In MNF-W out along the western border we use an Enhanced LT model where the threat is lower and as we move towards Fullujah and the threat increases the models change.

Around the Haditha area we move to an Enhanced Heavy model.

4/7 IA will be a brand new unit so we used an embad model in an attempt to put more emphasis on rapidly building this unit and finally near Fallujah we use a standard model.

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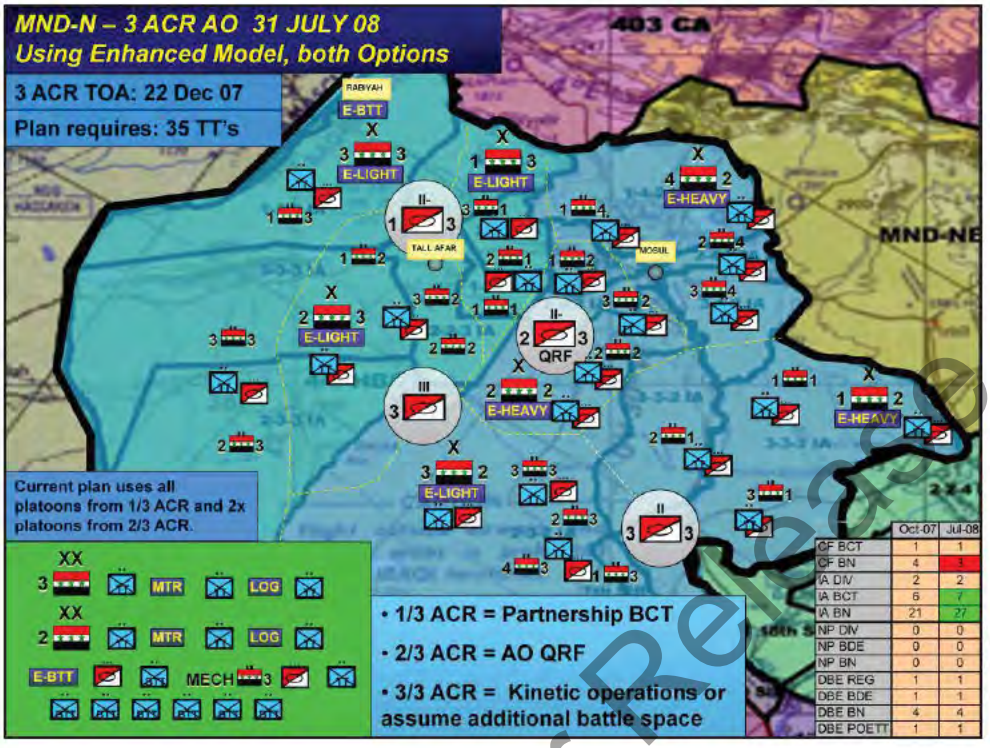

Sir, next we move to MND-N in the Ninewa province.

In MND-N we used a combination of Enhanced Heavy and Enhanced Light to cover the IA units. To cover all the borders and IA units would require

1/3 ACR is dedicated to ISF/TT oversight and 2/3 ACR is centrally located to act as a QRF.

3/3 ACR is free to conduct kinetic operations or could assume additional battlespace

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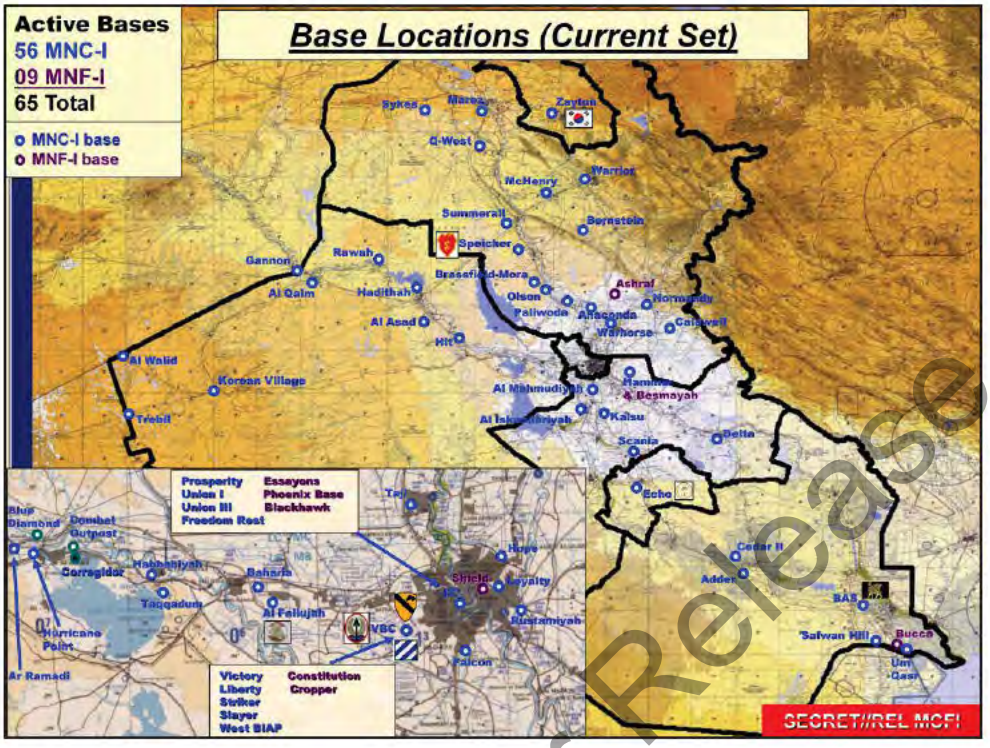

Produced by (b)(3), (b)(6)

MNC-I Basing Engineer

18 SEP 07

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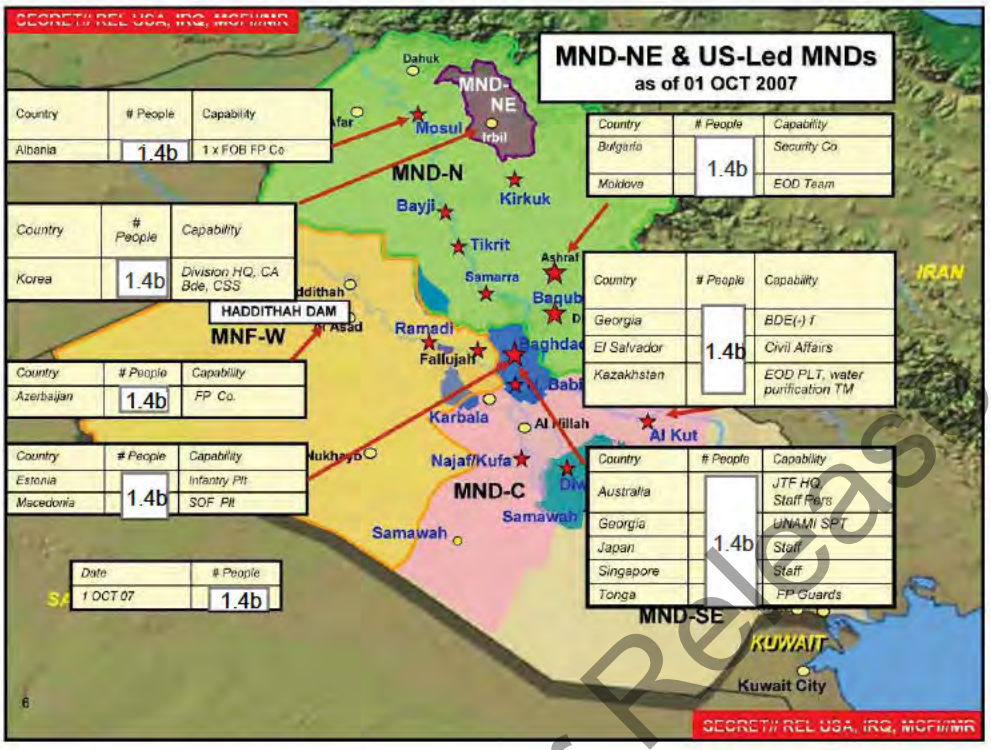

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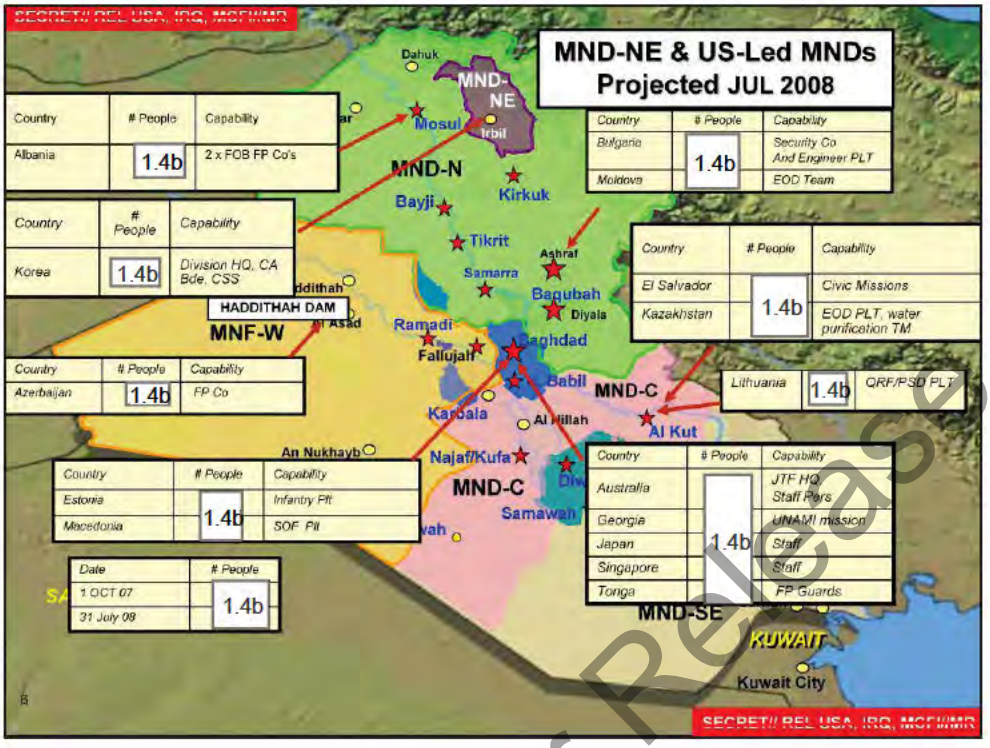

Sir, The next series of slides show what the coalition will look like in AUG 2008. We are still waiting for many of the coalition partners to deceide on their future participation , but this information is current as of today.

In MND NE and the US led MND's, One of the signifgant changes is Georgia will remove their Brigade from FOB Delta, but maintain 1.4b soldiers in the UNAMI mission.

Additionally, Albania will add a 1.4b soldier infantry company to MND N around JAN 08 thru June 08.

Lithuania will add 1.4b soldiers in NOV 07.

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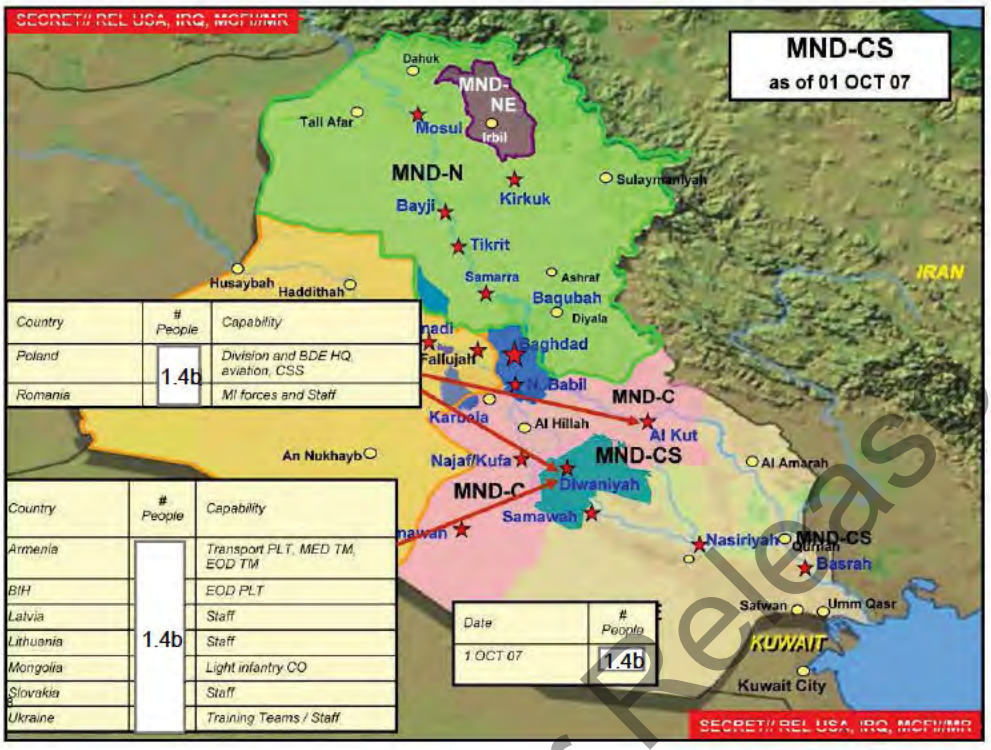

Country	# People	Capability
Poland	1.4b	Division and BDE HQ, aviation, CSS
Romania		MI forces and Staff

Country	# People	Capability
Armenia	1.4b	Transport PLT, MED TM, EOD TM
BIH		EOD PLT
Latvia		Staff
Lithuania		Staff
Mongolia		Light infantry CO
Slovakia		Staff
Ukraine		Training Teams / Staff

Date	# People
1 OCT 07	1.4b

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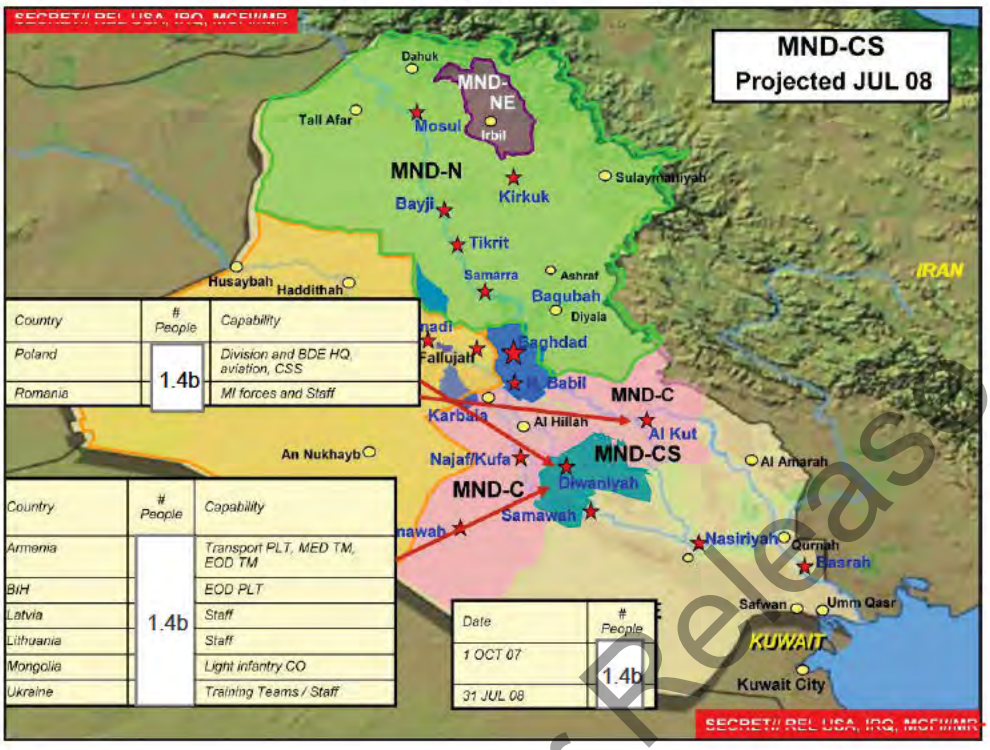

Sir, moving on to MND-CS, Slovakia will withdraw it's 1.4 staff officers by the end of the year.

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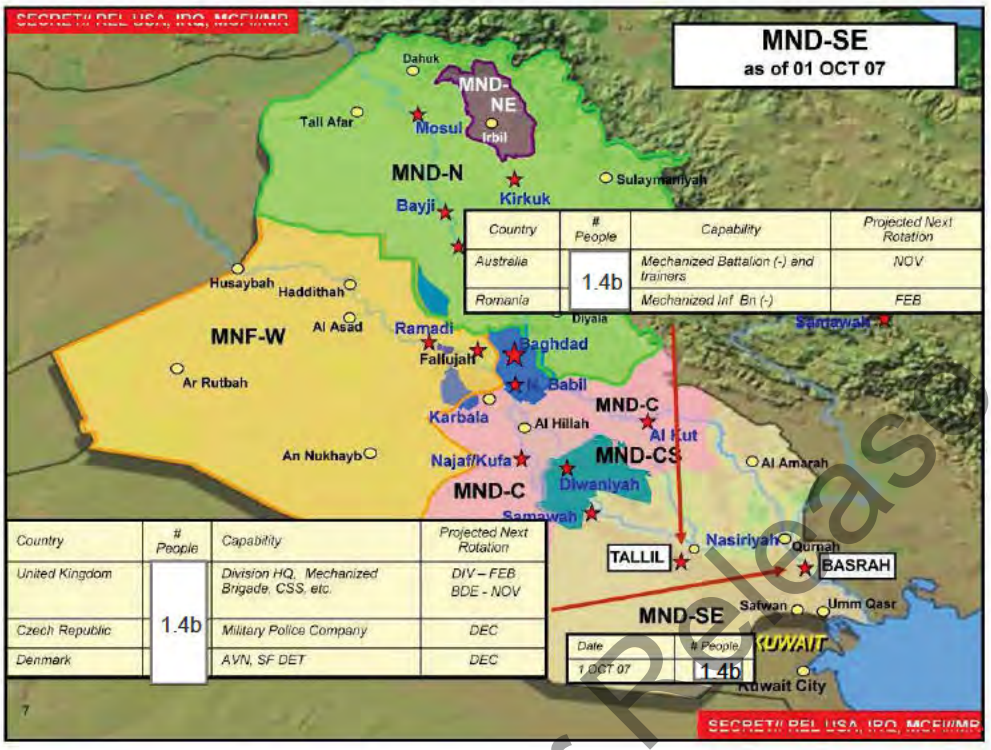

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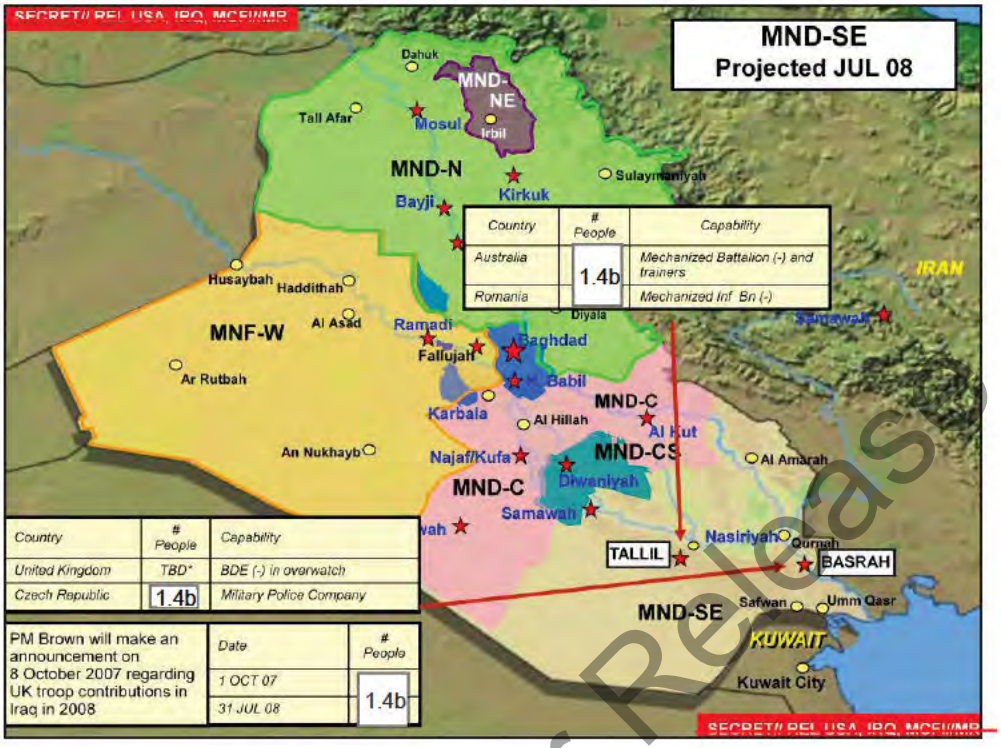

Denmark will remove their 1.4b Soldier Helicopter detachment in DEC 07 and they will not be replaced.

And the UK withdrawing down to 1.4b soldiers by Aug 08.

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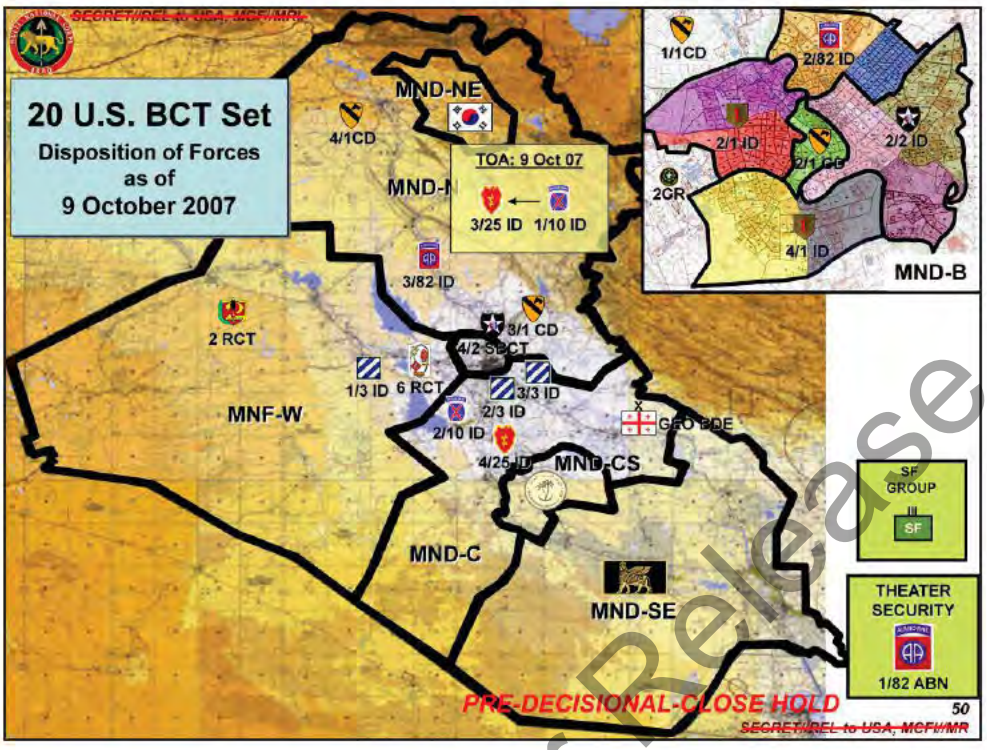

Sir, 3/25 and 1/10 MTN will be the next Brigade to RIP/TOA. Two things to note on this RIP. First, as we laid out for you Monday night 1/10 MTN is a candidate for sourcing the TF 1.4a mission in January so long as we remain at 20 BCTs. If General Mixon decides to pull a battalion from 1/10 MTN that may preclude detaching a battalion from this Brigade to reinforce 3/1 CD in Diyala. The remaining battalions should replace 3/25 IDs battalions one-for-one.

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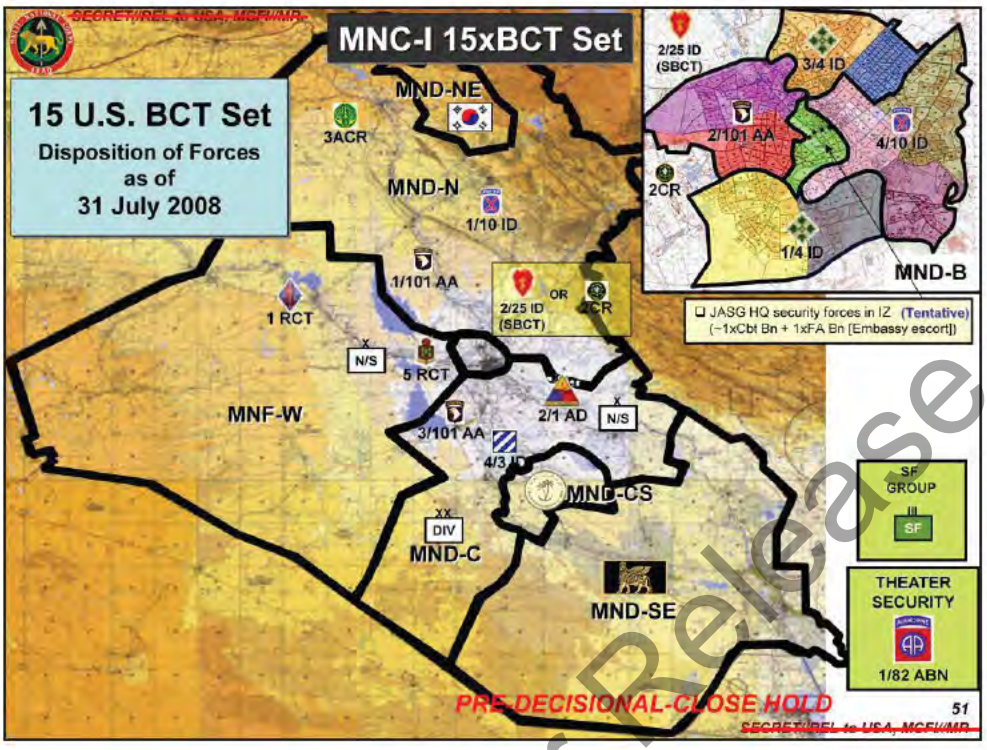

Sir, this chart represents the conclusion or endstate of our reduction in force from 20 to 15 BCTs. We assume that we will have non-standard Brigade headquarters in Anbar and Wasit Provinces and a non-standard division headquarters in MND-C. We also assume that the new embassy move will be complete with the JASG HQ providing security for the IZ. The dotted line north of the IZ gives you flexibility that if conditions warrant we could reposition combat power that is currently providing security on Haifa Street.

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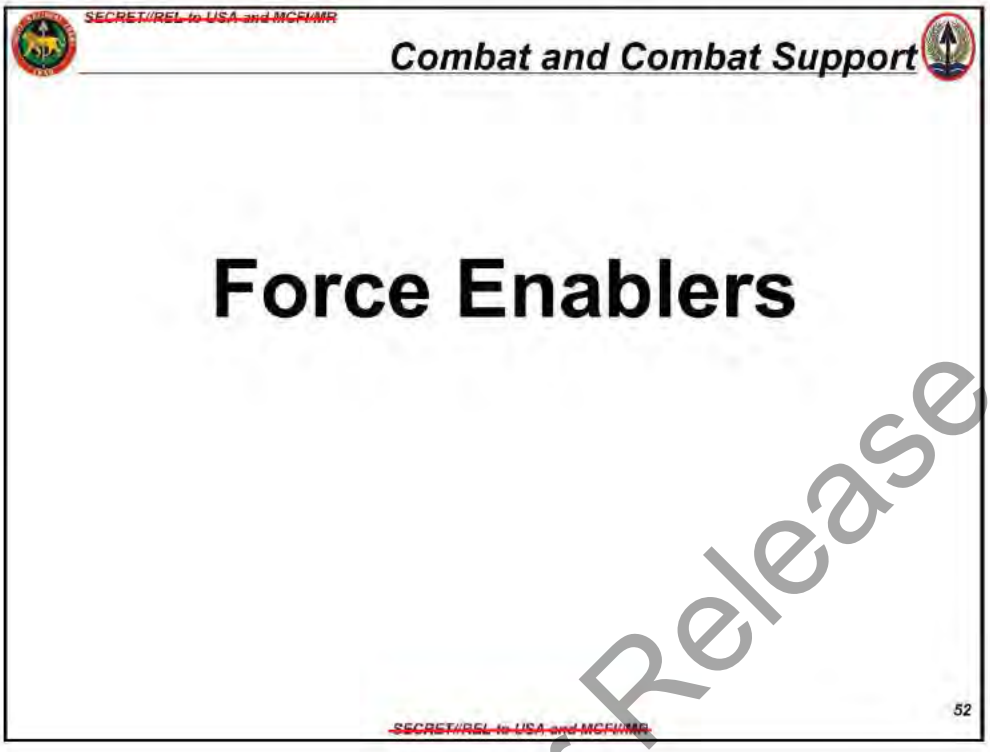

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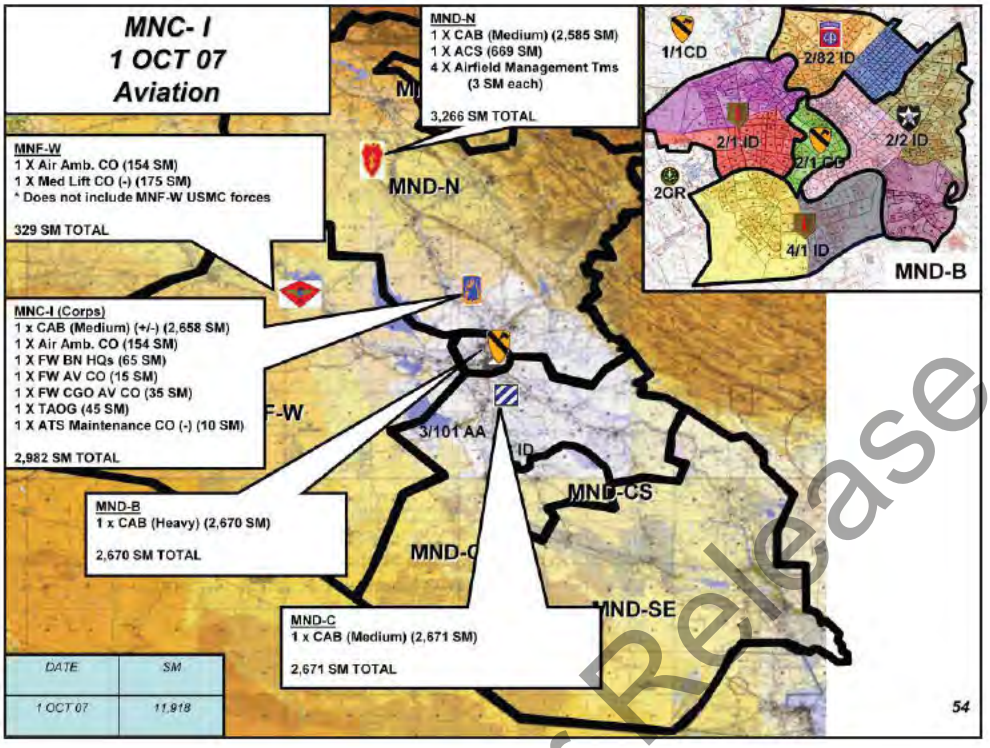

Key Task:

CM2RI

RTE / AREA RECON

CONVOY SECURITY

TIC RESPONSE

TIER / VIP ESCORT

DRRF

AIR ASSAULT

CMD GRP

CARGO

AMR / RING RTE

MEDEVAC

CARGO

AIR ASSAULT

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AMR

Mission Capability:

AH-64D and KW AWTs-

MND-N is able to produce 12 AWT's (AH), and 31 SWTs (KW)

MND-B can produce 24 AWTs (AH)

MND-C will be able to produce 12 AWT's (AH), and 15 SWTs (KW)

Corps Avn is able to produce 12 AWTs

UH-60L-

MND-N is able to produce 24 MS

MND-B is able to produce 19 MS

MND-C is able to produce 19 MS

Corps Avn will be able to produce 34 MS

CH-47D

MND-N is able to produce 6 MS

MND-B is able to produce 6 MS

MND-C is able to produce 6 MS

Corps Avn is able to produce 6 MS

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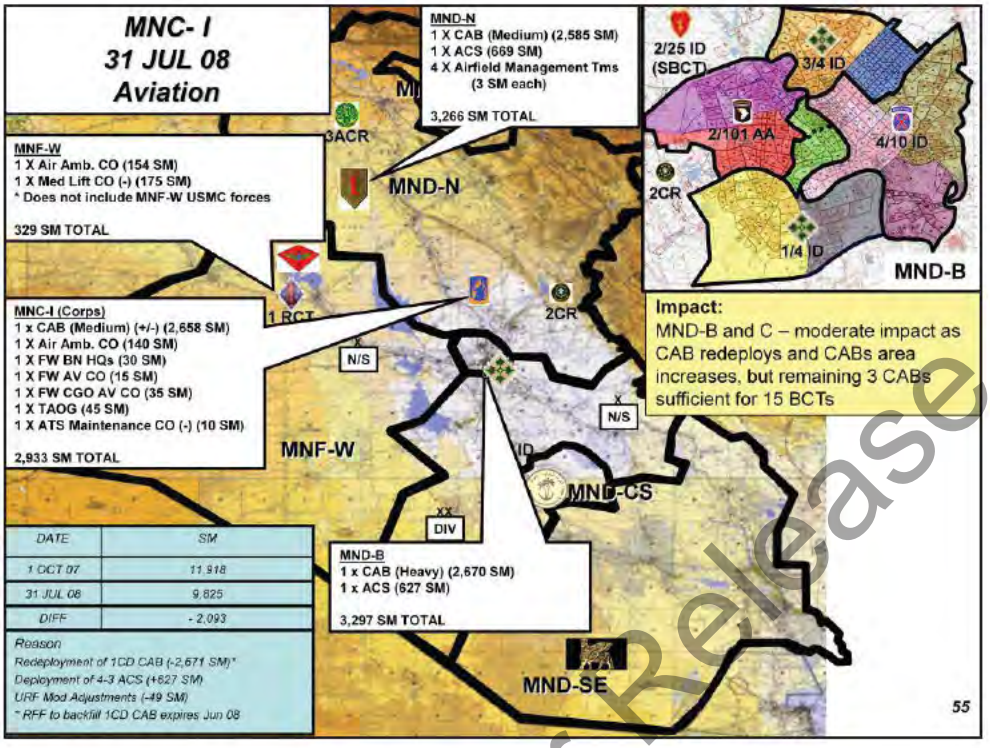

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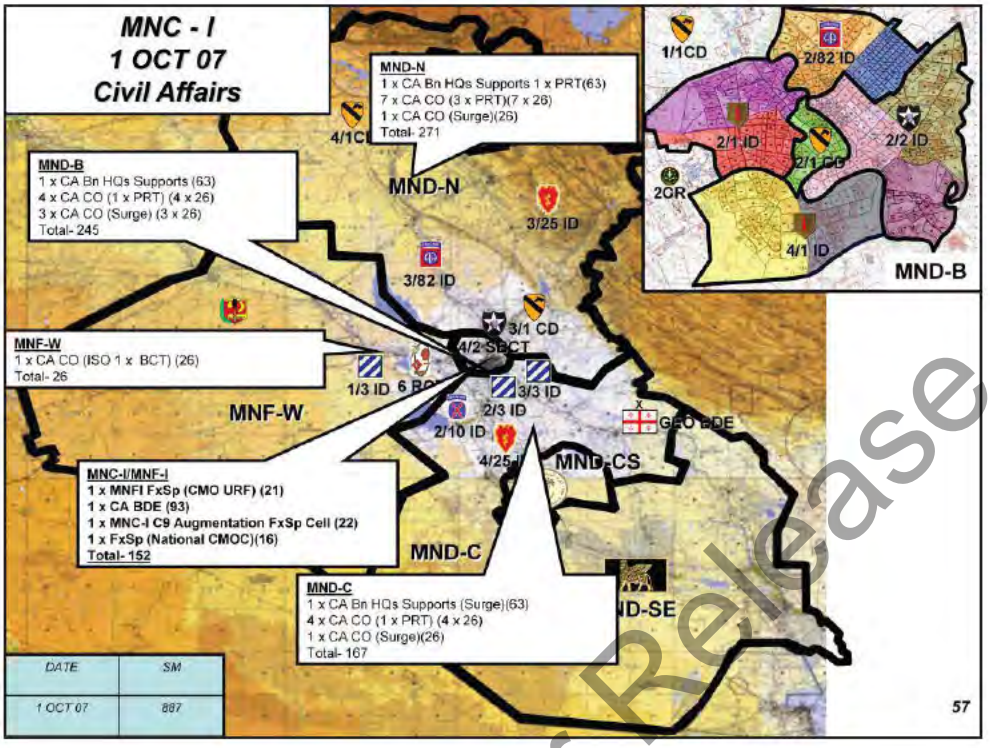

Key Task:

(~~S//REL~~) Execution of COIN operations.

(~~S//REL~~) Establishing a security environment that facilitates the development of local economies, governance, and the rule of law.

(~~S//REL~~) Neutralization of the insurgency and defeat of AQI.

(~~S//REL~~) Set favorable conditions for, and facilitate transfer of, area of operations to Iraqi Security Forces and further provincial assumption of PIC.

(~~S//REL~~) Support future Iraqi Provincial Elections and the political process.

(~~S//REL~~) Support engagement of Iraqi leaders, tribes and clerics.

(~~S//REL~~) Support the operations of DoS led pPRTs and ePRTs as directed.

(~~S//REL~~) Support provincial and local governments in capacity development.

(~~S//REL~~) Assist in increasing primacy of the RoL.

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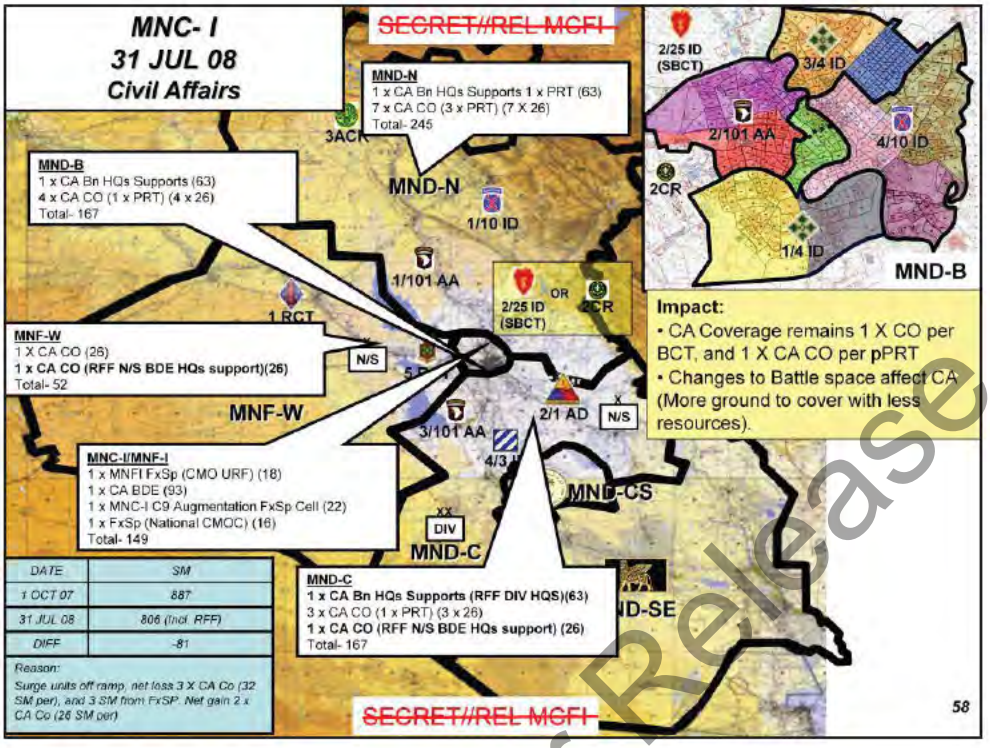

Key Tasks:

(S//REL) Execution of COIN operations.

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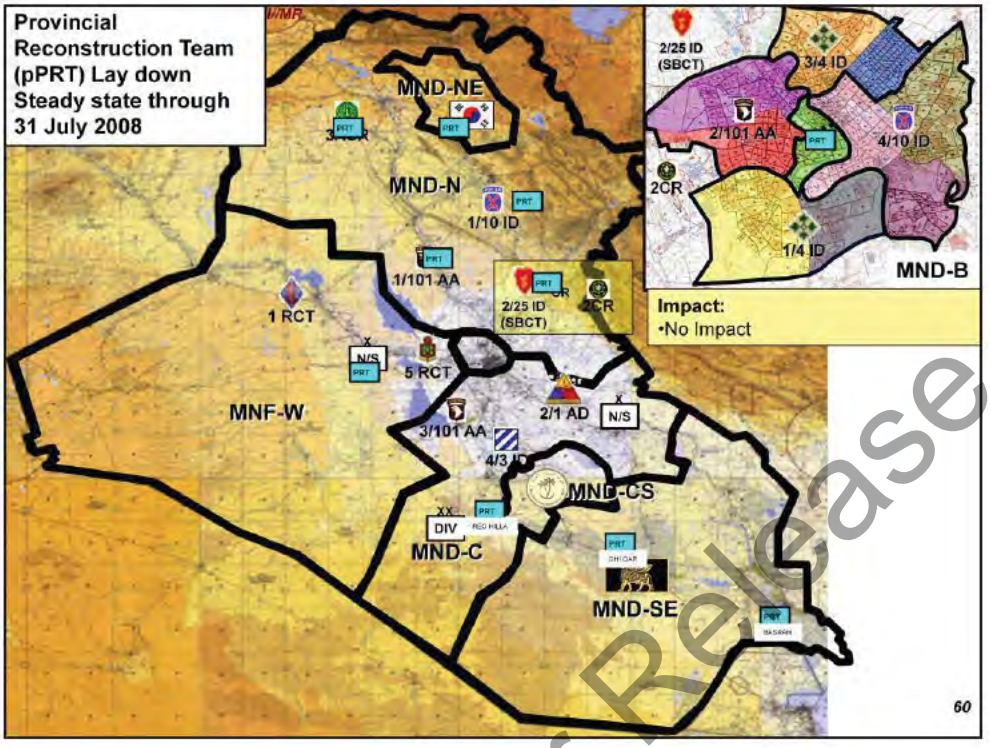

pPRT - Provincial level Key Tasks

Lead for Governance and Economic activities

Mutually supporting with MNDs

Strengthen the capacity of Provincial governments to accelerate the transition to Iraqi self-reliance

Promote reconciliation; increase number of stakeholders

Build sustainable programs to meet the expectations of the Iraqi people

Empower Iraqis to build sustainable capacity at the Provincial level

Implement short term programs with immediate economic and governance impacts to fill the gap while sustainable programs have time to take root

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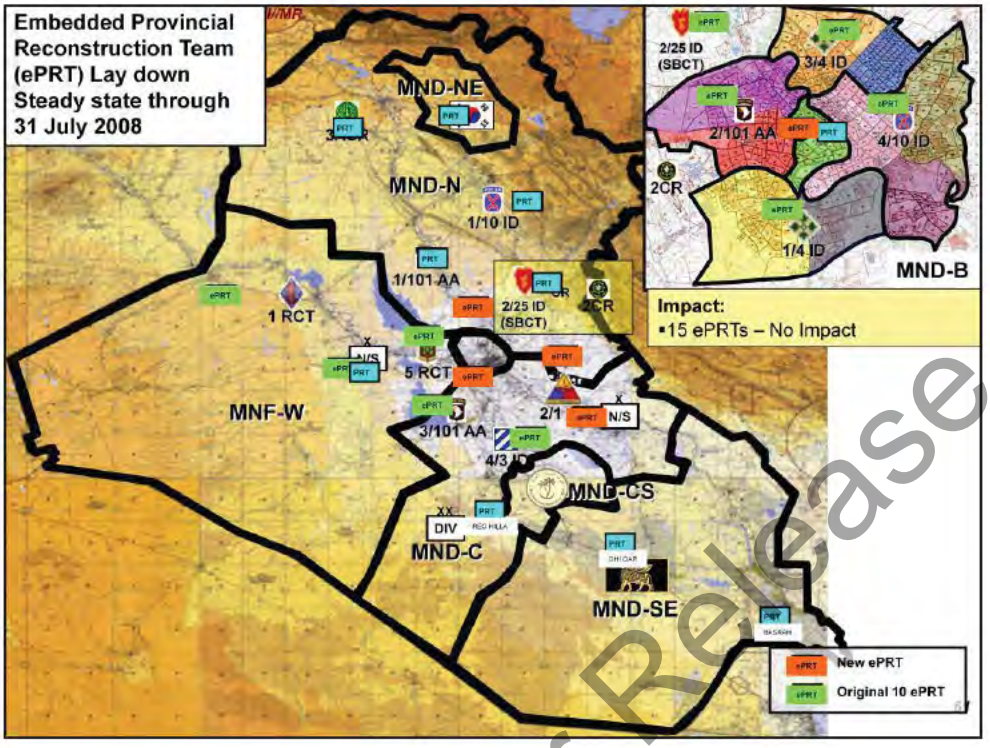

ePRT Tasks- Sub-Provincial level

Bolster moderates and shape the political environment

Support MNC-I counterinsurgency (COIN) strategy

Strengthen the capacity of Local governments to accelerate the transition to Iraqi self-reliance

Promote reconciliation; increase number of stakeholders

Build sustainable programs to meet the expectations of the Iraqi people

Empower Iraqis to build sustainable capacity

Implement short term programs with immediate economic and governance impacts to fill the gap while sustainable programs have time to take root

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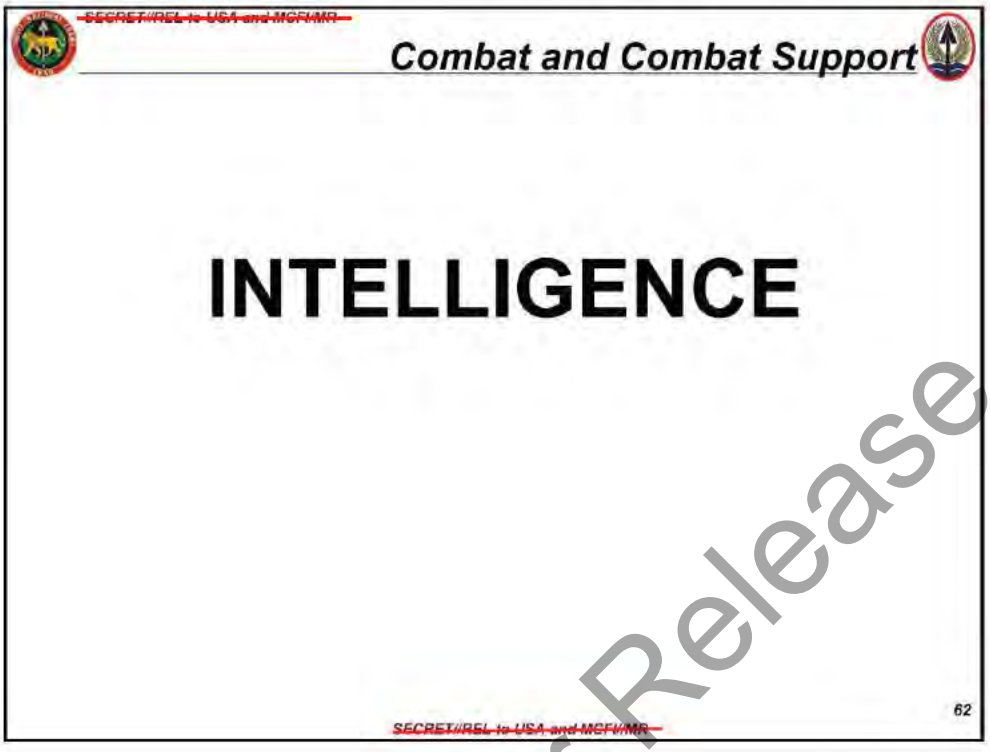

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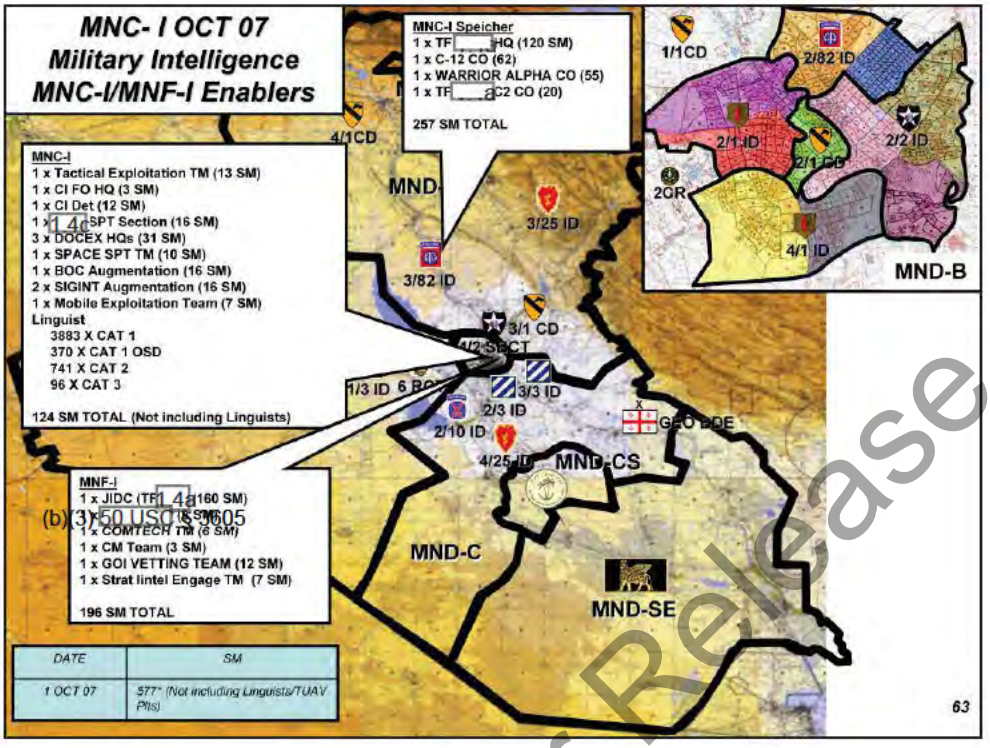

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**7 x CREW EWO/Support (269 SM)*

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MNF-I

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83 x Total SM Redeploy

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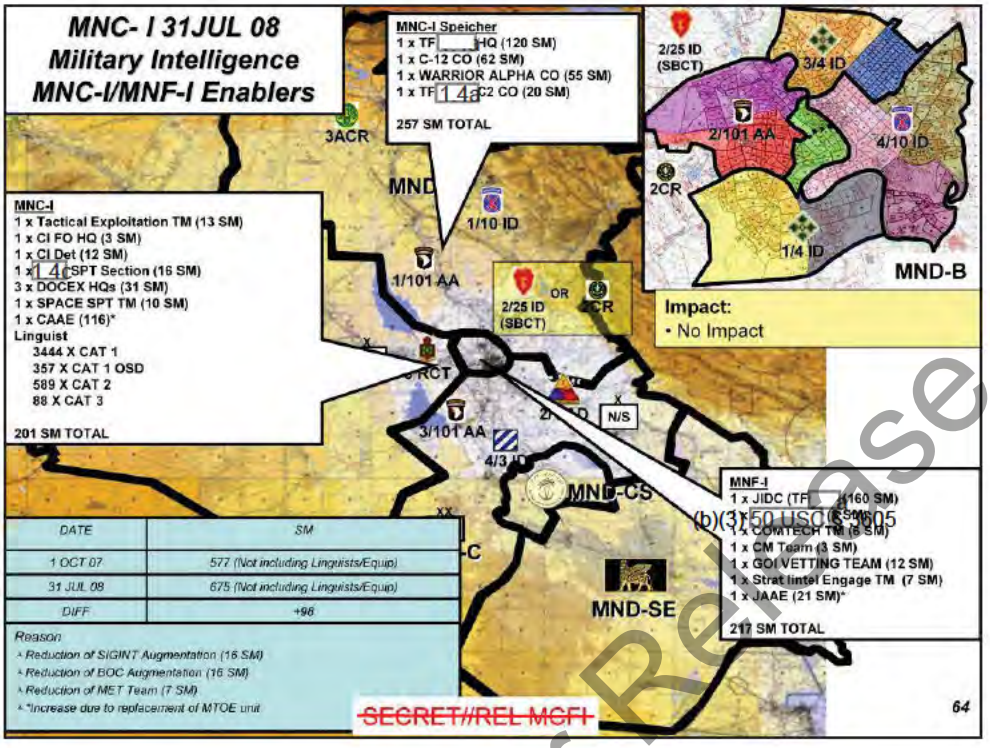

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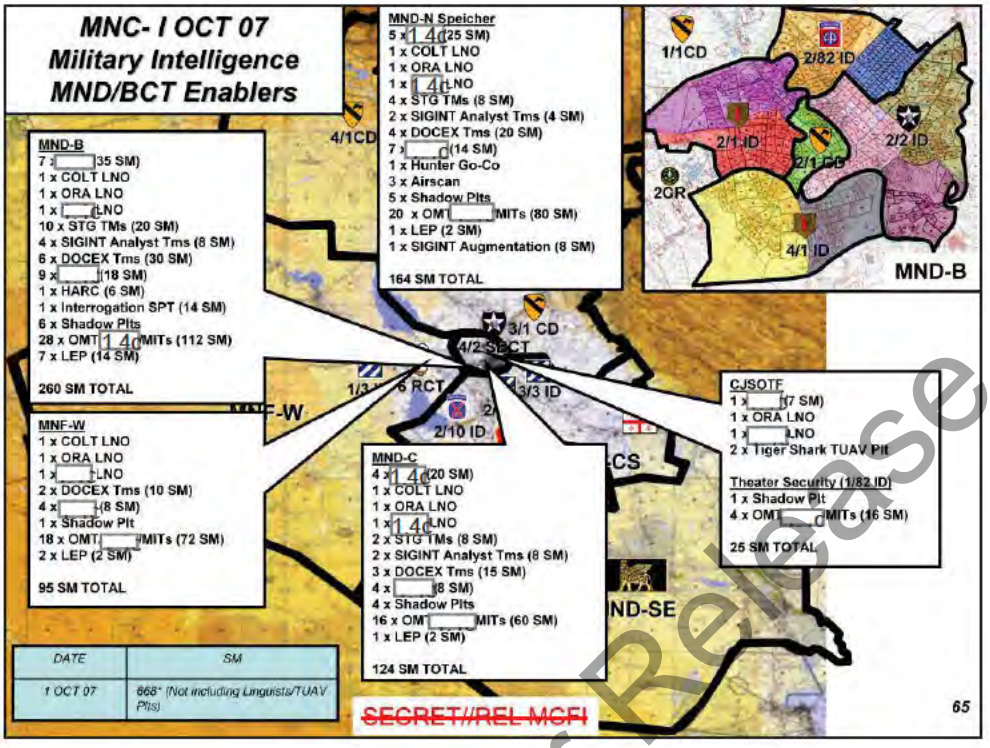

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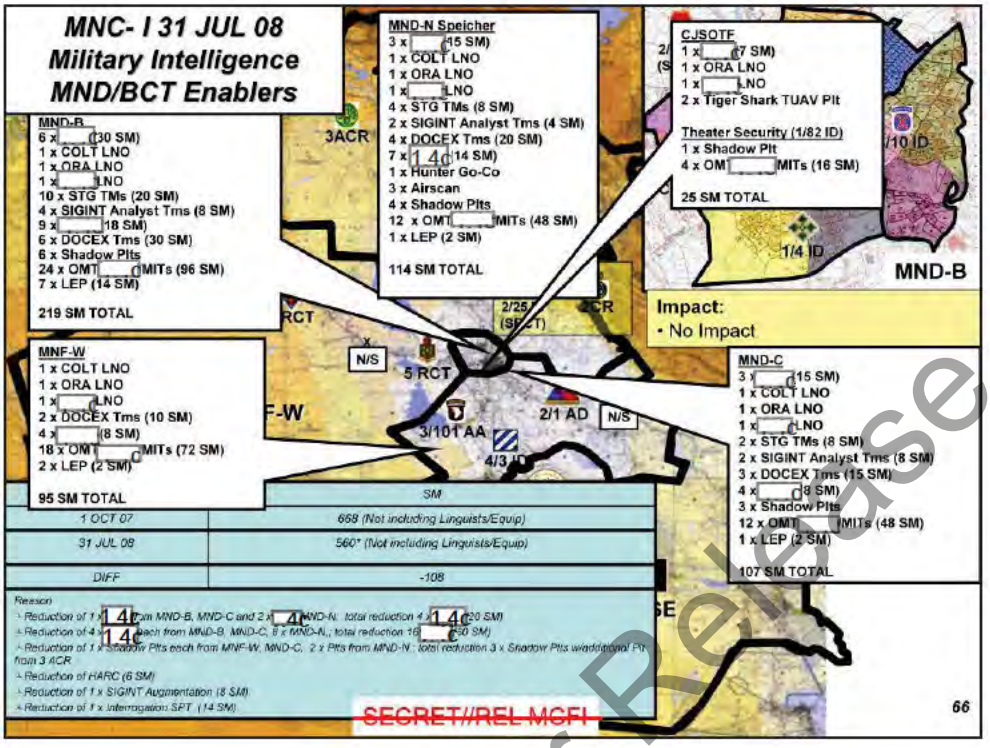

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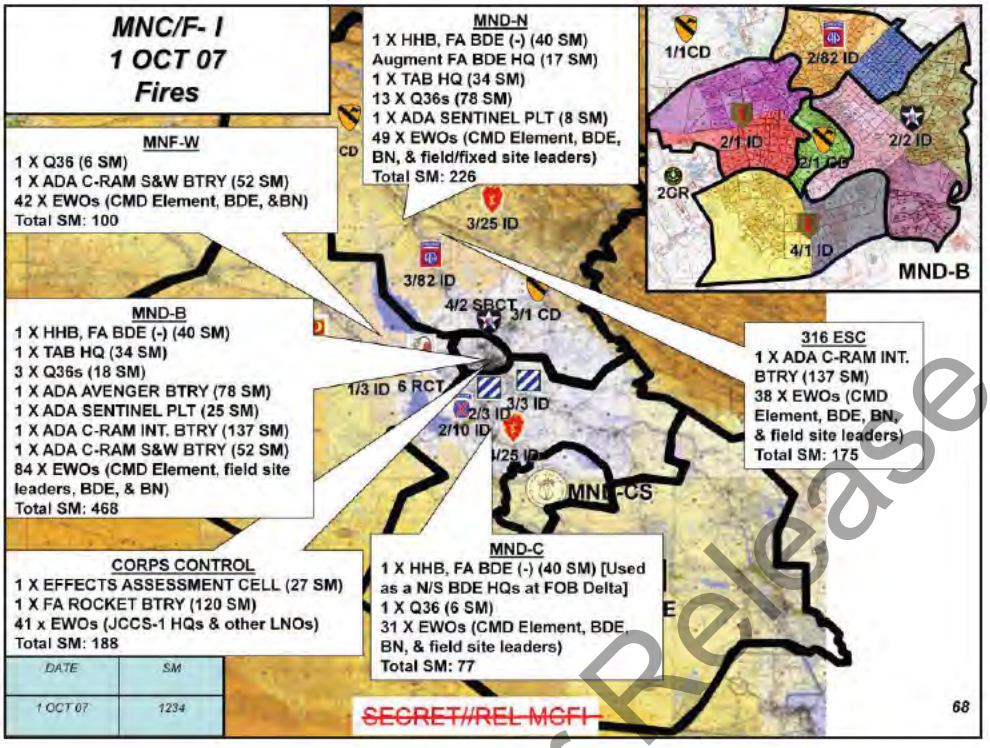

FA

- Fires BDE HQ (-) – MND-B, MND-N, MND-C
- MLRS BTRY – split ops – 1 x PLT at FOB Hammer & 1 x PLT at FOB Normandy
- Radars – all EAD radars now Q36 and located at following FOBs:
  - MND-N (13) - Brasfield-Mora, Paliwoda, 2 x Warrior, Marez, Sykes, Speicher, Warhouse, Summerall, 4 x Anaconda & TAB HQs
  - MND-B (3) – Str ker, 2 x Liberty & TAB HQs
  - MND-C (1) – Delta
  - MNF-W (1) - Falluja

ADA

- CRAM
  - Intercept BTRYs at LSA Anaconda & VBC
  - Sense&Warn batteries located at 14 priority FOBs in al MNDs.
- Traditional - Avenger Btry – VBC and IZ locations & Sentinel – 2 x PLTs – (VBC/Tikrit)

EWO

MND	Staff	BDE	BN	FSOperator	FSLeader
B(76)	7	7	45	0	1
N(49)	6	7	30	2	4
C(25)	4	4	20	0	3
W(42)	5	7	30	0	0
316(35	7	7	19	0	2
Sep(22)	0	7	17	0	0

LNOs (6) at OCFI, CJSOTF, CTEWCC, ARCENT
Kuwait (7) Training and Depot

Key Task:

Plan, direct, develop intelligence, execute and supervise the Div's counterfire fight and radar operations. Provide supervision, training, and overwatch for Field Artillery and fire support operations within the Division. Plans, coordinate, and integrate Joint and Coalition lethal and nonlethal tactical level fires in support of Div operations. Fires BDE HQ (-)

Provide Close Air Support, EW Support, and responsive TIC/SD coverage ISO CF, to include transition teams. Provide joint fires ISO the ISF as required to prevent operational failure. MLRS/Joint Air

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Combined-arms Counter-IDF shaping, denial, and response operations; protect force and FOBs with C-RAM Sense & Warn and Intercept capabilities. C-RAM

Provide Counterfire RADAR support ISO MNC-I and subordinate units. EAD radars

Advises, plans, and conducts Corps, DIV, BDE, and BN level electronic warfare operations. Oversees the fielding, employment, and sustainment of ground CREW systems and CREW personnel. EWOs

Conduct analysis and provide weekly, monthly, and quarterly assessments on CDR objectives. Assessments Cell

1.4a, 1.4g

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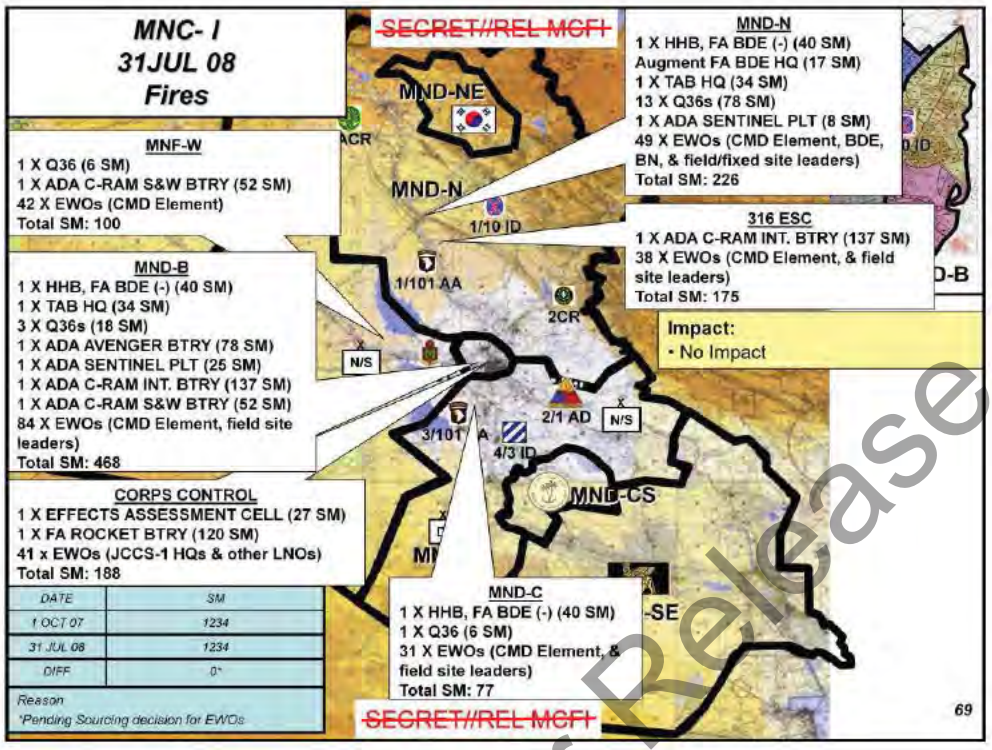

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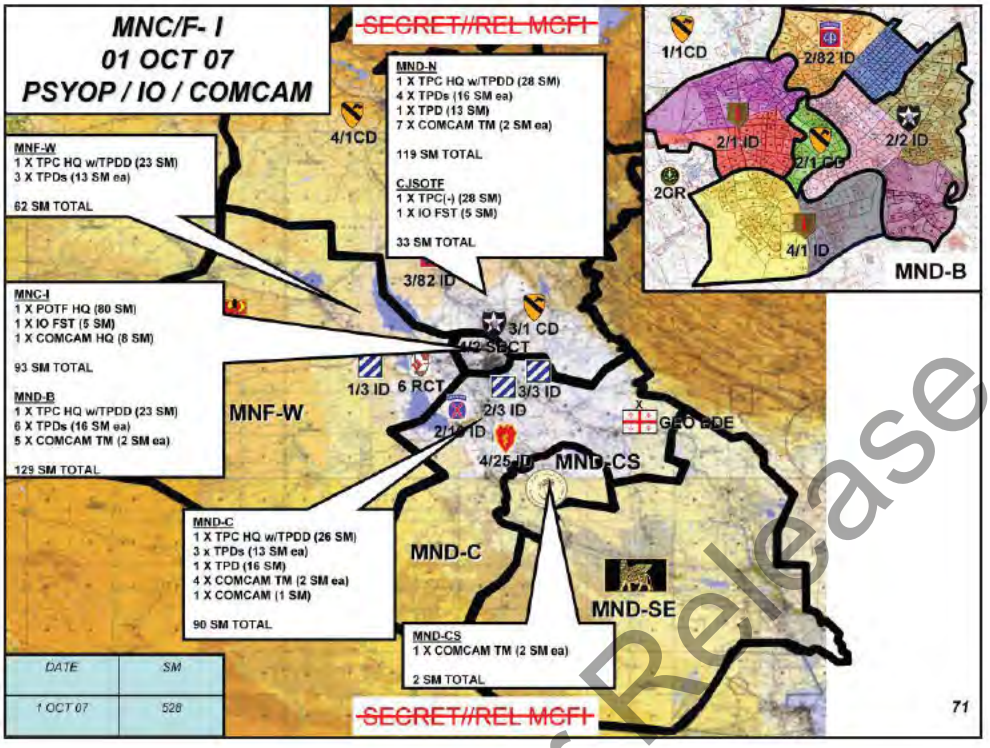

Key Tasks:

PSYOP Task Force (POTF) HQ

- Conducts MNC-I's operational level PSYOP
- Assists the TPCs when needed
- Provides C2 from the Corps as necessary and assists in repair / replacement of PSYOP specific equipment and PSYOP personnel
- A Regional PSYOP Co (-) is part of the POTF and provides regional expertise in PSYOP development

Tactical PSYOP Co (TPC) HQ

- Provides planning assistance to the Div HQ
- Provides C2 for the TPDs in the MND's AO
- Has a TPDD which conducts target audience analysis, PSYOP development and limited production

Tactical PSYOP Det (TPD)

- Provides C2 of Tactical PSYOP Teams in the BCT's AO

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Provides staff support to BCT-level HQ

Coordinates with the TPC for PSYOP support requirements

Conducts face-to-face communications, loudspeaker operations, and dissemination of print products and novelty items to target audiences

Comprised of a HQ and three or four teams, which support maneuver BNs

IO FST

Provides operational-level planning, targeting and execution support

Provides IO-focused, multi-disciplined expertise

Coordinates and synchronizes IO intelligence

Develops and nominates IO targets

Provides interoperability within the IO community and CENTCOM

COMCAM HQ

Provides COMCAM planning and C2 for Multi-Service COMCAM Teams

Manages collection, storage and distribution of all COMCAM imagery in Iraq

COMCAM TM - Provides a directed imagery collection capability within MNC-I

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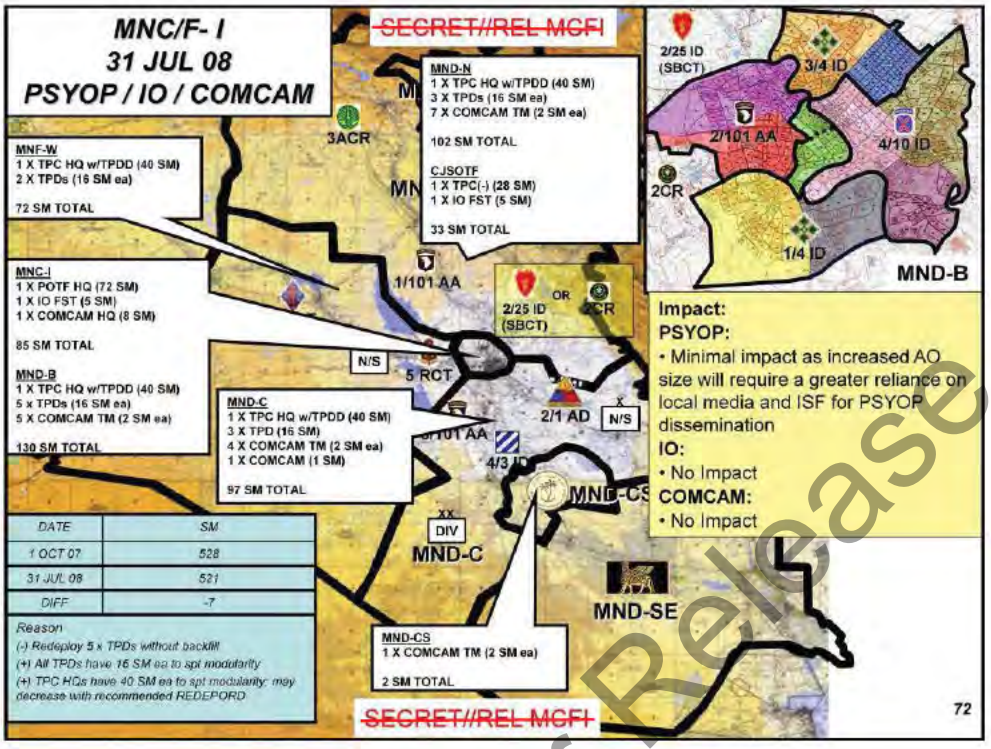

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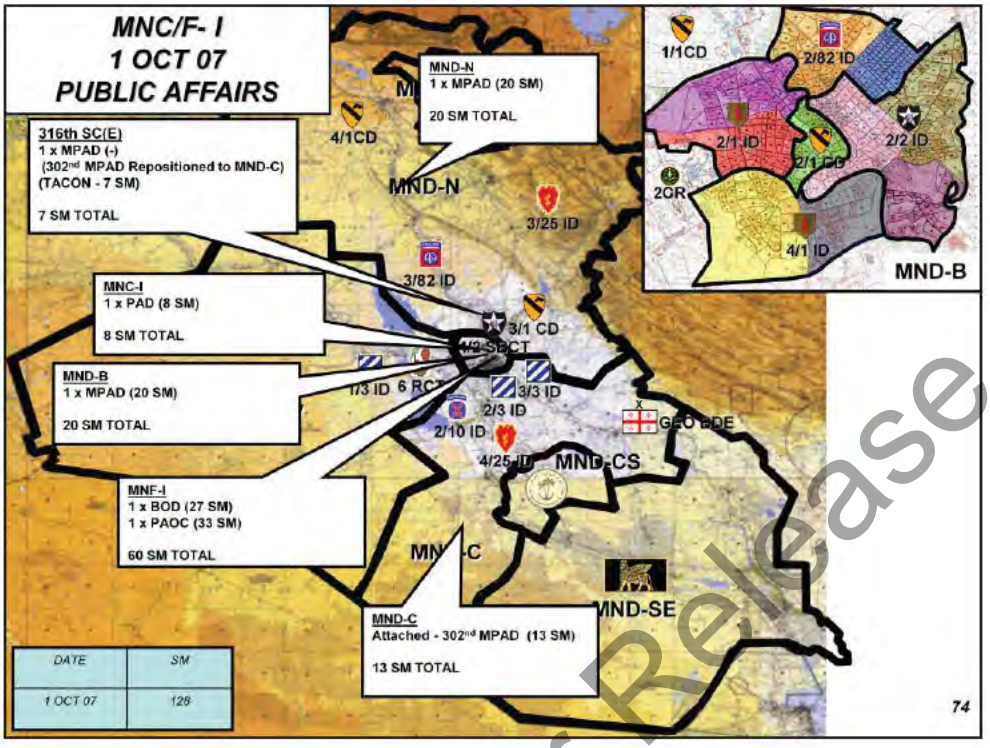

Key Tasks:

Public Affairs Assets

Public Affairs Detachment (PAD)

Broadcast Operations Detachment (BOD)

Public Affairs Operations Center (PAOC)

Mobile Public Affairs Detachment (MPAD)

Provide media facilitation capabilities:

Ensure leaders and troops are capable and trained to engage civilian news media.

Provide print and broadcast products:

Produce digital photographic images and audiovisual products in support of the CI program.

Operate Coalition Press Information Center:

Provides a Joint Public Affairs capability to MNF-I.

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Operate the Digital Video and Imagery Distribution System (DVIDS):

Transmit digital products for broadcast to local, national and international media outlets.

Conduct live interviews from remote locations.

Monitor the global and information environments:

Provide strategic information guidance and theater-level coordination for all PAO operations.

Conduct PA planning and analysis

Develop information strategies and campaigns in support of operations.

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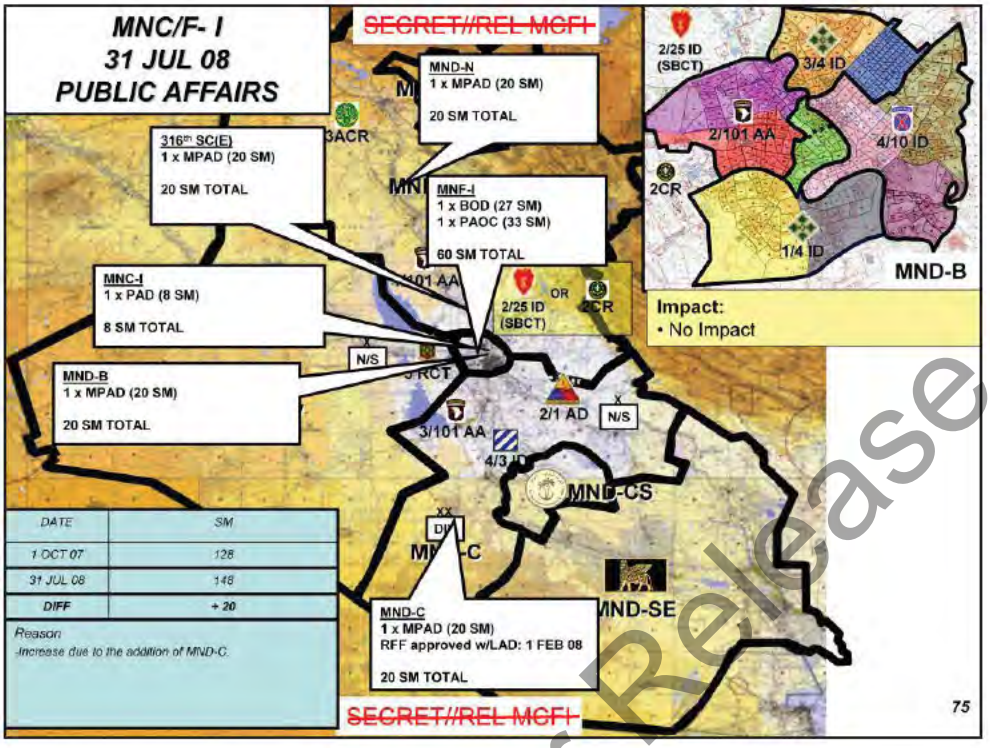

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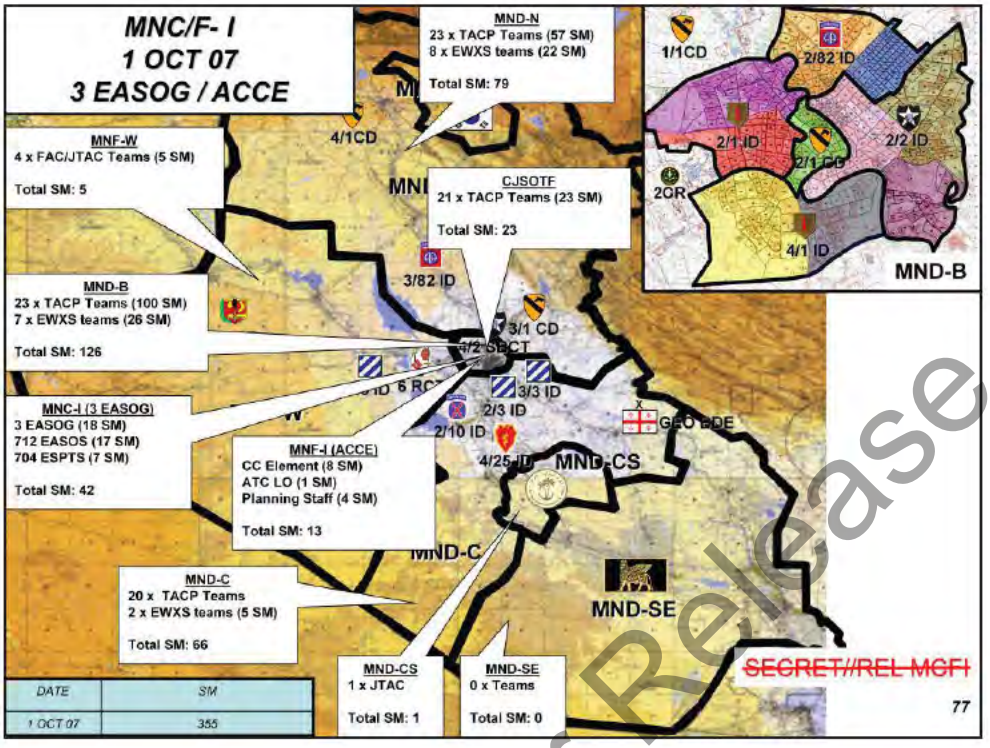

Key Task:

Plan, request, and control CAS, ISR, EW ISO MNDs (ALOs/JTACs)

Prioritize & distribute CAS, EW sorties among MNDs (ASOC)

Provide weather support to all ITO aviation (WX)

Provide C2 & airspace deconflicton to all joint air/firepower (CRC)

Communicates, facilitates, advises, coordinates & supports synchronization between CFACC & MNF-I (ACCE)

<u>Balad</u>

10xC-130E/H3

12xF-16CG

12xF-16C+

15xF-16CJ

<u>05xHH-60G</u>

54

<u>Al Asad</u>

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09xA-10
09xEA-6B
02xAngel Fire
20

Ali
01xC-130SV
04xP-3C AIP
05

Outside ITO
24xC-130E/H1
03xEC-130H/CC
01xEC-130J/CS
28xKC-135R
10xKC-10
07xB-1B
03xC-21A
01xC-20
06xE-8C
04xRC-135 V/W
05xP-3C AIP
04xP-3 MTI
03xEP-3E
13xC-17
01xE-6B TACAMO
05xU-2
03xE-3 AWACS
121

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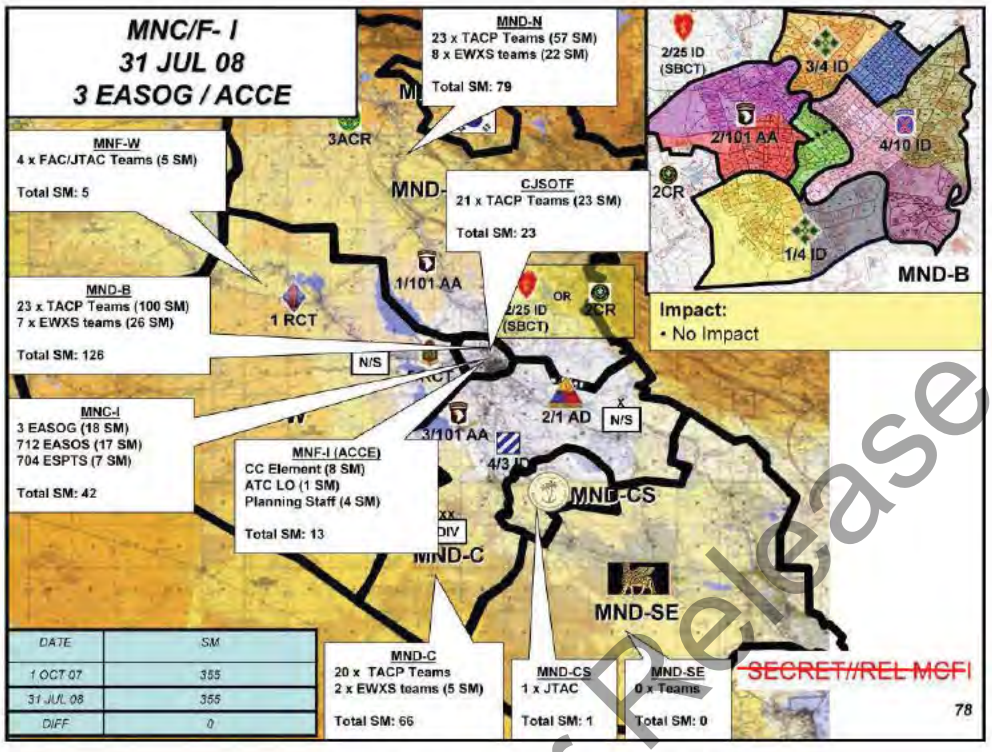

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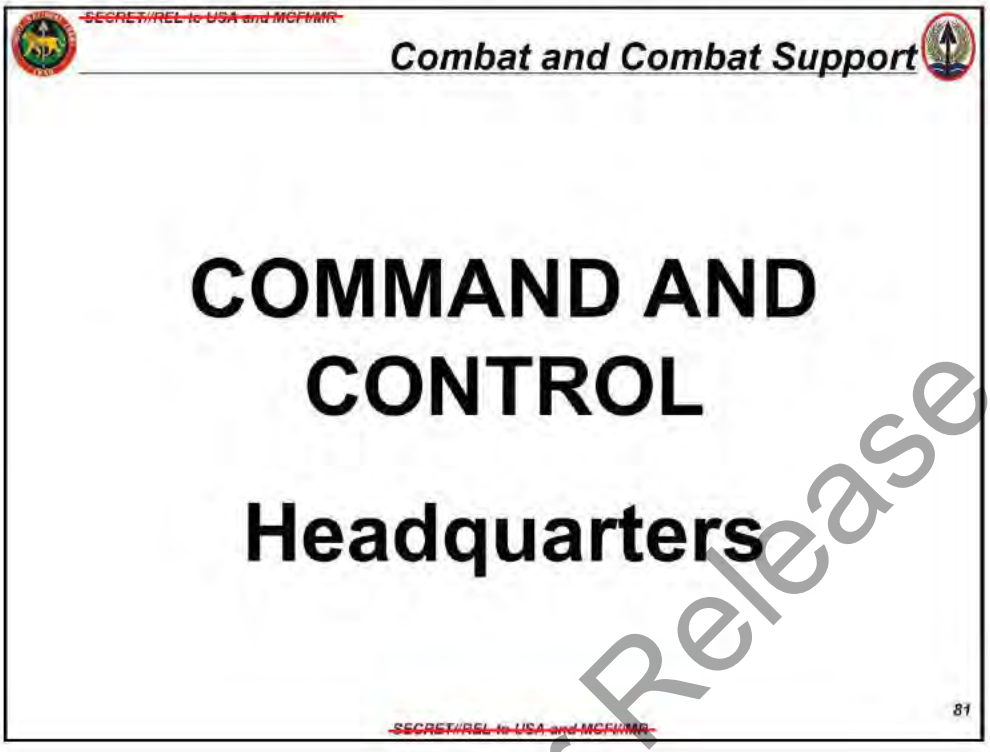

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Key Task:

SIG BDE:

Provide C2 for SIG BN/ ESB.

Provide appropriate voice and data Signal support to U.S. and Coalition Forces.

Establish, maintain and operate a system Control Cell to monitor network health, track, control, engineer, and source all telecommunications service requests.

SIG BN/ ESB:

Plan, engineer, install, operate, maintain and restore Command, Control, Communications, Computers, and Information Technology (C4IT) Nodes in support of U.S. and Coalition Forces.

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Key Task:

CORPS SIG CO

Provide communications support to the Corps TAC.

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There are 26 SSAs located in Iraq, 10 are task organized to the 316th ESC 14 are organic BCT BSBs, and 2 are class IX air SSAs. Of the 26 SSAs, 22 are multi-class SSAs, one is a class IX ground SSA, 2 are class IX air SSAs, and 1 is a class II, IIIp, IV SSA. Included in the multi-class SSA count is LSAA's Forward Redistribution Point (FRP), which serves as an excess collection point for serviceable excess class II, IIIp, IV, and IX, goes on the shelf and is not immediately excessed out as retrograde to Kuwait.

DISTRIBUTION FLOW: Multi-Class supplies are delivered via air and ground into Iraq. Supplies are routinely delivered via air primarily through Kuwait, Balad/LSAA, BIAP, and Al Asad and via opportune air to the other Iraqi airfields. Theater trucks deliver general supplies from Kuwait to Tallil, VBC, TQ, LSAA, and Speicher, 1/82 BCT provides gun truck escorts for theater trucks. 106 Trans Bn, 213th ASG, delivers supplies from the LSAA to Taji, Speicher, Q-West, and TQ. CSG and SB trucks deliver from the GS/DS hubs to BCT SSAs at the major FOBs and outlying camps and combat outposts. MEF trucks deliver USMC specific items from TQ and Al Asad to MEF camps in the MNF-W AO.

Central Issue Facilities are located at LSAA and Baghdad and provide direct exchange for CIF items managed by 316th ESC

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SIR

This is the SECFOR set, comprising of Base Security and Convoy Security, in addition to the 1/82 Theater Security Brigade.

The numbers reflect the movement of some CSS assets to SECFOR, and the way that CSC units are resourced.

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Key Task:

Provide direct personnel service support to commanders and soldiers within AOR from all components

Operate personnel service support systems - CAC, eMILPO, TOPMIS, DTAS; support casualty operations

Provides standard, accountable, and casualty mail services to supported population.

Provides reception, return to duty, replacement, R&R and redeployment accountability support and Fixed wing APODs

Provide 24/7 operations in support CSHs, Mortuary Affairs Collection Points, ASCC headquarters and the HRSC Casualty Operations Division.

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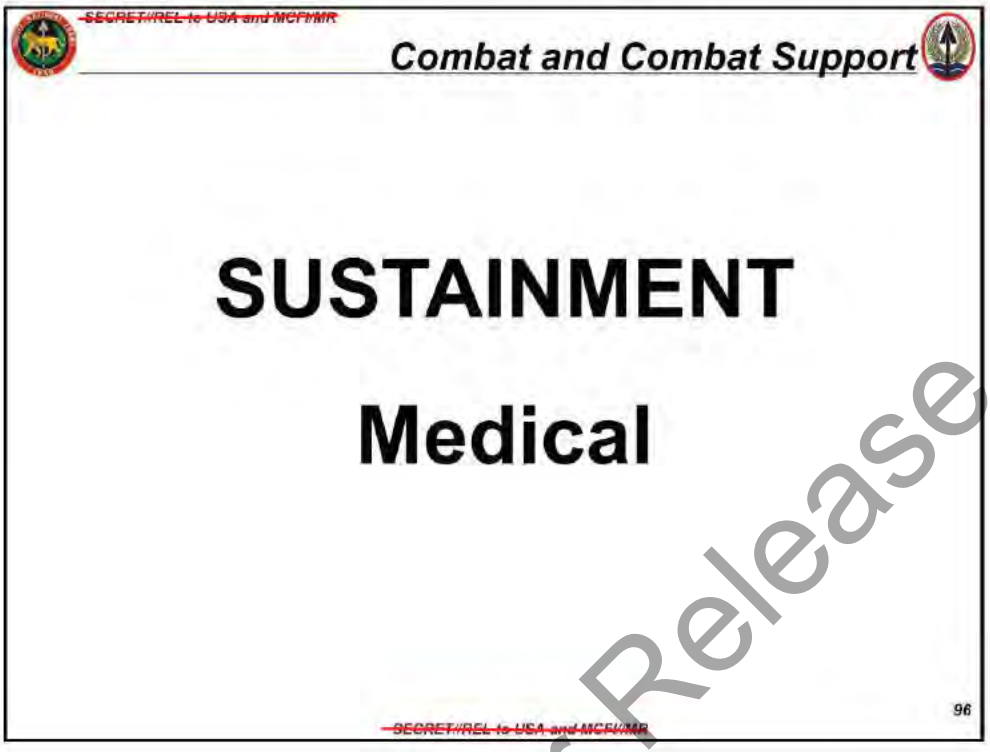

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PM Med Det: Provides preventive medicine support throughout Iraq to include inspections of MWR facilities, unit food sources, etc…

Ground Amb CO: Provides ambulance transport assets and personnel for all EAD units. Augments CLPs and units short medics.

Optometry teams: Provides optometry support to the entire ITO, to include exams, glass prescriptions and health related eye injuries.

Blood Det: Provides distribution and handling of all blood products in theater.

Med Log CO*:* Receives, sorts, and distributes all Medical Logistics to EAD and Divisional assets.

Vet Det*:* Provides food inspection and animal care for all military working dogs in theater.

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Dental CO: Provides area support dental services to units without organic dental assets
SB Aug Det: Provides PM and CSC assets to the SB that were lost during transformation—see CSC and PM breakout for key tasks.
Eye Surgical & Neurology Det: Provides care to Soldiers with facial trauma to include eyes/nose/mouth/ear trauma. Provides Neuro Surgery to spine injury victims.
CSC: Provides Mental Health/combat stress control to units without organic CSC assets.

Key Tasks:
Provide Health Service Support and Force Health Protection (FHP) to US and Coalition Forces. Provide life, limb or eyesight care for Iraqi Civilians.

LV III Combat Support Hospital (CSH):
Provide level III medical care to stabilize and sustain Casualties until RTD or evacuated out of theater.

Multi-Functional Medical Bn (MMB):
Provide operational and technical supervision and administrative assistance for functional medical units operating the BCT and or Division areas.

Area Support Med Company (ASMC):
Provide Echelon I and II FHP and ground evacuation to the units located in area of

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operations of the ASMC. Provide C2, administrative and clinical support of Troop Medical Clinics throughout the ITO.

Forward Surgical Team (FST):
Provide forward trauma surgical support, preoperative care, urgent lifesaving surgery and post–anesthesia recovery until evacuation within the ITO.

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Impact:

CSC: Risk of not sourcing is increased suicides and DNBI casualties within the theater

ASMC:Risk of not sourcing will result in longer lines of evacuation and degraded forces due to longer travel times for necessary medical support.

FST:Risk of not filling would cause significant surgical degradation at the LV III facilities that they have been augmented with.

PM Med Det: Risk of not filling loss of MWR type facilities on the FOB (the PM assets inspect these facilities and ensure sanitary working conditions to prevent PM disease breakouts).

Ground Amb CO: Risk of not sourcing would

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degrade ground Medevac transport on FOBs.

Optometry teams: Risk of not sourcing would be loss of spectacle production, routine eye exams and a lack of ability to treat eye injuries.

Blood Det: Risk of not sourcing would result in the inability to provide blood products in ITO.

Med Log CO*:* Risk of not sourcing would result in no medical supplies for all medical units in theater.

Vet Det*:* Risk of not sourcing would jeopardize the health and preventive maintenance of over 500 military working dogs as well as the food sources of all food served to coalition forces.

Dental CO: Risk of not sourcing will be DNBI casualties that cannot perform their mission due to dental emergencies.

SB Aug Det: See PM and CSC comments.

MMBs and C2 elements: Risk of not sourcing would limit force health protection capabilities and command oversight and planning efforts for all medical units in ITO.

Eye Surgical & Neurology Det: Risk of not sourcing is the lack of specialized spinal injury and facial trauma in the critical hours that will significantly improve a casualties survivability

LV III Hospital: Risk of not sourcing would be longer lines of evacuation potentially resulting in higher casualty rates.

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Key Tasks:

- Decon
- Recon / HAZMAT ID
- CW munitions characterization, handling and destruction

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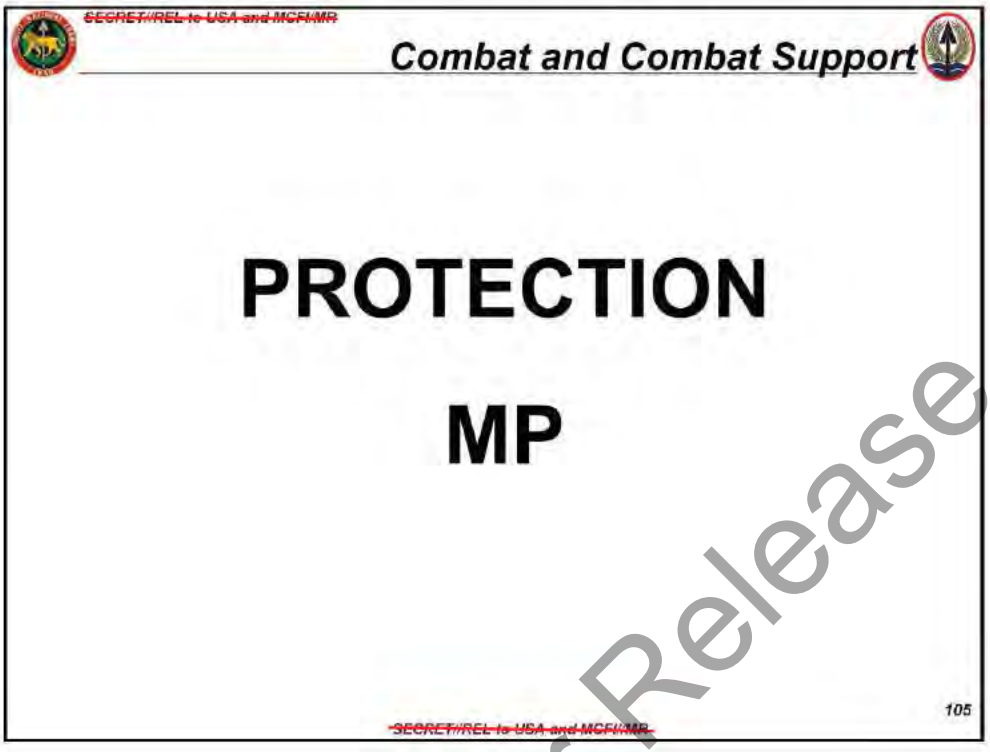

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Key Task:

MP BDE:

- Advise MND-B on IP development and PTT employment
- Provides Provincial-PTT to teach and coach IP leadership and management systems
- OPCON of MP BNs

MP BN:

- Advise BCT/DIV on IP development and PTT employment
- Provides District-PTT to teach and coach IP leadership in management systems
- ADCON of MP COs

MP CO:

- PTT population
- Teach and coach the 5 Police Competencies and Holistic Station Management

L&O Det: Provides Law and Order of FOB

MP Augmentation Team: Advise DIV and BCT Cdrs on pre-TIF Det Ops

PEDD/SSD/EDD: Explosive Detection Dog

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PNDD: Narcotic Detection Dog

CD: Remains Detection Dog

CTD: Trail Detection Dog

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Assumptions:

92% manning: 44x.92=41 SM per CO
38x.92=35 SM per BN

Key Tasks:

Integrates & exploits tactical and technical intelligence, conducts specialized C-IED operations to achieve strategic, operational & tactical effects

CJTF [1.4a] HQ plans and synchronizes specialized C-IED operations for MNC-I.

3 EOD BN synchs C-IED mission support w/ MSCs, commands & controls EOD COs

19 EOD COs integrate & synchronize EOD support to BCTs; execute EOD operations

[1.4c] assists CJTF [1.4a] with C-IED Fusion; commands & controls WI sections, WITs

4 WI LNO Teams coordinates WIT support with MSC HQs, commands & controls WITs

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18 WITs conduct Post-Blast Analyses, C-IED Strike Planning, IED Cell Profiling

CEXC Exploits IED evidence, derives IED tech intelligence, coords Interagency exploitation

C-IED Training Team promotes and trains MNC-I forces on new and emerging C-IED TTP

TEU exploits CBR weapons; samples, packages & escorts items for further exploitation

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MND-N

Conduct assured mobility patrols route sanitation; culvert protection; and crater and/or culvert repair to allow freedom of maneuver (FOM) for all CF, ISF and Iraqi civilians

Conduct off Forward Operating Base (FOB) general engineering construction in support of BCTs and ISF.Defeat the IED network ICW Intelligence, Surveillance and Reconnaissance (ISR) and BCT assets to conduct combined arms Counter IED (CIED) missions

Train ready and credible IA engineer units (partnership).

Conduct on FOB construction to improve the force protection and aid in the FOB realignment plan.

Execute bridge Battle Damage Assessment (BDA) throughout MND-N within 72 hours.

MND-B

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Provide continuous base camp master planning support to BCTs IOT meet the Sandbook standards appropriate to the contingency operatin site, location, or base.

Synchronize assured mobility operations within the Baghdad AO by providing General Support (GS) with force pool engineer assets and engineer effects modules.

Execute base expansion, development, and closures for coalition, and closures for coalition and ISF ISO MNC-I coalition base transfer and closure plan in coordination with the Division Staff Engineer Section.

Provide C2 for TF 1.4a missions executing assured mobility operations in support of Division MSRs IOT prevent AIF from emplacing and detonating IEDs. Monitor BCT assured mobility operations IOT track and assess IED trends.

Perform project management of operational/tactical reconstruction. Design, build, QA/QC, harvest, relocate, and transition completed projects to other agencies or ministries as soon as practical. Assess mission construction capabilities to conduct expedient route repair.

30 NCR

Conduct survivability operations at designated Camps IOT increase force protection levels and survivability of the force

BPT construct or assist in the construction of, border forts IOT enhance the force protection of the Border Defense Forces

Conduct MSR/ASR maintenance IOT allow for continued sustainment operations along key GLOCs

Conduct general engineer support IOT provide improved life and camp support

BPT maintain AND improve existing APODs

BPT conduct mobility or security operations in support of MNC-I bridging missions

BPT partner with Iraqi Engineer formations IOT mentor Iraqi engineers in engineer operations

BPT provide engineer support to the Iraqi Security Forces IOT enable ISF

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operations

BPT Conduct Counter-mobility Operations ISO MNF-W forces.

20th ENG BDE

Focused route clearance

Route sanitization and culvert denial

Crater and culvert repair on corps MSRs and ASRs

Tactical bridging, rafting, and riverine operations

Tactical construction of JSS/COP/ECP/TCP/patrol bases, HLZ, FARP, Rapid Refuel Point (RRP) and initial T/O structures

Operational construction and enhancement of bases and facilities to temporary and expeditionary standards

Master planning and design

Project and program management

Prime power operations

Theater Class IV construction material management

Train, develop, and partner with ISF Engineers

Transition engineer missions to ISF Engineers

Assist interagency organizations with reconstruction and economic development

Conduct Information Operations to build understanding and support of GOI and Coalition operations

Creatively undertake unorthodox missions and tasks to exploit the full potential of this joint engineer team

Provide topographic survey, analysis, and production support

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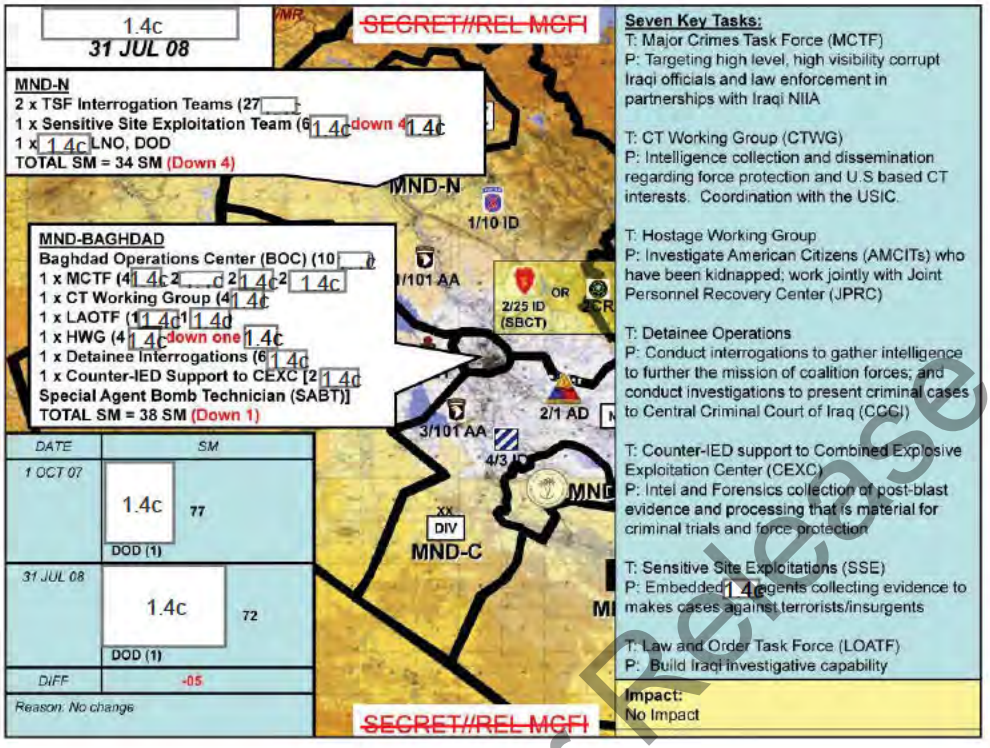

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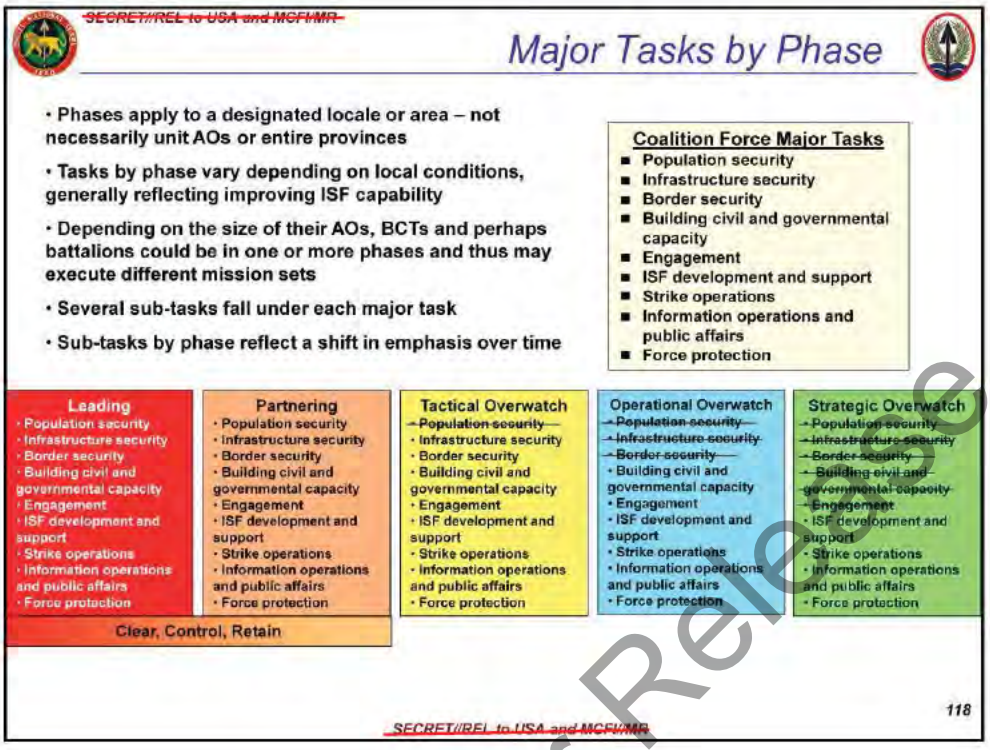

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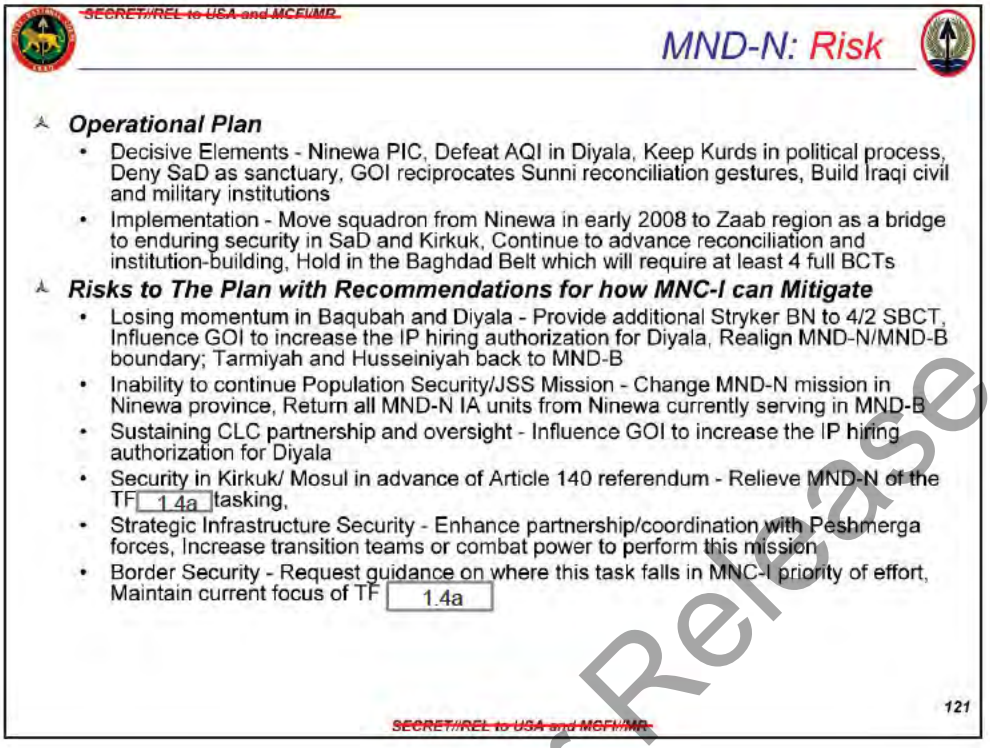

Demonstrate to Sunnis they will be included

Reinforce with at least 3 of 5 returning IA BNs

BG Muthaa promoted to MG

Provincial elections conducted early

Resist temptation to reinforce with US BNs

Support 2nd and 3rd IA DIVs and IPs with enablers

Prevent sectarian revenge to inevitable AQI provocation

Need GoI/US embassy help advancing Art. 140 process

Use Tribal Security Companies as bridge to Sunni inclusion/ reconciliation

Strengthen institutions

Stay strong in Baghdad Belt - all of 4-2 SBCT and additional Battalion

Hussaniyah back to MND-B

Need help from HHQ and US Embassy to push GoI reciprocation of Sunni reconciliation gestures

IFCNR results needed

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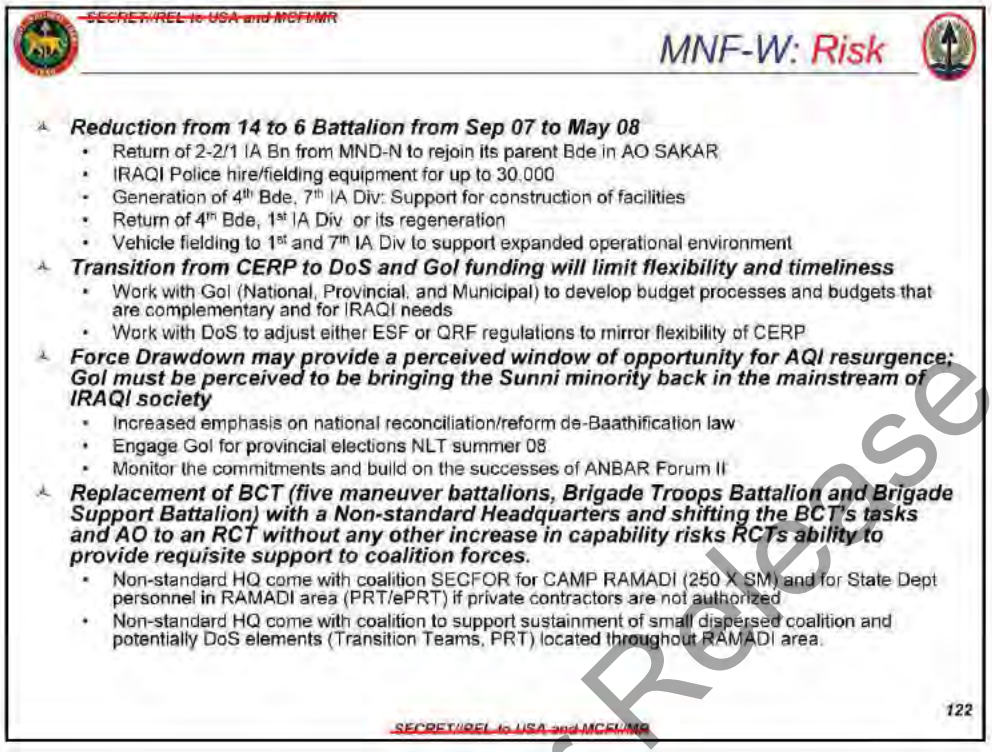

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MND-B: Risk

- ***Significant impact on Sadr City JSS expansion; incur risk in other security districts to retain***
  - Reduce number of JSS's relative to MND-B projected troop levels
- ***Loss of 2/82 ABN in February compels MND-B re-posturing as early as December***
  - Set conditions with IZ transfer to JASG and early decisions on departure dates of combat power (2/82ABN, 2 SCR) IOT effectively orient units during upcoming BCT RIP/TOA's (avoidance of future double-RIPs)
- ***Redrawing boundaries with MND–N cedes Baghdad provincial areas, directly impacting ability to gain synergy across multiple LOOs and transition to Phase III***
  - Close cross boundary coordination of ISF, governance and essential services LOOs IOT enhance CF effectiveness across Baghdad Province.
- ***Emphasis on transitioning responsibility to ISF based on time rather than conditions while simultaneously drawing down coalition forces, limits ability to maintain FAQ security gains in the event of ISF regression***
  - Immediate bolstering of partnership opportunities and selective Phase III transition to reduce risk associated with a loss of CF (Maximum Partnership, Intermediate Engagement and Minimum Engagement methodology).
- ***Departure of 2SCR to backfill 4/2SBCT requires regeneration of strike force and OPRES and alternate sourcing of Sadr City JSS expansion***
  - Requires MNC-I assistance to mitigate a further loss of combat power in MND-B (2/82 ABN, 2 SCR, and three additional battalions).

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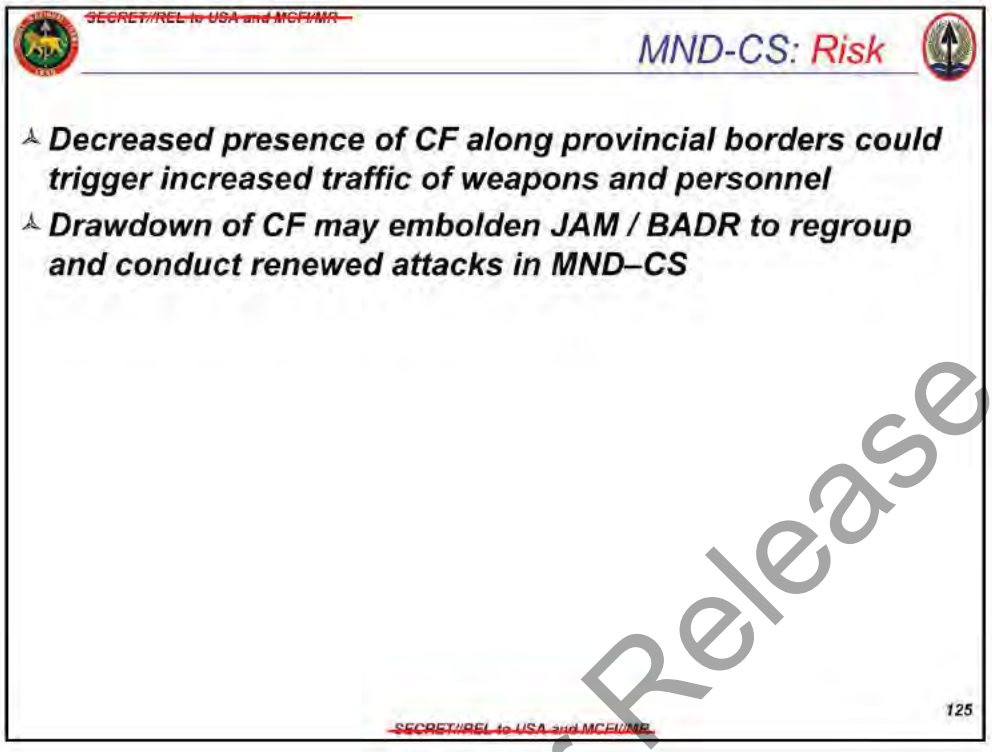

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MND-SE: Risk

- ***Ability of the ISF to control the Security situation: increasing over time but still a risk.***
- ***Re-intervention threshold post PIC: needs defining***
- 1.4b, 1.4d
- ***CJSOTF & other SOF operations require careful ROE and coordination in PIC provinces.***
- ***Future reductions in MND(SE) force levels: ability to respond to spike in violence post mid 08.***

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MNC-I: Operational Risk

- GOI fails to capitalize on opportunity created by FAQ security gains
- ISF does not control and retain areas that have been cleared
- Balancing resources between security districts, Baghdad belts, and outlying areas to mitigate tactical risks
- Rate of ISF force generation too slow to fill security requirements created by departure of CF forces
- ISF force generation exceeds resources available to develop them
- As GOI / Provincial autonomy increases, CF influence decreases
- Proper allocation of resources to protecting the populace and to developing the ISF

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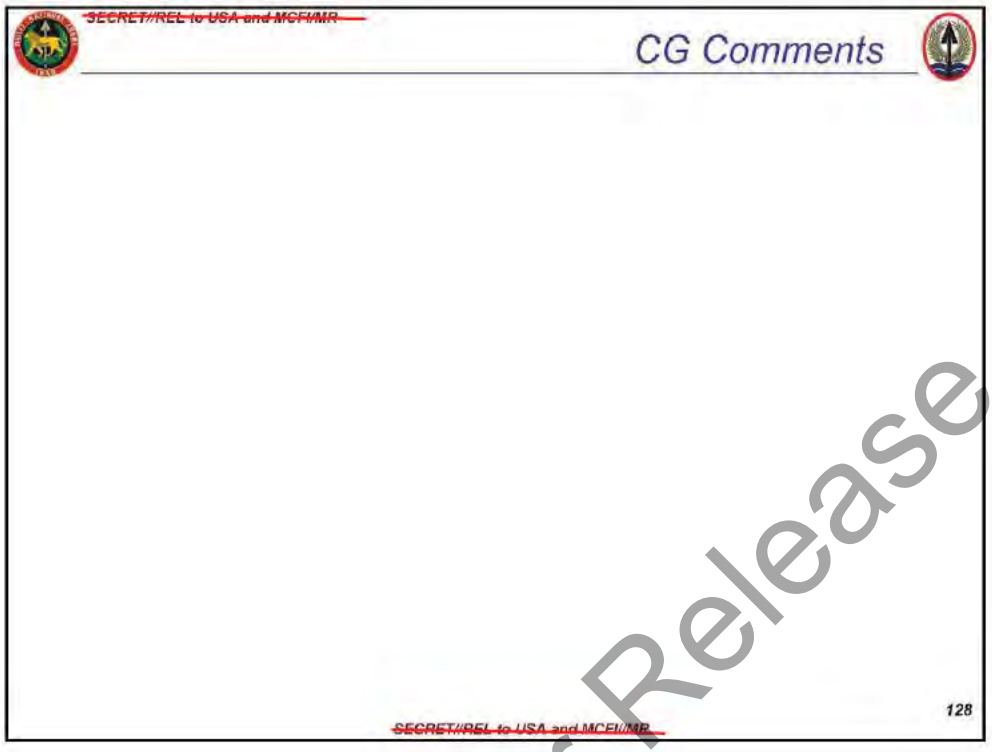

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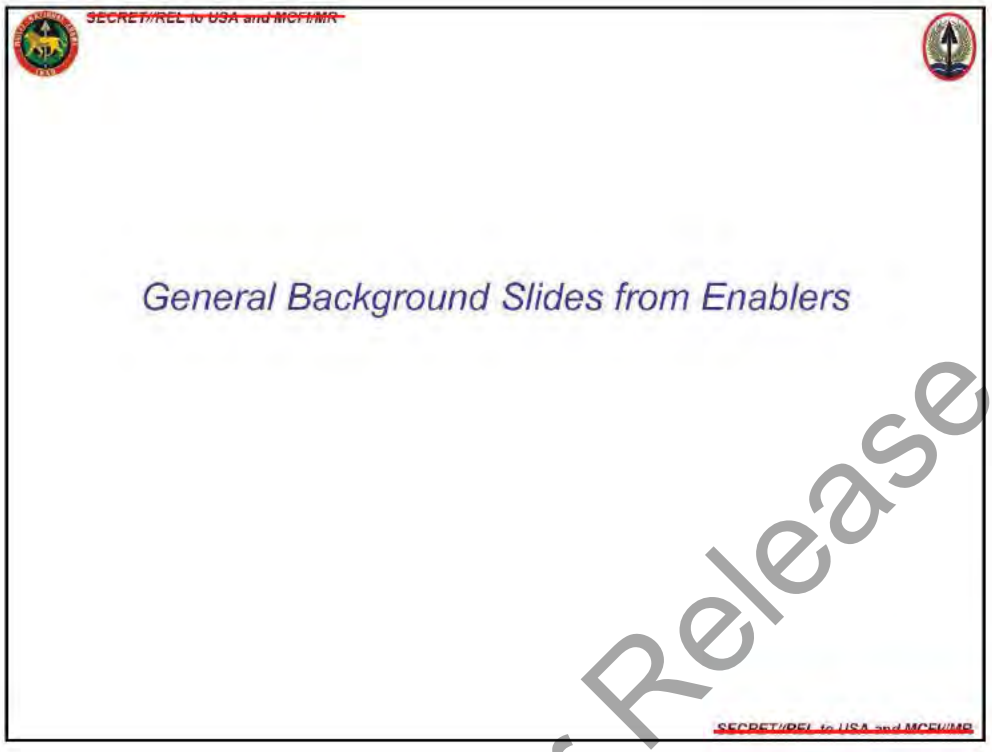

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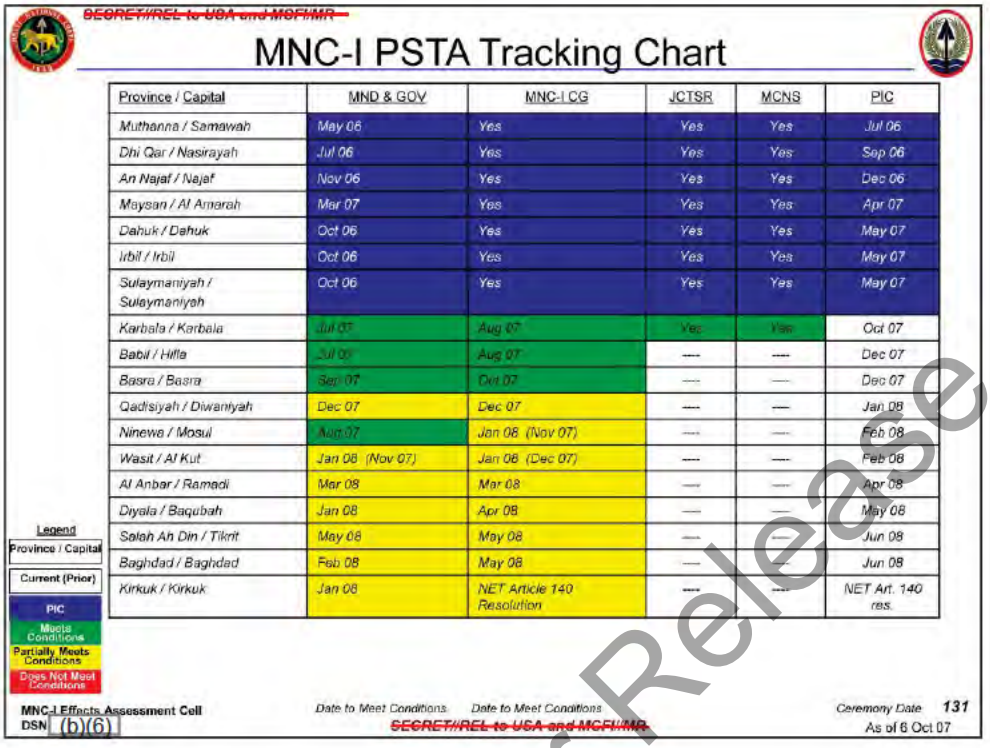

~~SECRET//REL to USA and MCFI//MR~~

MNC-I PSTA Tracking Chart

Province / Capital	MND & GOV	MNC-I CG	JCTSR	MCNS	PIC
Muthanna / Samawah	May 06	Yes	Yes	Yes	Jul 06
Dhi Qar / Nasirayah	Jul 06	Yes	Yes	Yes	Sep 06
An Najaf / Najaf	Nov 06	Yes	Yes	Yes	Dec 06
Maysan / Al Amarah	Mar 07	Yes	Yes	Yes	Apr 07
Dahuk / Dahuk	Oct 06	Yes	Yes	Yes	May 07
Irbil / Irbil	Oct 06	Yes	Yes	Yes	May 07
Sulaymaniyah / Sulaymaniyah	Oct 06	Yes	Yes	Yes	May 07
Karbala / Karbala	Jul 07	Aug 07	Yes	Yes	Oct 07
Babil / Hilla	Jul 07	Aug 07	----	----	Dec 07
Basra / Basra	Sep 07	Oct 07	----	----	Dec 07
Qadisiyah / Diwaniyah	Dec 07	Dec 07	----	----	Jan 08
Ninewa / Mosul	Aug 07	Jan 08 (Nov 07)	----	----	Feb 08
Wasit / Al Kut	Jan 08 (Nov 07)	Jan 08 (Dec 07)	----	----	Feb 08
Al Anbar / Ramadi	Mar 08	Mar 08	----	----	Apr 08
Diyala / Baqubah	Jan 08	Apr 08	----	----	May 08
Salah Ah Din / Tikrit	May 08	May 08	----	----	Jun 08
Baghdad / Baghdad	Feb 08	May 08	----	----	Jun 08
Kirkuk / Kirkuk	Jan 08	NET Article 140 Resolution	----	----	NET Art. 140 res.

Legend
Province / Capital
Current (Prior)
PIC
Meets Conditions
Partially Meets Conditions
Does Not Meet Conditions

MNC-I Effects Assessment Cell
DSN (b)(6)

Date to Meet Conditions Date to Meet Conditions Ceremony Date 131
~~SECRET//REL to USA and MCFI//MR~~ As of 6 Oct 07

Sir,

This is a new chart for tracking PIC progress through the five key stages in the process.

The dates for Division and Corps level are projected dates when the province will meet the conditions for PIC.

The date on the far right hand column is the projected PIC date.

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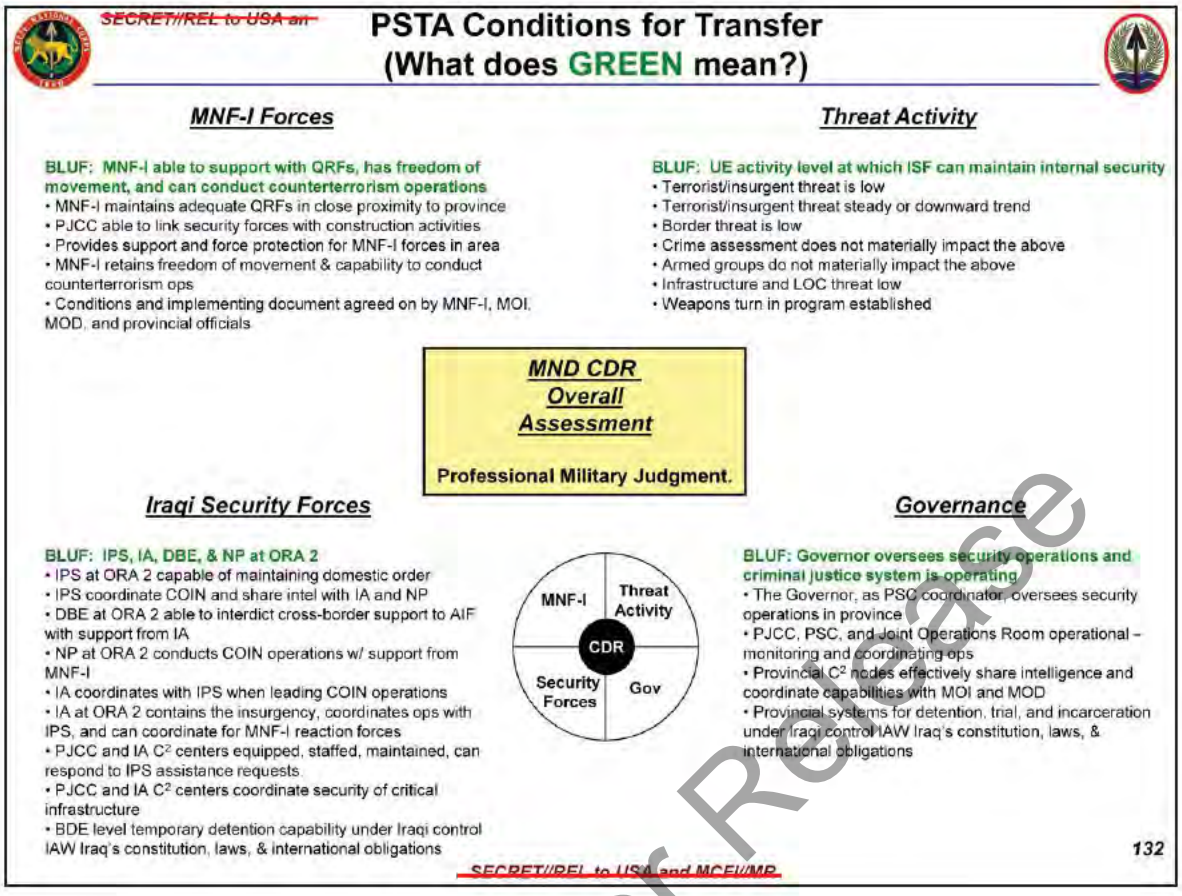
USCENTCOM Chief of Staff
Declassified on: 201505



Sir,

This is a summary of conditions that inform your recommendation for or against PIC.

Threat: AIF activity level at which ISF can maintain internal security

ISF: IPS, IA, DBE, & NP at TRA 2

Governance: Governor oversees security operations and criminal justice system is operating

MNF-I: able to support with QRFs, has freedom of movement, and can conduct counterterrorism operations

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Changes in the OE corresponding with PIC
(1 of 2)

Pre-PIC	Post-PIC
MND or MNF-W CG has overall responsibility for security in the province	Governor and Provincial Security Committee (PSC) has overall responsibility for security in the province (or Operations Command)
CF has freedom of operations.	CF required to coordinate Counter Terrorism operations anywhere in province with Iraqi PM prior to execution (para 4f, Implementing Arrangement)
CF required to coordinate for coalition operations in IA Battlespace with IA Unit CDR.	CF lead CDR for operation is required to coordinate coalition operations with the Governor and the PSC and to liaise with the PJCC. MNF-I is also required to coordinate the operation with the Iraqi PM
IA unit at ORA I = CF in operational overwatch, otherwise CF in tactical overwatch. Definitions per reference c.	IA unit ORA I = CF in operational overwatch; IA unit under IGFC in a PIC province = CF in operational overwatch. Definitions per reference c.
Various means of security coordination. Limited or no intelligence fusion taking place between CF, IA, IP, and NP.	Specified security coordination process. PSC is responsible for planning, coordinating, and monitoring security operations in the province. 1.4c
CF maintains lines of communication	CF lines of communication are limited and negotiated in the PIC MOU
CF provide necessary CSS to develop IA units to achieve IAL	CF gradually withdraw CSS until only emergency CSS is provided to IA units

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Changes in the OE corresponding with PIC
(2 of 2)

Pre-PIC	Post-PIC
ISF is in the lead in increasing numbers of areas throughout the province.	Remaining ISF units increasingly assume the lead until ISF is in the lead throughout the province.
IP provide security in populated areas with heavy IA and CF support.	IP are capable of providing security independently and coordinating with IA and/or CF support if necessary.
IA conducting security operations throughout province, including heavy support to the IP to secure population centers.	IA shifts to primarily conducting operations in rural areas and interdicting AIF LOCs, while postured to support IP in the cities as requested.
CF in tactical overwatch over IA units with a gradual shift to operational overwatch	CF gradually completes transition to operational overwatch for all IA units
Gradual transition of CF to the urban periphery	Continued transition of CF to the urban periphery
MoD and MoI builds logistical systems to support their forces	MoD and MoI continue building logistical systems while eventually not requiring US assistance on day to day operations
CF providing enabler support to ISF units in emergency conditions	Gradually withdraw enabler support until it is provided to ISF in emergency conditions only, some enablers not at all
BTTs, POETTs, BSTs; DBE Bde interdicting illegal traffic bypassing POEs; increasing Iraqi lead	Increasing Iraqi independence in border security ops
MOI secures the borders at the national level, requesting assistance as needed.	MOI secures the borders at the national level, requesting assistance as needed.
As CF assume a reduced presence QRFs response times gradually increase	Longer response time for CF QRFs

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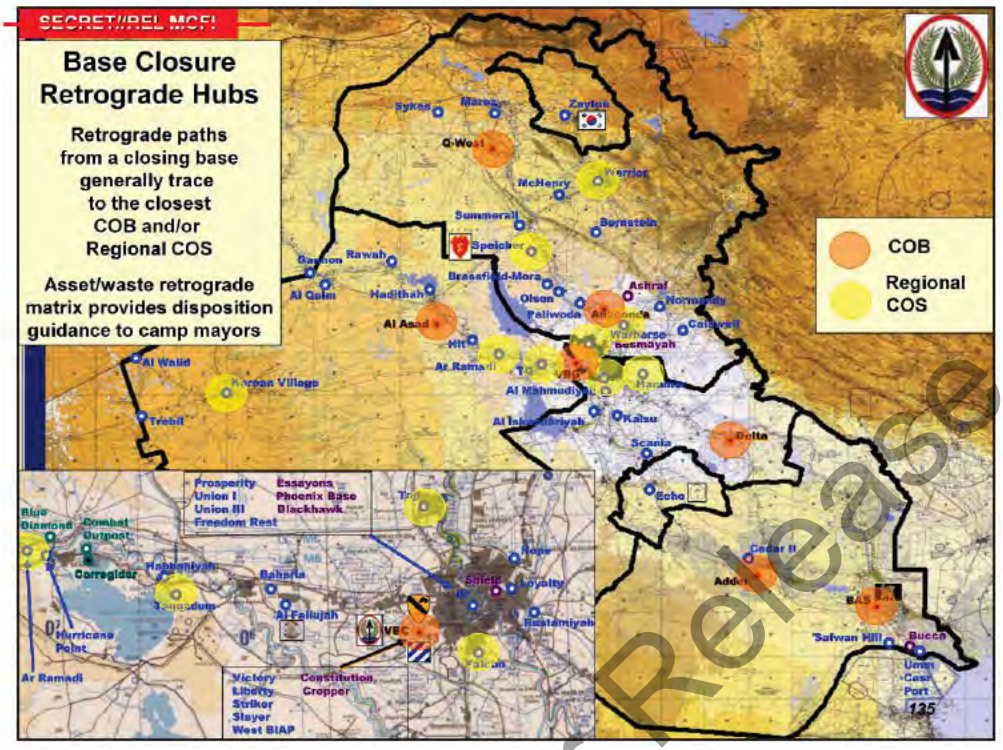

Produced by (b)(3), (b)(6)
MNC-I Basing Engineer
18 SEP 07

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Non-organic BCT Enablers

- *Maneuver*
  - Civil Affairs Company
- *Firepower*
  - Tactical PSYOP Detachment
  - COMCAM
  - Electronic Warfare Officers (JCCS-1)
- *Sustainment / Medical*
  - NONE
- *Communications*
  - NONE
- *Protection*
  - EOD Company
  - 1.4c
- *Intelligence*
  - b_3_50 USC _3605
  - 1.4c (Contractor)
  - Document Exploitation Team (DOCEX)
  - Interrogator Support Teams (Contractor)
  - SIGINT Terminal Guidance (STG) Teams
  - Linguists
- *Interagency*
  - ePRT
  - IQATF

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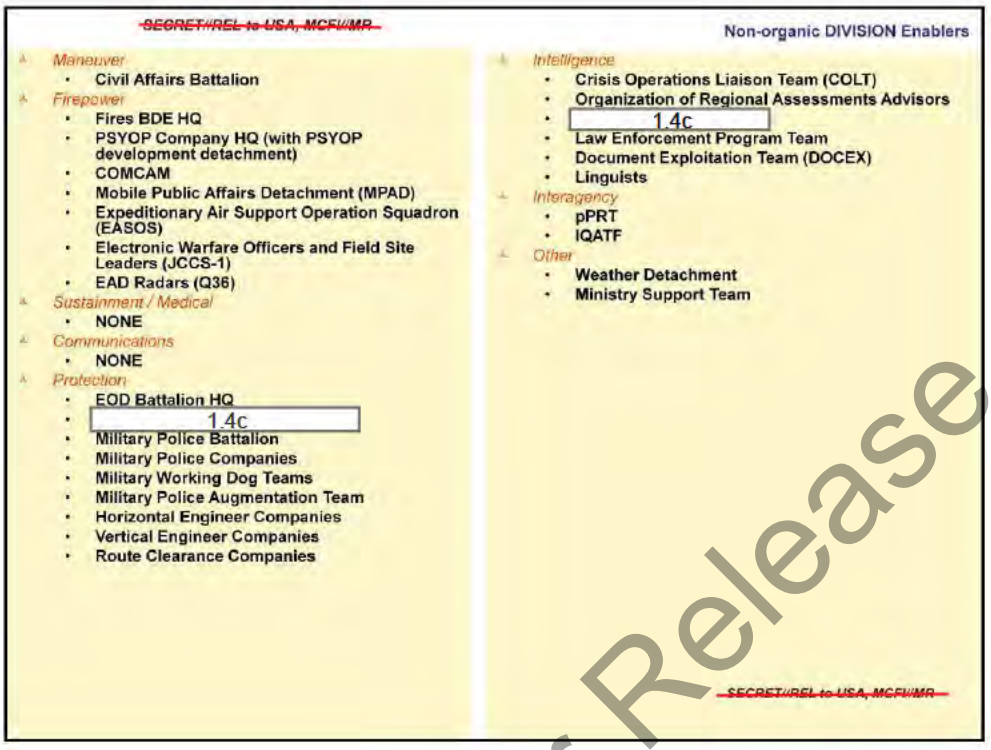

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Non-organic DIVISION Enablers

- *Maneuver*
  - Civil Affairs Battalion
- *Firepower*
  - Fires BDE HQ
  - PSYOP Company HQ (with PSYOP development detachment)
  - COMCAM
  - Mobile Public Affairs Detachment (MPAD)
  - Expeditionary Air Support Operation Squadron (EASOS)
  - Electronic Warfare Officers and Field Site Leaders (JCCS-1)
  - EAD Radars (Q36)
- *Sustainment / Medical*
  - NONE
- *Communications*
  - NONE
- *Protection*
  - EOD Battalion HQ
  - 1.4c
  - Military Police Battalion
  - Military Police Companies
  - Military Working Dog Teams
  - Military Police Augmentation Team
  - Horizontal Engineer Companies
  - Vertical Engineer Companies
  - Route Clearance Companies
- *Intelligence*
  - Crisis Operations Liaison Team (COLT)
  - Organization of Regional Assessments Advisors
  - 1.4c
  - Law Enforcement Program Team
  - Document Exploitation Team (DOCEX)
  - Linguists
- *Interagency*
  - pPRT
  - IQATF
- *Other*
  - Weather Detachment
  - Ministry Support Team

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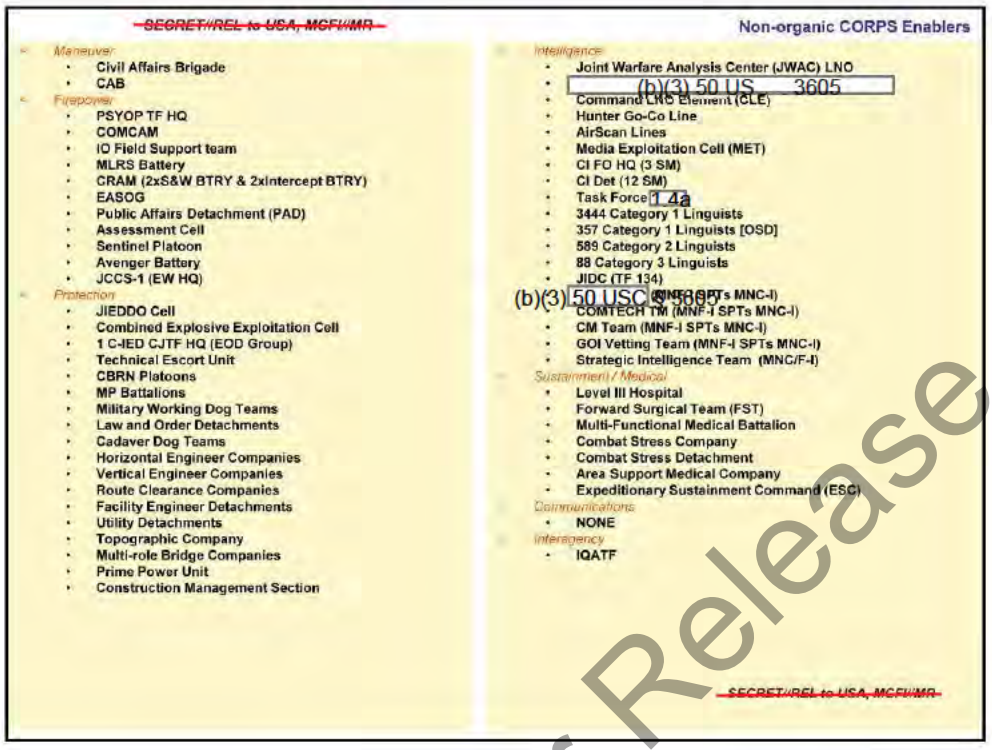

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Non-organic CORPS Enablers

Maneuver
- Civil Affairs Brigade
- CAB

Firepower
- PSYOP TF HQ
- COMCAM
- IO Field Support team
- MLRS Battery
- CRAM (2xS&W BTRY & 2xIntercept BTRY)
- EASOG
- Public Affairs Detachment (PAD)
- Assessment Cell
- Sentinel Platoon
- Avenger Battery
- JCCS-1 (EW HQ)

Protection
- JIEDDO Cell
- Combined Explosive Exploitation Cell
- 1 C-IED CJTF HQ (EOD Group)
- Technical Escort Unit
- CBRN Platoons
- MP Battalions
- Military Working Dog Teams
- Law and Order Detachments
- Cadaver Dog Teams
- Horizontal Engineer Companies
- Vertical Engineer Companies
- Route Clearance Companies
- Facility Engineer Detachments
- Utility Detachments
- Topographic Company
- Multi-role Bridge Companies
- Prime Power Unit
- Construction Management Section

Intelligence
- Joint Warfare Analysis Center (JWAC) LNO
- (b)(3) 50 US 3605
- Command LNO Element (CLE)
- Hunter Go-Co Line
- AirScan Lines
- Media Exploitation Cell (MET)
- CI FO HQ (3 SM)
- CI Det (12 SM)
- Task Force 1.4a
- 3444 Category 1 Linguists
- 357 Category 1 Linguists [OSD]
- 589 Category 2 Linguists
- 88 Category 3 Linguists
- JIDC (TF 134)
- (b)(3) 50 USC § 3605 SPTs MNC-I)
- COMTECH TM (MNF-I SPTs MNC-I)
- CM Team (MNF-I SPTs MNC-I)
- GOI Vetting Team (MNF-I SPTs MNC-I)
- Strategic Intelligence Team (MNC/F-I)

Sustainment / Medical
- Level III Hospital
- Forward Surgical Team (FST)
- Multi-Functional Medical Battalion
- Combat Stress Company
- Combat Stress Detachment
- Area Support Medical Company
- Expeditionary Sustainment Command (ESC)

Communications
- NONE

Interagency
- IQATF

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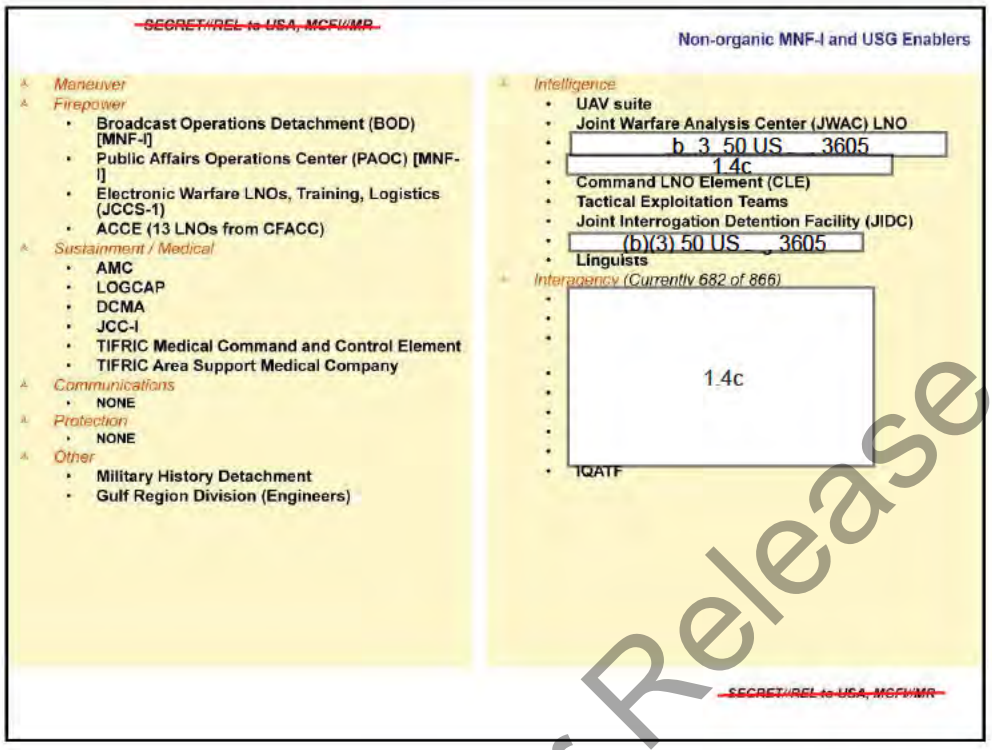

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Non-organic MNF-I and USG Enablers

- *Maneuver*
- *Firepower*
  - Broadcast Operations Detachment (BOD) [MNF-I]
  - Public Affairs Operations Center (PAOC) [MNF-I]
  - Electronic Warfare LNOs, Training, Logistics (JCCS-1)
  - ACCE (13 LNOs from CFACC)
- *Sustainment / Medical*
  - AMC
  - LOGCAP
  - DCMA
  - JCC-I
  - TIFRIC Medical Command and Control Element
  - TIFRIC Area Support Medical Company
- *Communications*
  - NONE
- *Protection*
  - NONE
- *Other*
  - Military History Detachment
  - Gulf Region Division (Engineers)

- *Intelligence*
  - UAV suite
  - Joint Warfare Analysis Center (JWAC) LNO
  - b_3_50 US_ _3605
  - 1.4c
  - Command LNO Element (CLE)
  - Tactical Exploitation Teams
  - Joint Interrogation Detention Facility (JIDC)
  - (b)(3) 50 US_ _3605
  - Linguists
- *Interagency (Currently 682 of 866)*
  - 1.4c
  - IQATF

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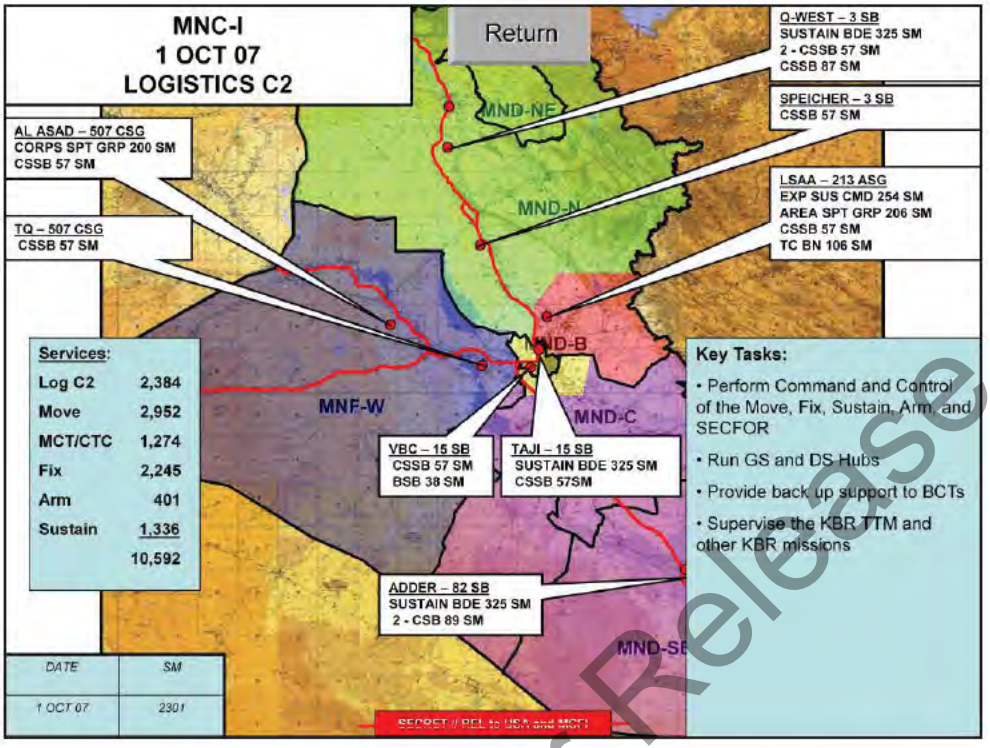

There are 26 SSAs located in Iraq, 10 are task organized to the 316th ESC 14 are organic BCT BSBs, and 2 are class IX air SSAs. Of the 26 SSAs, 22 are multi-class SSAs, one is a class IX ground SSA, 2 are class IX air SSAs, and 1 is a class II, IIIp, IV SSA. Included in the multi-class SSA count is LSAA's Forward Redistribution Point (FRP), which serves as an excess collection point for serviceable excess class II, IIIp, IV, and IX, goes on the shelf and is not immediately excessed out as retrograde to Kuwait.

DISTRIBUTION FLOW: Multi-Class supplies are delivered via air and ground into Iraq. Supplies are routinely delivered via air primarily through Kuwait, Balad/LSAA, BIAP, and Al Asad and via opportune air to the other Iraqi airfields. Theater trucks deliver general supplies from Kuwait to Tallil, VBC, TQ, LSAA, and Speicher, 1/82 BCT provides gun truck escorts for theater trucks. 106 Trans Bn, 213th ASG, delivers supplies from the LSAA to Taji, Speicher, Q-West, and TQ. CSG and SB trucks deliver from the GS/DS hubs to BCT SSAs at the major FOBs and outlying camps and combat outposts. MEF trucks deliver USMC specific items from TQ and Al Asad to MEF camps in the MNF-W AO.

Central Issue Facilities are located at LSAA and Baghdad and provide direct exchange for CIF items managed by 316th ESC

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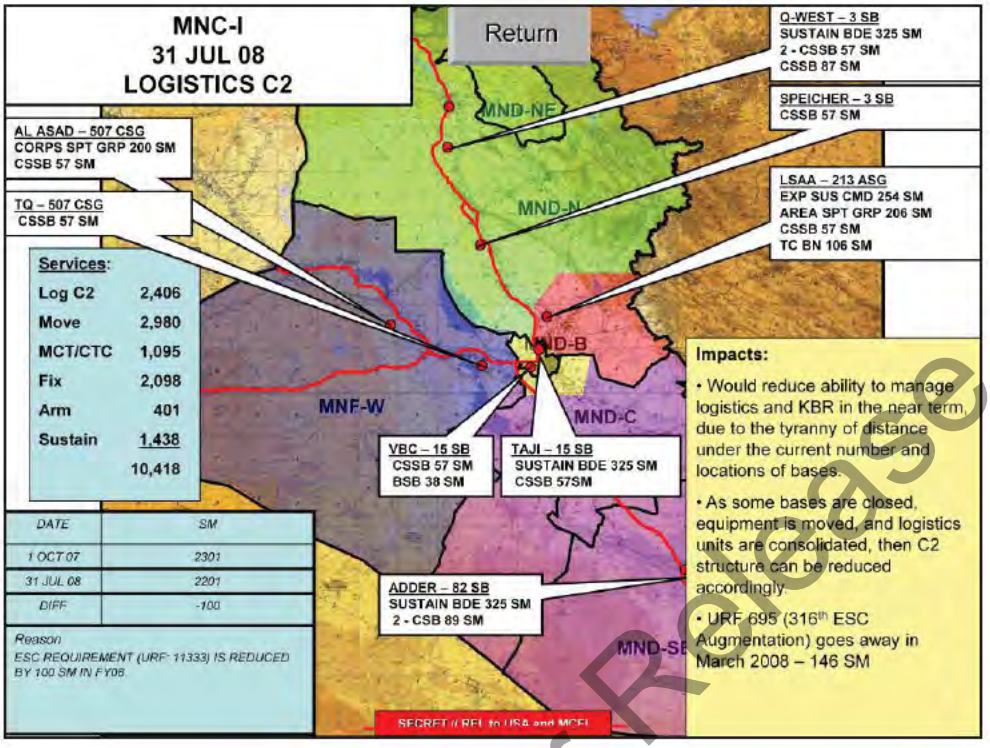

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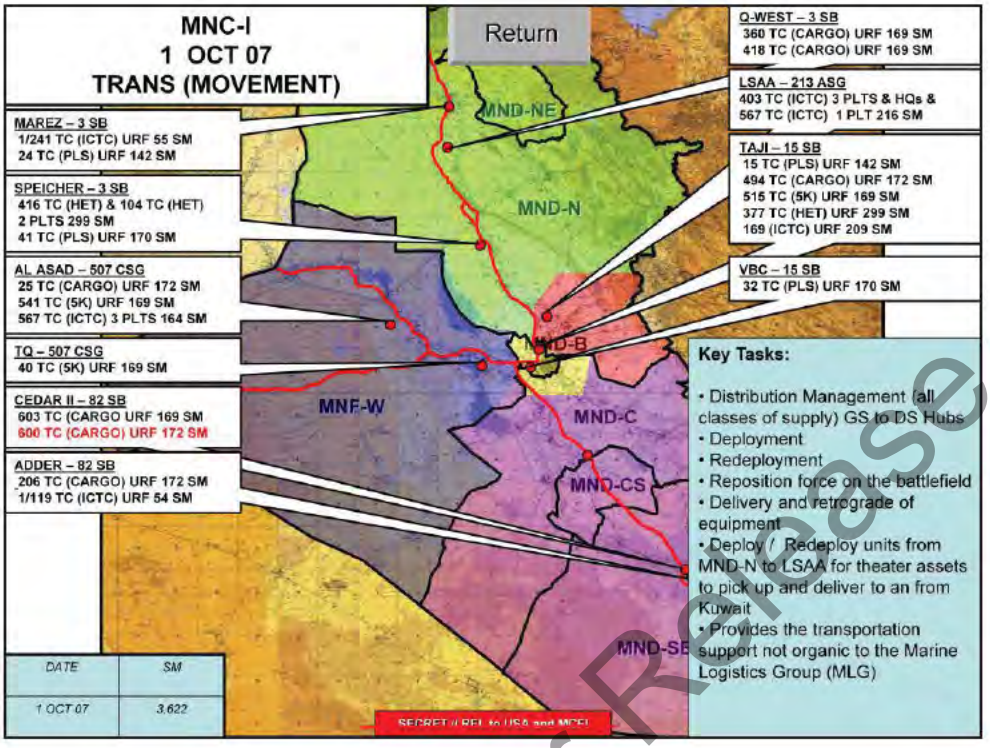

(IF ALL LOCATIONS POP IN)

Sir, there are currently 10 distribution Nodes arrayed across the ITO which provide distribution support. There are 7 JDC Yards, 7 CRSP Yards, 3 A/DACGs and 1 FRP yard.

Next slide please.

(IF Animation by MND) :

*Brief by location…

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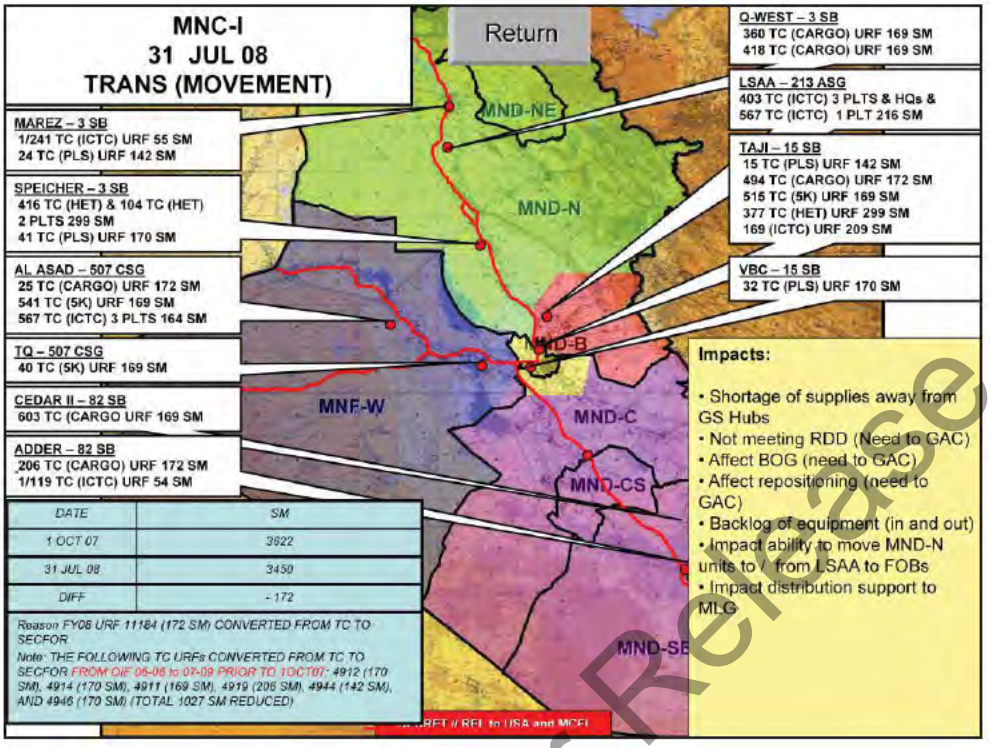

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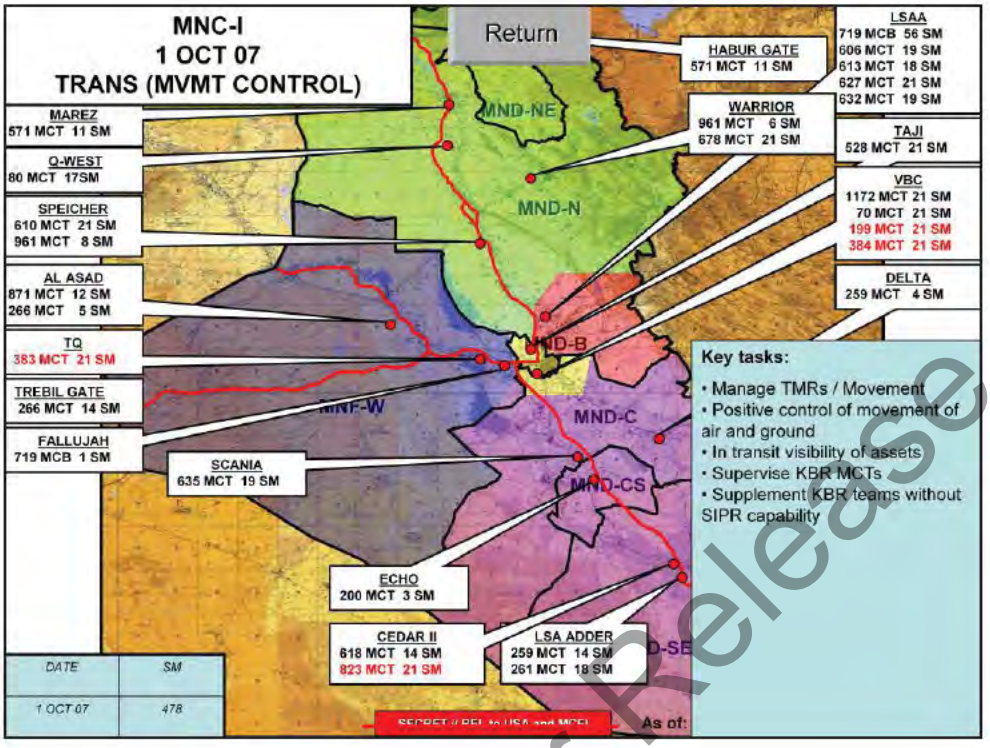

In MND-N: The five locations highlighted are manned by _78_ Army personnel and _115_ KBR workers.

In LSAA: The MCB and MCTs are comprised of _150_ personnel, with _128_ KBR movement control personnel.

In MNF-W: There are _59_ Army personnel and _69_ KBR personnel executing their missions.

In MND-SE, CS and C: The five locations are comprised of _125_ Army personnel and _67_ KBR Personnel.

In MND-B: MCTs are manned by _139_ Army personnel and _77_ KBR workers.

Currently, the 719th Movement Control Battalion commands 23 MCTs with 514 military personnel.

Through Task Order 139, KBR is authorized 487 Log Coordinator “Spaces” with 456 “Faces” filling positions currently.

Total Movement Control personnel in the Iraq Theater are 1110.

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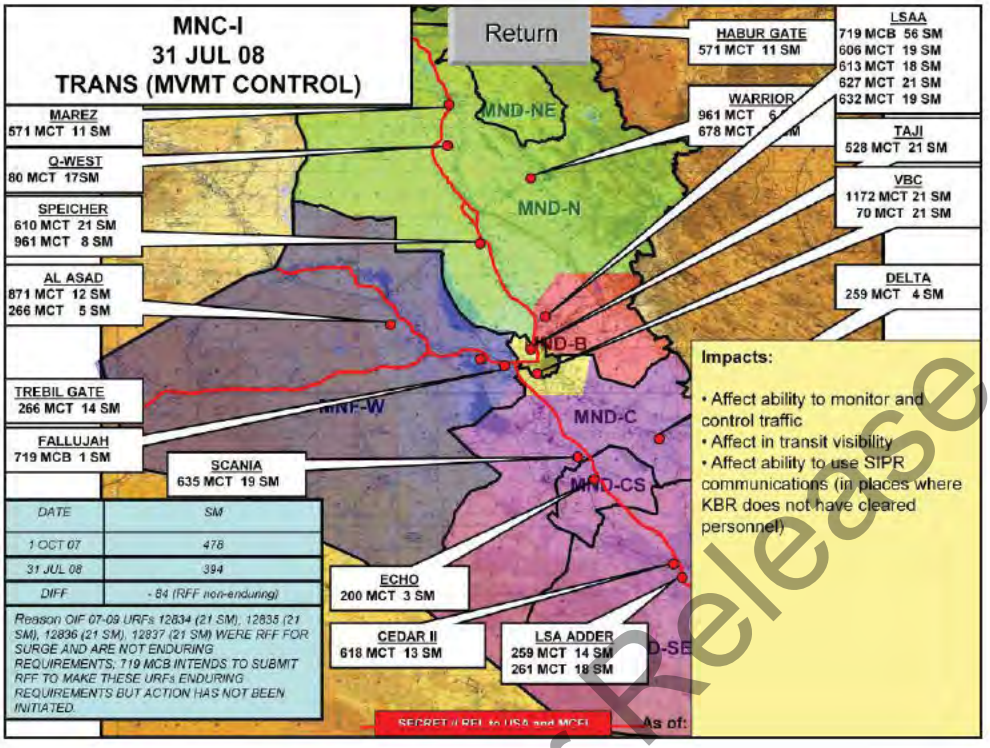

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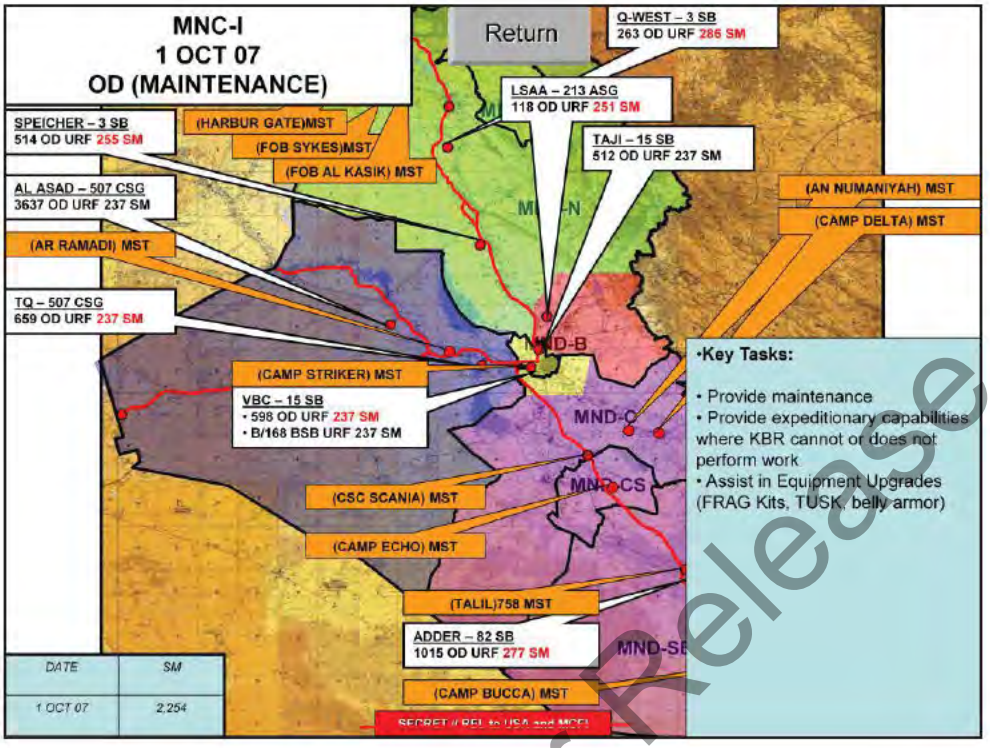

This slide depicts where the HQ element of each maint company resides. These maint companies provide an expeditionary capability through MSTs which can go places where KBR will not. This gives the MND commander flexibility throughout their OE.

In addition to Base Maint and MST's these units provide: M1114/FRAG 5 TOTALS BALAD: (213) BIAP: (163) RAMADI: (74) SPEICHER: (62) MOSUL : (52) KIRKUK: (19) TAJI: (46) AL ASAD: (5)TALIL: (23) Q-WEST: (15) M1151/FRAG 5 TOTALS BALAD: (28)

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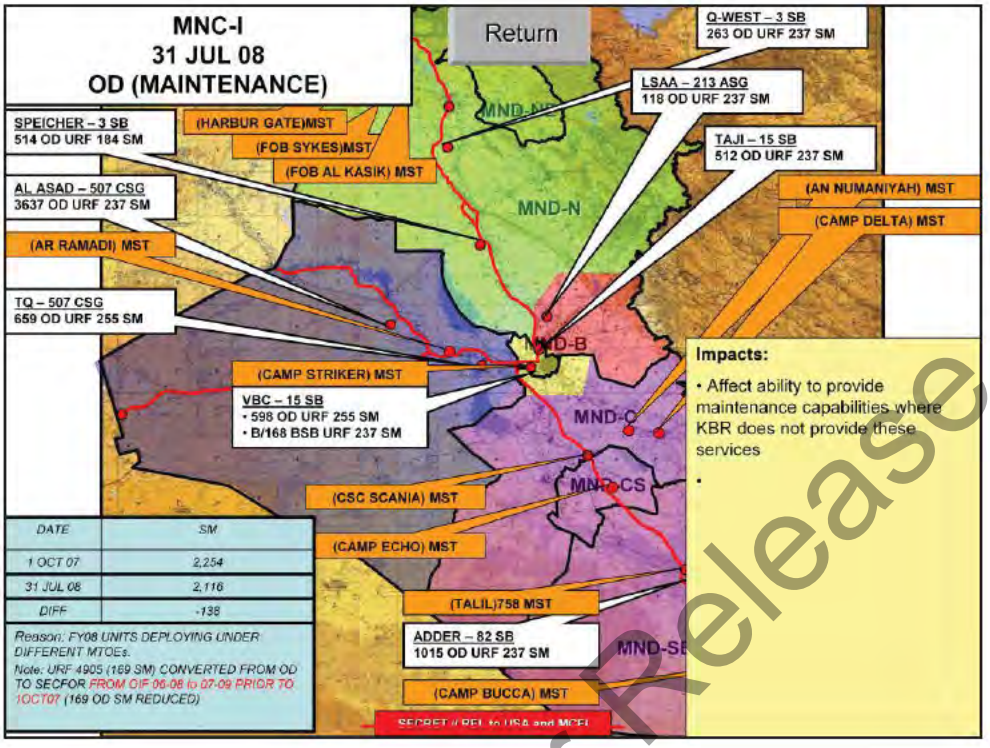

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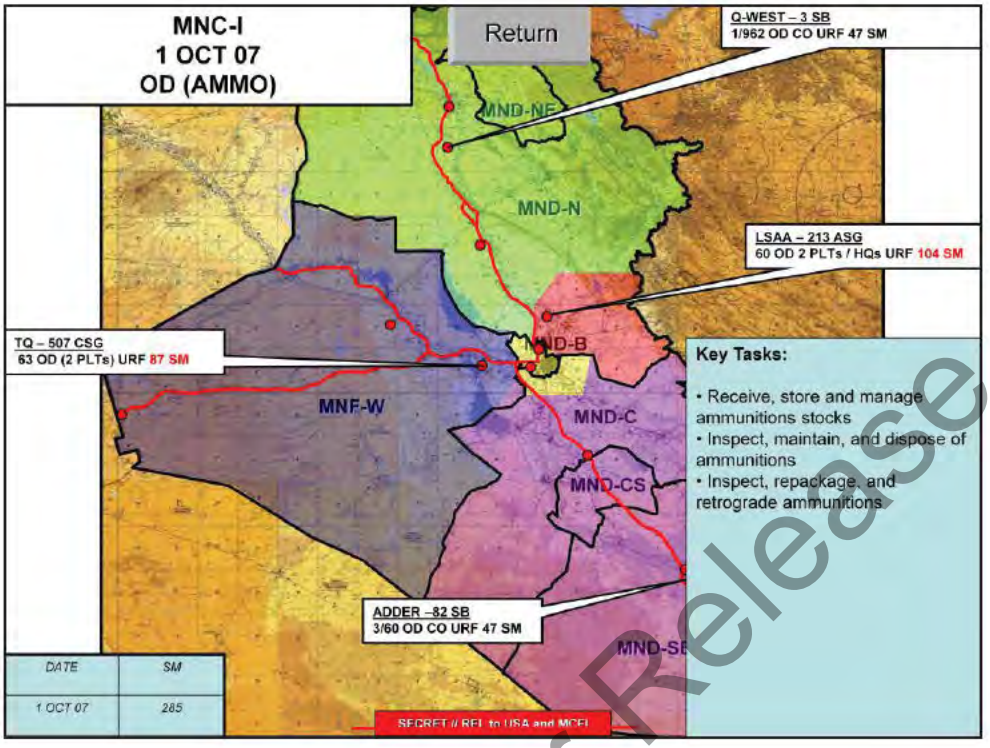

REQUIREMENTS

1 x CSA (1 x OD Co) LSA Anaconda (213 ASG)
4 x ASPs (3 x ML PLTs)
- **MND-N (Q-West ASP) (3 SB)**
- **MND-W (TQ ASP) (507 CSG)**
- **MND-CS (Adder ASP) (82 SB)**
- **MND-B (Liberty ASP) (15 SB)**

15 x ATHPs (1 section, 12 SMs)

CAPABILITIES

Each (DS) PLT: 1 ASP
- **Each ASP R/I/S: 843 S/T per day**
- **Total Storage: 7,000 S/T**

Each (DS) CO (CSA)
- **CSA R/I/S: 2400 S/T per day**
- **CSA ASP Total Storage: 25000 S/T**

THROUGHPUT
- **100% of call forward CL V to IZ ASPs is ground containerized**
- **TSA pushes requested CL V to LSAA; LSAA pushes to ASPs**
- **Munitions are supplied from five storage areas in Iraq**

Authorized levels & unit prioritization established by MNC-I as reported through MUREP
Munitions pushed from Theater to CSA / ASPs and from CSA to ASPs and unit ATHPs

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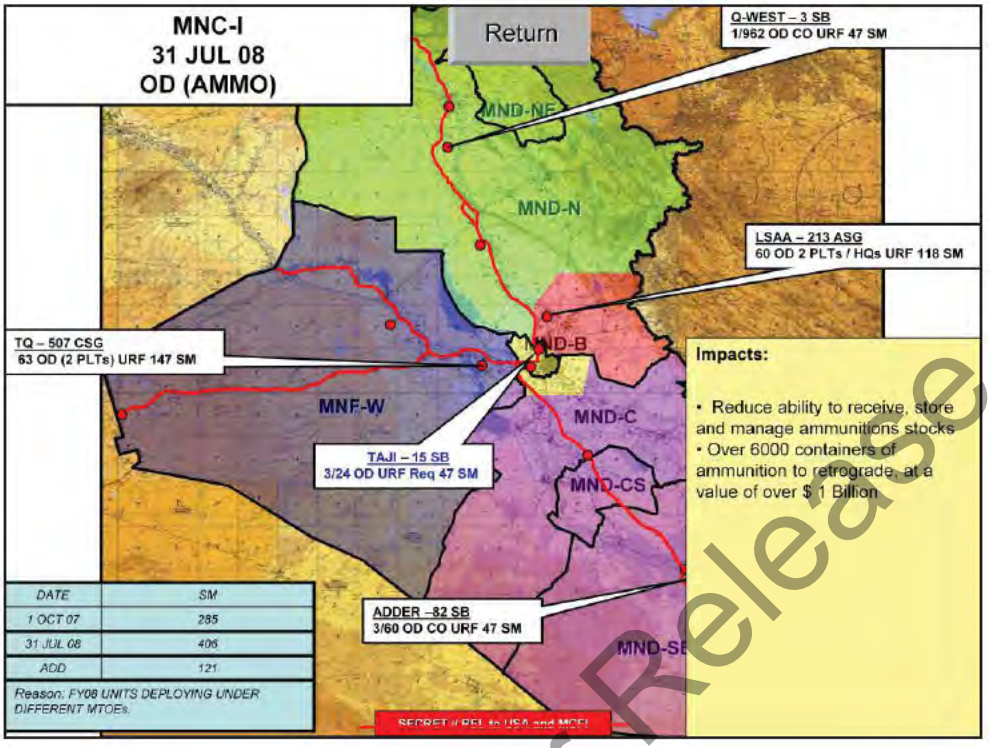

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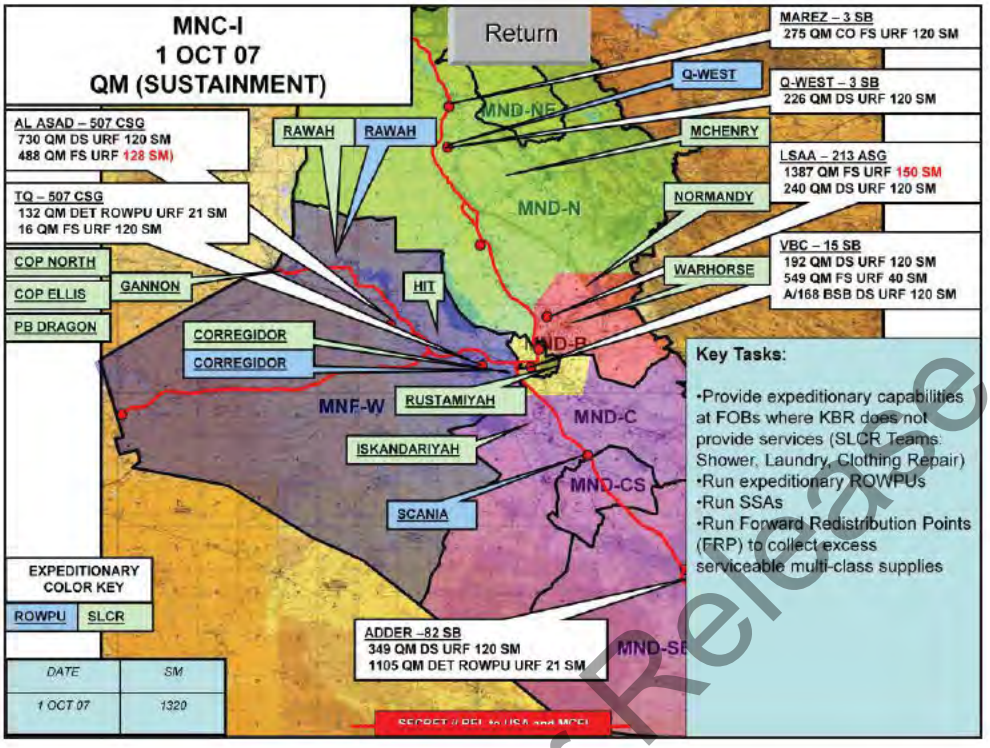

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Central Issue Facilities are located at LSAA and Baghdad and provide direct exchange for CIF items managed by 316th ESC

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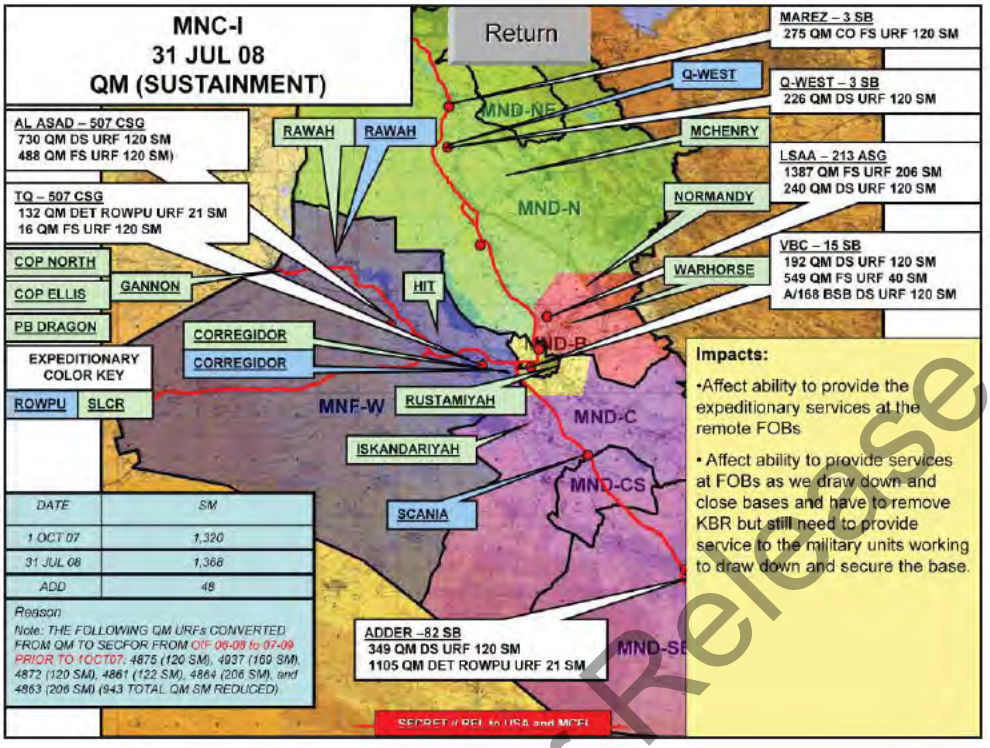

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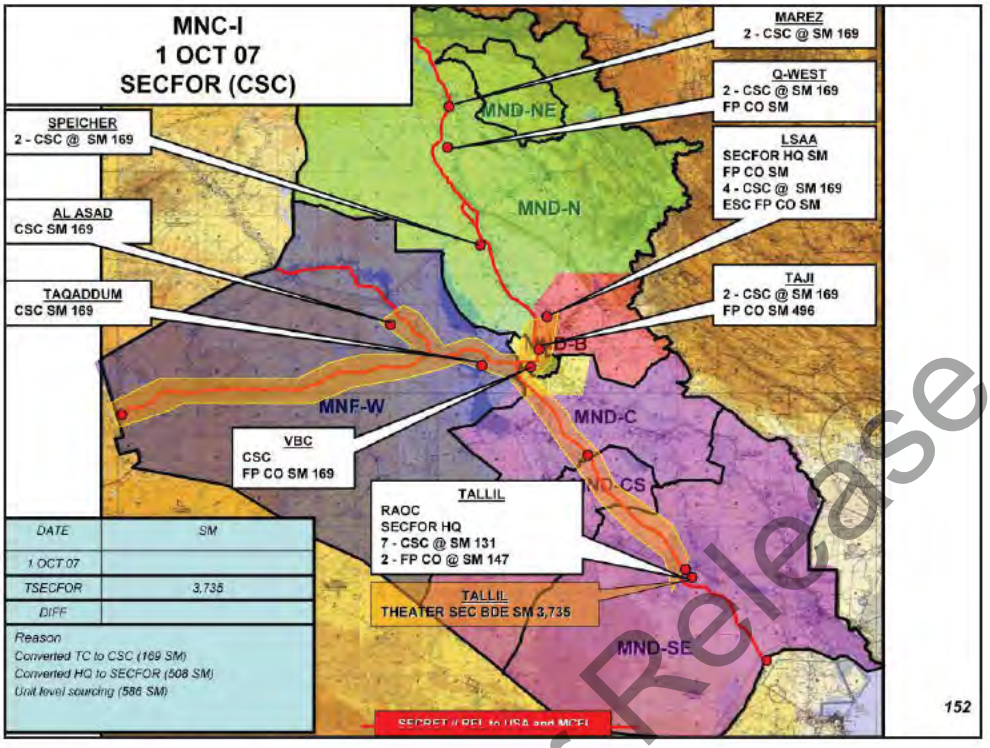

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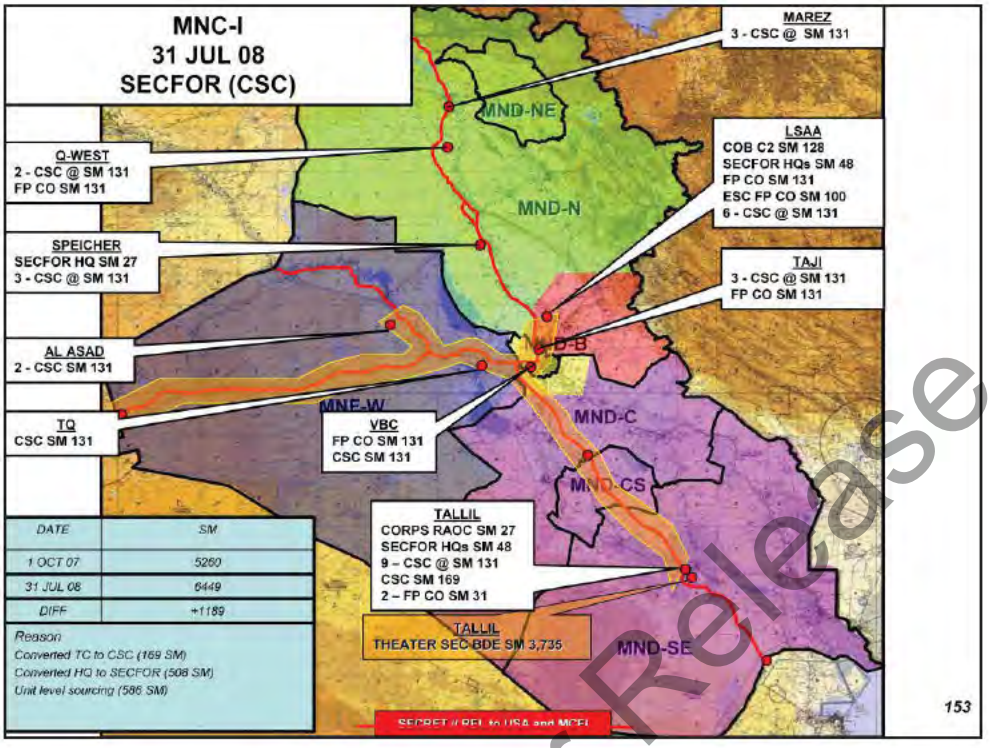

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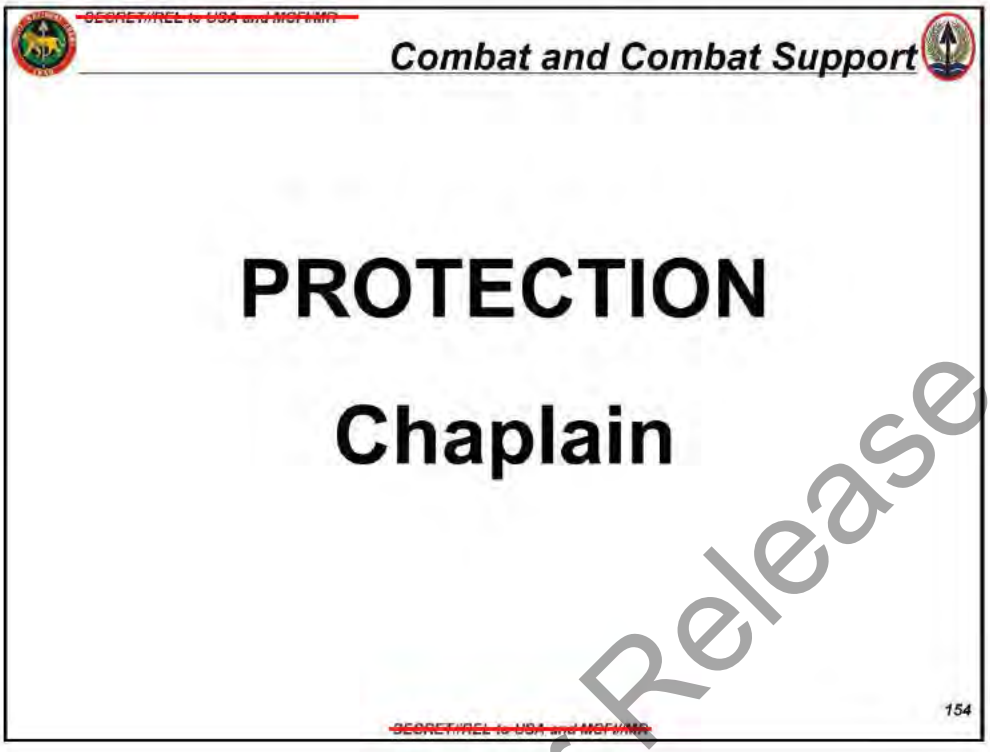

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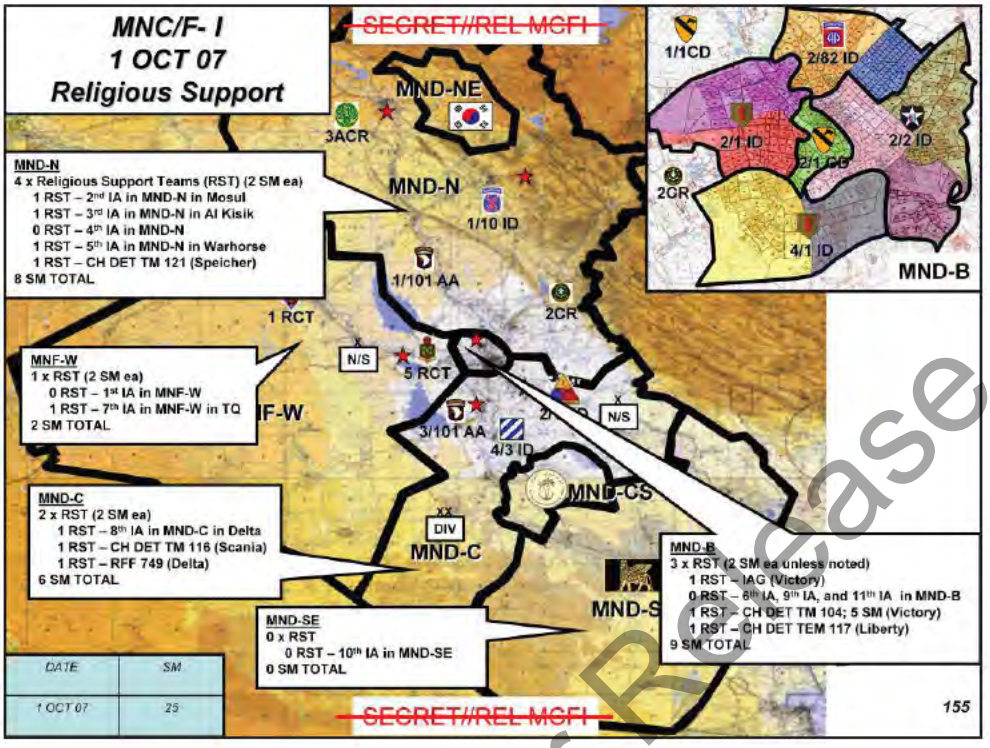

Key Task:

Provide religious support

Perform religious worship services, religious education, and pastoral counseling for TT in IA sector

Advise the CDR on matters pertaining to religion and morals and morale as affected by religion

Advise the CDR on the impact of indigenous religious practices, as required

Ensure the free exercise of religion and coordination of religious coverage for all faith groups

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THIS IS THE CENTCOM REQUIRED FORMAT
URRFS DO NOT HAVE TO BE ON SLIDE (BUT SHOULD BE LISTED IN NOTES AT LEAST)

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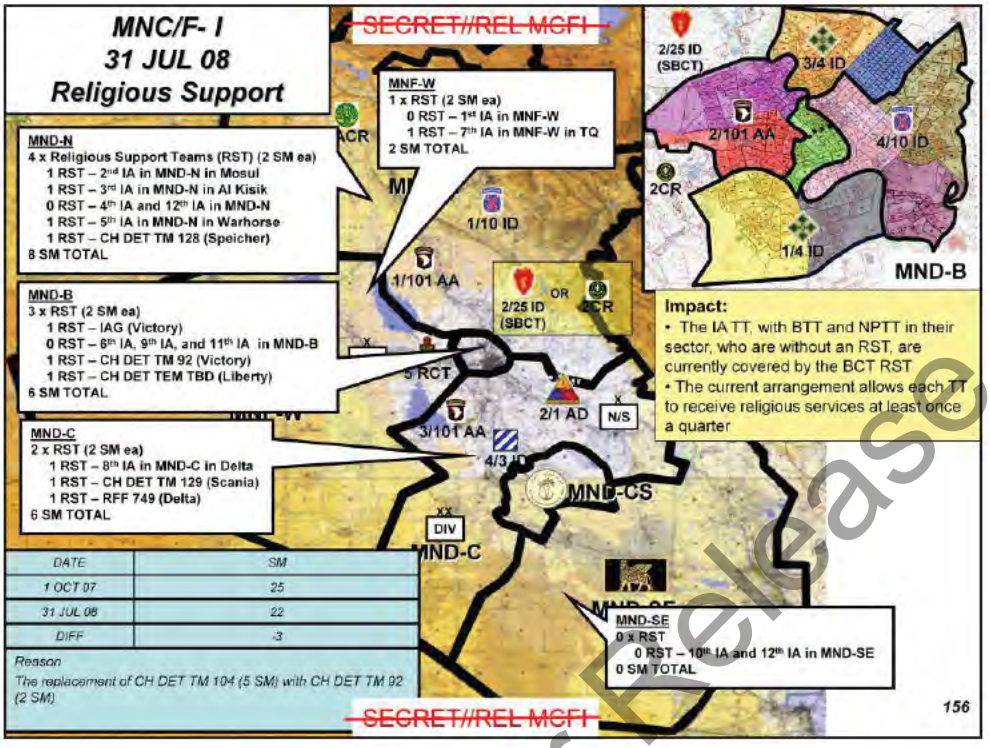

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Pages 303 through 305 redacted for the following reasons:
- -
(b)(5)
(b)(5), (b)(3), (b)(6)

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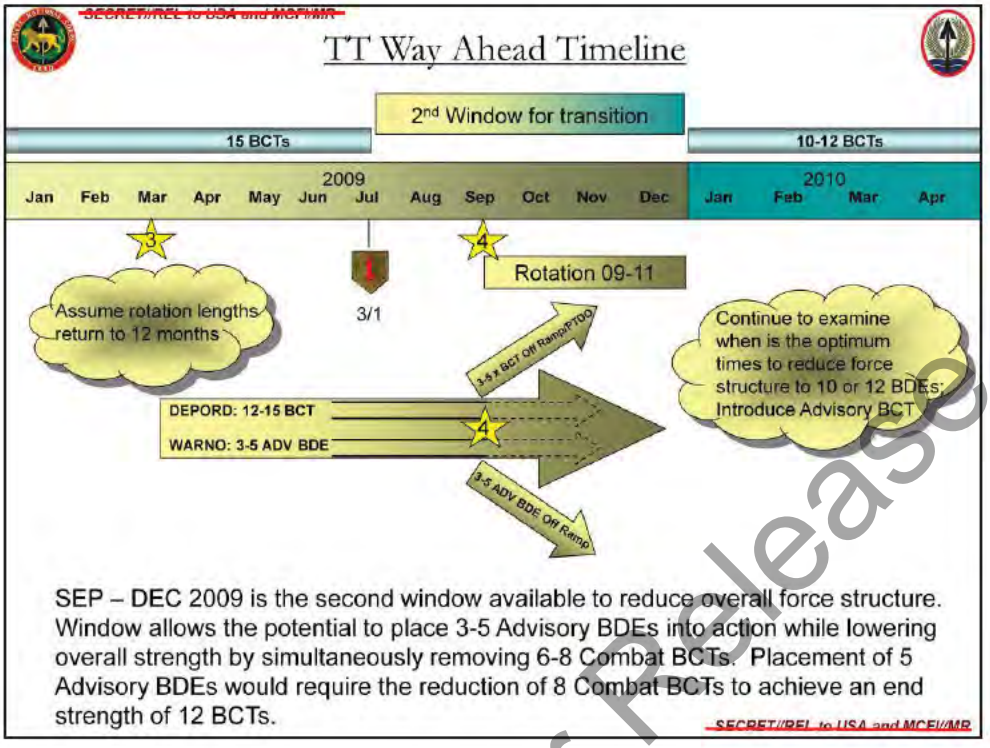

In 2009 assuming rotations will be only 12 months the window of transition remains in roughly the same location as a second opportunity to implement an advisory BDE.

The same decision cycle previously described remains in effect with the potential to again delay the decision until 2010.

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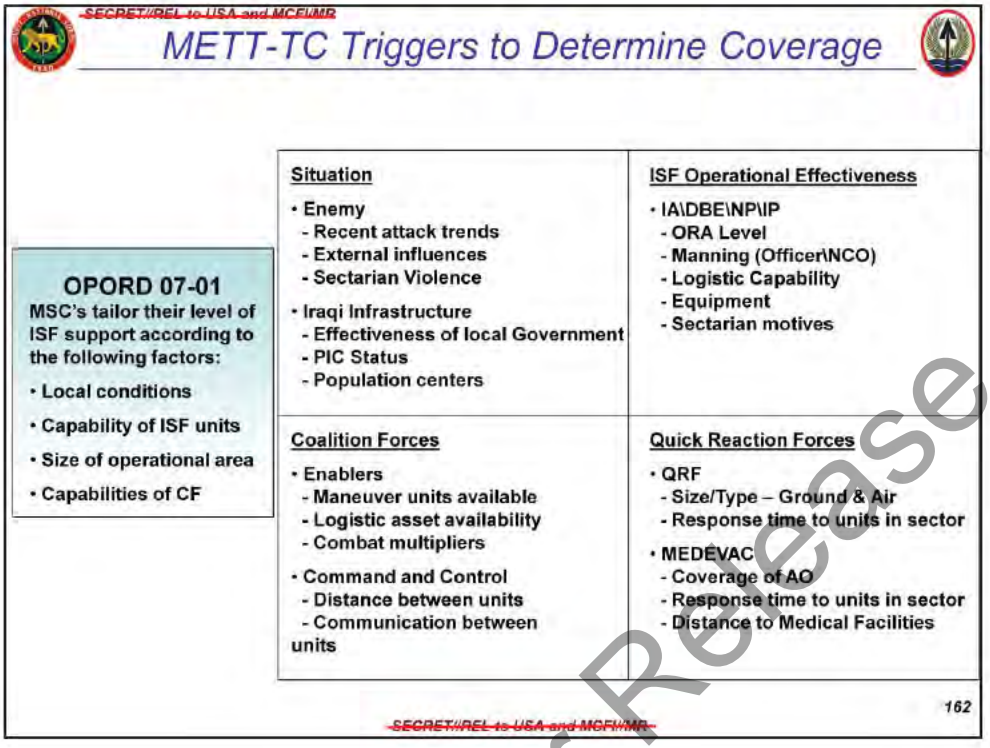

Sir, these are the filters we considered when we were determining which models we used in each AO.

Basically these were an expansion on the same criteria used in 07-01.

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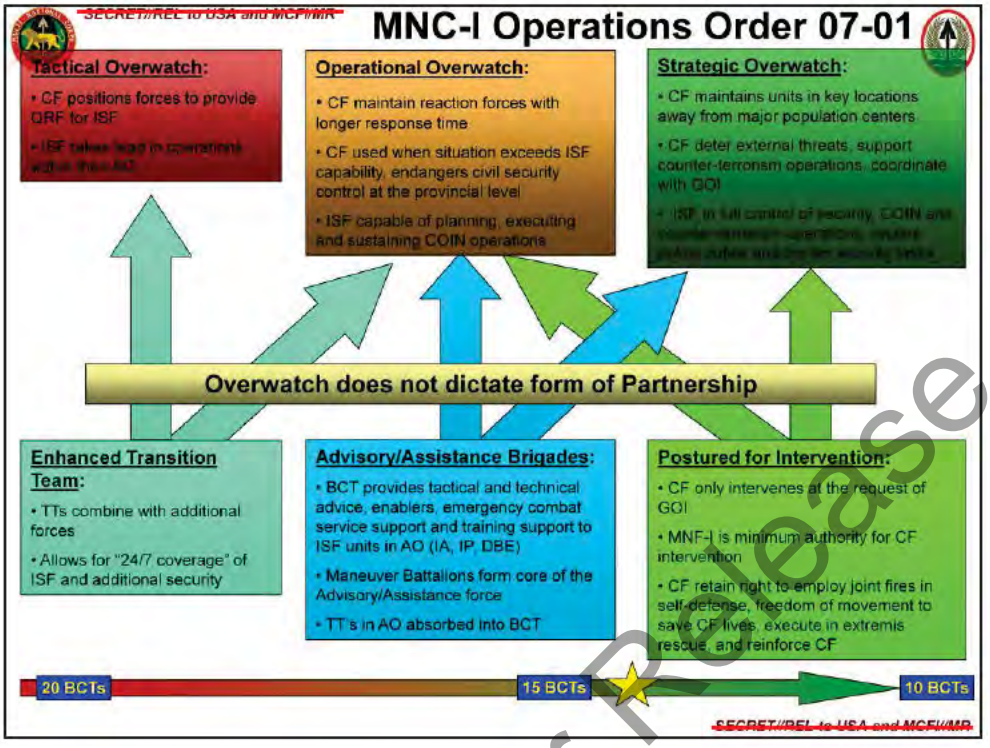

Sir, I know (b)(6) will brief a series of major tasks by phase and it addresses partnering as its own phase.

What we are trying to highlight here is that the level of overwatch should not dictate partnering and we see partnering occurring across all phases and to list it as its own phase may be misleading.

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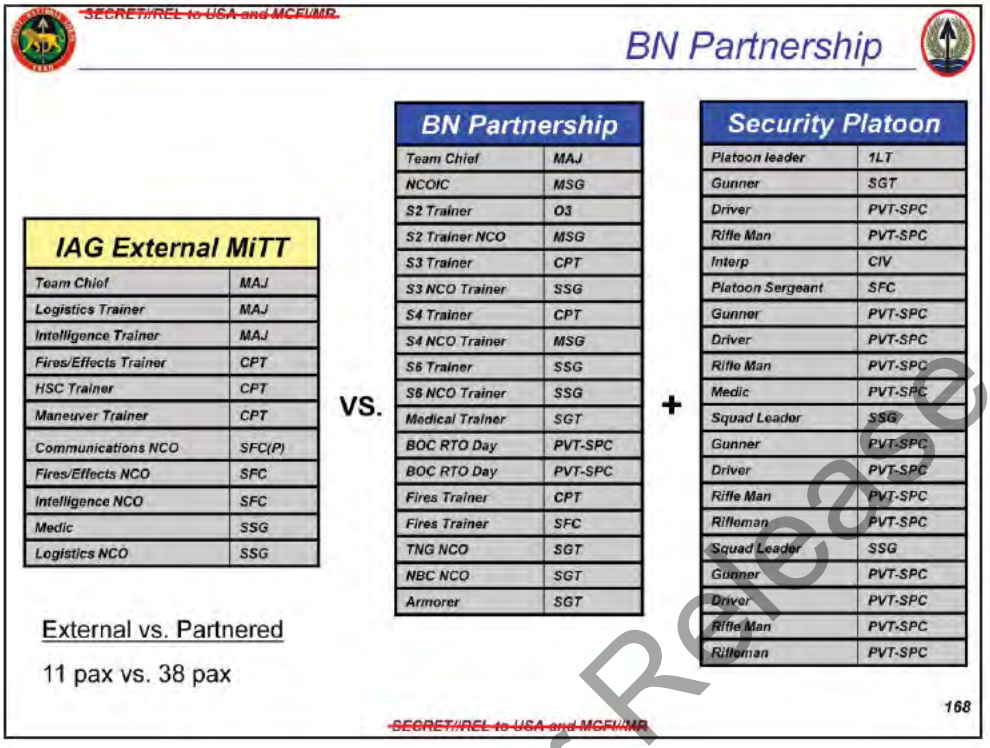

Sir this final slide is simply an example of what 2-15 FA is using in their BN partnership model.

We show this simply as an example of what an enhanced team could look like.

Reality is the enhanced team would not be this rank heavy but this gives a feel for what one may look like.

Sir, subject to you questions I will be followed by basing.

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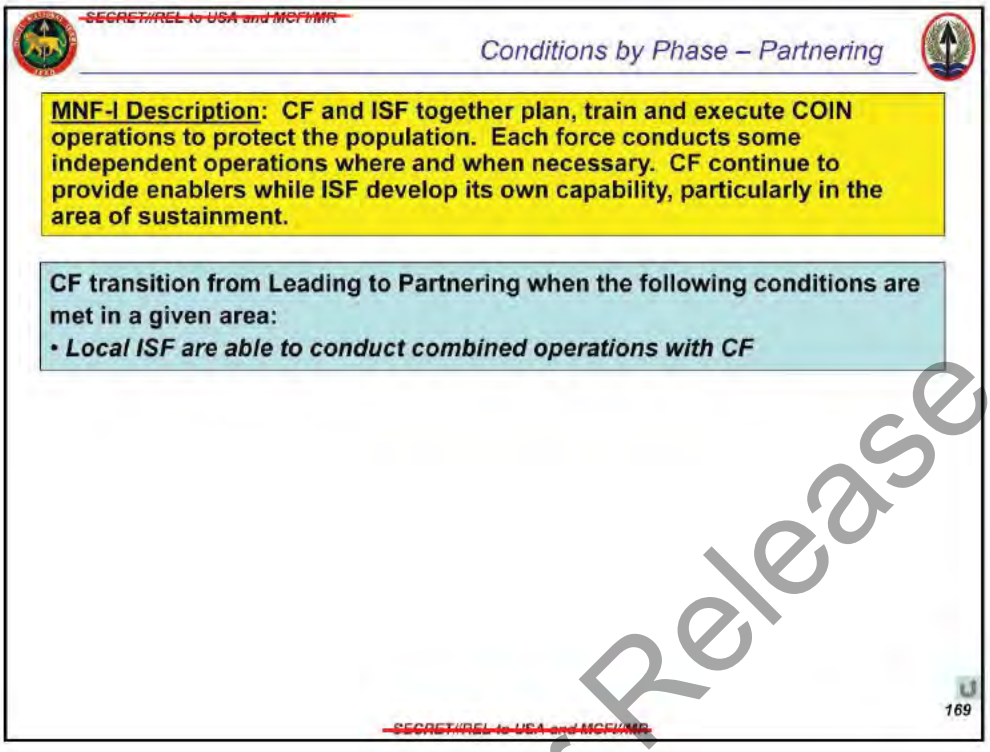

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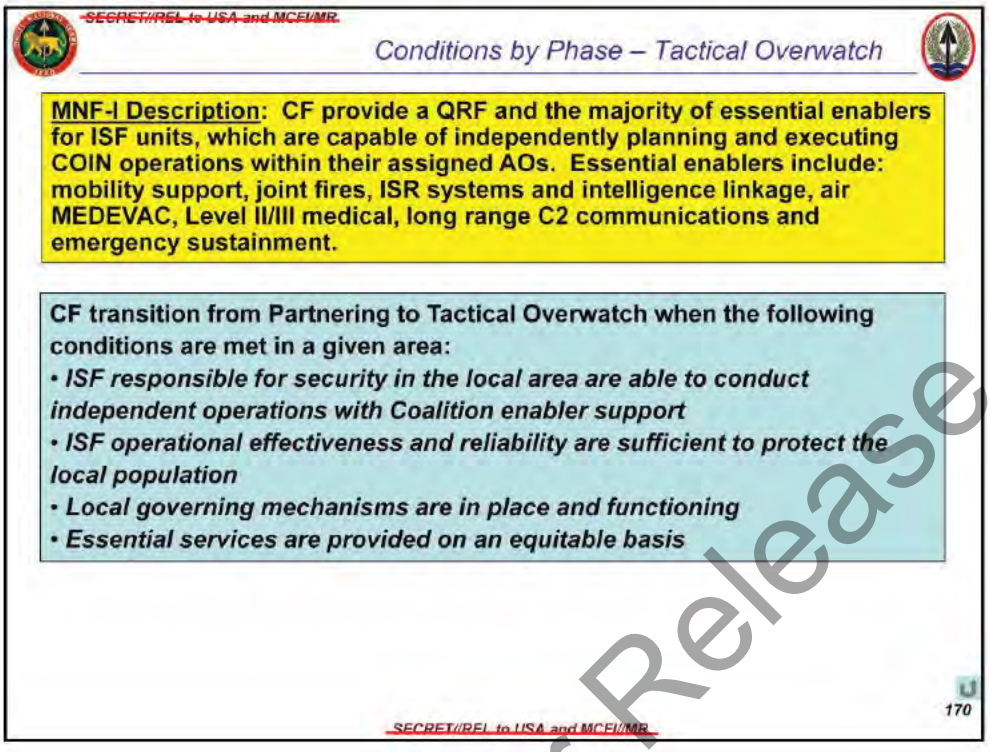

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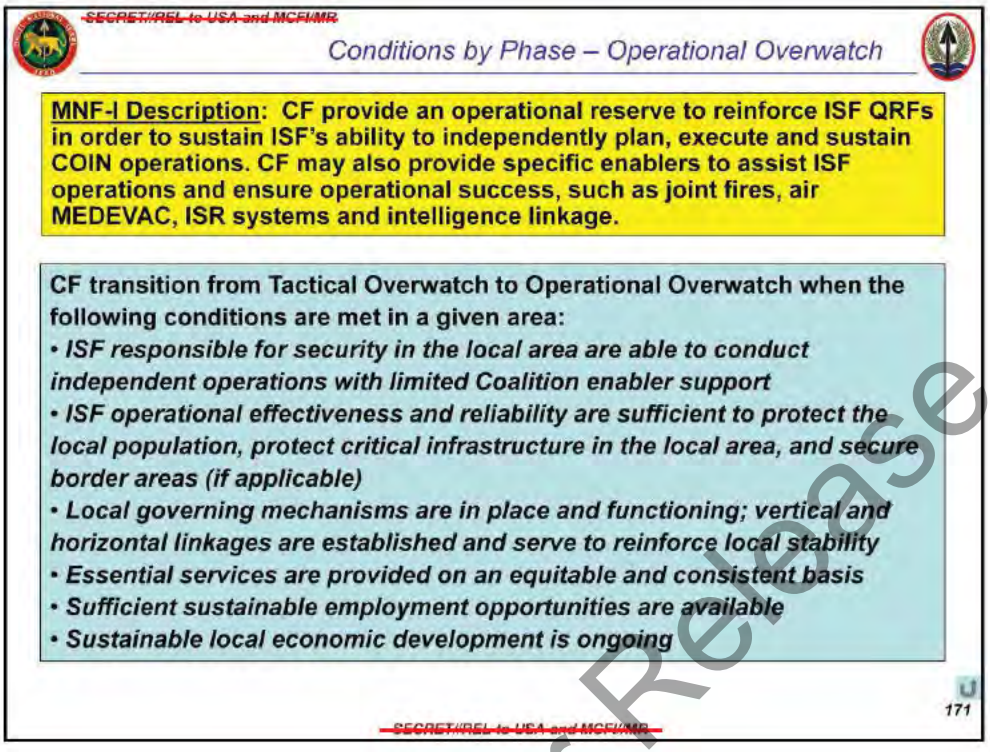

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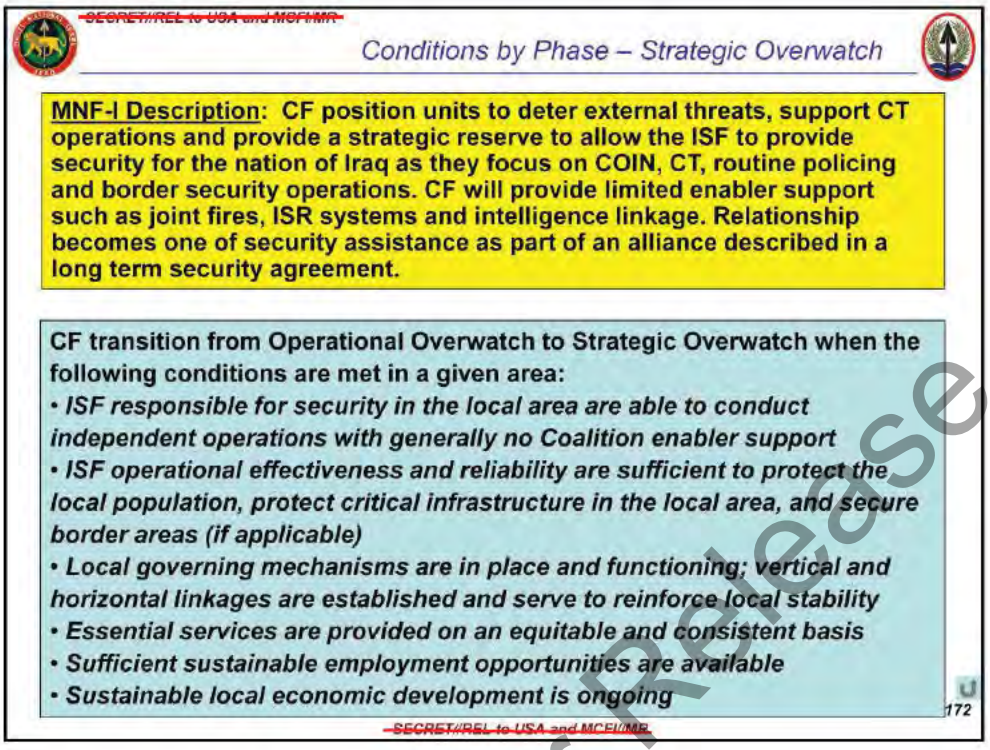

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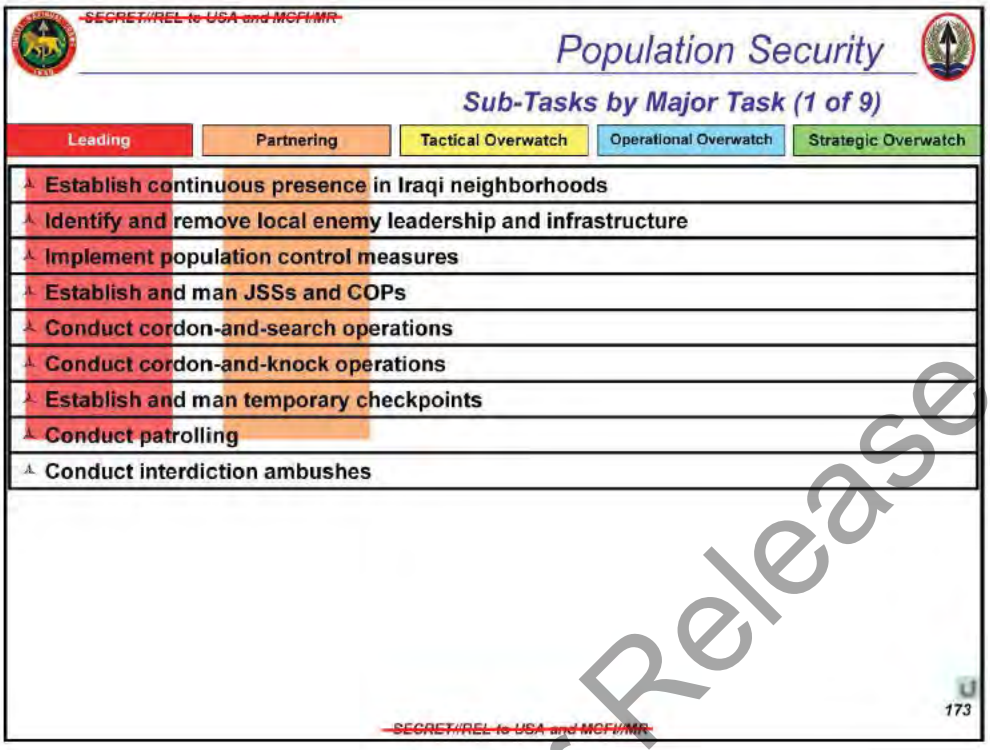

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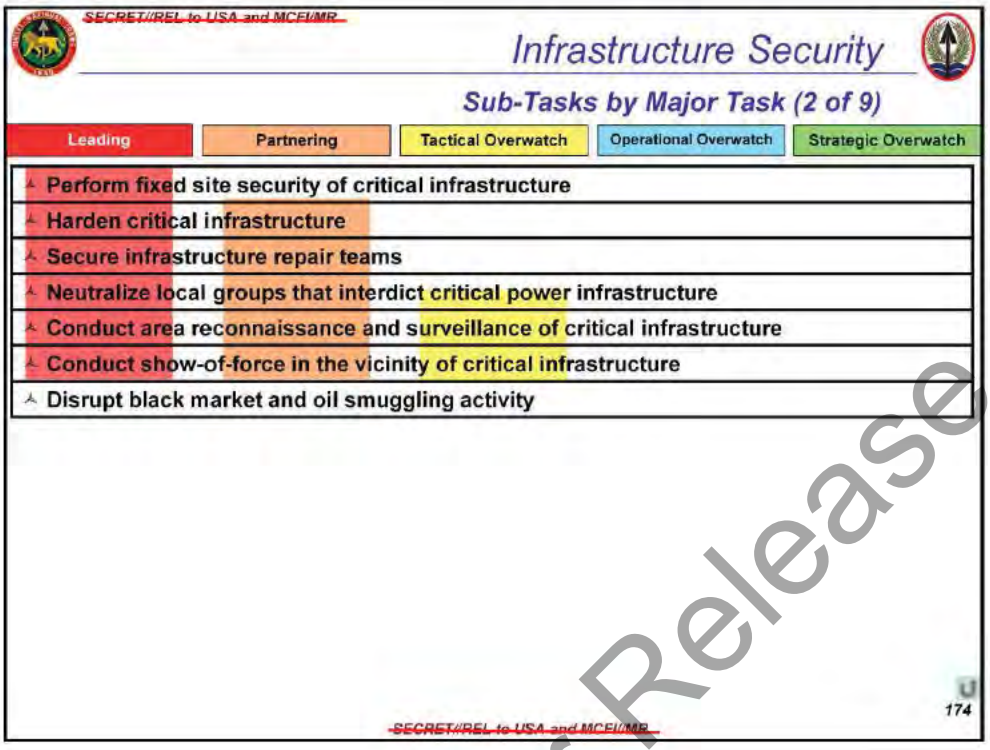

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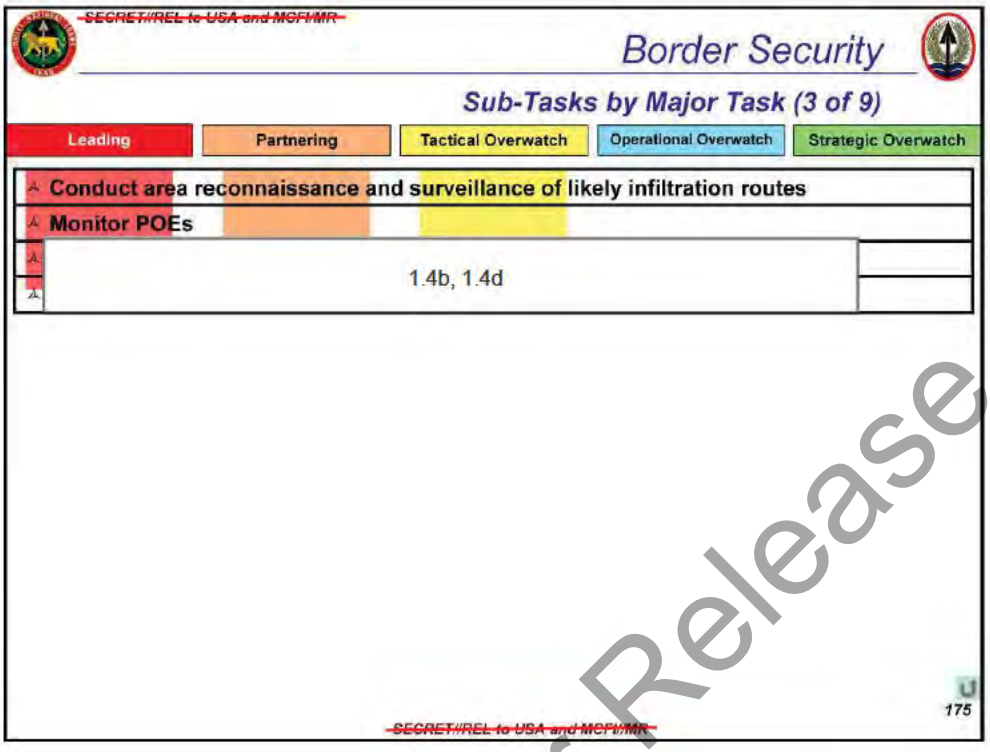

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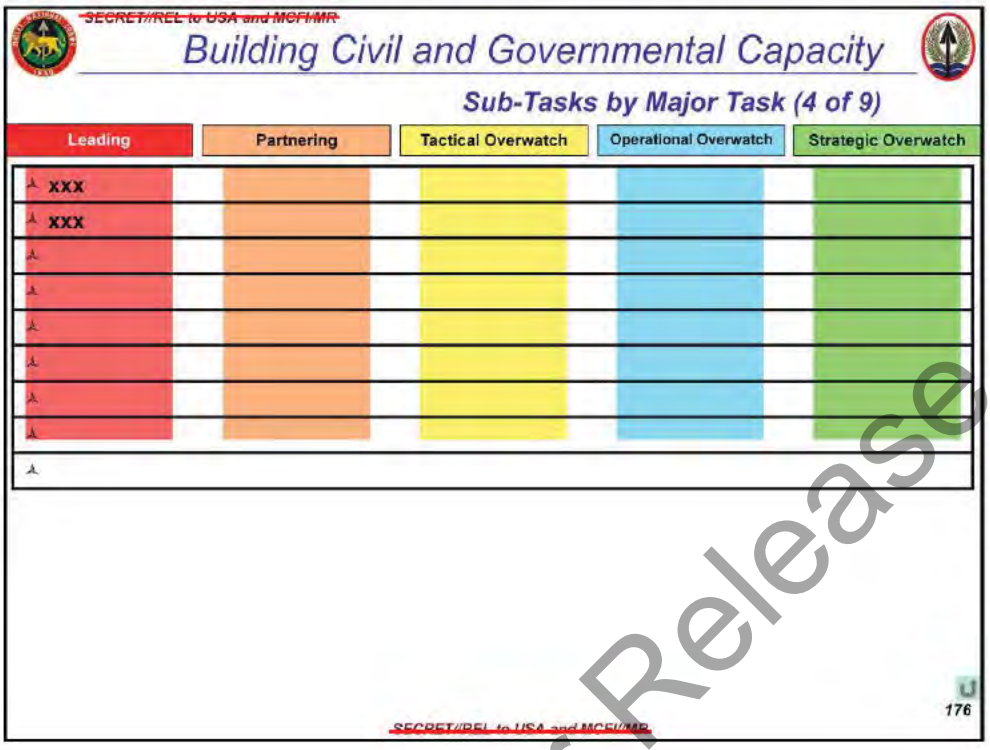

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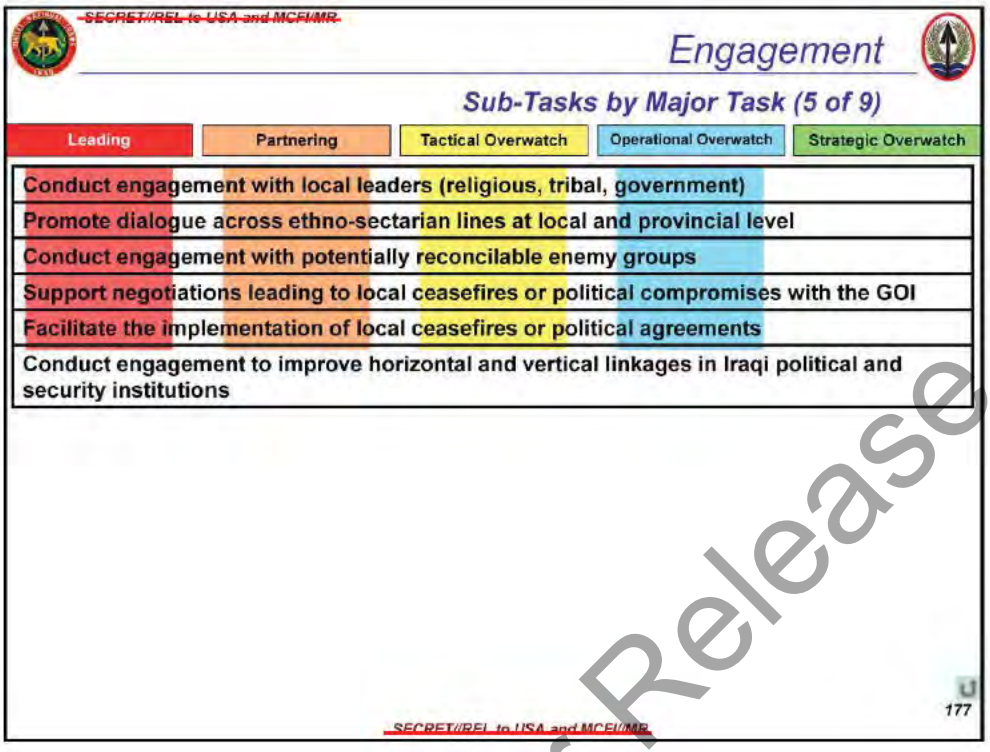

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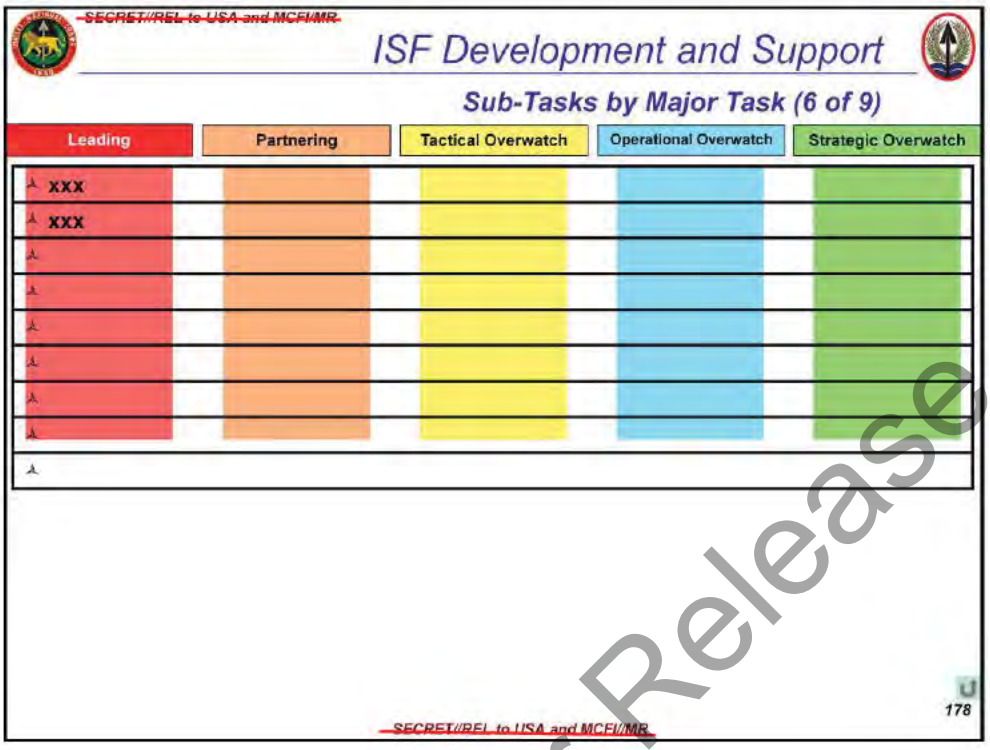

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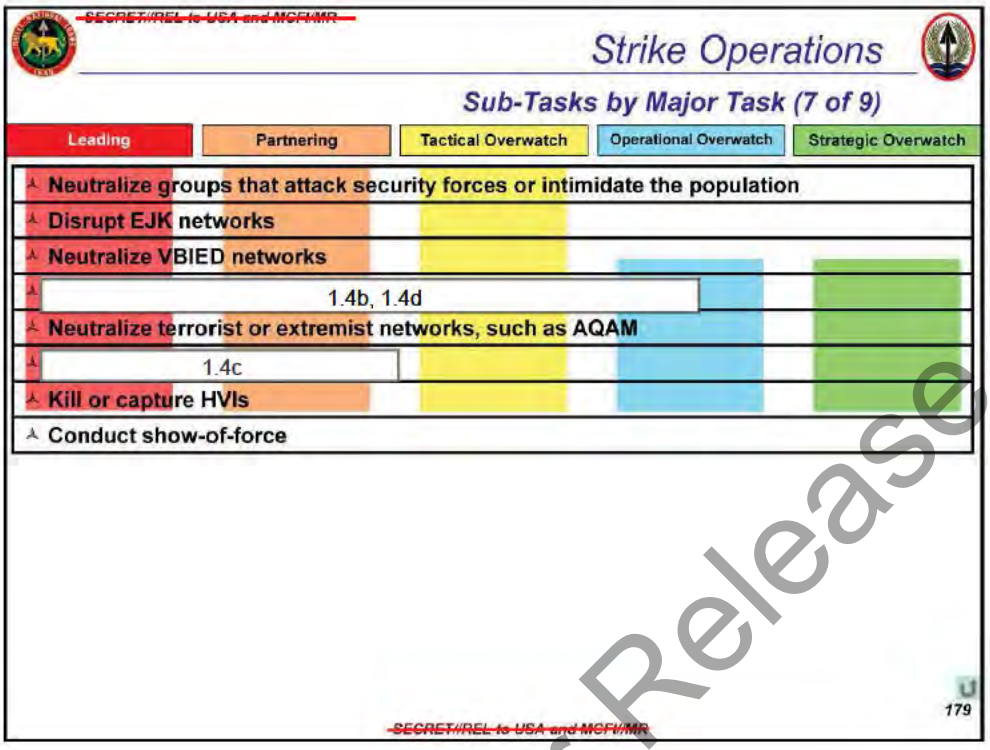

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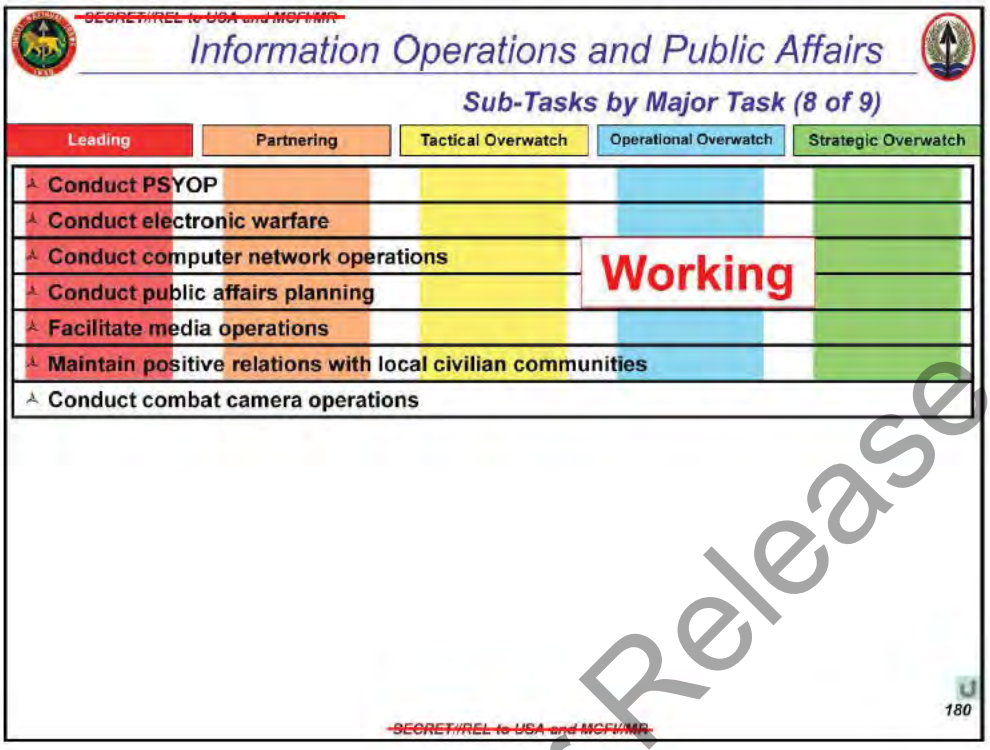

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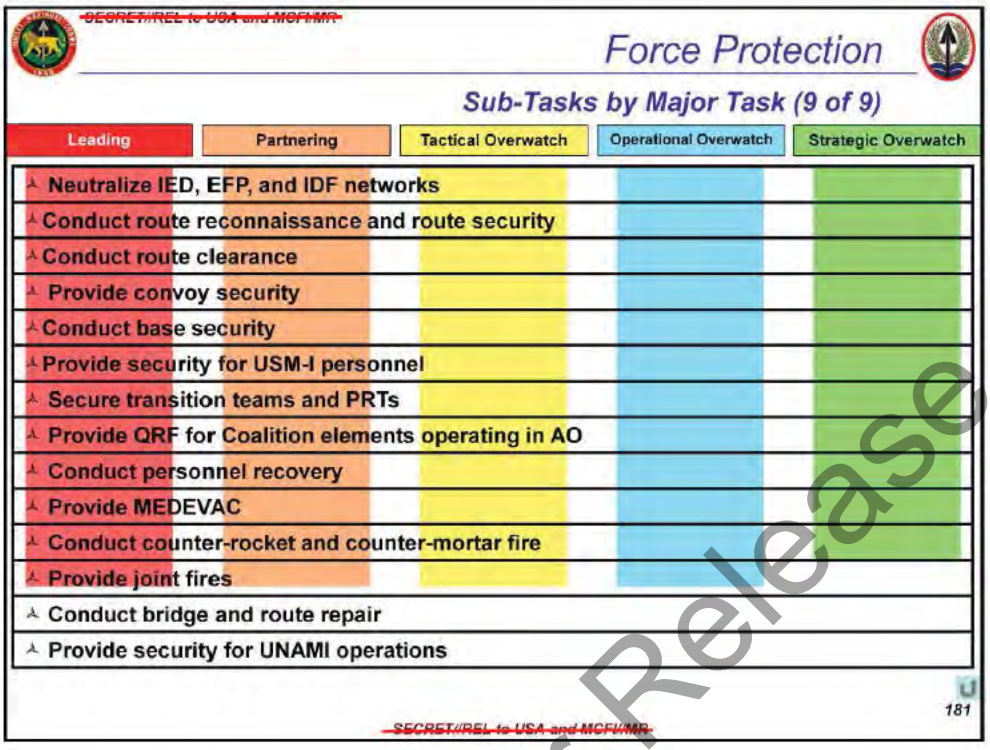

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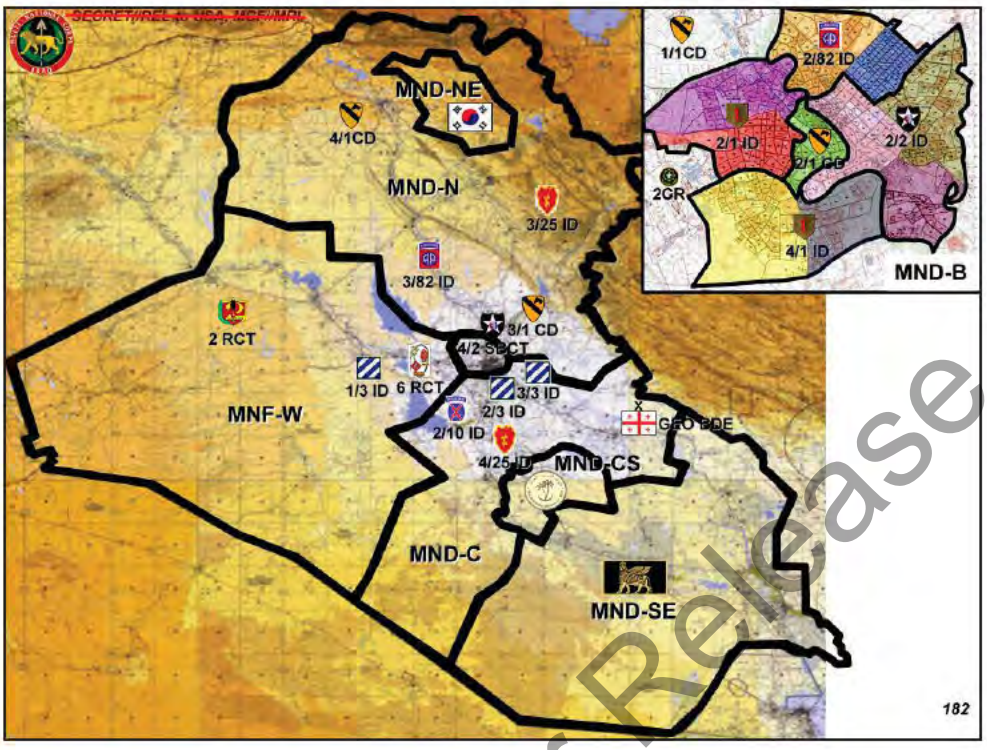

Sir, 3/25 and 1/10 MTN will be the next Brigade to RIP/TOA. Two things to note on this RIP. First, as we laid out for you Monday night 1/10 MTN is a candidate for sourcing the TF 1.4a mission in January so long as we remain at 20 BCTs. If General Mixon decides to pull a battalion from 1/10 MTN that may preclude detaching a battalion from this Brigade to reinforce 3/1 CD in Diyala. The remaining battalions should replace 3/25 IDs battalions one-for-one.

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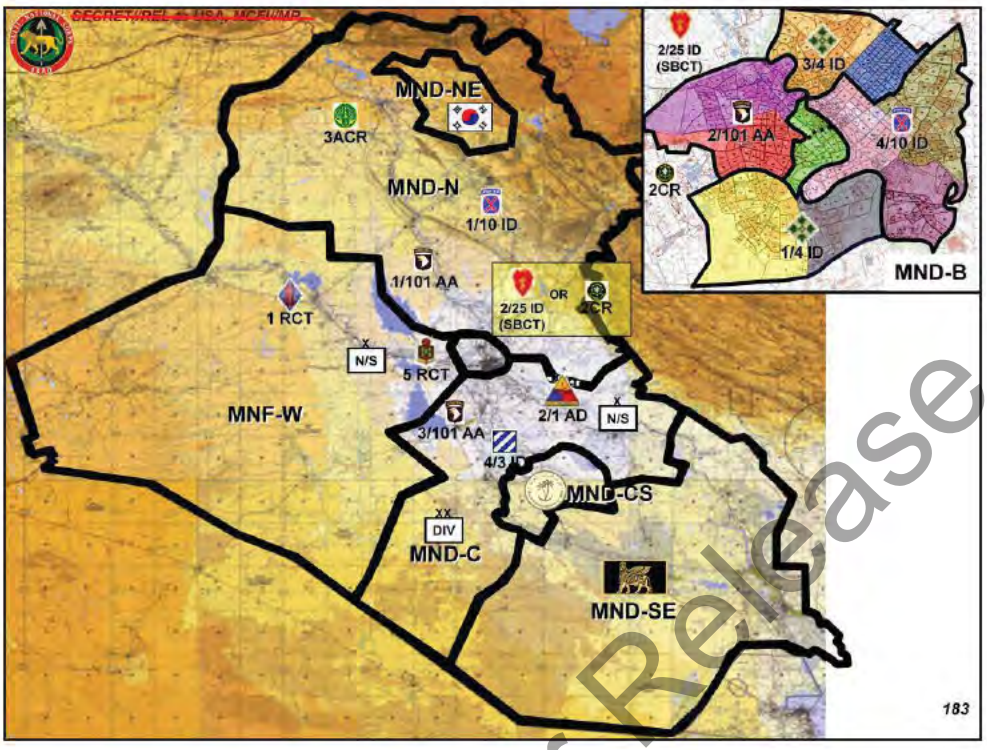

Sir, this chart represents the conclusion or endstate of our reduction in force from 20 to 15 BCTs. We assume that we will have non-standard Brigade headquarters in Anbar and Wasit Provinces and a non-standard division headquarters in MND-C. We also assume that the new embassy move will be complete with the JASG HQ providing security for the IZ. The dotted line north of the IZ gives you flexibility that if conditions warrant we could reposition combat power that is currently providing security on Haifa Street.

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