

# USCINCCENT Commander's Conference 1-2 August 2002



(b)(3), (b)(6)

slides with backups

# Operation Enduring Freedom

~~Hot~~ HENKY

Pg 16 CAN I be.  
ATTACK OUT OF  
TURKEY ON SLIDE  
32?

P236 ② CFSOBS REF  
HYDRO & WORK W/ CFLS

~~SECRET/ORCON REL USA, AUS, GBR~~



\* ALSO  
SLIDE 82  
FORCES (Pg 42)  
Go to Pg 26 to COM PAGE

## Contingency Plan -- Concept Brief for Military Operations in Iraq

Pg 33

③ CFLCC COL.  
BESSY  
ON DETERMINATION  
OF DATA

④ Pg 40  
ICRC?

~~SECRET/ORCON REL USA, AUS, GBR~~

1

~~SECRET/ORCON REL USA, AUS, GBR~~



### Agenda

- Enemy course of action analysis
- Planning assumptions
- "Running Start" Plan
  - Mission / intent / objective
  - Concept of operation
  - Phase I - Shape the Battle Space
  - Phase II - Decisive Operations
  - Phase III - Complete Regime Distruction
  - Phase IV - Post Hostilities
- Risks

ADMIN  
NOTES

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2

CBNCR THREAT  
THOUGHTS

➔ How do you TURN  
STRATEGIC EXPOSURE  
INTO AN ADVANTAGE ??

- ANOTHER DESERT FOX?  
TAKE HEAD OFF OF AFR CAMPAIGN

- IS BY
- ATK AUN BEEN STRIKE
  - ARTY RAIDS
  - SOF
  - SECURITY ZONE

CBNCR  
THREATS  
ON DEMAND  
SMART

↓  
WE ARE ON  
ALERT  
FROM IAWG  
ON WE MUST  
BE READY TO  
GO TO WAR  
ON A MOMENTS  
NOTICE

AND ONLY THE  
CINC ~~OP~~ KNOWS  
WHERE THE BLOW  
CAPABLE WILL  
FALL

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THEY EQUAL REDUCTION OF  
STRATEGIC RISK

- USE IO TO CREATE UNCERTAINTY ABOUT  
SETTING UP AIR BRIDGE  
↳ 30 DAYS OF RESPONSE  
COVERED BY ~~IO~~ IO ST  
WILL TAKE US MONTHS TO  
BUILD
- 1ST PLANS → HOLY SHIT THEN ZAWD
- THEN LIMITED OPS TIMED BY A WAY  
THAT MAY MAKE OPERATIONAL SENSE  
BUT MUST MAKE STRATEGIC  
SENSE



CJNC FEEDBACK

⇒ TIME LINES  
FOR PH II & III  
ARE TO CONSERVATIVE

JAN/FEB  
ARAB EXERCISE  
IN ISRAEL

LTC M. → How COMFORTABLE  
ARE WE w/ ASSUMPTION  
OF NO PATRIOTS TO ISRAEL  
- ALSO ISRAEL ACTION

→ TURKEY <sup>WILL BE</sup> ASKING FOR PATRIOTS  
ALSO NEED TO LOOK AT



J4 BRIEF pg 8 of 3

CAPC

- IF IT WILL NOT BE DONE <sup>UNTIL</sup> APRIL TAKE OFF CHART

OVER TO HAVE 3 CATEGORIES (PROBABLY BE)

- CAT I - VERY SERIOUS / <sup>NEED NOW</sup> / <sup>NECESSARY NOW</sup>
- CAT II - SOMEWHAT SERIOUS
- CAT III - MERE

NEED TO COMMUNICATE A SENSE OF URGENCY

LET'S NOT CONFUSE UNIFIED CMC RESPONSIBILITY W/ FUTURE DESIGNS

BTD  
MAYBE NOT  
FEASIBLE

UNAMBIGUOUS VOICE  
UNAMBIGUOUS  
DEPENDS ON HOW YOU DO IT !!

UNAMBIGUOUS VOICE

UNAMBIGUOUS VOICE

→ PAPER (MAY)

→ BED DOWN

DEPENDS ON WHAT LEVEL YOU TAKE IT TO

UNAMBIGUOUS DOES NOT EQUAL ENFORCEABLE !!

PLAUSIBLE DENIABILITY AS WELL !!

UNAMBIGUOUS VOICE IS NOT AN ISSUE

MOST LIKELY

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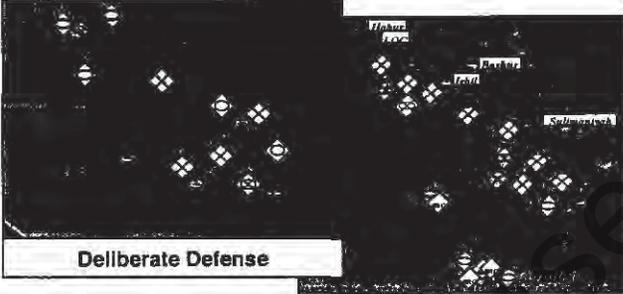
**Phase 1 ECOA 1: Deliberate Defense**



**Task:** Defend Iraq; Attack Kurds; Attack Israel with ballistic missiles, Air Force, SOF/Terrorism/UW

**Purpose:** Protect Iraqi territory and Regime, delay US operations, influence public opinion nationally and regionally; discourage Kurds and Shites from working with the U.S.; To draw an Israeli response, fracturing coalition and international support

**Objective:** Hold Iraqi territory; Disrupt U.S. Covert operations; Strike Israeli cities, terrorize its population



**Deliberate Defense**



**Supporting ECOA: Attack Israel**

7

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non WMD

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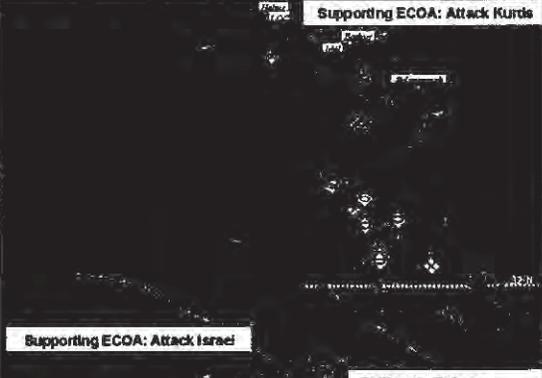
**Phase 2 ECOA: Deliberate Defense**



**Task:** Defend Iraq; Attack Kurds; Attack Israel; "scorched earth" when withdrawing; Attack insurgents, Israel, or U.S. forces with WMD

**Purpose:** Protect Iraqi territory and Regime, delay US operations, influence public opinion nationally and regionally; discourage Kurds and Shites from working with the U.S.; To draw an Israeli response, fracturing coalition and international support

**Objective:** Hold Iraqi territory; Disrupt U.S. Covert operations; Strike Israeli cities, terrorize its population



**Supporting ECOA: Attack Israel**



**Deliberate Defense**

8

~~SECRET/ORGCON REL USA, AUS, GBR~~

Page 2 of 3

~~CINC~~  
~~WE NEED~~

ENCOM & PACOM'S

→ HELP SO THAT WHEN WE  
CONFRONT US CONGRESS THEY SEE IT ON  
A BROAD FRONT NOT JUST CENTCOM SO WE ARE NOT  
SUBMITTING A FLASHLIGHT ON CENTCOM'S ONLY ACTIONS

BG Blackman

CINC & WHAT YOU TO PRESSURE OSD TO KICK THEM  
SEE THAT THEY BALANCE THESE ACTIONS USE THEM TO

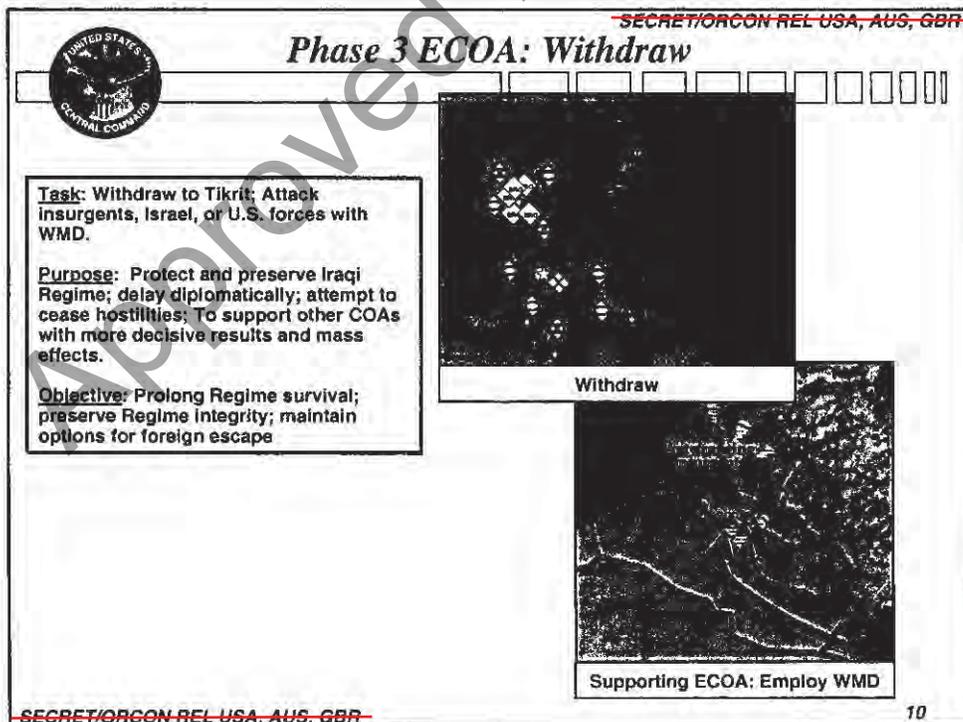
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GET CFACE/CFLC  
MOST MAF FOR APPROVAL  
ENTER THE

CINC - HAVE WE PUT DOS ON NOTICE?  
SURE SEC. POWELL HAS LEFT  
NOT SURE SEC. POWELL HAS HANDED  
THEM OFF.

→ THE WPS / BANG CAATED MUST  
BE DYNAMIC  
→ QATAR & UAE DRAGGING  
CINC NUZE

NEED TO  
TALK W/  
BG. WEBSTER  
CARRY OVER  
CHART



(Pg 308)

TASKER

→ ED WHO DO YOU WANT TO  
DO WHEN

- JORDAN = PARK JETS

GOOD NEWS  
12.4 DAYS NOTICE  
15 DAYS NOTICE

- CALL FROM MOSELY
- THEN CALL FROM ...
- FOLLOWED BY ...



COMO w/ BASIS

★ CWBS ON PASS ROAD ARE LEGAL BY  
AND MORALITY !!!

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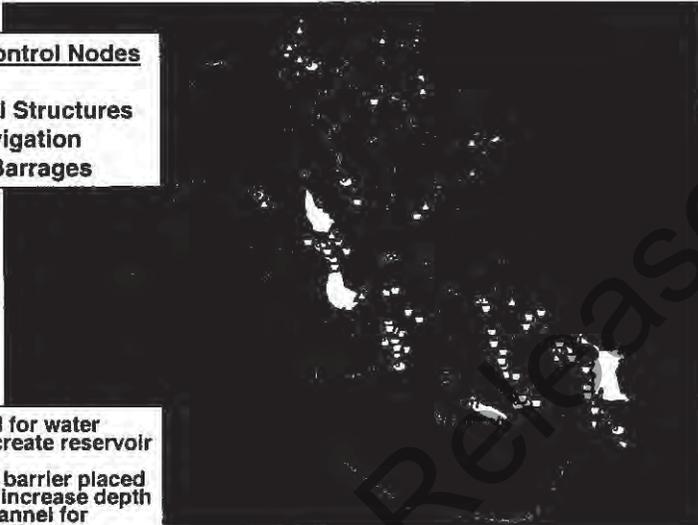
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## Infrastructure: Water Control Systems

**Major Hydraulic Control Nodes**

- 14 Dams
- 50 Gated Control Structures
- 18 Locks for navigation
- 8 Uncontrolled Barrages



▲ Dam: Barrier used for water impoundment to create reservoir

▽ Barrage: Artificial barrier placed in watercourse to increase depth or divert into a channel for irrigation or navigation

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~~SECRET/ORCON REL USA, AUS, GBR~~



## Territory: Southern Hydrology

- Government water control projects have drained most of the marsh area.
- Hawr Da'Imah significantly dried out due to construction of Glory Canal.
- Loyalty to the Leader Canal and Mother of all Battles River constructed to channel water out of the marsh.
- Berms and small canals around the Euphrates River increased the river's width from 300 - 600 meters.
- Water from Hawr al Hammar is being diverted into two areas south of the main canal near Al Basrah



○ Marsh

○ Water Control Point

□ Highway

□ Expressway

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ADD IN

INTERNAL LOOK  
BRIEF

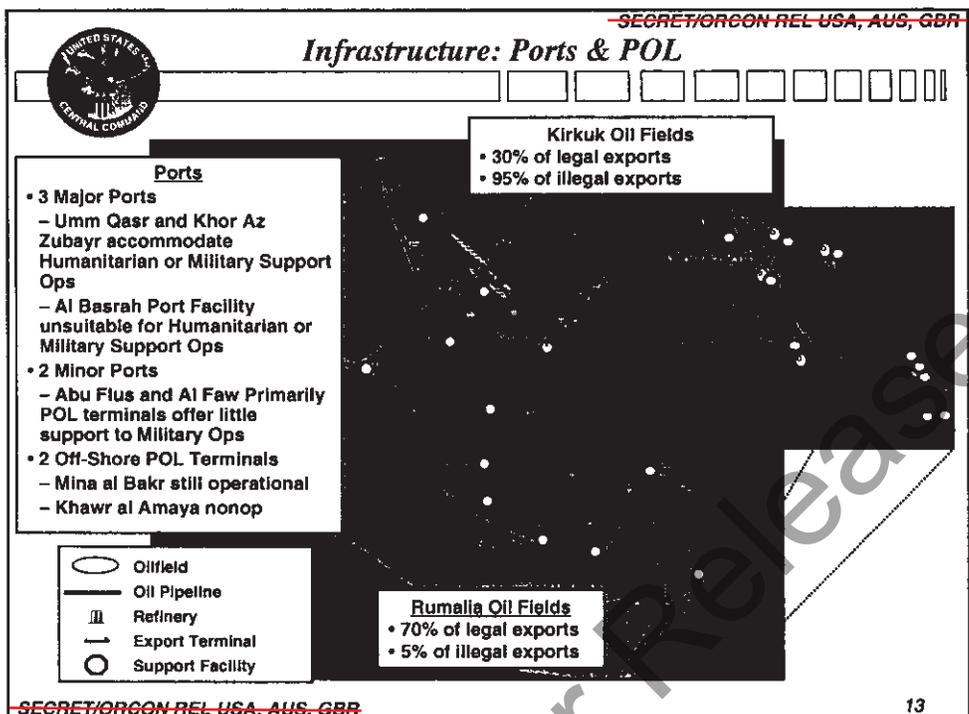
WHAT DOES JPG LOOK LIKE?  
NEED TO SPREAD WARGAMING NOW!!!

FOCUS KEY SCENARIOS

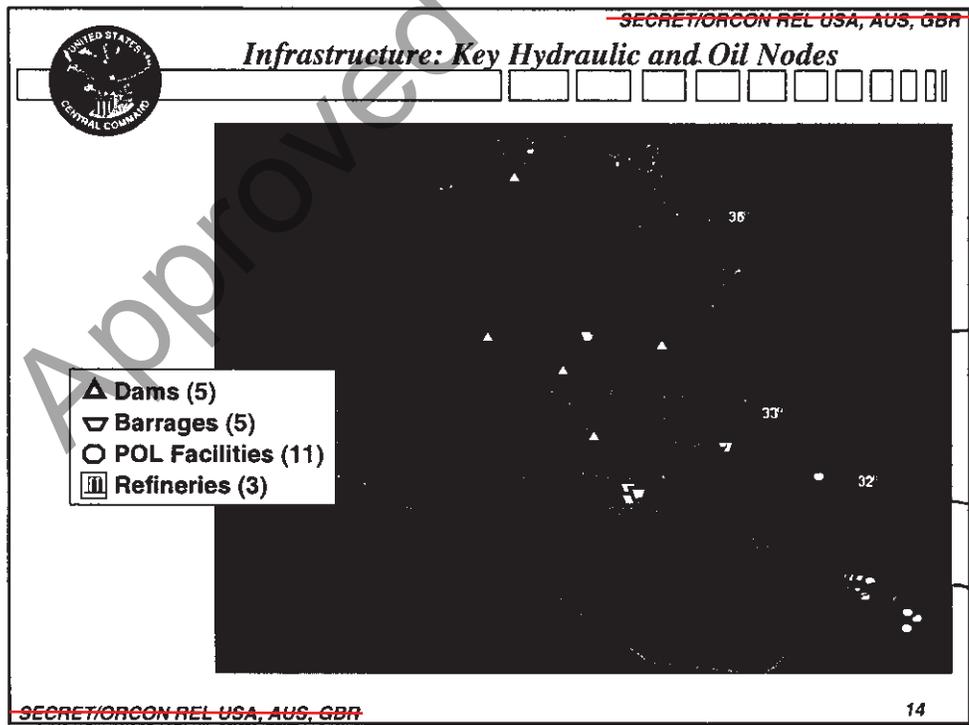
- TRANSLATED ADD TO GROUND OPS
- KEY AP'S FOR GROUND OPS
- N. EMPHASIS
- UP TO BAGHDAD

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*[Handwritten signature]*



*It'd refer to these as the key infrastructure*



# CFLEC BRIEF

TASKS

REVIEW CONOPS FOR  
RUN START

- ENABLING ACTIONS
- BRANCH PLANS DEVELOPMENT
- DISCUSS FORWARD BOUNDARY

## MISSION STATEMENT

NO MENTION OF REGIME REMOVAL

\* CFLEC WORKING TO KEEP LONG BOWS IN WARM STATUS  
\* CENC → LET'S DOUBLE OR TRIPLE # OF AA-64'S  
OR CENDS ALSO LET'S INCREASE # MIA'S ASSIGNED  
AIR LAWS 82nd / OR LOG 4D  
DEV.

CENC → EXPLOITATION

## TASKER #2

TARGETING  
FOLDERS AS  
BACK UP FOR  
POTUS BRIEF

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## Planning Assumptions

- The President of the United States (POTUS) will direct execution of the CONPLAN to respond quickly to provocative Iraqi action
- Continued freedom of navigation for shipping and naval forces through the Suez Canal / Strait of Hormuz / Northern Arabian Gulf
- Sufficient volunteer and reserve component units and individuals will be available prior to C-Day to establish strategic deployment infrastructure.
- The President of the United States (POTUS) will authorize Presidential Reserve Call Up (PRC) and stop loss.
- CRAF I, VISA Stage I and excess capacity will be authorized initially to support increased lift requirements. Additionally, future operations may require authorization of CRAF II and VISA II.
- Iran / Syria will remain non-belligerent with respect to the Iraq conflict.
- There will be no direct attacks on U.S. assets in space.
- Israel will not request TMD support.
- NOBLE EAGLE FP level at 2 or lower

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## Planning Assumptions

	Country	Basing	Overnight
<b>JOA</b> Staging for Operations	<b>Kuwait</b>	Full support *	Full Support *
	<b>Qatar</b>	Full support	Full Support
	<b>Oman</b>	Full support	Full Support
	<b>UK (D'Gar)</b>	Full Support	Full Support
	<b>Turkey</b>	Full aircraft / SOF *	Full Support *
	<b>UAE</b>	Support aircraft	Full Support
	<input type="checkbox"/> 1.4b	SOF	Full Support
	<b>Egypt</b>	Recovery	Full Support
	<b>Bahrain</b>	Support / ISR aircraft	Full Support
	<b>KSA</b>	Limited support / ISR aircraft only	Full Support *
* - Essential to the plan. Loss of other support increases risk and extends operational timelines			

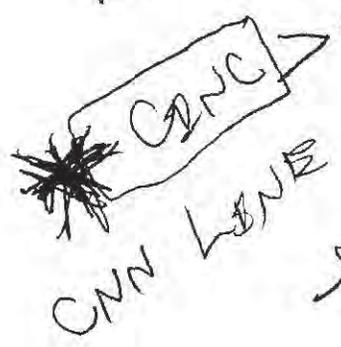
	Country	Basing	Overnight
<b>Enroute</b> Beddown / Refuel  <small>While no single country is essential, plan requires at least the current level of support at European and Mediterranean bases (Overnight, fuel, maintenance etops)</small>	<b>Germany</b>	Full Support	Full Support
	<b>Bulgaria</b>	Support aircraft	Full Support
	<b>Spain</b>	Full Support	Full Support
	<b>Italy</b>	Full Support	Full Support
	<b>Greece</b>	Full Support	Full Support
	<b>France</b>	Recovery	Full Support
	<b>Portugal</b>	Recovery	Full Support

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# CFACE BRBET

- RISK LOW BASED ON  
EXPANDING ONW/OSW OPS



TALKED w/ SEDEF KEEP BD BELOW

~~BASE~~

- GET TAGS ADDED TO POLICY  
\* ENRAGED THAT SET

SET 1 - BIRTH OF 33

SET 2 - MINTOR 33

SET 3 - IN SUPER MEB

SET 4 - ONW?

!! CPWD TO VARY TO SEE WHO GOES  
TO UNCH THE BOARD 4

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Eucom

→ CENCL → <sup>SECRET</sup> WHERE ARE WE  
w/ TURKEY??

CINC e2 BRIEF

- OSD DESIRE TO GO TO C-17's
- CINC TRYING TO REFUSE THIS
- BY GOING TO 2 JCENCL'S AND  
PERSUADING THEM ARE IN THE  
CHAIN OF COMMAND

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## Commander's Intent

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**Purpose:**

The purpose of this operation is to overthrow the Iraqi regime, destroy Iraqi WMD capability, and reduce the threat Iraq poses to the region and the U.S.

**Method:**

CFC forces will effect elimination of the Iraqi Regime by pressuring Iraqi centers of gravity in order to create crises to which the regime cannot respond. We will employ Lines of Operation (Joint Functional Areas) sequentially:

- Information Operations (IO) and Political-military (Pol-mil) Operations build coalition and regional support and shape the battlespace for future offensive operations. IO will convince, influence and deter third nations from interfering with CFC operations and will aggressively undermine the regime's effectiveness.

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## Commander's Intent

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**Method (cont):**

- Operational fires eliminate enable the employment of other Lines of Operation to attack key Iraqi capabilities and vulnerabilities. Operational fires will strike key leadership targets focusing weight of effort on internal security and regime support apparatus while maintaining the capability to strike directly at the Iraqi leadership. Additional focus will be applied to the immediate WMD threat while shaping the battlespace for SOF, conventional forces, and emerging OGs. Operational fires will also be apportioned to providing both scheduled, on-call and immediate close air support during ground operations.
- SOF employs strategic reconnaissance (SR) and operational fires to degrade Iraqi TBM threat, sets conditions for Unconventional Warfare (UW) with OGs, and assists in determining which Iraqi units will demonstrate neutrality.

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NAVJOINT

- FACTORS

14 DAYS 2 CVBG'S

2100 SORTIES OVER THOSE

14 DAYS

CVBG IN GULF 100 SORTIES/DAY

CVBG IN MED 50 SORTIES/DAY

BUT DEPENDENT ON TANKERS  
BEING IN PLACE

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## Commander's Intent

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**Method (cont):**

- Operational maneuver secures key terrain, destroys WMD delivery systems and secures WMD infrastructure, defeats or compels neutrality of Iraqi forces and completes regime destruction.
- Civil Military Operations develop and maintain interagency and IO/NGO unity of effort in providing assistance to the Iraqi people; minimize/manage displaced civilians; and provide emergency relief in areas inaccessible to IOs/NGOs. Recovery efforts will be initiated in liberated areas.

**Endstate:**

The endstate for this operation is regime change. Success is defined as: regime leadership and power base destroyed; WMD capability destroyed or controlled; territorial integrity intact; ability to threaten neighbors eliminated; and an acceptable provisional/permanent government in place.

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## Objectives

---

**US Strategic Objective**

- A stable Iraq, with its territorial integrity intact and a broad-based government that renounces WMD development and use and no longer supports terrorism or threatens its neighbors.
- Success in Iraq leveraged to convince or compel other countries to cease support to terrorists and to deny them access to WMD.

**Strategic Military Objectives**

- Destabilize, isolate, and overthrow the Iraqi regime and provide support to a new, broad-based government.
- Destroy Iraqi WMD capability and infrastructure.
- Protect allies and supporters from Iraqi threats and attacks.
- Destroy terrorist networks in Iraq. Gather intelligence on global terrorism, detain terrorist and war criminals, and free individuals unjustly detained under the Iraqi regime.
- Support international efforts to set conditions for long-term stability in Iraq and the region.

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MARCENT 192052

C045 - 45K  
C060 - 62.7K

D + 39 = COMBAT CAPABLE  
MEMES

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IMPACT OF ABETS  
AT ALI AL SAUD

RECOMMEND → PREP TASK

① RE-POSITION FSS'S AS  
A PREP TASK.

- ② MOVEMENT OF PAX'S BY HSV FROM BANMAN
- ③ AMMO STK'D FULL ON HALL

SAVES ~ 10 DAYS

~~SECRET/ORCON REL USA, AUS, GBR~~



## Iraqi Actions

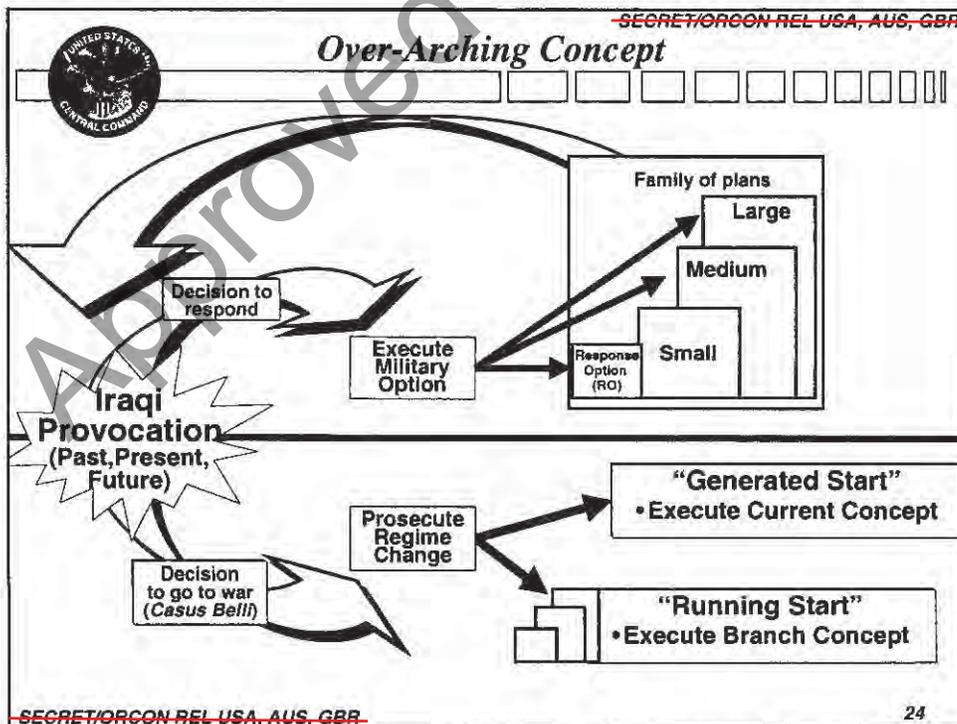
<u>POTENTIAL IRAQI ACTIONS</u>	<u>CASUS BELLI?</u>		
	<u>NO</u>	<u>MAYBE</u>	<u>YES</u>
- Interfere with / deny inspections	✓		
- Predator shutdown	✓		
- Violate no fly zones	✓		
- Military enhancements (North/South Iraq)	✓		
- Violation of Kuwaiti or KSA airspace	✓		
- Limited violence against individual Kurds / Shia	✓		
- Provocative military posturing (ambiguous I&W)		✓	
- Aircraft shutdown		✓	
- Major NDZ violation		✓	
- Iraqi link to terrorist act		✓	
- Confirmed WMD within Iraq			✓
- Large scale attack against Kurds / Shia			✓
- WMD employment			✓
- Iraqi terrorist act			✓
- Major threat or attack on friendly regional neighbor(s)			✓

Multiple events may have a cumulative effect

Political environment will impact response timing and scale

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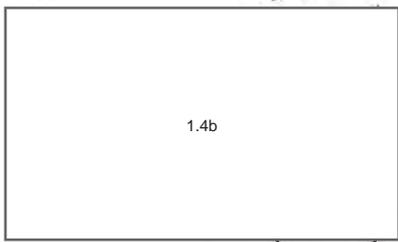
23



Solvency  
Brief

LEAVE BEHIND  
SECTION

→ ~~CANC~~ - work  
FROM  
w/



→ BG HARREL - well along on  
THAT EFFORT  
COALITION ASSETS GOOD  
FIX & FBT FOR WEST  
TRANSPORATION - NOT ENOUGH HAVE  
TO WORK OUT?

~ 7,400 Sof

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## “Running Start” Plan

---

- Executes military option(s) (Blue, White, Red) initially while simultaneously flowing forces
- Introduces lines of operation sequentially
- Maximizes effectiveness of operational fires with early introduction of SOF forces – operational fires throughout deployment
- Scales clandestine preparation to time available...
  - Deploy liaison teams (NILE) to build relationships
  - Conduct “in-country” training and arming of opposition groups, as soon as possible after A-day
- Focuses information operation actions, themes and messages
- Tailors Phase II objectives based on effects of operational fires
  - Initiate ground operations (conventional and SOF) against intermediate objectives
  - Anticipate ground pause to generate more sustainment and combat power
- Flows follow-on forces to achieve Phase III and IV objectives

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## Desired Effect

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Direct U.S. Attack  
(SOF / Operational  
Fires and  
Maneuver)



Assassination



Regime



Coups



Popular  
Uprising

**Eliminate Saddam's Regime through the destruction of his security apparatus, exposing Saddam to the threat of a popular uprising, coup, assassination, or direct attack by U.S. forces, while eliminating Iraq's WMD threat to neighbors.**

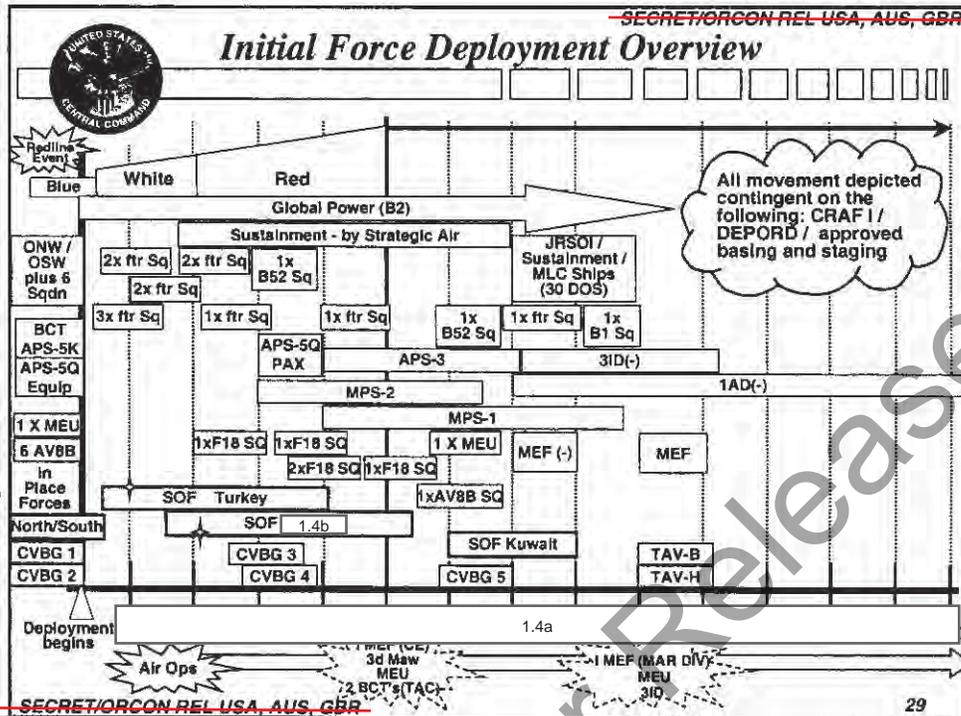
~~SECRET/ORCON REL USA, AUS, GBR~~ 26

# AUSSEES TALKING POINTS

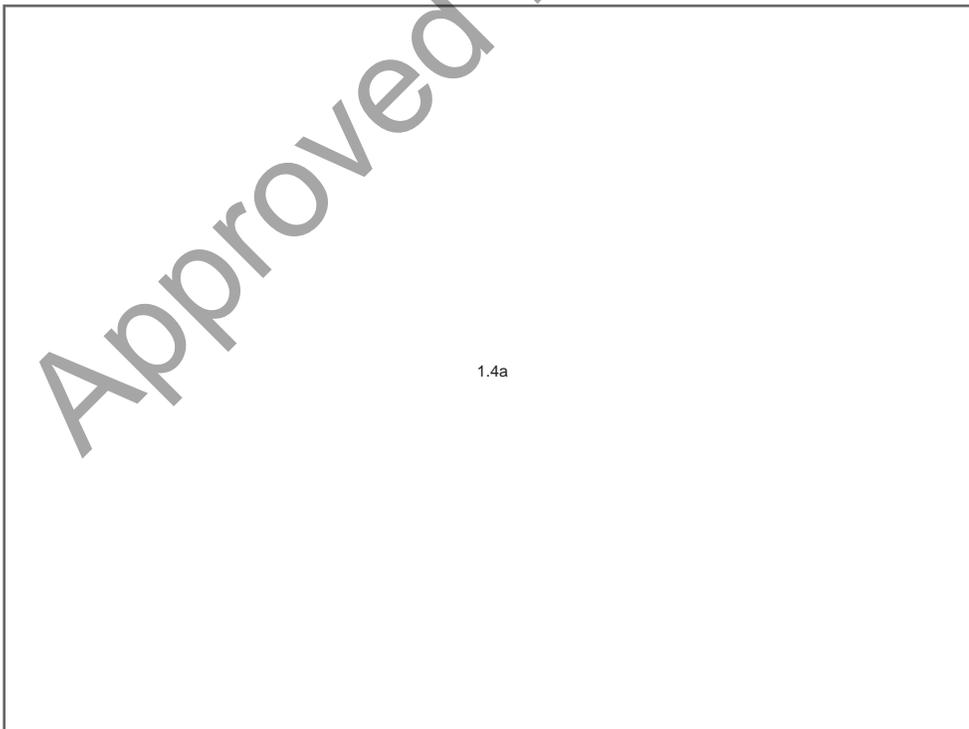
- PERMISSION TO DEPLOY  
PLANNING TMS
- 06 TO EACH COMPONENT → OKAYED
- I START TO CENTCOM →
- PARTICIPATE IN INTERNAL  
LOOK
- PROVIDE FEEDBACK TO  
THEM ON FORCE  
OPTIONS

26 AUG   
 AUSTRALIAN  
 NATIONAL CONGRESS

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WB6N LBGT  
 SOP  
 NORTH  
 WEST 140  
 SOUTH



# BRITS

## TALKING POINTS

- INTERESTS & PERSPECTIVES DIFFER
- ENGAGE 4 STARS IN LONDON NEXT WEEK
- HAVE INTELLECTUAL GROUND TO MAKE UP  
- NEED TO EXPLAIN THE LOGIC TRAIL  
W/ BRIT PLANNERS TO ENABLE THEM  
TO TAKE CREDIBLE POLITICAL POSITIONS
- STILL TO DEBATE POSITION ON IRAQ ABOVE  
ONW/OSW/MEO.
- BEYOND
- IO PLAN IS PIVOTAL TO GET SUPPORT
- C2 → AIR/BOF/MARITIME  
MCM/CSS/AMPHIB/THOM  
STABIC/ACEE/LIFT/REFUEL  
- SAS/IBJ
- LAND - NOTHING RULED OUT  
BDE - ABJ?

(OVER)

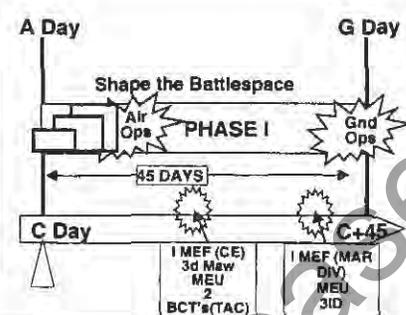
~~SECRET//ORCON REL USA, AUS, GBR~~

## Phase I - Shape the Battlespace



### OPERATIONAL OBJECTIVES

- Posture forces for decisive offensive operations
- Disrupt or degrade Iraqi Regime's C2 and security forces
- Disrupt or Degrade Iraqi TBM/WMD delivery systems
- Prepare OGs for follow-on operations
- Disrupt, degrade and / or compel neutrality of RA and RGFC forces
- Seize key terrain
- Secure international and regional support for operations



### ENDSTATE

- CFC forces postured for offensive operations
- Iraqi regime's C2 and security forces degraded or disrupted
- Iraqi TBM / WMD delivery systems degraded or disrupted
- OGs prepared for follow-on operations
- RA and RGFC forces degraded and / or neutral
- Key terrain seized
- International and regional support for operations secured

~~SECRET//ORCON REL USA, AUS, GBR~~

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~~SECRET//ORCON REL USA, AUS, GBR~~

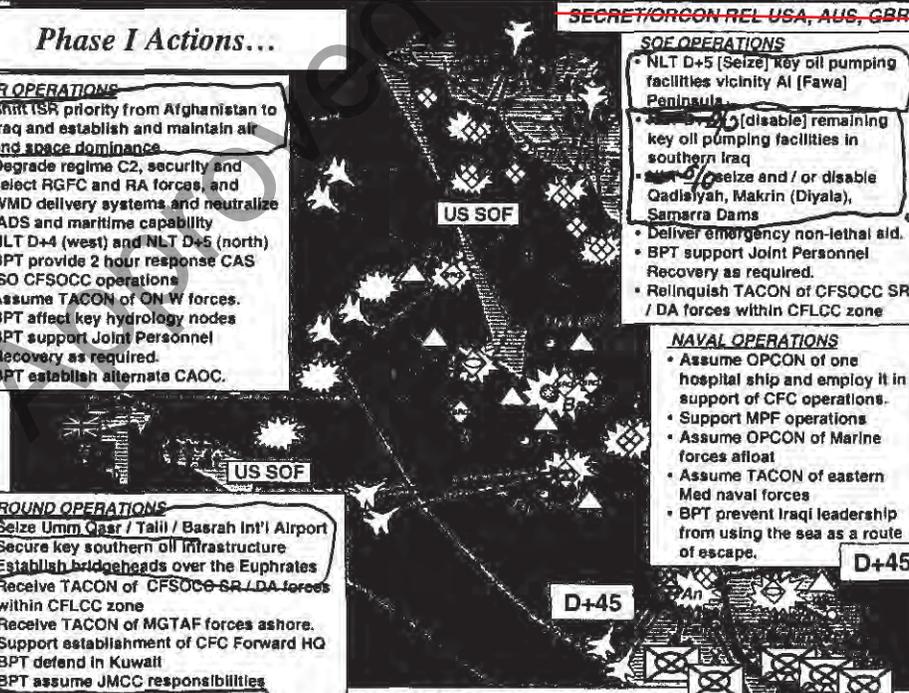
## Phase I Actions...

### AIR OPERATIONS

- Shift ISR priority from Afghanistan to Iraq and establish and maintain air and space dominance
- Degrade regime C2, security and select RGFC and RA forces, and WMD delivery systems and neutralize IADS and maritime capability
- NLT D+4 (west) and NLT D+5 (north)
- BPT provide 2 hour response CAS
- ISO CFSOCC operations
- Assume TACON of ON W forces.
- BPT affect key hydrology nodes
- BPT support Joint Personnel Recovery as required.
- BPT establish alternate CAOC.

### GROUND OPERATIONS

- Seize Umm Qasr / Tallil / Basrah Int'l Airport
- Secure key southern oil infrastructure
- Establish bridgeheads over the Euphrates
- Receive TACON of CFSOCC-SR/DA forces within CFLCC zone
- Receive TACON of MGTF forces ashore.
- Support establishment of CFC Forward HQ
- BPT defend in Kuwait
- BPT assume JMCC responsibilities
- BPT seize key hydrology nodes



### SOE OPERATIONS

- NLT D+5 (Seize) key oil pumping facilities vicinity Al (Fawa) Peninsula
- (disable) remaining key oil pumping facilities in southern Iraq
- Seize and / or disable Qadisiyah, Makrin (Diyala), Samarra Dams
- Deliver emergency non-lethal aid.
- BPT support Joint Personnel Recovery as required.
- Relinquish TACON of CFSOCC SR / DA forces within CFLCC zone

### NAVAL OPERATIONS

- Assume OPCON of one hospital ship and employ it in support of CFC operations.
- Support MPF operations
- Assume OPCON of Marine forces afloat
- Assume TACON of eastern Med naval forces
- BPT prevent Iraqi leadership from using the sea as a route of escape.

~~SECRET//ORCON REL USA, AUS, GBR~~

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① IIR FROM AFGHAN

② IN PLACE FORCES IN 1ST 50 DAYS  
 ③ 0/0  
 CFSOCC/CFLCC PLANNERS

⑤

④

⑥ US/ COALITION OPS FROM TURKEY AND

1.4b

→ GROUND OUT OF  
TURKEY

- LONG LANE
- CAPABILITIES POLITICAL SITUATION
- SPLIT EFFORT FROM N. OPERATION
  - ↳ FIX ?
  - ↳ DEFEND ?

- FORCE WAR DEPT
  - 2 AR BDE'S
  - 3 LT BDE'S
  - MANEUVER SPT BDE
  - 2 SUPPORT BDE'S
  - NBC REGIMENT

→ TIME TO BUILD CAPABILITY

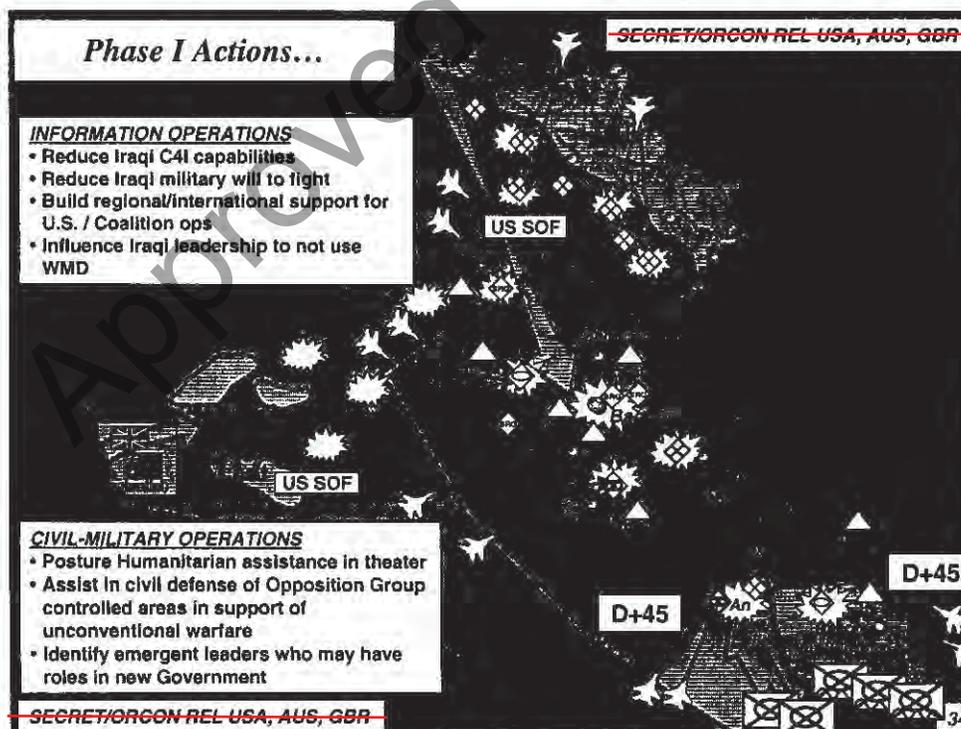
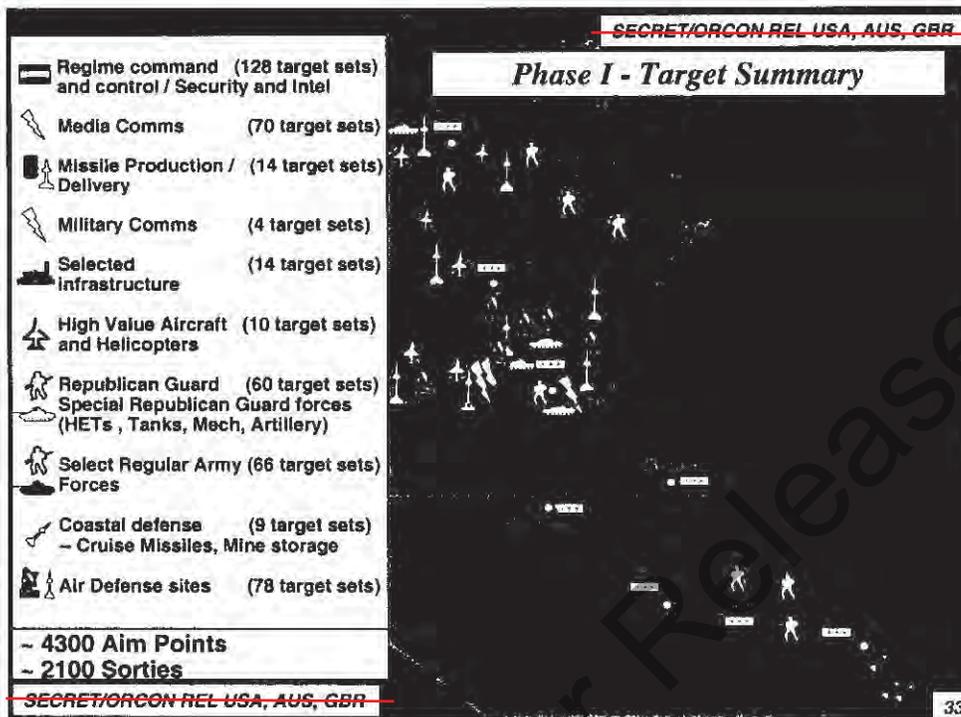
→ MARITIME PRESENCE BY C-24 / C-53

AIR FULL BY D+17

LAND → PREPO OPTIONS MAYBE?

→ MORE PALATABLE W/ MORE MAR  
AD START  
→ MAYBE USE OF  
ARC ?

10/1/05



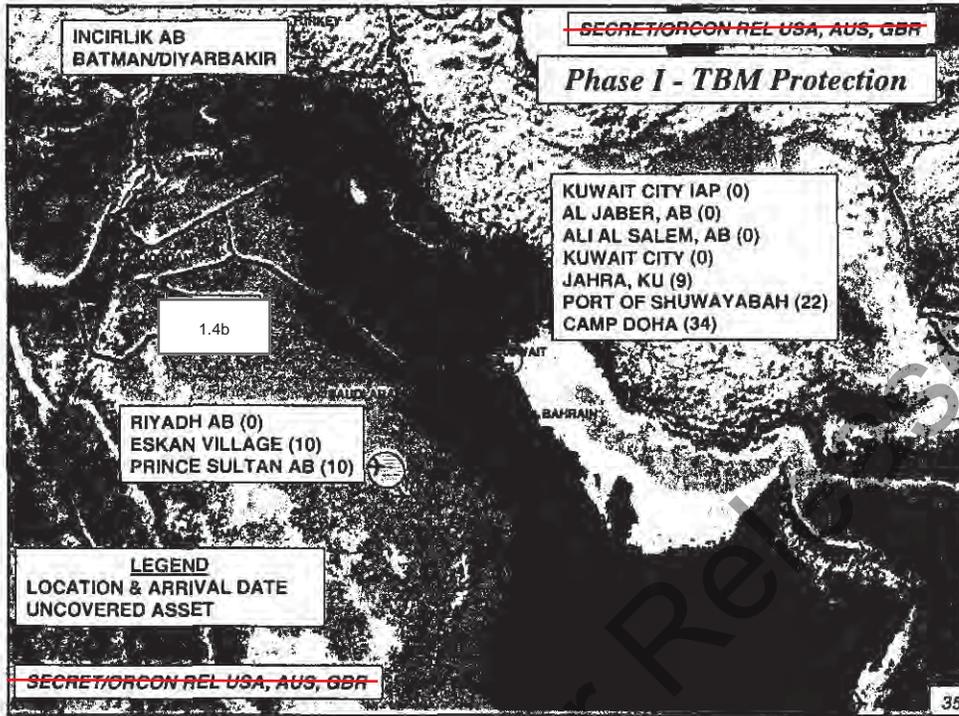
→ SIGNIFICANT  
INTEREST IN PA-TV

~~AT~~  
→ POLITICAL BALL IN PLAY  
NO MANDATE

→ WIRED AT CENTCOM  
SOON TO BE WIRED INTO  
COMPONENTS

→ NORPA ATTRACTIVE  
SOUTH NOT RULED OUT  
MORE EUROPEAN ALLIES  
WILL MAKE IT MORE  
MILITARILY & POLITICALLY  
PALATABLE

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# TRANSCOM

- CAN WE MAKE THIS A COLLABORATIVE CONE?
- AIR REFUEL STRUCTURE (TANKER BRIDGE)
- ~~100~~ TANKERS IN 24 HRS

→ 1 WK TO GET 747'S SET UP AND IN THEATRE FOR AERO-MED EVAC

WE MUST INFLUENCE THIS

JCS HAS TO PRIORITY THIS EFFORT!!!!

~~NEEDS WORK~~

→ PLAN FOR LOSS OF APOD 6 POD  
 → PREP & ACTION  
 - PREP EQUIP IN AFG  
 JUST HAVE UNITS FALL IN ON IT.

BASED ON TPFAD

HERE IS NOW OUR

ISR CAPABILITY BUILDS

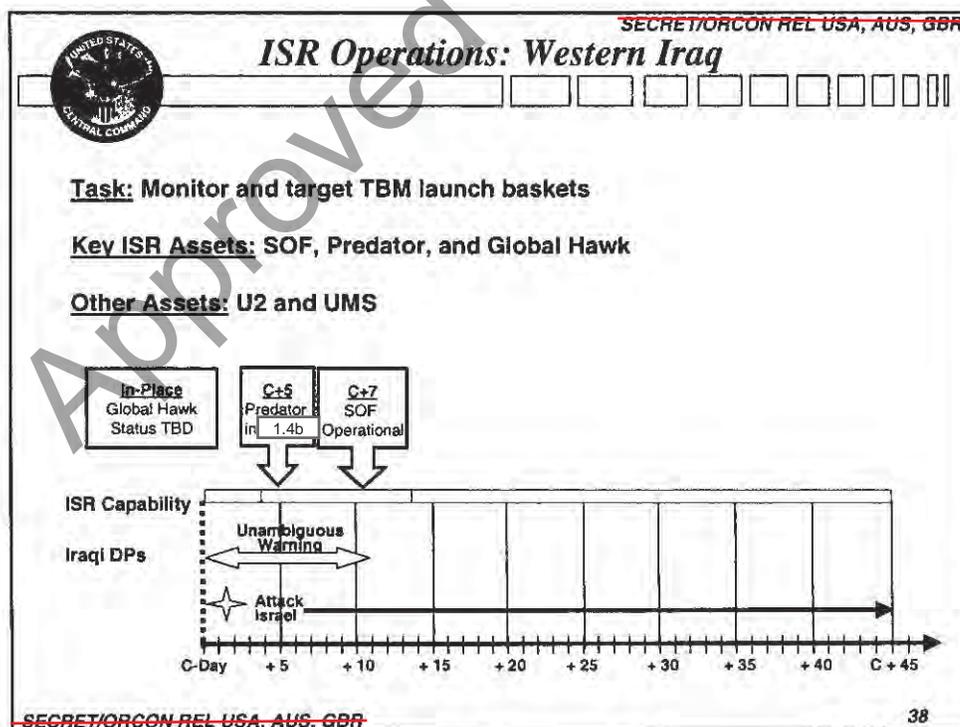
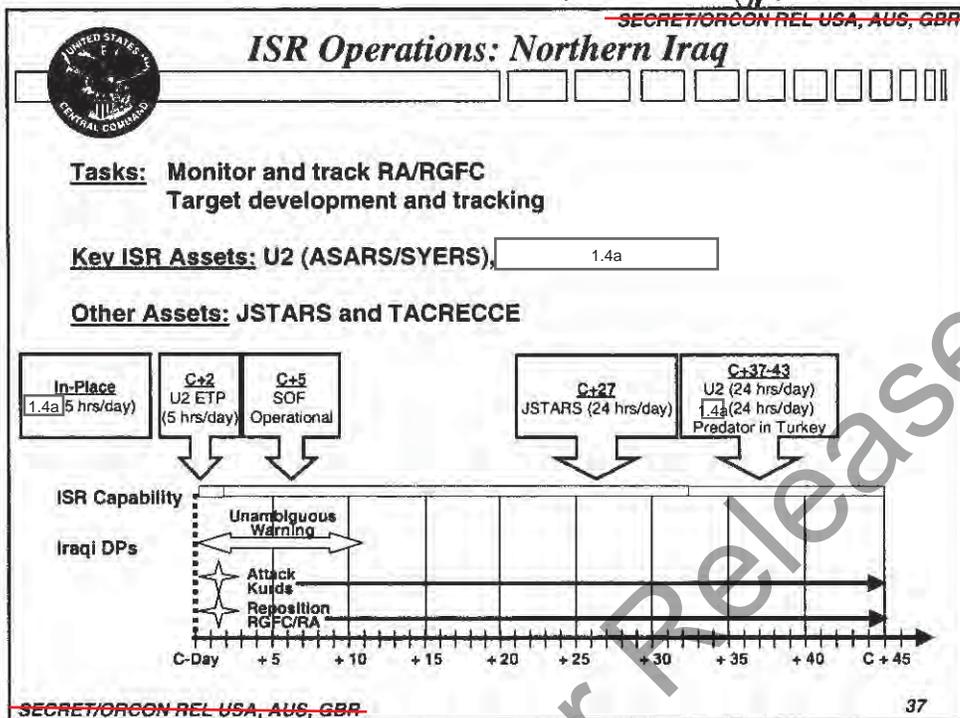
AGAINST  
THESE  
REQUIREMENTS

OVER  
TIME

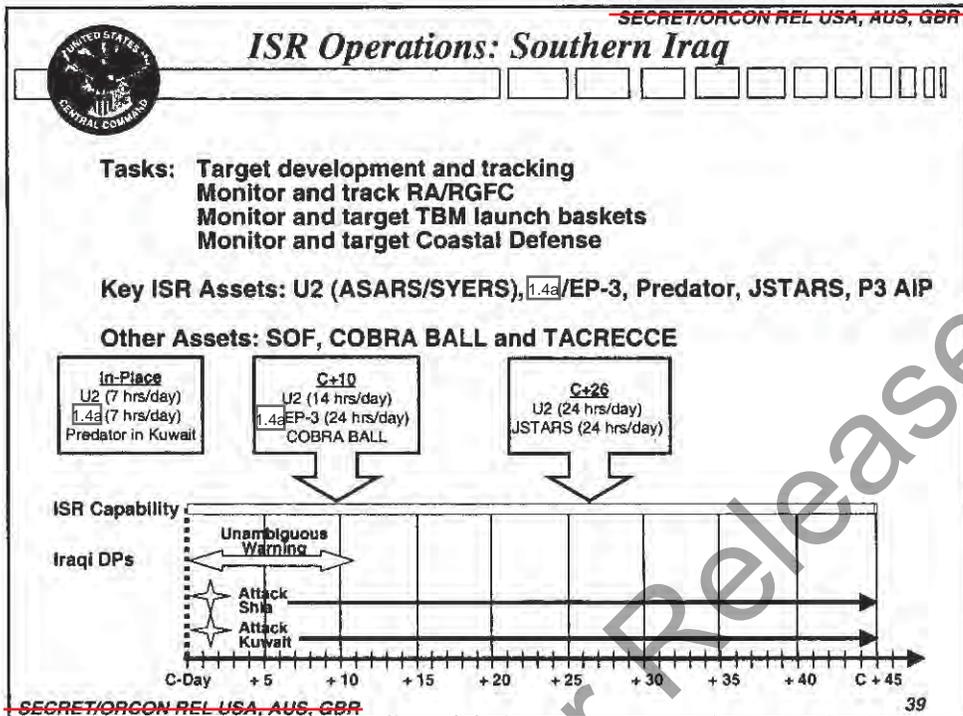


NEED TO  
CONTINUE  
TO

DEFEND

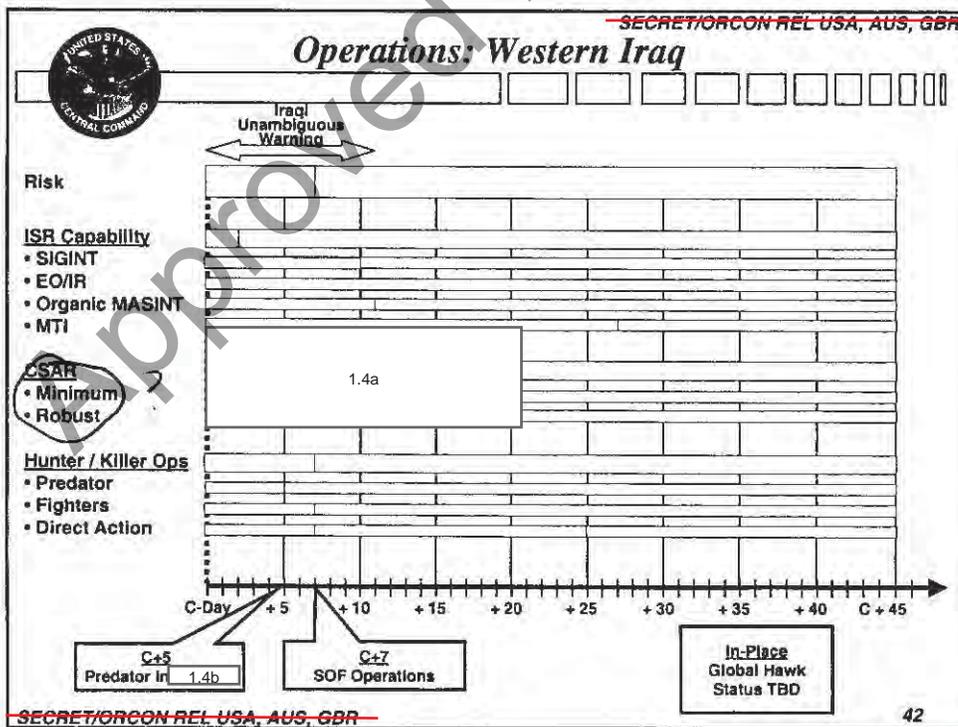
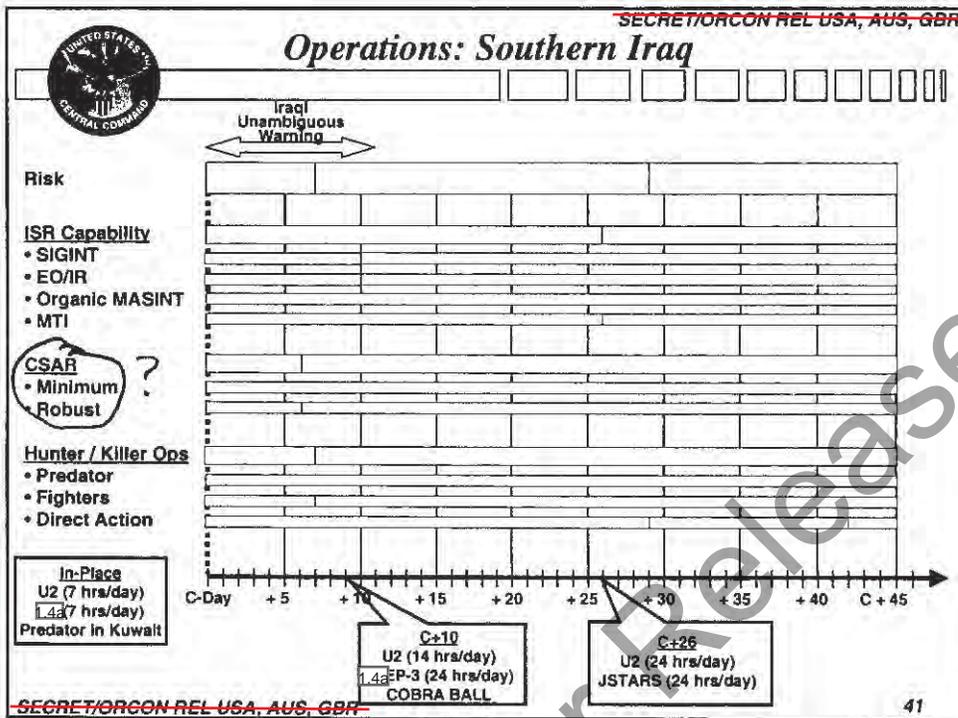


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1.4a, 1.4g

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work PMO AEDS  
 TO IMPROVE  
 CAPABILITY

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*LoB*

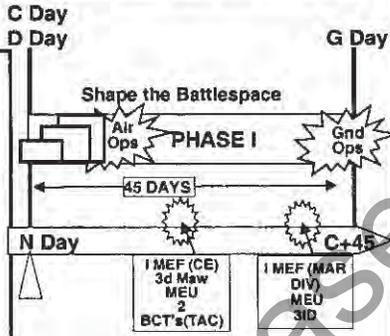
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## Phase I - Shape the Battlespace

**LOGISTICS OBJECTIVES**

- Rapidly deploy, posture forces, and position adequate munitions and sustainment
- Position CSS enablers for support to deployment
- Maximize the completion of preparatory log tasks
- Adjust AOR wide logistical infrastructure based on finalized Pol-Mil agreements
- Develop operational fuel infrastructure to support rapid expansion of fuel capabilities
- Reposition & fill theater prepositioned stocks ashore/afloat



**LOGISTICS ENDSTATE**

The logistical endstate occurs when deployed forces are sufficiently supported to initiate and sustain ground combat action

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~~SECRET//ORCON REL USA, AUS, GBR~~



## Phase I Logistics Concept

- Air deploy / reposition munitions and log to support initial operations
- Build-up of forces/sustainment (30 DOS)
- Establish theater materiel distribution system
- Priority of support is to CFSOCC and CFACC
- JRSOI arriving forces in Kuwait
- CFACC and CFMCC will self-JRSOI outside Kuwait
- Call forward APS/MPS/APF
- Maximize surface movement of equipment
- Minimize To Accompany Troops (TAT) equipment
- CFLCC is in general support of MARCENT
- CFLCC begins common item supply support at C+45
- CFLCC and MARCENT onward move to TAAs, build 30 DOS, and logistically prepare for offensive ops
- Build and stock theater munitions storage area
- Build 2.5M gallon bulk POL farm with inland petroleum distribution system

**Logistics Focus: Strategic Deployment and Sustainment Build**

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 **Phase I - IV Tasks - CFLCC**

---

- Establish, operate and maintain the Theater Transition Point—(South) to support Level I and II repatriation of isolated personnel.
- Serve as Joint Rear Area Coordinator (JRAC) and establish Joint Rear Area Coordination Center (JRACC) to coordinate rear area security and force protection.
- Provide base operating support, to include security, for USCINCENT HQ Forward.
- BPT provide forces in support of CJTF-Consequence Management (CM).

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 **Phase I Tasks - CFLCC**

---

- Conduct Joint Reception, Staging, Onward Movement and Integration (JRSOI) of forces to facilitate deployment and employment of forces.
- Receive TACON of CFSOCC DA / SR forces in CFLCC zone in order to deconflict and synchronize CFLCC and CFSOCC operations.
- Receive TACON of Marine Air Ground Task Forces ashore.
- Provide TBM defense capability to CFC forces IAW CFC Defended Asset List (DAL).
- Provide Theater Support Command to control logistics throughput.
- Support establishment of CFC Forward Headquarters facility in Qatar to facilitate CFC command and control.

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 **Phase I Tasks - CFLCC**

---

- Seize Umm Qasr to enable flow of humanitarian assistance into Southern Iraq.
- Establish bridgeheads over the Euphrates River vic Nasiriyah in order to facilitate northward movement of CFC forces.
- Seize Basrah International Airport in order to demonstrate coalition resolve.
- Secure key southern oil infrastructure nodes IOT prevent their destruction.
- BPT defend in Kuwait to counter an Iraqi preemptive strike.
- BPT assume Joint Movement Control Center (JMCC) responsibilities from the CFACC.

~~SECRET/ORCON REL USA, AUS, GBR~~ 49

Also CFACC  
→

~~SECRET/ORCON REL USA, AUS, GBR~~

 **Phase I-IV Tasks - CFACC**

---

- Serve as the Airspace Control Authority (ACA), and Area Air Defense Commander (AADC) to coordinate airspace and air defense in the ITO.
- Maintain the Joint Search and Rescue Center (JSRC) for personnel recovery operations in the ITO and other designated OEF operational areas.
- Serve as the Personnel Recovery Coordinator (PRC) for all personnel recovery operations conducted in the ITO.
- Establish DIRMOBFOR IOT provide coordinating authority regarding all inter-theater airlift issues.
- Provide Air Base Defense to protect the force.

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 **Phase I Tasks - CFACC**

---

- Conduct JRSOI of forces and bed down aircraft IAW CFC bed down plan in order to facilitate employment and deployment of forces.
- On order, shift ISR priority from Afghanistan to Iraq and establish and maintain air and space dominance in the ITO in order to support CFC operations.
- Degrade regime C2, security and select RGFC and RA forces, and WMD delivery systems and neutralize IADS and maritime capability IOT defeat opposing Iraqi forces and enable regime removal.
- NLT D+4 in western Iraq and NLT D+5 in northern Iraq, BPT provide 2 hour response CAS ISO CFSOCC operations.
- Provide intra-theater airlift in support of component operations, including in support of CFSOCC operations to facilitate resupply and support to OGs.

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~~SECRET//ORCON REL USA, AUS, GBR~~

 **Phase I Tasks - CFACC**

---

- On order, assume TACON of Operation Northern Watch forces.
- BPT affect key hydrology nodes IOT prevent their use to inhibit CFC operations.
- BPT support Joint Personnel Recovery as required. Dedicate a CSAR package in both the North and South capable of conducting 2 x point-to-point near simultaneous CSAR missions in any 24-hour period. BPT assume TACON of CFSOCC Joint Combat Search and Rescue (JCSAR) assets during alert periods.
- BPT establish alternate Combined Air Operations Center (CAOC) in Qatar.

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 **Phase I Tasks - CFMCC**

---

- Assume OPCON of one hospital ship and employ it in support of CFC operations.
- Support Maritime Preposition Force (MPF) operations with COMUSMARCENT forces as required.
- Assume OPCON of Marine forces afloat. On order, CHOP Marine forces to COMUSMARCENT to support CFLCC operations in Iraq.
- On order, assume TACON of eastern Mediterranean based naval forces.
- BPT prevent Iraqi leadership from using the sea as a route of escape.

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MARCENT

~~SECRET/ORCON REL USA, AUS, GBR~~

 **Phase I-IV Tasks - COMUSMARCENT**

---

- BPT CHOP MEU forces ashore back to the CFMCC to reconstitute a theater reserve afloat.

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## Phase I Tasks - COMUSMARCENT

---

- Assume OPCON of all Marine forces ashore in the CENTCOM AOR. Assign MARCENT forces ashore, minus Marine Logistics Command, TACON to the CFLCC.
- Deploy I MEF Command Element to Kuwait to provide tactical command and control of Marine forces ISO of CFLCC.
- Conduct Maritime Preposition Force (MPF) operations with CFMCC in order to execute the RSOI of MARCENT forces and facilitate CFLCC ground operations.
- Coordinate the timing of the amphibious offload with CFMCC and CFLCC.

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CFSOCC

~~SECRET/ORGCON REL USA, AUS, GBR~~



## Phase I-IV Tasks - CFSOCC

---

- Establish, operate and maintain a Theater Transition Point-(North) in Turkey to support repatriation of isolated personnel.
- Establish, operate and maintain the theater Unconventional Assisted Recovery Coordination Center (UARCC) to coordinate PR support.
- Establish a Rescue Coordination Center (RCC), integrated with the JSRC, IOT support CSAR and PR.
- BPT to conduct NAR in support of own forces or joint recovery as required.

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 **Phase I-IV Tasks - COMJPOTF**

---

- Conduct psychological operations to support CINC objectives and provide PSYOP support to Components as directed by CFC.

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 **Phase I-IV - Civil-Military Operations**

---

- Coordinate with IO / NGOs to meet minimum sustainment needs of the civilian population
- Coordinate for provision of HN, Regional Countries, and USG resources for humanitarian assistance
- Maintain visibility of IO / NGO and USG Interagency efforts
- Maintain situational awareness of IO / NGO and USG Interagency efforts
- Open and apportion ground LOCs, APODS, and SPODS for IO / NGO use

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PA II

ABILITY TO CONDUCT  
AND SUSTAIN  
DIV SIZE  
OPS  
ACROSS  
EUPHRATES

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## Phase II - Decisive Operations

---

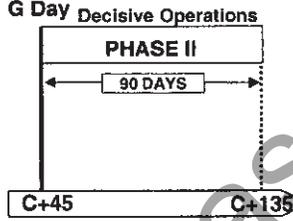
**OPERATIONAL OBJECTIVES**

- Posture CFC forces for regime destruction
- Degrade Iraqi regime C2 and security forces
- Degrade or destroy WMD delivery systems and secure WMD infrastructure
- Degrade and / or compel neutrality of RA and RGFC forces
- Seize key terrain
- Maintain international and regional support for operations

**ENDSTATE**

- CFC forces postured for regime destruction
- Iraqi regime C2 and security forces degraded
- WMD delivery systems degraded or destroyed and WMD infrastructure secured
- RA and RGFC forces degraded and / or neutral
- Coalition resolve demonstrated and operational momentum maintained
- International and regional support for operations maintained

**G Day Decisive Operations**



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### Phase II Actions...

**AIR OPERATIONS**

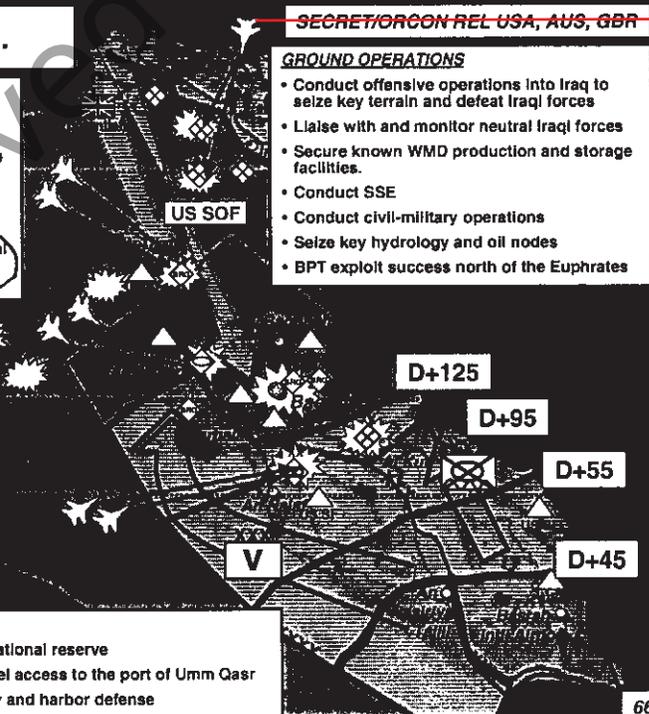
- Maintain air and space dominance
- Continue to attack regime C2, security, RGFC and RA forces, WMD delivery systems, IADS
- Conduct counter-land operations
- Support SSE operations
- BPT establish and operate additional airfields in Southern and Western Iraq.

**SOF OPERATIONS**

- Support CMO.
- Coordinate operational fires
- Coordinate with and leverage support for OG's
- BPT liaise with and assist in monitoring neutral Iraqi forces.
- BPT support CFLCC SSE

**NAVAL OPERATIONS**

- Maintain one ARG/MEU as the operational reserve
- On order, clear and maintain channel access to the port of Umm Gasr
- BPT provide waterside port security and harbor defense



**GROUND OPERATIONS**

- Conduct offensive operations into Iraq to seize key terrain and defeat Iraqi forces
- Liaise with and monitor neutral Iraqi forces
- Secure known WMD production and storage facilities.
- Conduct SSE
- Conduct civil-military operations
- Seize key hydrology and oil nodes
- BPT exploit success north of the Euphrates

66

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### Phase II -- Target Summary

	Regime leadership and C2	(3 target sets)
	Regime Security and Intelligence	(54 target sets)
	WMD Production / Delivery	(38 target sets)
	Republican Guard forces (HETs, Tanks, Mech, Artillery)	(71 target sets)
	Select Regular Army forces	(66 target sets)
	Critical Infrastructure	(13 target sets)
	Air Defense sites (enabling targets)	(63 target sets)

~ 1800 Aim Points  
 ~ 1000 Sorties



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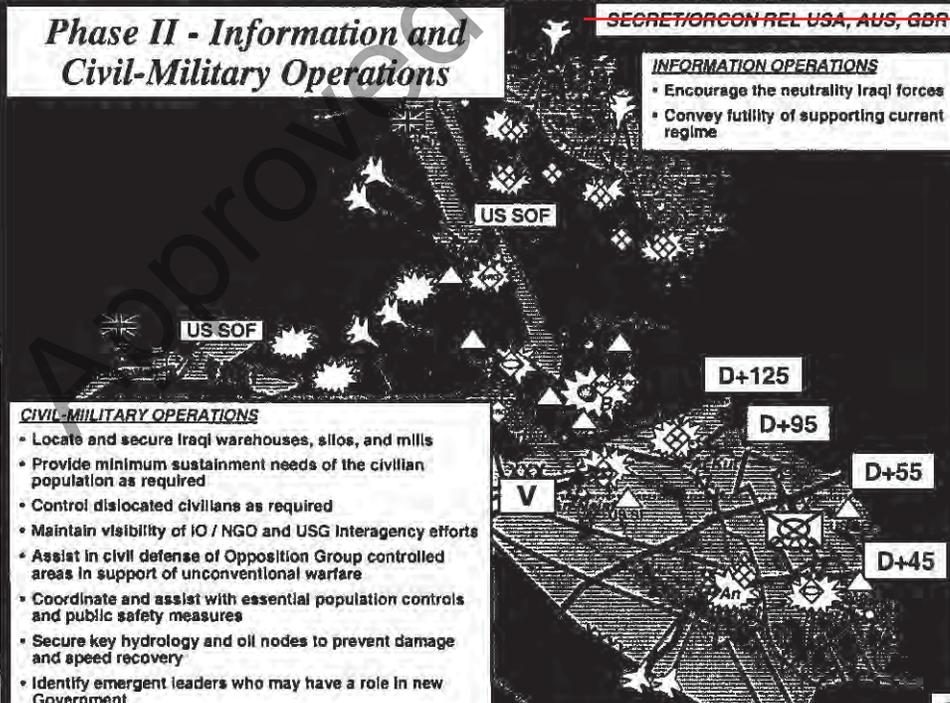
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### Phase II - Information and Civil-Military Operations

**INFORMATION OPERATIONS**

- Encourage the neutrality Iraq forces
- Convey futility of supporting current regime



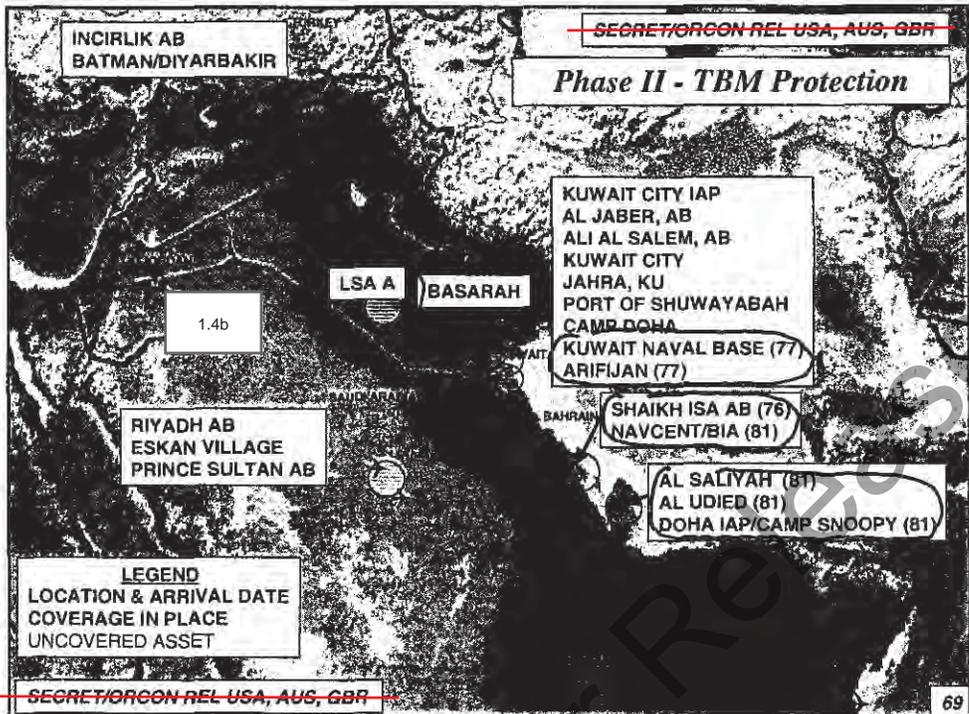
**CIVIL-MILITARY OPERATIONS**

- Locate and secure Iraqi warehouses, silos, and mills
- Provide minimum sustenance needs of the civilian population as required
- Control displaced civilians as required
- Maintain visibility of IO / NGO and USG interagency efforts
- Assist in civil defense of Opposition Group controlled areas in support of unconventional warfare
- Coordinate and assist with essential population controls and public safety measures
- Secure key hydrology and oil nodes to prevent damage and speed recovery
- Identify emergent leaders who may have a role in new Government

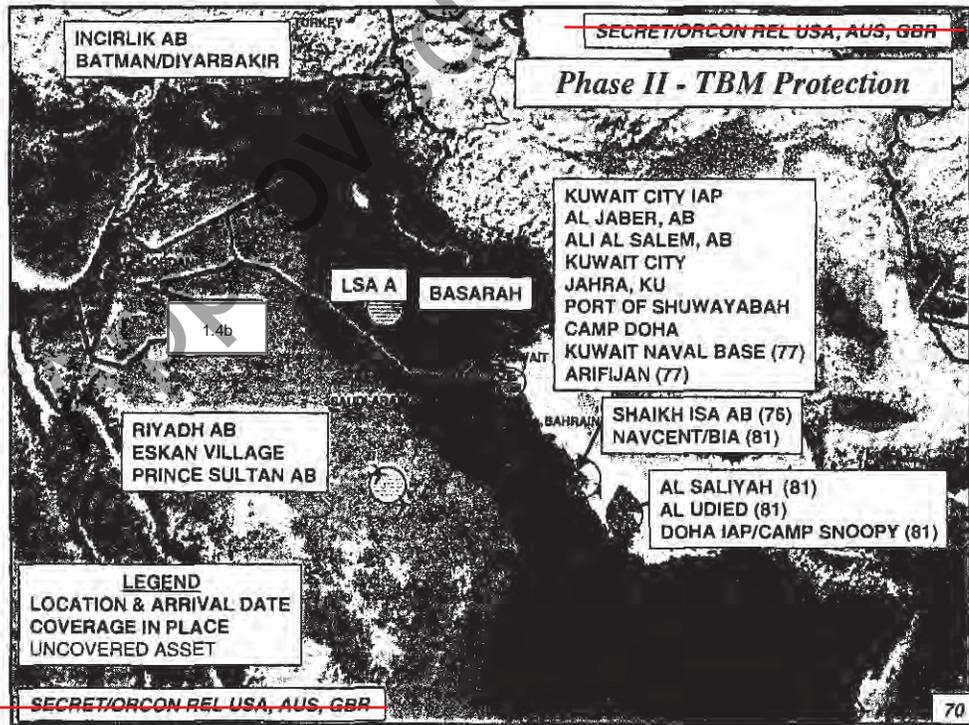
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SAME SLID  
FOR  
BALANCE



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## Decision Points

**Phases I - III**

- Increase deterrence posture with 1.4a
- Employ theater reserve (ARG / MEU)
- Exploit regime collapses
- Change in Coalition support
- Execute Consequence Management operations

**Phase II**

- Commence decisive ground offensive operations
- Seize oil pumping nodes vic Al Faw Peninsula & Basrah
- Iraqi forces agree to become neutral / non-combatant
- Seize / secure / disable key hydrology nodes

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CCER

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## Phase III - CCIR

- Major change(s) in coalition support
- Identification of Senior Iraqi political / Military leaders willing to support efforts to remove the Regime
- Iraqi Regime employment of TBM and/or WMD
- Senior Regime officials located
- I & W of terrorist attack against US forces in the AOR
- Iraqi intent to use hydrology or oil to influence maneuver
- Identification of Iraqi military units willing to capitulate
- Regime instability

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LOG

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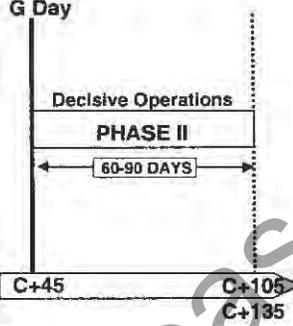


## Phase II - Decisive Offensive Operations

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**LOGISTICS OBJECTIVES**

- Sustain forces
- Establish forward logistics bases to support rapidly advancing maneuver forces
- Forward sustainment to CFC forces with fuel and water.
- Continue to RSO follow-on forces
- Support civil military operations (CMO)
- Establish and maintain main supply routes (MSR)
- Establish airfields forward to support rapidly advancing maneuver forces
- Continue to JRSOI follow-on forces



G Day

Decisive Operations

PHASE II

60-90 DAYS

C+45      C+105  
C+135

**LOGISTICS ENDSTATE**

The logistical endstate occurs when follow-on forces complete RSO and deployed forces are sufficiently sustained and postured to initiate Phase III

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## Phase II Logistics Concept

---

- Support initial ground maneuver operations by extending LOCs
- Expand logistics distribution system (tactical airlift and line-haul)
- Build-up sustainment forward
- Priority of support at G Day shifts to CFSOCC and CFLCC
- Ground maneuver forces cross LOD with 3 DOS available
- Establish LSA in Iraq; BPT transition to theater LSA
- Primary roadways used as MSRs
- Tactical airlift airfields established to support rapidly advancing forces
- Forward movement of fuel is critical...sets pace for operational maneuver
- Expand inland petroleum distribution system (IPDS) pipeline and truck line-haul operations
- Use airland/airdrop to support CFSOCC UW/OGA operations
- Anticipate logistics support for EPW and CMO operations
- Follow-on forces will continue to JRSOI

**Logistics Focus: Support Initial Ground Operations Forward**

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PH III

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### Phase III - Complete the Regime Destruction

---

**OPERATIONAL OBJECTIVES**

- Defeat or compel neutrality Iraqi forces
- Posture CFC forces for post-hostility operations
- Kill, apprehend, or marginalize regime leaders
- Set military conditions for provisional / permanent government to assume power
- Secure known WMD sites and systems

Complete Regime Destruction

**PHASE III**

← 90 DAYS →

C+135                      C+225

**ENDSTATE**

- Iraqi forces defeated or neutral
- CFC forces postured to initiate post-hostility operations
- Key regime leaders dead, apprehended, or marginalized
- Military conditions set for provisional / permanent government to assume power
- Known WMD sites and systems secured

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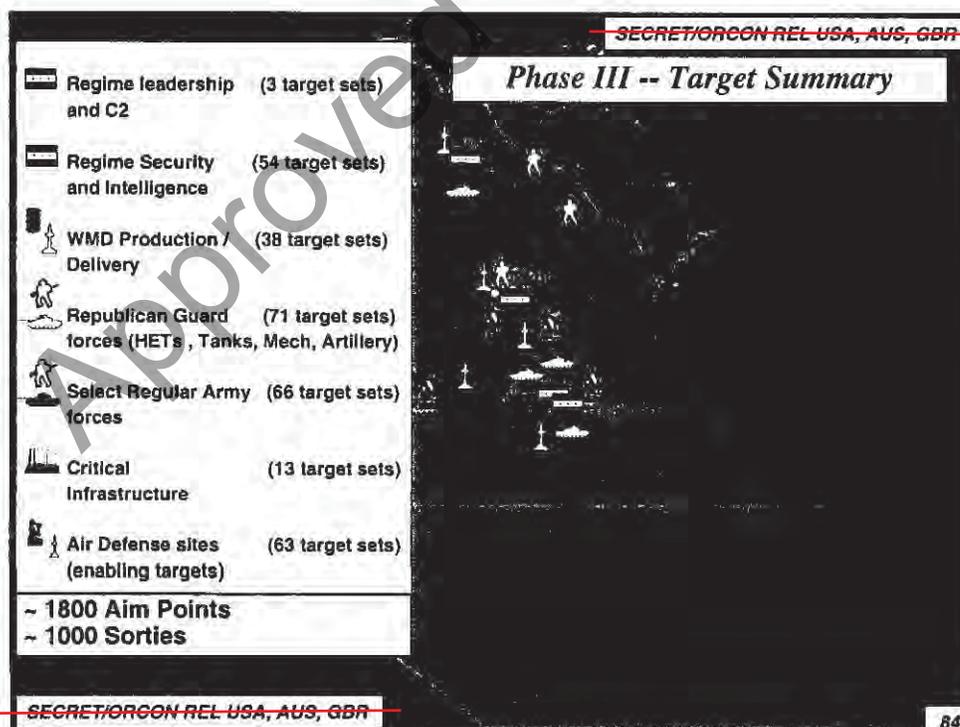
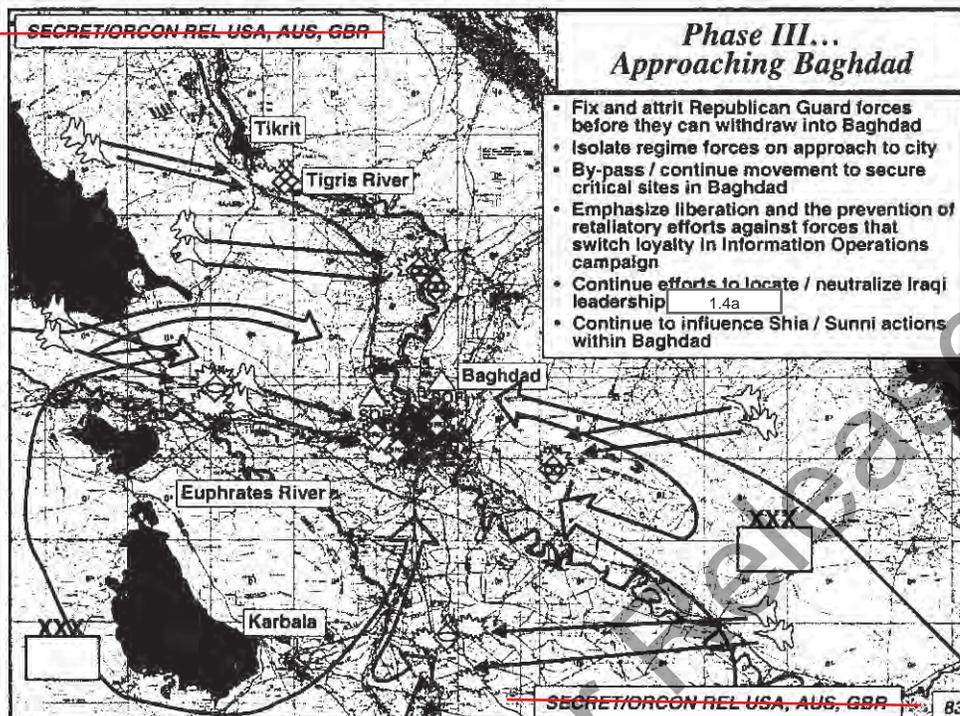
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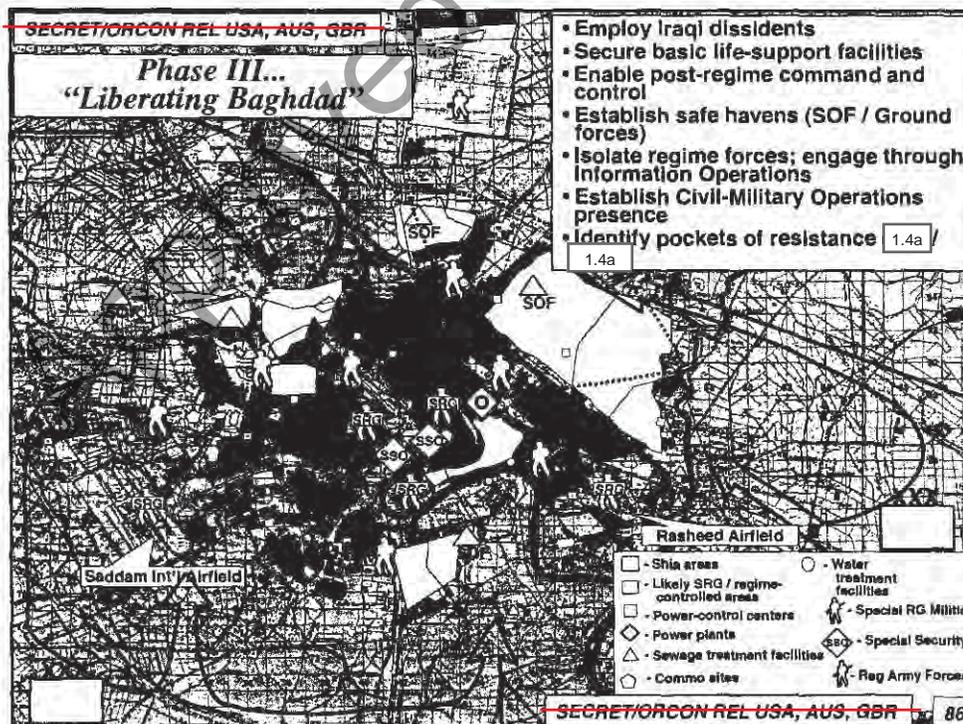
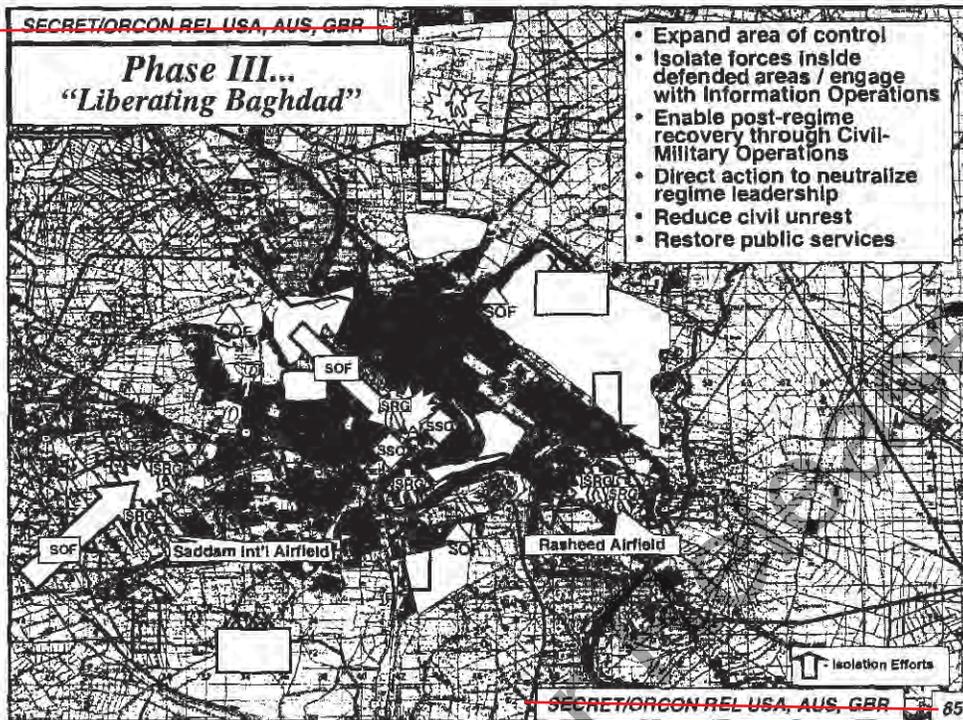
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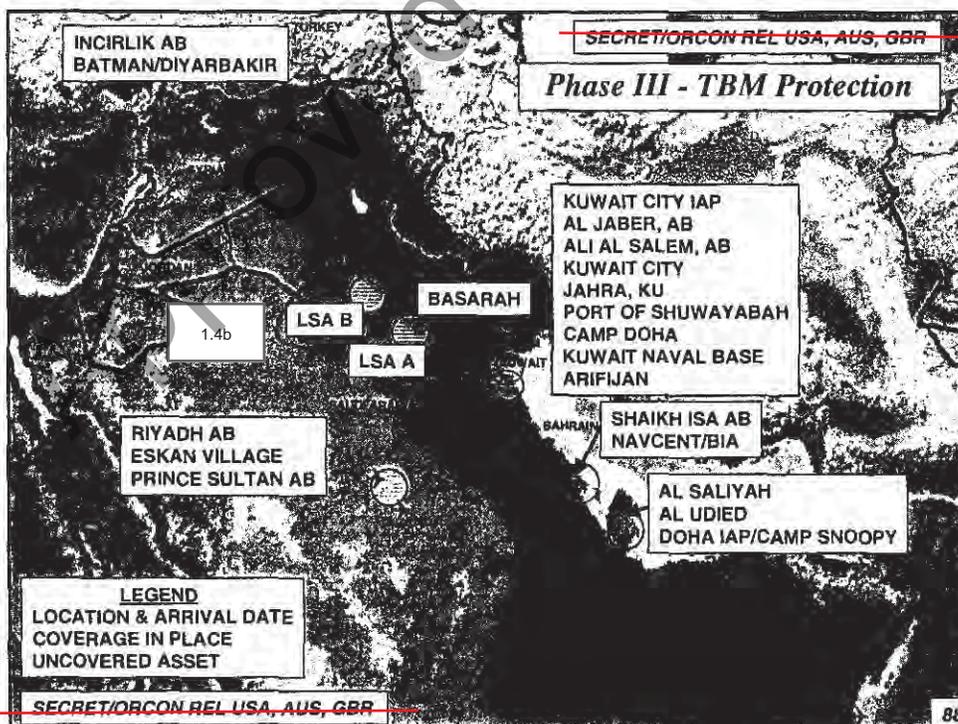
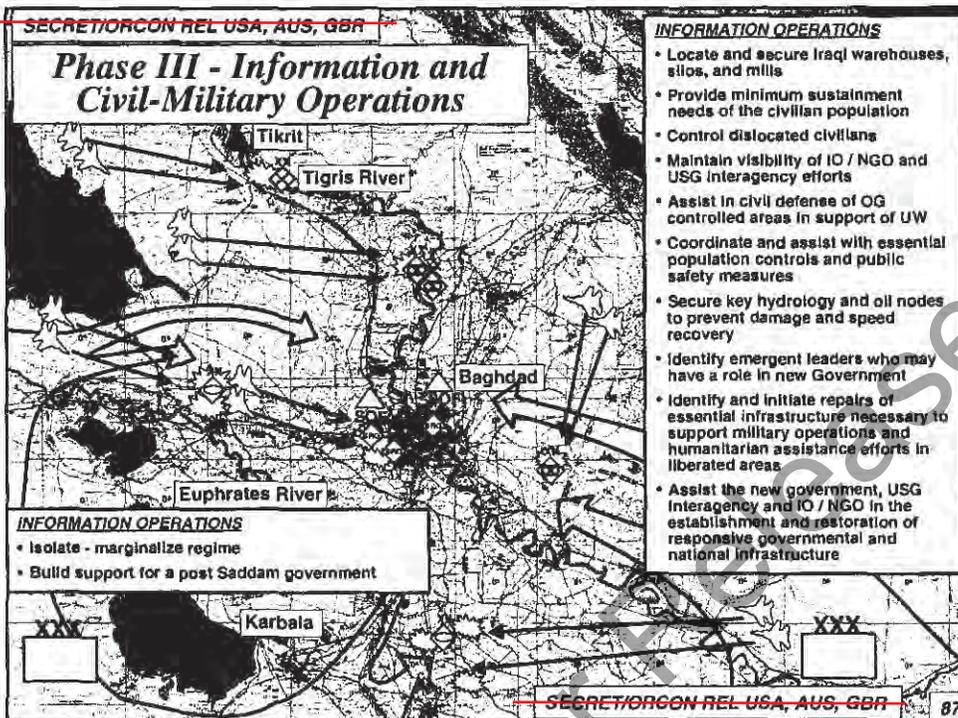
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LOG

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**Phase III - Complete Regime Destruction**



**LOGISTICS OBJECTIVES**

- Establish APODs forward to support rapidly advancing maneuver forces
- Forward sustainment of CFC forces
- Expand rear area operations
- Support civil military operations (CMO)

**LOGISTICS ENDSTATE**

The logistical endstate occurs when forward LSAs are established, forces are sustained, operational objectives are attained, and CFC forces are postured to initiate Phase IV post-hostility operations

**Complete Regime Destruction**

**PHASE III**

90 DAYS

C+105  
C+135

C+195  
C+225

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~~SECRET//ORCON REL USA, AUS, GBR~~

**Phase III Logistics Concept**



- Continue supporting combat operations
- Continue expanding the logistics distribution system
- Continue build-up sustainment at forward LSAs
- Priority of support is to CFSOCC and CFLCC
- Establish two to three additional LSAs in Iraq
- Primary roadways used as MSRs
- Tactical airlift airfields established to support rapidly advancing forces
- Forward movement of fuel remains critical
- Continue to expand inland petroleum distribution system (IPDS) pipeline and truck line-haul operations
- Use airland/airdrop to support CFSOCC UW/OGA operations
- Continued logistics support for EPW and CMO operations

**Logistics Focus: Support Initial Ground Operations Forward**

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- REMOVE BAR
- ADD WEATHER BAR

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### Phase III Tasks - CFLCC

- Defeat remaining opposing forces and regime leadership to set conditions for regime removal.
- BPT secure key northern oil infrastructure nodes IOT prevent their destruction.
- BPT interdict the LOC between Baghdad and Tikrit IOT prevent the movement of Iraqi military.
- Conduct humanitarian assistance activities.
- Continue SSE.
- Expand CMO to facilitate transition of civil authority to provisional or permanent government.
- BPT secure ground LOC to / from  1.4b  IOT facilitate operations and sustainment.
- Secure known WMD production and storage facilities. BPT support destruction / neutralization or transport of WMD munitions / delivery systems in order to eliminate terrorist access.

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### Phase III Tasks - CFACC

- Maintain air and space dominance in order to facilitate regime removal.
- Continue to attack regime C2, security, RGFC and RA forces, WMD delivery systems, IADS and maritime capability IOT defeat opposing Iraqi forces and enable regime removal.
- Conduct counter-land operations to support CFLCC scheme of maneuver.
- Support SSE operations.
- BPT establish and operate additional airfields in Southern and Western Iraq.

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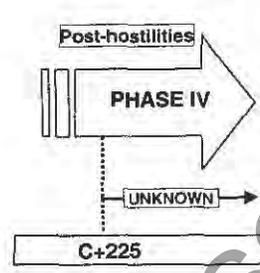


## Phase IV - Post-hostility Operations

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**OPERATIONAL OBJECTIVES**

- Establish a permissive environment for recovery and reconstruction.
- Establish an Iraqi military forces capable of defending territorial borders of Iraq and maintaining internal security
- Support establishment of a provisional / permanent Iraqi government
- Ensure the territorial integrity of Iraq
- Transition CMO activities to IO/NGO/HN
- Ensure WMD capabilities are destroyed, removed or transitioned to competent authority
- Detain terrorists and war criminals, and free individuals unjustly detained under Iraqi regime
- Redeploy forces



**ENDSTATE**

- Iraqi forces defeated or co-opted
- CFC forces postured to initiate post-hostility operations
- Key regime leaders dead, apprehended, or marginalized
- Military conditions set for provisional/permanent government to assume power
- Known WMD sites and systems secured

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## Phase IV Actions

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**POTUS Decision Terminate Hostilities**

**Decision to Begin Phase IV**

Transition tasks by functional area (security, infrastructure, humanitarian, etc)

**End-State**

Stabilization

Phase IVa

Recovery

Phase IVb

Transition to Security Cooperation

Phase IVc

Security Cooperation

2-3 Months

18 - 24 Months

12 - 18 Months

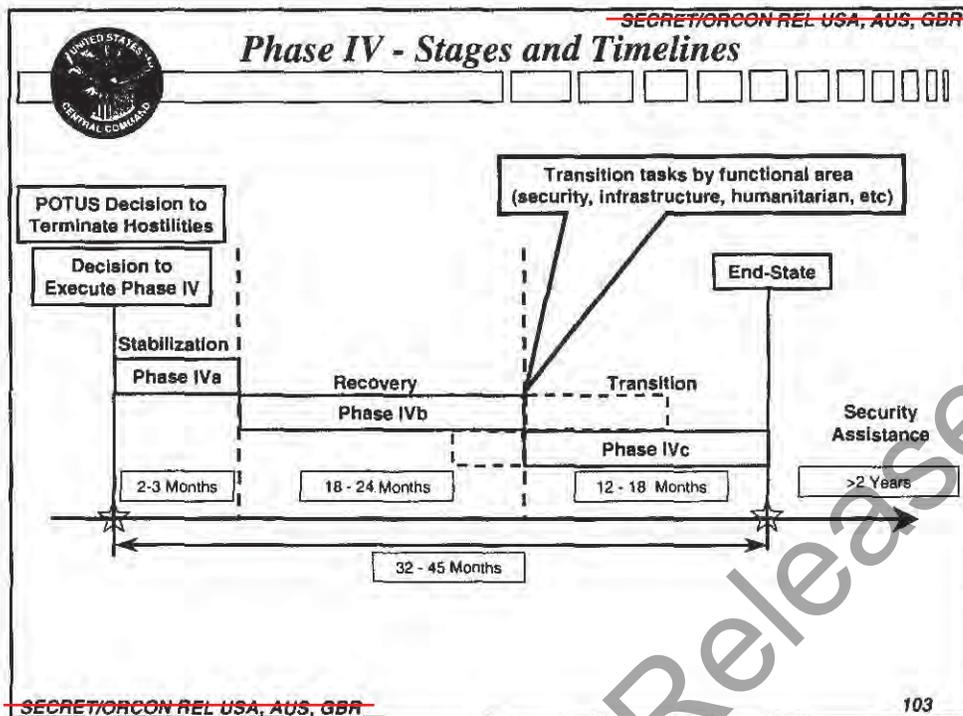
>2 Years

32 - 45 Months

- Support the establishment of a stable Iraqi government
  - Establish a secure environment and assist in recovery and reconstruction
  - Support the establishment of Iraqi Self-Defense forces
  - Ensure the territorial integrity of Iraq
  - Transition civil-military activities to international organizations / non-governmental organizations / Iraqi Government
- Ensure WMD capability destroyed
- Gather intelligence, detain terrorists and war criminals, free individuals unjustly detained
- Re-deploy forces

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- ### Phase IVa - Stabilization Stage
- Maneuver rapidly to establish internal security after cease fire and establish a safe environment in IRAQ for IO / NGOs
  - Minimize collateral regional instability and threats to post-regime government
  - Maintain capability to conduct combat operations, minimize civil unrest and the impact of dislocated civilians and EPW's
  - Maintain / build coalition, interagency, and NGO unity of effort towards the provision of minimum life sustaining resources to the civil populace
  - Coalition forces will BPT provide immediate humanitarian relief to IRAQI people
  - Forces begin to redeploy while maintaining an appropriate level of ISR, combat, and support capability
- ~~SECRET/ORCON REL USA, AUS, GBR~~
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### Phase IVb - Recovery Stage

Progress bar with 10 boxes, 1st box filled, 10th box double-height.

- CFC forces support USG / IO / NGO restoration of essential infrastructure and services and rehabilitation of basic government and economic institutions
- Maximize use of IRAQI resources to speed recovery
- Reshape IRAQI military and security services
- Ensure compliance by military and security services with reform standards
- Verify compliance with WMD destruction
- Continue to redeploy forces as indigenous forces and other agencies take over the security requirements

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### Phase IVc - Transition & Redeployment

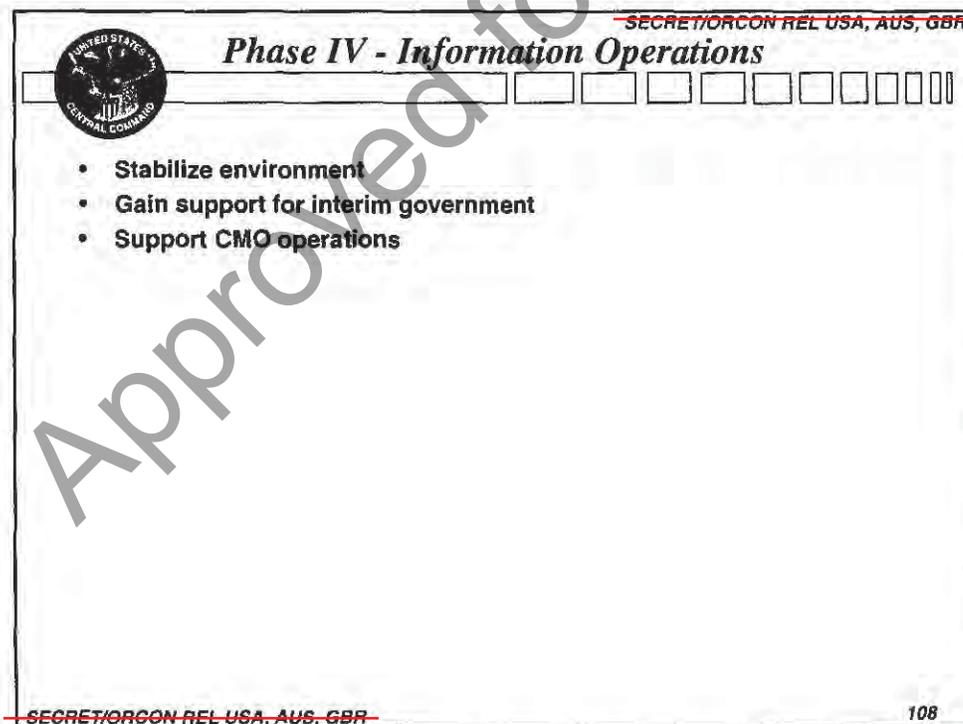
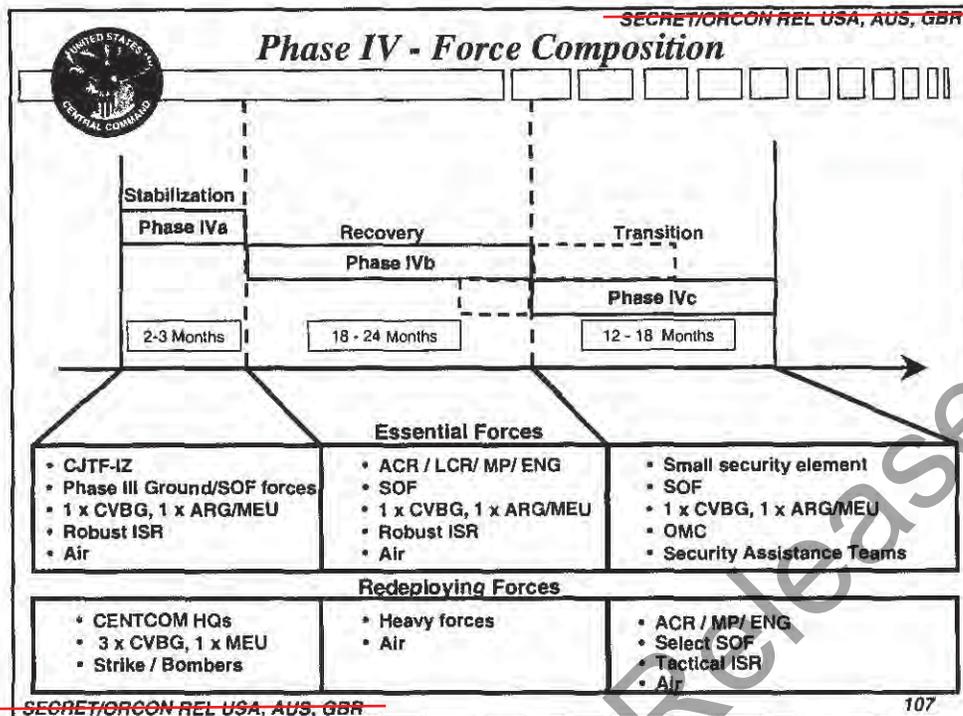
Progress bar with 10 boxes, 1st box filled, 10th box double-height.

- CFC forces maintain a minimal force presence
- Transition civil affairs activities to the post-regime government or IO / NGOS
- Set the conditions for peacetime security assistance
- Redeploy remaining forces

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