USCENTCOM Commander’s Conference
1-2 August 2002

slides with backups

Operation Enduring Freedom

(b)(3), (b)(6)
Contingency Plan -- Concept Brief

for Military Operations in Iraq

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 Destruction
  - Phase IV - Post Hostilities
- Risks

ADMIN NOTES
**Enemy COA Analysis**

**Iraqi Unambiguous Warning of US Intent**

- Iraqi unambiguous warning of two specific conditions
  - US intent to topple the regime with military force
  - ground forces are a key element of the military effort

- Bottom Line: Iraq probably has unambiguous warning by C-Day

- Key spoiler: US intent could be revealed earlier by Public Diplomacy
CINC FEEDBACK

TIMELINES FOR PH III & IV ARE TO CONSERVATIVE

MC 2009 JAN/FEB
APX RXCOS 2 IN ISRAEL

LTC M. > HOW COMFORTABLE ARE WE W/ ASSUMPTION OR NO PATRIOTS TO ISRAEL
ALSO ISRAEL ACTION

TURKEY ASKING FOR PATRIOTS.
ALSO NEED TO LOOK AT...
**Iraqi Decision Points**

- Attack Israel
- Unconventional Attack on Kuwaiti APODs/SPODs/Staging Areas
- Spoiling Attack on Kuwaiti APODs/SPODs (Regular Army)
- Deliberate Attack on Kuwait (RGFC)
- Attacks on Shia or Kurds
- Fortress Baghdad
- Flood southern marshes/LOCs/approaches to Baghdad
- Use of oil as a weapon
- Deliberate destruction of infrastructure - "Scorched Earth"
- Use of WMD

**Iraqi actions on initiation of U.S. strikes**

- Leadership, security forces, WMD infrastructure, TBM forces, air forces and military C2 will further disperse
  - Attempt to enhance potential for collateral damage
- Increased activity, dispersal of air defense forces
  - Deployment of SAMs into the SNFZ / NNFZ
- Initiate Baghdad Security Plan
- Activate reserves
- Relocation of potential internal dissident civilians
- STRATEGIC DECISION POINT / MUST MAKE CHOICE
  - Defend
  - Spoiling or Deliberate attack
  - Supporting attacks (Kurds / Israel / WMD)
Phase 1 ECOA 1: Deliberate Defense

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

Purpose: Protect Iraqi territory and Regime, delay US operations, influence public opinion nationally and regionally; discourage Kurds and Shiites 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

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 Shiites 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
NEED TO TALK TO
Webster
Change

See that they balance
moose

With you 221

Be

Get

Sure sec

not sure sec, Powell had lesbian

Don't put ass in

Approval

Wes/Boz

Your sec Powell aide has hands

Questions

Countdown room no just Congress

When we count down, Congress

So we see it

We lock

To
Biological Weapon Delivery
- Ballistic missiles
- Spray (surface vehicle or aircraft/UAV)
- Artillery, multiple rocket launchers
- Covert

Covert Missile force
- May have up to several dozen extended range SCUDs
- AI Hussein 580-650 km
- 6-10 mobile launchers

Chemical Weapon Delivery
- Ballistic missiles
- Artillery, multiple rocket launchers
- Aircraft bombs, unmanned aerial vehicles

Overt Forces
- Threat to Kuwait (air/sea ports)
- AI Samoud Missile 150 km
- 8+ launchers
- Ababil-100 Missile 150 km
- 2-4 launchers
- Rockets / Artillery (Up to 75 km)

L-29 UAV 40-km line spray (anthrax)
January Plume
February Plume

Phase 3 ECOA: Withdraw

Task: Withdraw to Tikrit. Attack insurgents, Israel, or U.S. forces with WMD.

Purpose: Protect and preserve Iraqi Regime; delay diplomatically; attempt to cause hostilities; to support other COAs with more decisive results and mass effects.

Objective: Prolong Regime survival; preserve Regime Integrity; maintain options for foreign escape

Withdraw
Supporting ECOA: Employ WMD
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

Territory: Southern Hydrology

- Government water control projects have drained most of the marsh area.
- Hawr Da'ilmah 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 near 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 Baaarah
INTERNAL LOOK

WHAT DOES JPG LOOK LIKE?

NEED TO SPREAD WARNING NOW

Key Scenarios

- Transition Add to Ground Ops
- Key AP’s for Ground Ops
- Express
- Up to Echelon
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.

<table>
<thead>
<tr>
<th>Country</th>
<th>Support</th>
<th>Airlift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kuwait</td>
<td>Full support *</td>
<td>Full Support *</td>
</tr>
<tr>
<td>Qatar</td>
<td>Full support</td>
<td>Full Support</td>
</tr>
<tr>
<td>Oman</td>
<td>Full support</td>
<td>Full Support</td>
</tr>
<tr>
<td>UK (D'Gar)</td>
<td>Full Support</td>
<td>Full Support</td>
</tr>
<tr>
<td>Turkey</td>
<td>Full aircraft / SCF *</td>
<td>Full Support *</td>
</tr>
<tr>
<td>UAE</td>
<td>Support aircraft</td>
<td>Full Support</td>
</tr>
<tr>
<td>1-45</td>
<td>SCF</td>
<td>Full Support</td>
</tr>
<tr>
<td>Egypt</td>
<td>Recovery</td>
<td>Full Support</td>
</tr>
<tr>
<td>Bahrain</td>
<td>Support / ISR aircraft</td>
<td>Full Support</td>
</tr>
<tr>
<td>KSA</td>
<td>Limited support / ISR aircraft only</td>
<td>Full Support *</td>
</tr>
</tbody>
</table>

Enroute

- Germany: Full Support Full Support
- Bulgaria: Support aircraft Full Support
- Spain: Full Support Full Support
- Italy: Full Support Full Support
- Greece: Full Support Full Support
- France: Recovery Full Support
- Portugal: Recovery Full Support

* Essential to the plan. Limited other support is available and subject to operational timelines.

While no single country is essential, plan requires at least the current level of support at European and Mediterranean bases (Overnight, fuel, maintenance stop).
Concept of the Operation

Mission

When directed by the president, USCENTCOM conducts offensive operations in Iraq to overthrow the Iraqi regime, destroy WMD capability, and eliminate the regime's threat to the Iraqi people, the region, and the U.S. On order, conduct follow-on operations to facilitate transition from war to peace.
Commander's Intent

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.

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.
NAUCENT

- FWD

- 14 Days 2 CUBG's
- 2460 sorties over those
- 84 Days
- CUBG in Gulf 100 sorties/day
- CUBG in MED 50 sorties/day

But dependent on targets

Being In Place

Approved for Release
Commander's Intent

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.

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.
Declassified by: MG Michael X. Garrett,
USCENTCOM Chief of Staff
Declassified on: 201505

Declassified

PREP TASK
1. Re-position FSS' as
SAVES 10 DAYS
2. Movement of PAX's by
HSV from Bahrain
3. AMMO 5K20/50
Iraqi Actions

POTENTIAL IRAQI ACTIONS
- Interfere with / deny inspections
- Predator shootdown
- 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 shootdown
- 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.

Over-Arching Concept

Family of plans
- Large
- Medium
- Small

Decision to respond
- Execute Military Option

Iraqi Provocation (Past, Present, Future)

"Generated Start"
- Execute Current Concept

"Running Start"
- Execute Branch Concept

Decision to go to war (Casus Belli)
"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 operations 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

Desired Effect

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.
TALKING POINTS

- Permission to deploy
- Planning TMs
- Do to EACH COMPONENT separately
- I SAW TO CENTCOM
- Participate in INTELL
- PROVIDE FEEDBACK TO THREAT ON FORCE
- OPTIONS

26 Aug
AUSTRALIAN NATIONAL CONGRESS
Initial Force Deployment Overview

Global Power (BJ)

Sustainment - by Strategic Air

JROD1/ Sustainment / MLC Ships (30 DOD)

1.4a

All movement depicted contingent on the following: CRAFT / DEPORD / approved basing and staging

Declassified by: MG Michael X. Garrett,
USCENTCOM Chief of Staff
Declassified on: 201505
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 De degrade Iraqi TBM/WMD delivery systems
- Prepare OAs 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
- OAs prepared for follow-on operations
- RA and RGFC forces degraded and / or neutral
- Key terrain seized
- International and regional support for operations secured

Phase I Actions...

AIR OPERATIONS

- Shift USAF priority from Afghanistan to Iraq and establish and maintain air and space dominance
- Devalue regime C2, security and select RGFC and RA forces and WMD delivery systems and neutralize AUS and maritime capability
- NLT D+4 (wee) and NLT Day (north) BPT provide 2 hour response CAS / ISO CSFCC operations
- Assume TACON of OIR forces
- BPT affect key networking nodes
- BPT support Joint Personnel Recovery as required
- BPT establish alternative CAAC

GROUND OPERATIONS

- Seize key southern oil infrastructure
- Establish bridgeheads over the Euphrates
- Receive TACON of CFC/SOCC/BALOO forces within CLFLCC zone
- Receive TACON of MGFAF forces ashore
- Support establishment of CFG Forward Hqs
- BPT defend in Kuwait
- BPT assume JNTO responsibilities
- BPT seize key hydrology nodes

Coalition Ops from...

Turkey and

1.4b

CFSOCC/CLFLCC Planners

US SOF

D+45

IN PLACE FORCES IN

5 DAYS

30D

D+45
Approved for Release
Phase I - Target Summary

- Regime command (128 target sets) and control / Security and Intel
- Media Comms (70 target sets)
- Missile Production / Delivery (14 target sets)
- Military Comms (4 target sets)
- Selected Infrastructure (14 target sets)
- High Value Aircraft and Helicopters (10 target sets)
- Republican Guard (60 target sets)
- Special Republican Guard forces (HETs, Tanks, Mech, Artillery)
- Select Regular Army (66 target sets)
- Forces
- Coastal defense (9 target sets)
- Cruise Missiles, Mine storage
- Air Defense sites (78 target sets)

- 4300 Aim Points
- 2100 Sorties

Phase I Actions...

INFORMATION OPERATIONS
- Reduce Iraqi C4I capabilities
- Reduce Iraqi military will to fight
- Build regional/international support for U.S. / Coalition ops
- Influence Iraqi leadership to not use WMD

CIVIL-MILITARY OPERATIONS
- Posture Humanitarian assistance in theater
- Assist in civil defense of Opposition Group controlled areas in support of unconventional warfare
- Identify emergent leaders who may have roles in new Government
Significant interest in PAVN

Political belief in plan

No mandate

Wired at CENTCOM

Soon to be wired into components

Very attractive

Social not ruled out

More European allies

Will make it more militarily and politically palatable
TRANSCOM

Can we make this a collaborative project?

Air refuel structure (tanker bridge)

100 tankers in 22 bases

I look to get this set up and in the right places for Aero. Med. Evac

The Army has to participate in this effort!!!

We must influence this

Needs work

Plan for loss of APAY

PREP'd Action

Proposed early in Air Force

Just have others fall in on R&D.
ISR Operations: Northern Iraq

Tasks: Monitor and track RA/RFIC
Target development and tracking

Key ISR Assets: U2 ASARS/SYERS, JSTARS, and TACRECE

ISR Operations: Western Iraq

Task: Monitor and target TBM launch baskets

Key ISR Assets: SOF, Predator, and Global Hawk

Other Assets: U2 and UMS

Declassified by: MG Michael X. Garrett, USCENTCOM Chief of Staff
Declassified on: 201505
ISR Operations: Southern Iraq

Tasks: Target development and tracking
Monitor and track RA/RGFC
Monitor and target TBM launch baskets
Monitor and target Coastal Defense

Key ISR Assets: U2 (ASARS/SYERS), E-4/E-3, Predator, JSTARS, P3 AIP

Other Assets: SOF, COBRA BALL and TACRECCE

ISR Capability
Iraqi DPs

Unambiguous Warning

Attack Sh2
Attack Kuwait
**Decision Points**

**Phases I - III**
- Increase deterrence posture with...
- Employ theater reserve (ARG / MEU)
- Exploit regime collapses
- Change in Coalition support
- Execute Consequence Management operations

**Phase I**
- Move CAOC from PSAB to Al Udeid
- Seize oil pumping nodes vic Al Faw Peninsula & Basrah
- Defend Kuwait from Iraqi attack
- Execute MCM operations
- Seize / secure / disable key hydrology nodes
- Seize Basrah International Airport and / or Talil Airbase
- Initiate ground offensive operations early
- Conduct limited ground offensive operations
  - Ground reconnaissance
  - Establish security zone
  - Artillery raids
  - Aviation deep strikes

**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
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-MI 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

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
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 USCENTCOM HQ Forward.
- BPT provide forces in support of CJTF-Consequence Management (CM).

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.
Phase I Tasks - CFLCC

- Seize Umm Qasr to enable flow of humanitarian assistance into Southern Iraq.
- Establish bridgeheads over the Euphrates River vic Nasiriya 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.

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.
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 CFOSCC operations.
- Provide intra-theater airlift in support of component operations, including in support of CFOSCC operations to facilitate resupply and support to OGs.

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 CFOSCC Joint Combat Search and Rescue (JCSAR) assets during alert periods.
- BPT establish alternate Combined Air Operations Center (CAOC) in Qatar.
Phase I-IV Tasks - CFMCC

- Provide operational fires in support of CFC operations in the ITO.
- Establish and maintain maritime supremacy in the ITO.
- Serve as the TLAM strike coordinator.
- Maintain access to critical SLOCs within the USCENTCOM AOR used for transportation of forces, supplies and equipment from CONUS to the ITO.
- Provide waterside port security and harbor defense for designated SPODs.
- Monitor Iranian reaction and response to CFC actions in the ITO.

Phase I-IV Tasks - CFMCC

- Provide support to Marine forces ashore to include sea-basing of Marine aircraft.
- BPT conduct NEO in the AOR.
- BPT support salvage and reconstruction for designated ports as required.
- BPT to conduct mine countermeasures operations.
- BPT conduct amphibious operations in the ITO.
- Assume common item and common user support missions for USCENTCENT forces in NAVCENT AOR where assigned executing agent responsibility as outlined in USCENTCOM Regulation 700-2.
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.

Phase I-IV Tasks - COMUSMARCENT

- BPT CHOP MEU forces ashore back to the CFMCC to reconstitute a theater reserve afloat.
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 1 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.

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.
Phase I Tasks - CFSOCC

- Deploy forces and conduct special operations in support of CFC operations in order to facilitate regime removal.
- Develop CONOPS for combat identification of neutral Iraqi forces to prevent fratricide.
- NLT D+5 [Seize] key oil pumping facilities vicinity Al [Fawa] Peninsula IOT prevent environmental disaster. NLT D+___ [disable] remaining key oil pumping facilities in southern Iraq IOT prevent environmental disaster and disruption of maneuver.
- NLT ___ seize and / or disable Qadisliyah, Makrin (Diyala), Samarra Dams and / or other key hydrological nodes IOT prevent Iraqi use to disrupt ground maneuver.

Phase I Tasks - CFSOCC

- Deliver emergency non-lethal aid.
- BPT support Joint Personnel Recovery as required. Dedicate a CSAR package capable of conducting 2x near simultaneous, point-to-point CSAR missions in any 24-hour period from 144b. Relinquish TACON of dedicated JCSAR assets to CFACC throughout alert period. CFACC gains TACON of these forces during the alert periods.
- Relinquish TACON of CFSOCC SR / DA forces within CFLCC zone to CFLCC IOT deconflict and synchronize CFLCC and CFSOCC operations.
Phase I-IV Tasks - COMJPOTF

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

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
Phase I Tasks – Interagency

STATE
- Coordinate the establishment of a new, broad-based government; identify/cultivate potential new national and local leaders
- Obtain regional support for desired U.S. endstate/vision for a post-Saddam Iraq
- Coordinate roles of allies/regional actors
- Coordinate IO/NGO activities in ITO
- Provide representative to JIACG & CFLCC

USAID
- Provide LNOs to CFLCC
- Plan and coordinate movement of additional HA to support Phase II-III operations
- Coordinate IO/NGO activities in ITO
- Determine military requirements to support their actions
**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

---

**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 SSI operations

**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 SSI
- Conduct civil-military operations
- Seize key hydrology and oil nodes
- BPT exploit success north of the Euphrates

**SOF OPERATIONS**
- Support CMO
- Coordinate operational fires
- Coordinate with and leverage support for OC's
- BPT liaise with and assist in monitoring neutral Iraqi forces
- BPT support CFLCC SSI

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

Phase II - Information and Civil-Military Operations

INFORMATION OPERATIONS
- Encourage the neutrality of Iraqi forces
- Convey futility of supporting current regime

CIVIL MILITARY OPERATIONS
- Locate and secure Iraqi warehouses, silos, and mills
- Provide minimum sustainment needs of the civilian population as required
- Control dislocated civilians as required
- Maintain visibility of IO / NGO and USC 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
**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

**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

*DECLASSIFIED by: MG Michael X. Garrett, USCENTCOM Chief of Staff
Declassified on: 201505*
Phase II - Decisive Offensive Operations

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 JRSO follow-on forces

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

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 JRSO!

Logistics Focus: Support Initial Ground Operations Forward
Phase II Tasks - CFLCC

- On G-Day, conduct offensive operations into Iraq to seize key terrain and defeat Iraqi forces in order to enable regime removal.
- Conduct liaison with and monitor neutral Iraqi forces to ensure their cooperation and compliance with CFC directives.
- Secure known WMD production and storage facilities. BPT support destruction / neutralization or transport of WMD munitions / delivery systems in order to eliminate terrorist access.
- Conduct Sensitive Site Exploitation (SSE) in order to satisfy CFC intelligence requirements.
- Conduct civil-military operations (CMO) in order to minimize civilian interference with military operations and reduce the effects of military operations on civilian populations.
- Seize key hydrology and oil distribution nodes to mitigate environmental disaster and minimize impact on CFC operations.
- BPT exploit success north of the Euphrates River in the event of early regime collapse.

Phase II 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.
Phase II Tasks - CFMCC

- Prevent regime leadership and terrorists from using the sea as a route of escape.
- Maintain one ARG/MEU as the operational reserve.
- Support SSE operations.
- On order, clear and maintain channel access to the port of Umm Qasr
- BPT provide waterside port security and harbor defense of designated Iraqi ports.

Phase II Tasks - COMUSMARCENT

- BPT support amphibious operations in the northern Arabian Gulf
- ICW CFMCC IOT position forces ISO CFLCC operations in Iraq.
- BPT conduct CM operations in the ITO.
Phase II Tasks - CFSOCC

- Conduct special operations in support of CFC operations in order to facilitate regime removal.
- Support CMO.
- Coordinate operational fires in support of CFC operations.
- Coordinate with and leverage support for OAs to prevent the Iraqi population from interfering with CFC operations.
- BPT liaise with and assist in monitoring neutral Iraqi forces.
- BPT support CFLCC SSE operations.
- Relinquish TACON of CFSOCC forces within CFLCC zone to CFLCC IOT deconflict and synchronize CFLCC and CFSOCC operations.

Phase II Tasks - Interagency

**STATE**
- Continue Phase I tasks
- Continue to coordinate and facilitate relief operations by NGOs/IOs, while identifying and obtaining resources
- Coordinate support from UNHCR for care of dislocated civilians

**USAID**
- Coordinate humanitarian assistance support to Iraq with operational NGOs/IOs

**ICRC**
- Coordinate efforts to deploy material and medical assistance programs to ensure the survival of civilians, displaced persons, and refugees
- Coordinate visits to detainees, prisoners of war, and internees to provide material and moral support
Phase III...
Approaching Baghdad

- Fix and attrit Republican Guard forces before they can withdraw into Baghdad
- Isolate regime forces on approach to city
- By-pass/continue movement to secure critical sites in Baghdad
- Emphasize liberation and the prevention of retaliatory efforts against forces that switch loyalty in Information Operations campaign
- Continue efforts to locate/neutralize Iraqi leadership
- Continue to influence Shia/Sunni actions within Baghdad

Phase III -- Target Summary

- Regime leadership (3 target sets)
- and C2
- Regime Security (54 target sets)
- and Intelligence
- WMD Production (38 target sets)
- Delivery
- Republican Guard forces (71 target sets)
- (HEs, Tanks, Mech, Artillery)
- Select Regular Army forces (66 target sets)
- Critical Infrastructure (13 target sets)
- Air Defense sites (63 target sets)
- (enabling targets)
- 1800 Aim Points
- 1000 Sorties
Phase III...
"Liberating Baghdad"

- Expand area of control
- Isolate forces inside defended areas / engage with Information Operations
- Enable post-regime recovery through Civil-Military Operations
- Direct action to neutralize regime leadership
- Reduce civil unrest
- Restore public services

- Employ Iraqi dissidents
- Secure basic life-support facilities
- Enable post-regime command and control
- Establish safe havens (SOF / Ground forces)
- Isolate regime forces; engage through Information Operations
- Establish Civil-Military Operations presence
- Identify pockets of resistance

[Map of Baghdad with various markers and labels]
**Phase III - Information and Civil-Military Operations**

**INFORMATION OPERATIONS**
- Locate and secure Iraqi warehouses, silos, and mills
- Provide minimum sustenance needs of the civilian population
- Control dislocated civilians
- Maintain visibility of IO/NGO and USG interagency efforts
- Assist in civil defense of CG controlled areas in support of UW
- 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
- Identify and initiate recall of essential infrastructure necessary to support military operations and humanitarian assistance efforts in liberated areas
- Assist the new government, USG Intergency and IO/NGO in the establishment and restoration of reassembled governmental and national infrastructure

**INFORMATION OPERATIONS**
- Isolate - marginalize regime
- Build support for a post Saddam government

---

**Phase III - TBM Protection**

**LEGEND**
- LOCATION & ARRIVAL DATE
- COVERAGE IN PLACE
- UNCOVERED ASSET

- KUWAIT CITY IAP
- AL JABER, AB
- ALI AL SALEM, AB
- KUWAIT CITY
- JAHRA, KU
- PORT OF SHUWAYBAH
- CAMP DOHA
- KUWAIT NAVAL BASE
- ARIFJAN
- SHAIKH ISA AB NAVCENT/DIA
- AL SALIYAH
- AL UDIED
- DOHA IAP/CAMP SNOOPY
Decision Points

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

Phase III
- Transition to Phase III Operations
- Isolate Baghdad through Operational Fires and Maneuver
- Employ neutral(Iraqi) RA / RG Forces
- Initiate counter-proliferation operations
- Open Ground LOC from

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
- Regime instability
- Iraqi Regime attempt to proliferate WMD
- Iranian attempts to influence the Provisional Government
- Kurdish intent to seize additional territory
**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.

**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**
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.

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.
Phase III Tasks - CFMCC

- Prevent regime leadership and terrorists from using the sea as a route of escape.
- Maintain one ARG/MEU as the operational reserve.
- Support SSE operations.
- On order, clear and maintain channel access to the port of Umm Qasr.
- BPT provide waterside port security and harbor defense of designated Iraqi ports.

Phase III Tasks - COMUSMARCENT

- BPT support amphibious operations in the Northern Arabian Gulf ICW CFMCC to position forces ISO CFLCC operations in Iraq.
- BPT conduct CM operations in the ITO.
Phase III Tasks - CFSOCC

- Conduct special operations in support of CFC operations in order to facilitate regime removal.
- Support CMO.
- Coordinate operational fires in support of CFC operations.
- Coordinate with and leverage support for OG's to prevent the Iraqi population from interfering with CFC operations.
- BPT liaise with and assist in monitoring neutral Iraqi forces.
- BPT support CFLCC SSE operations.
- Relinquish TACON of CFSOCC forces within CFLCC zone to CFLCC IOT deconflict and synchronize CFLCC and CFSOCC operations.

Phase III Tasks - Interagency

STATE
- Lead for post-regime government establishment
- Coordinate actions of IO/NGO in ITO

USAID
- BPT to provide HA in support of military actions in / near Baghdad
- Lead for HA in southern IRAQ
- Supervise NGO humanitarian assistance support to Iraq and the region

DOE
- Be prepared to assist in conducting sensitive site exploitation (SSE) and securing/disposing of WMD materials
- Coordinate with DOD concerning security/portal monitoring measures along Iraq's borders, to prevent leakage of WMD-related materials, equipment, and personnel to neighboring states
Phase IV - Post-hostility Operations
Phase IV - Post-hostility Operations

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

Phase IV Actions

- 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
- Redeploy forces
Phase IV - Stages and Timelines

- POTUS Decision to Terminate Hostilities
- Decision to Execute Phase IV
- 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
Phase IVb - Recovery Stage

- 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

Phase IVc - Transition & Redeployment

- 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
Phase IV - Force Composition

Stabilization
Phase IVa
- CJTF-I2
- Phase III Ground/SOF forces
- 1 x CVBG, 1 x ARG/MEU
- Robust ISR
- Air

Recovery
Phase IVb
- ACR / LCR / MP / ENG
- SOF
- 1 x CVBG, 1 x ARG/MEU
- Robust ISR
- Air

Transition
Phase IVc
- Small security element
- SOF
- 1 x CVBG, 1 x ARG/MEU
- OMC
- Security Assistance Teams

Essential Forces

Redeploying Forces
- CENTCOM HQs
- 3 x CVBG, 3 x MEU
- Strike / Bombers

- Heavy forces
- Air

- ACR / MP / ENG
- Select SOF
- Tactical ISR
- Air

18 - 24 Months
12 - 18 Months
2-3 Months

Phase IV - Information Operations

- Stabilize environment
- Gain support for interim government
- Support CMO operations