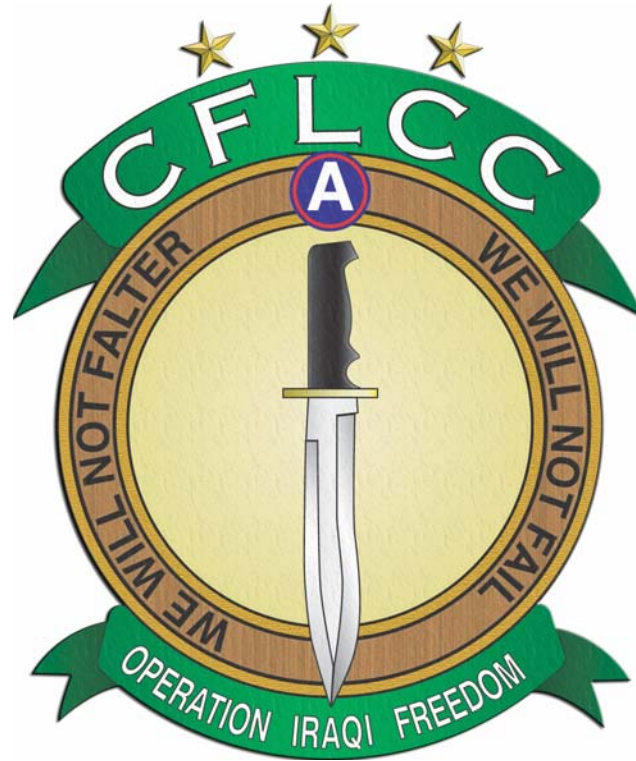


3d Army / ARCENT / CFLCC

Scene Setter



FORCE PROJECTION SYMPOSIUM
BG JACK STULTZ
20 MAY 2004

CJFLCC/3rd Army/ARCENT Mission

- **Provide support to deployed U.S. & Coalition forces**
- **Provide theater sustainment, reception and onward movement support to our forces in CJTF-7 (Iraq) and to CJTF-180 (Afghanistan)**
- **Maintain a forward-based capability to organize, plan, and on order Command and Control joint / combined land combat operations across the US Central Command Area of Responsibility.**
- **Conduct Theater Security Cooperation activities**

Cdr's Intent – “Bullets”

- ❑ End state = seamless RIP & continued tempo
- ❑ Success = no loss of combat capability
- ❑ Movement synchronized with CJTF-7 CONOP
- ❑ Effective & efficient RSOI & redeployment
- ❑ This is a major joint and coalition operation
 - ❑ Receive forces & material by surface and air
 - ❑ Stage units & equipment
 - ❑ Onward move to camps and training facilities
 - ❑ Conduct required integration training and organizational tasks to standard
 - ❑ Effect BHO and C2 transfer

Scope of Joint / Coalition Movement

3 Divisions
110,000 Troops

Success =
No loss of combat
capability and tempo
for CJTF-7



- Condition Set
- *Combat Ops in IZ*
 - *Extended MSR*
 - *Limited Rail*
 - *Cont'd Sustainment Operations*

4 Divisions
130,000 Troops



36 Countries
40,000 Troops

Largest Military Movement

Since WWII (stats since 5 Jan 04)

- **23,488** Truck Movements - **5.9 Million** miles driven
- **14,315** Containers Moved
- **95 ships** off-loaded and up-loaded – **96,548** pieces of equipment – **433K short tons**
- **3,076 planes** processed at KCIA - **130K** soldiers
- Peak of **53,861 soldiers** bedded down in **8 Camps** in Kuwait
- **40,000 Vehicles** washed & inspected for redeployment at **252 Wash Points**

Success =
No loss of combat
capability and tempo
for CJTF-7

Largest Military Movement

- **Since WWII (stats since 5 Jan 04)**
 - **31, 000 Soldiers, Marines, Airmen & Sailors** have executed LFXs
 - **5 million meals / week served**
 - **Over 107M gallons of fuel provided**
 - **Over 428 million repair parts issues**
 - **Over 12,000 pieces of APS equipment issued to units**

CJTF-7 Able to Remain Focused on Mission

Concept of the Operation (Timeline)

Strat Sea = 30 Days

Strat Air = 3.5 Days

LMSR
Download
BOG + 3

Staging & Integration Tasks in Kuwait
BOG + 15

Onward Movement to IZ
BOG + 23

23 Days

Clear SPOD
BOG +4

Motorized BCT

5,125 Troops

2,475 Wheels

130 Tracks

1,614 TEUs

BOG
Kuwait



BHL/C2 Transitions

I: Pre-Redeployment

III: RSO & I

II: Movement to Camps



BHL/C2 Transitions

II: Strategic Deployment

III: Unit Prep for Redeployment



I: Pre-Deployment

IV: Strategic Redeployment

SP from
RAA in IZ

31 Days

Strat Sea = 30 Days

Strat Air = 5 Days

LMSR Upload
From SP + 22 to 31

Unit Prep for Redeployment
SP + 4 to 29 (Wash Rack = 18 Days)

Retrograde to KU
SP + 4 to 11

Heavy BCT
4,330 Troops
1,960 Wheels
390 Tracks
1,713 TEUs

BATTLESPACE GEOMETRY



Distances

Arifjan-Navastar

120mi

Navastar-Baghdad

340mi

Baghdad-Turkey

280mi

Arifjan-Baghdad

~460mi

Scope of Movement



ARCENT/CFLCC Current Stance

Camp Udairi

Camp PA

Camp NY

Camp NJ

Camp VA

Ali Al Salem
FIXED WING

Camp Victory

35th Bde Camp

NAVISTAR

Commando Camp

Camp Doha

Airport (APOD/E)
(Camp Wolverine)

Port (SPOD)

Camp Arifjan

KNB

Legend

Operational

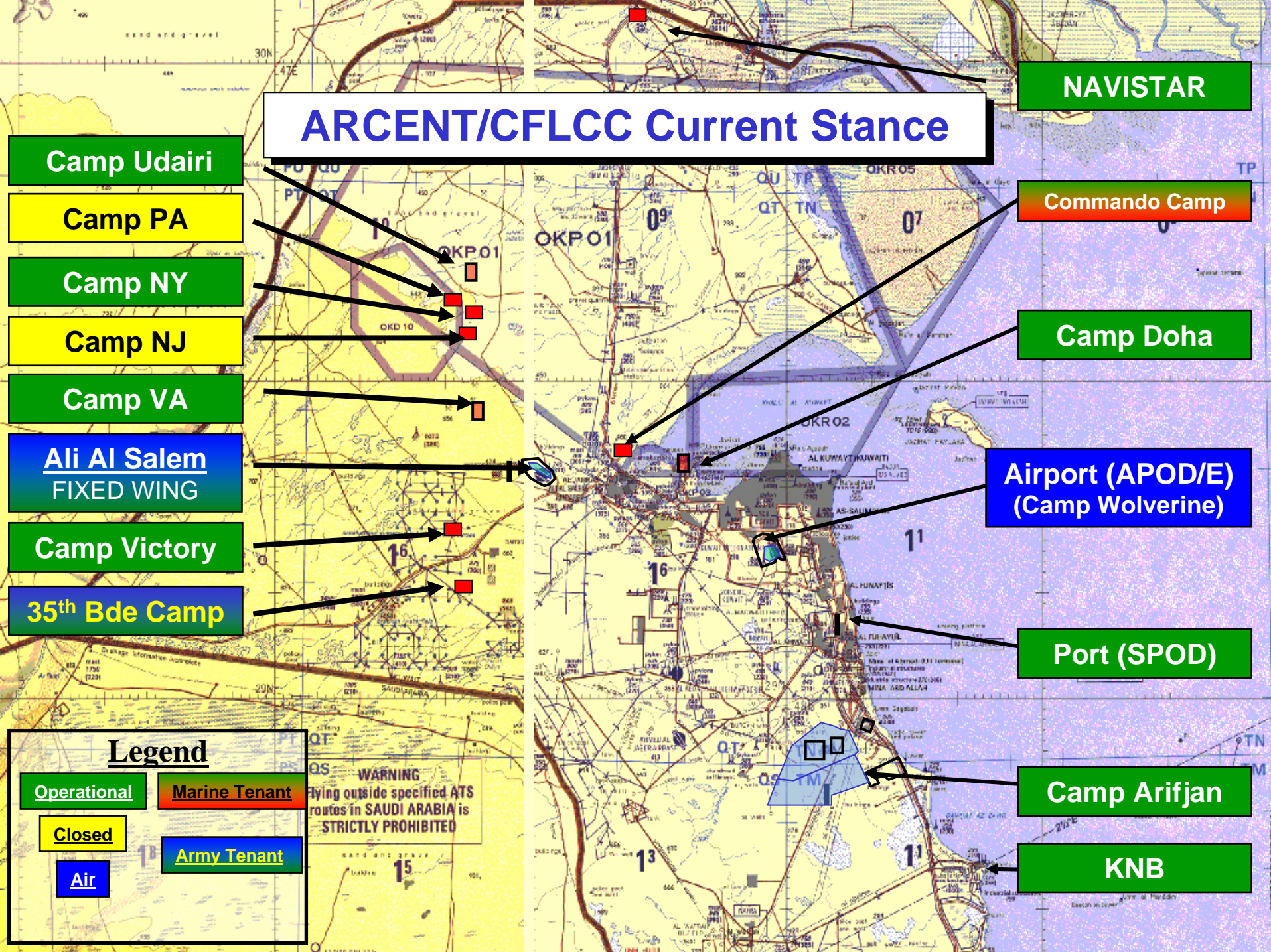
Marine Tenant

Closed

Army Tenant

Air

WARNING
Flying outside specified ATS
routes in SAUDI ARABIA is
STRICTLY PROHIBITED



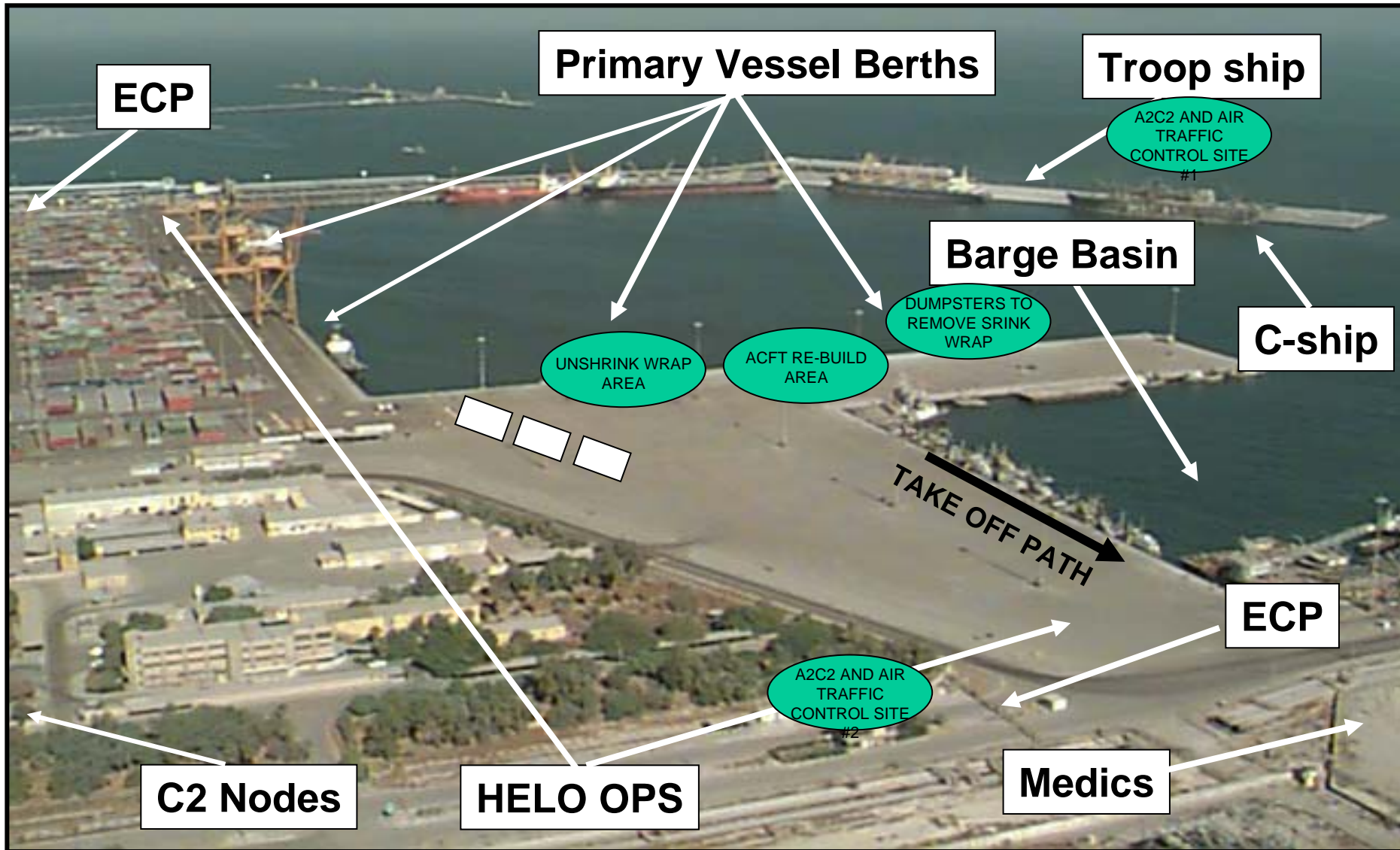
SPOD OPERATIONS



SPOD/E



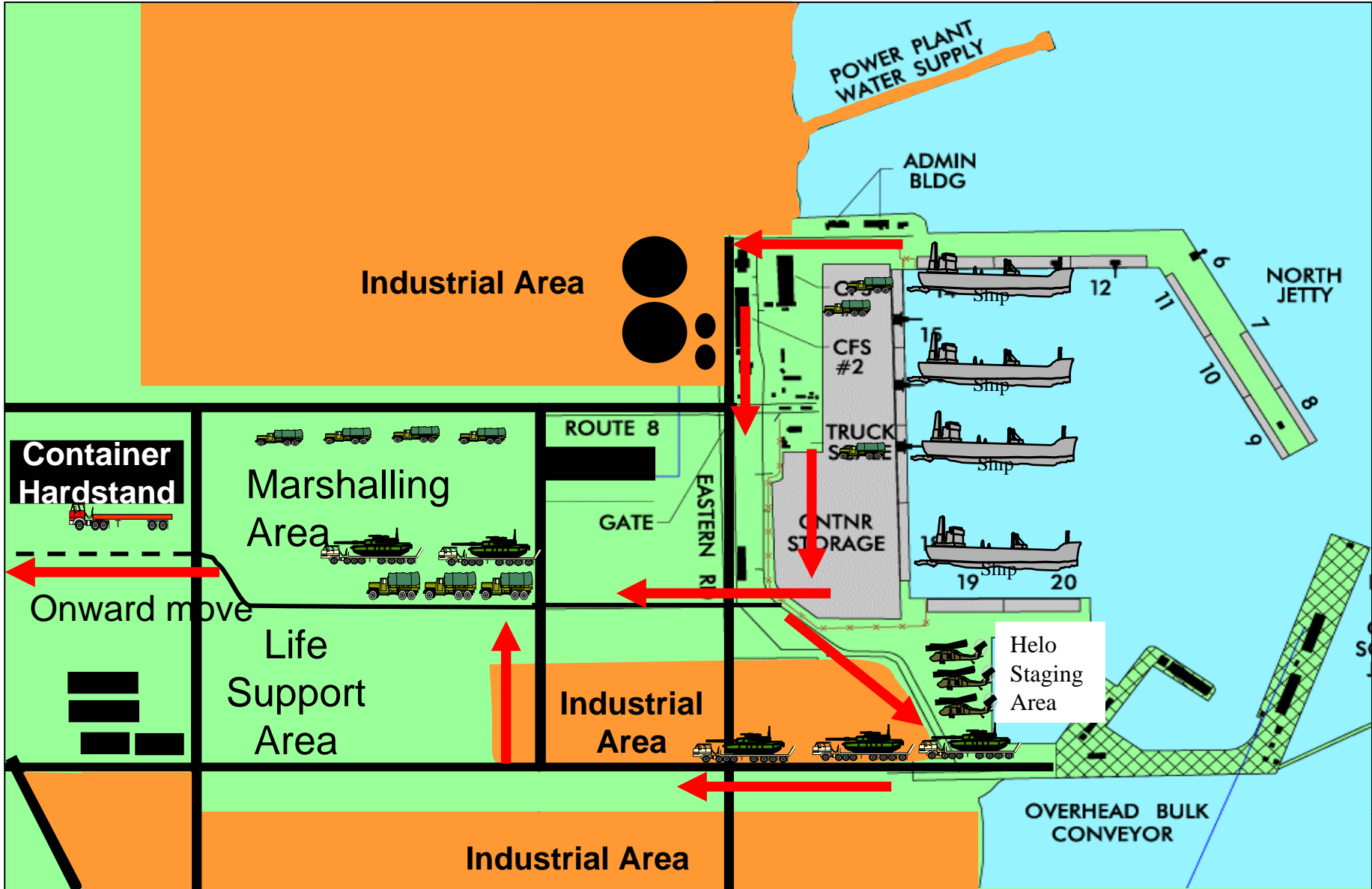
CONCEPT OF THE OPERATION SPOD PIER LAYOUT (N/NE)



SPOD ORIENTATION (OVERVIEW)



EQUIPMENT DOWNLOAD & MARSHALLING PROCESS



February Berthing Plan

	February																							
	Ask Skrybak																							
Berth TBD (Vessel Due In, Berth not allocated)																								
7 - 8 (Reschedule Berthing)	Dredging Planned 131000Z - 160900Z			MY Button (I MEF) Deployment - 353pcs ETA 17 Feb 04		Cape Decirion 364pcr (II MEF) 19 Feb	MY Williams (I MEF) 407 pcs Deployment ETA 20 Feb 04		FSS Altair Deployment 1 MEF 1,254pcs ETA 22 Feb 04		Cape Hudson (I MEF) 383pcs 24 Feb													
9 - 10	HILAL Cement								LMSR Charlton IID 1,464pcs Deployment Antwerp ETA 23 Feb 04		LMSR Yano (30th ESB) - 1,375pcs Deployment ETA 25 Feb 04		FSS Antares (III Corps)											
13			Eqate Vessel Berth 13			LMSR Gordon III Corps - 1,148pcs Deploy ETA 18 Feb								Eqate VESSEL "Eate Bright" Berth 13	Eqate VESSEL "TH Ate" Berth 13	LMSR Gilliland (1 CAV)								
14	MY Baugh (I MEF) Deployment - 552pcs ETA 140300ZFEB		Cape Island 771pcs (I MEF) 16 Feb	Ukrainian Vessel Coati Progress			LMSR Gordon M4626 Redeployment - 3d ACR + USGC Beaumont				LMSR Fisher III Corps - 1,743pcs Deployment ETA 23 Feb 04		MY Button 101st Redeployment											
15	Kuwaiti										Commercial					Operations								
16	Pomeroy III Corps - 1,447 pcs (18 helos)																							
17 - 18	LMSR Brittin 1 ID 1,568pcs 98trks/ 19 helos / 166 mil ETA 15 Feb 04		LMSR Pomeroy M4603 101st Redeployment - Jax				USNS Brittin M4627 Redeployment (Antwerp) 51 Helos				LMSR Watkins (IID) 1,469pcs Deployment Antwerp ETA 22 Feb 04		LMSR Sisler III Corps - 1,504pcs Deployment ETA 24 Feb 04		LMSR SEAY III Corps - 1,064pcs Deployment ETA 26 Feb 04		LMSR Seay (3d ACR)							
19 - 20	Barcelona Bright Kuwait Cement Company Berth 19 11 Feb		LMSR Red Cloud IID Deployment Antwerp ETA 16 Feb 04		Cape Douglas (II MEF) 18 Feb	Cape Intrepid (2 MEF) 642pcs 20 Feb	LMSR Dahl (IID) 1,392pcs Deployment Antwerp ETA 20 Feb 04		Gizan Glory Kuwait Cement Company Berth 19 22 Feb				FSS Bellatrix 1,136pcs (12 Helos) Deployment 1 MEF ETA 26 Feb 04		Cape Horn (I MEF) 12 Helos 28 Feb									
	K Naval Base																							
					BOXER 18 Feb 04																			
									BATAAN 20 Feb 04															

On 27 Feb 04, set a record for most ships worked at one location - 4 LMSRs and one FSS all operating at the same time.

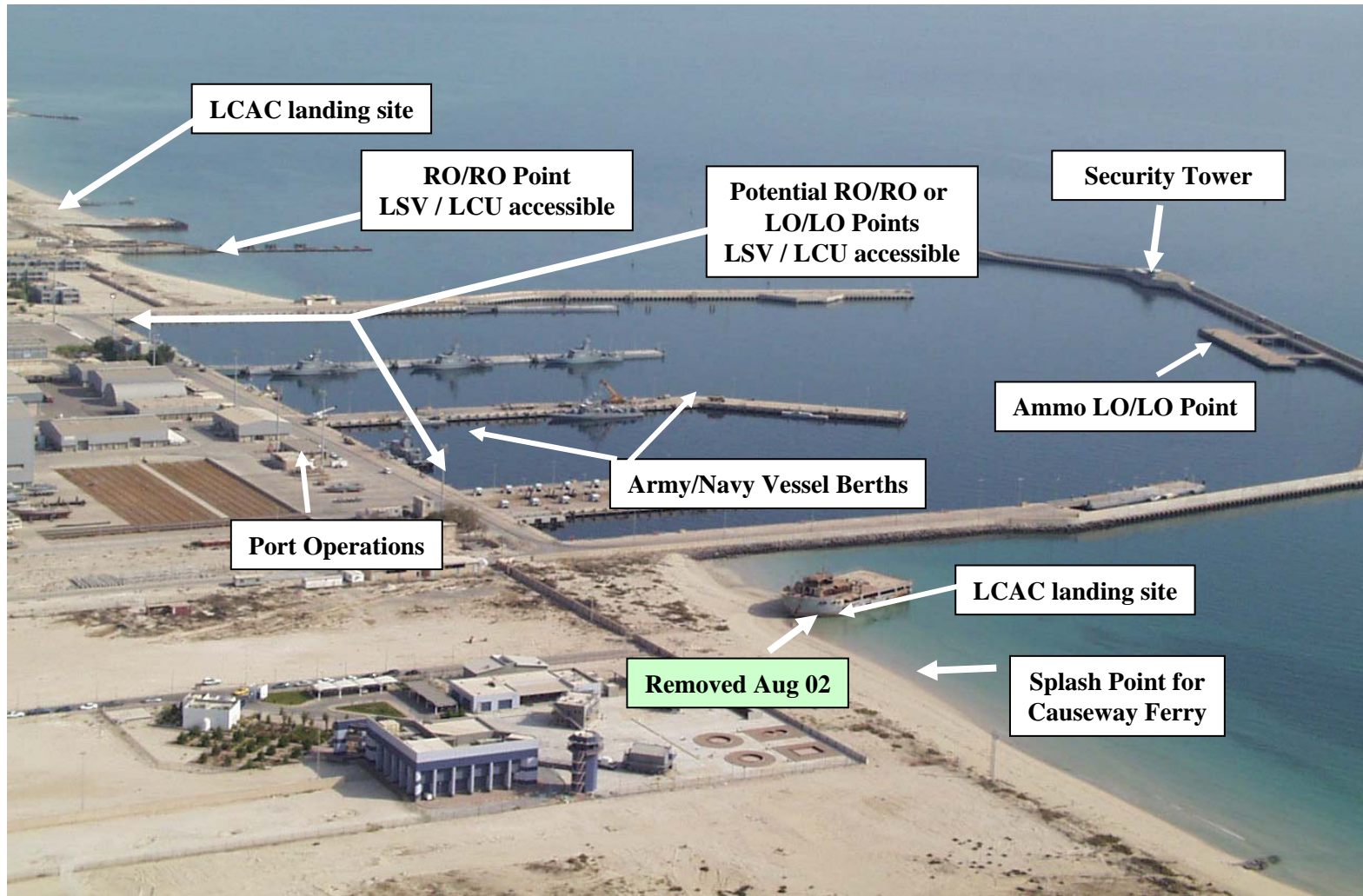


Kuwaiti Naval Base



Kuwait Naval Base

C/J/LOTS



KUWAIT NAVAL BASE C/JLOTS OPERATIONS



The Army LSV-4 and LCM-8 discharge Navy cargo at “Silver Strand Beach”

8 Mar 03

LCU 2000 "FIVE FORKS" DISCHARGE OPERATIONS



Ammunition containers being discharged at Kuwait Naval Base from the Army LCU 2000, "Five Forks", operated by soldiers from the 24th Transportation Battalion.

25 Feb 03

COMBINED AND JOINT OPERATIONS AT KNB



The USN HSV, “Joint Venture”, and the USA TSV, “Spearhead”, pier side at the Kuwait Naval Base. A Naval Coastal Warfare boat on patrol in the foreground.

U.S. NAVY LCAC AT KNB



MULTINATIONAL FORCES DOWNLOADING CARGO



UAE, UK, KU, and US Forces downloading troops and equipment.

21 Feb 03

COMBINED AND JOINT OPERATIONS AT KNB



**A Navy LCAC comes ashore at Kuwait Naval Base.
An Army LCU and the MV Carter in the background.**

Port of Shuwaikh

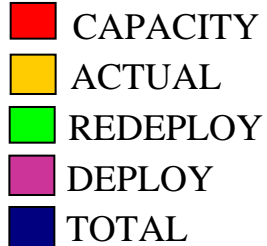
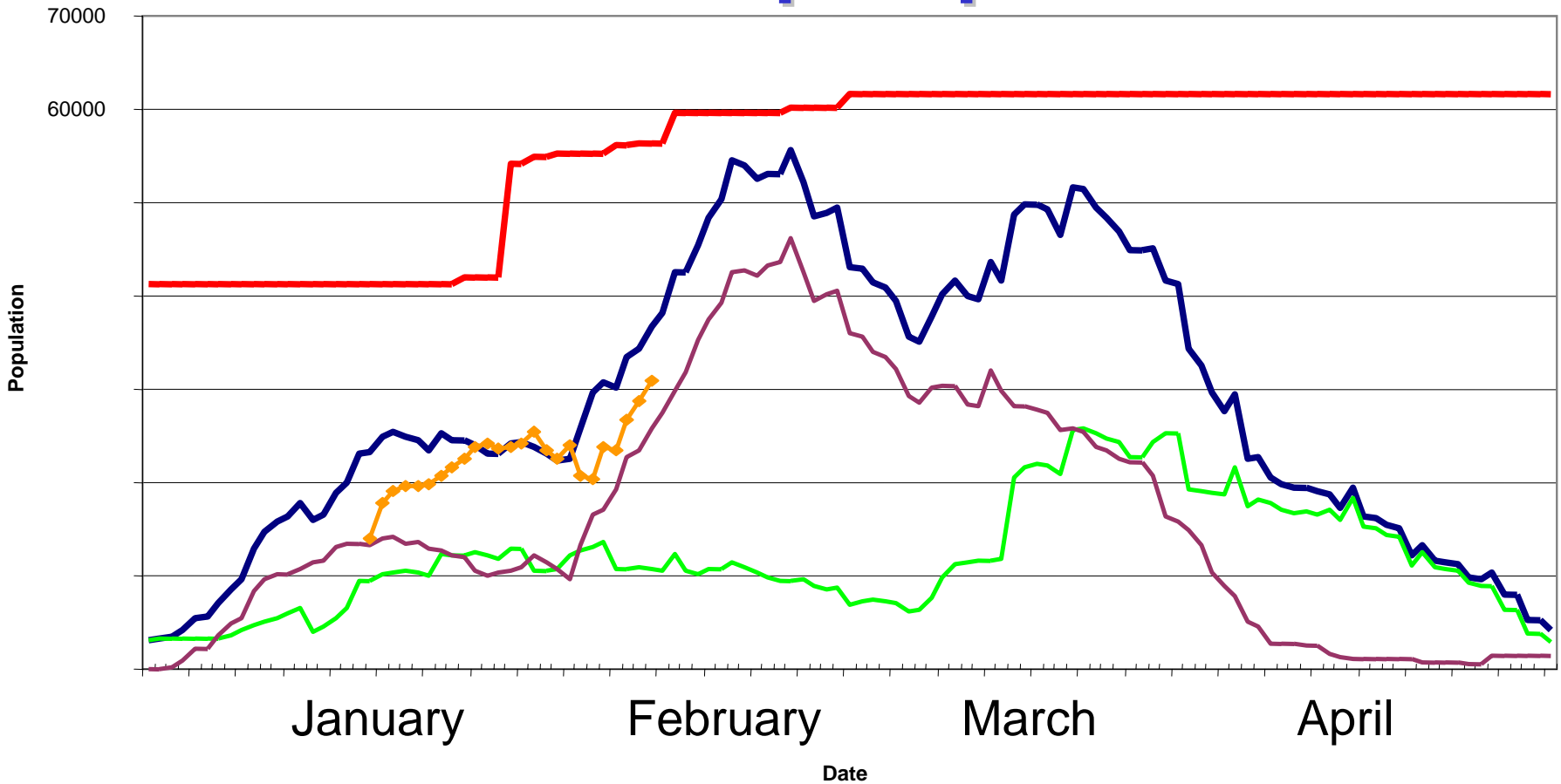


Umm Qasr



TRANSIENT BEDDOWN

Total Camp Population



Issues/Remarks:

- Depl: Based on planned EAD; unit occupies camp for 15 days
- Redpl: Based on planned ALD; unit occupies camp for 15 days
- Coalition numbers are included in the deployment numbers

Camp Arifjan



APOD/E – Camp Wolverine



Camp Udari

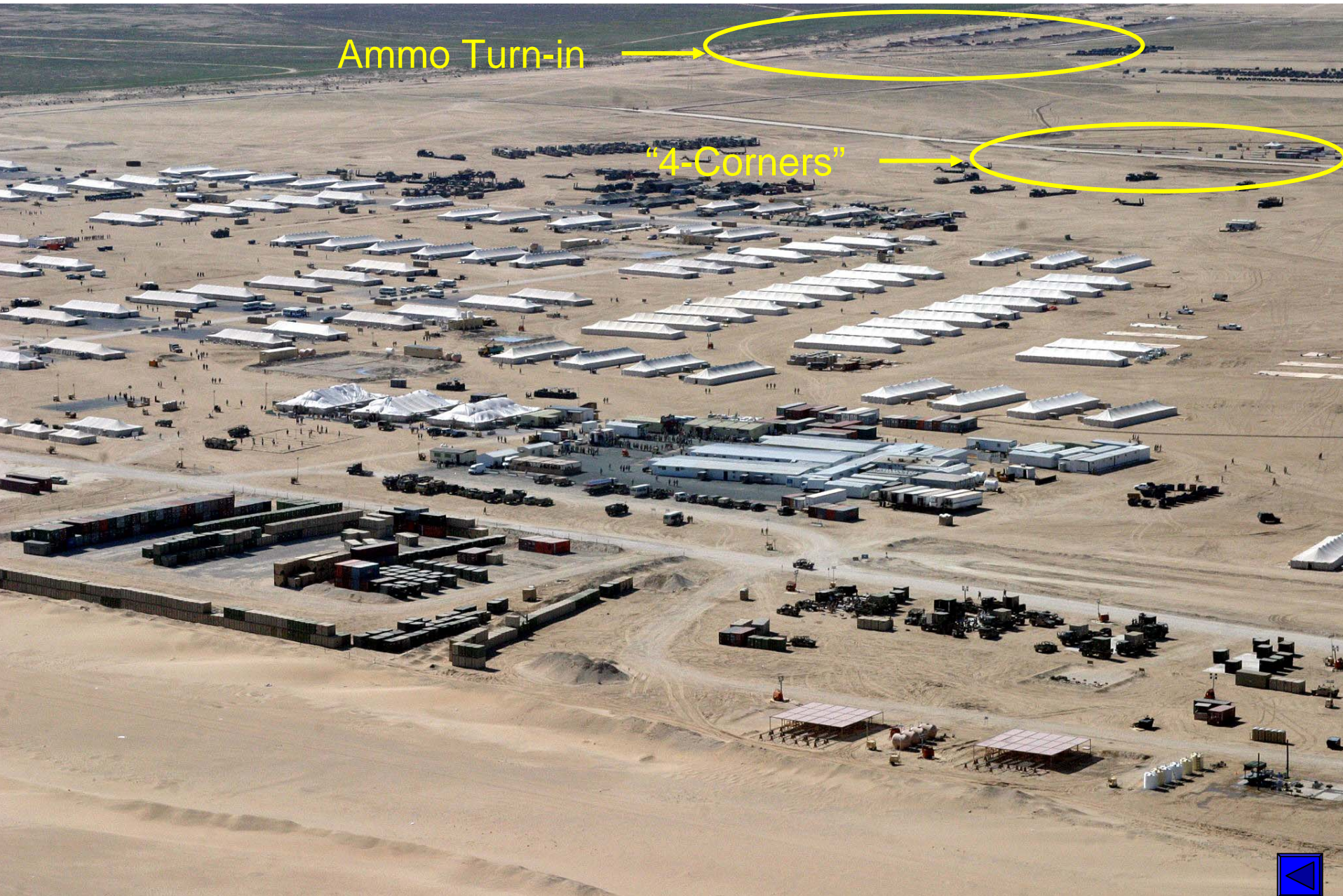


Camp Victory

Ammo Turn-in



"4-Corners"



THEATER DISTRIBUTION

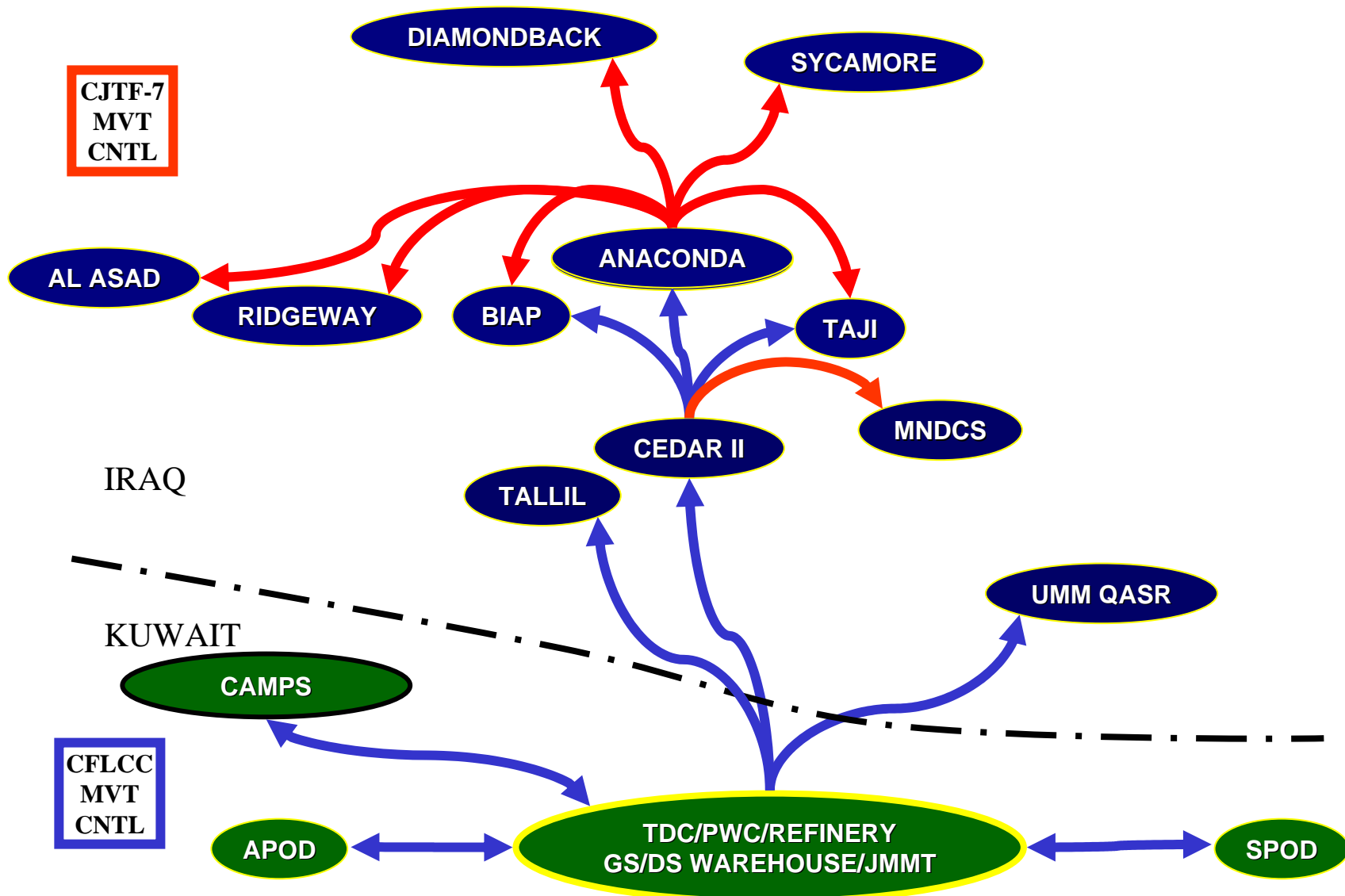
THEATER DISTRIBUTION SUSTAINMENT OPS

 CFLCC SITE

 CJTF-7 SITE

 CFLCC DIST

 CJTF-7 DIST



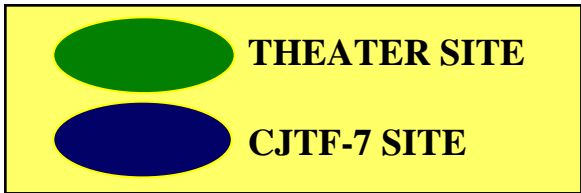


THEATER DISTRIBUTION CENTER



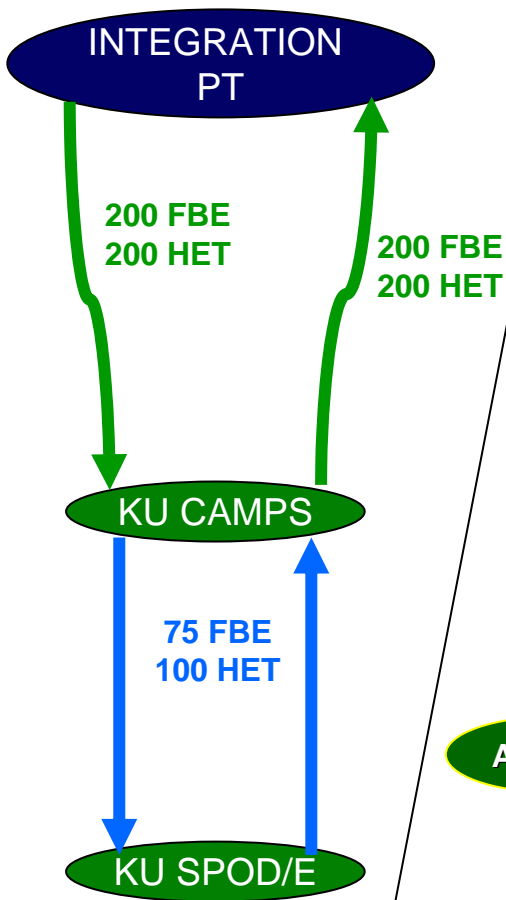


GROUND TRANSPORTATION OPERATIONS



THEATER TRANSPORTATION DAILY ASSET ALLOCATION TO SUSTAINMENT

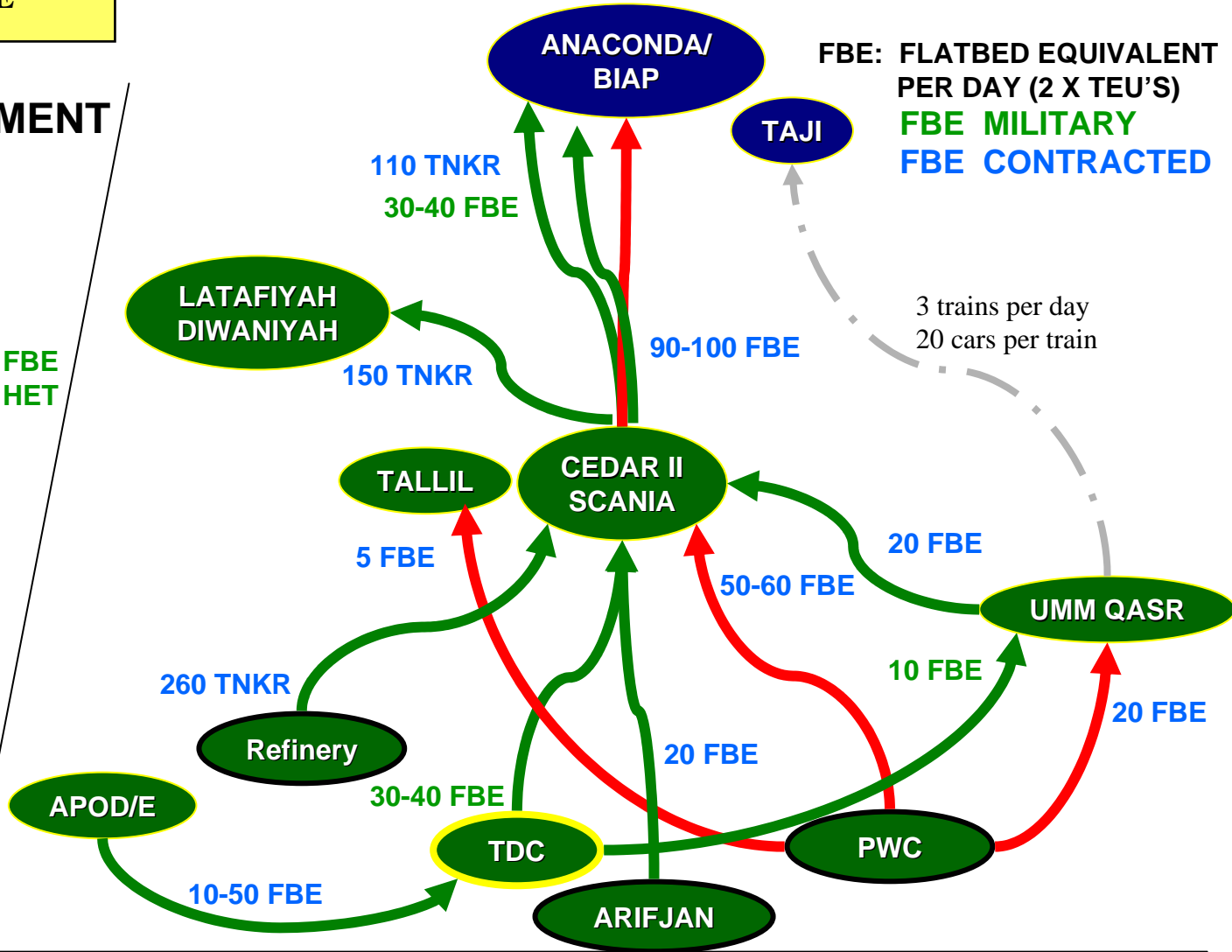
RSOI / REDEPLOYMENT



FBE: FLATBED EQUIVALENT PER DAY (2 X TEU'S)

FBE **MILITARY**

FBE **CONTRACTED**



400 – 500 **MILITARY FBE**
 400 – 500 **MILITARY HET**
 100 – 150 **CONTRACTED HET**
 75 – 100 **CONTRACTED FBE**

Red Arrow → CL I / CL IW, AAFES
Green Arrow → CL II, III(P), IV, IX, AAFES

THEATER SUSTAINMENT OPS
 725 – 800 **CONTRACTED FBE**
 70 – 90 **MILITARY FBE**

Navistar



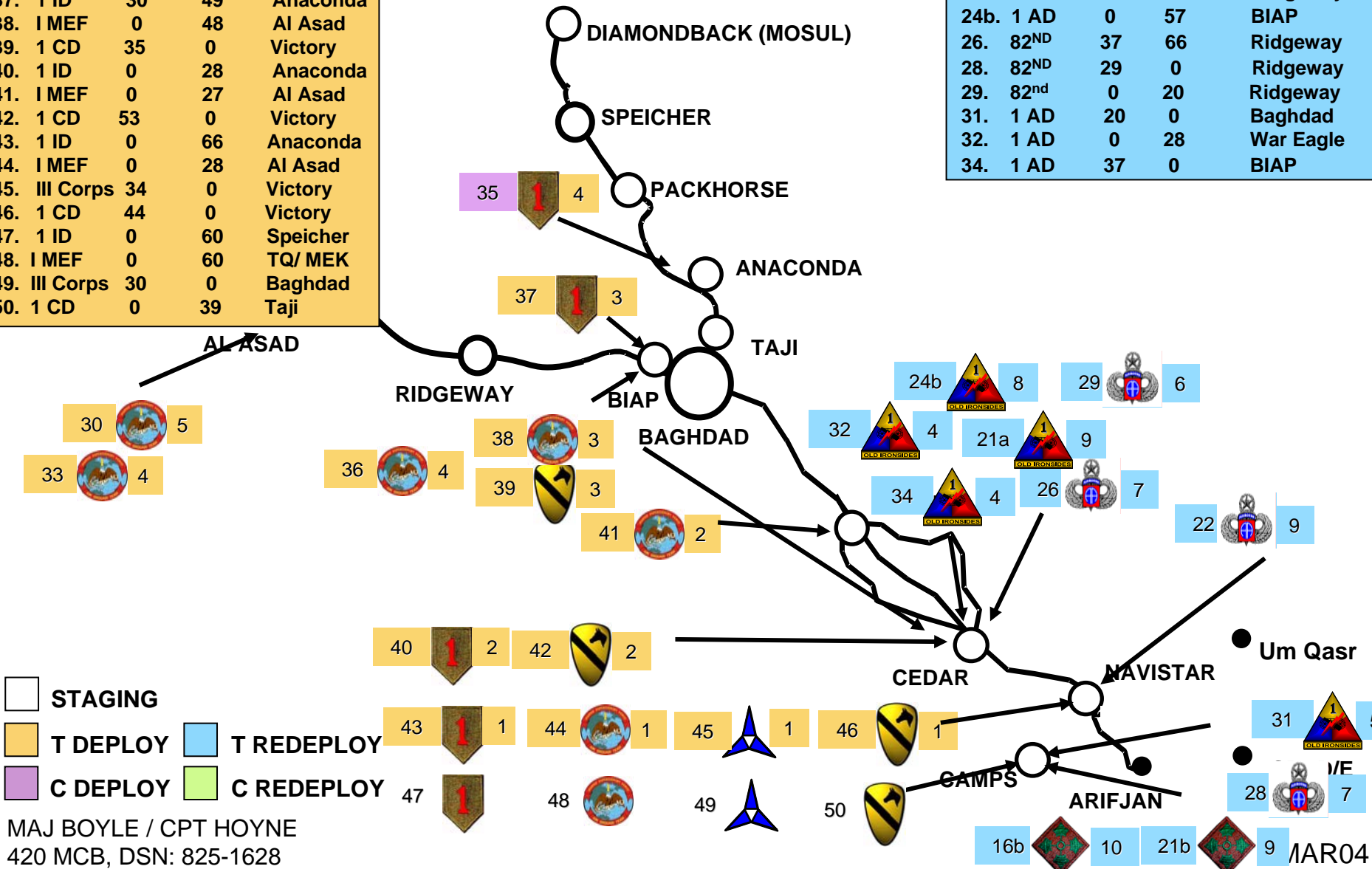
DEPLOYMENT

Unit	HET	FB	RP
30. I MEF	41	115	Al Asad
33. I MEF	19	43	MEK
35. 1 ID	0	89	Anaconda
36. I MEF	0	28	MEK
37. 1 ID	30	49	Anaconda
38. I MEF	0	48	Al Asad
39. 1 CD	35	0	Victory
40. 1 ID	0	28	Anaconda
41. I MEF	0	27	Al Asad
42. 1 CD	53	0	Victory
43. 1 ID	0	66	Anaconda
44. I MEF	0	28	Al Asad
45. III Corps	34	0	Victory
46. 1 CD	44	0	Victory
47. 1 ID	0	60	Speicher
48. I MEF	0	60	TQ/ MEK
49. III Corps	30	0	Baghdad
50. 1 CD	0	39	Taji

One C2 HQ required for Movement Control

REDEPLOYMENT

Unit	HET	FB	SP
16b. 82 nd	0	79	Taji
21a. 1AD	12	0	Baghdad
21b. 4 ID	0	18	Anaconda
22. 82 nd	0	31	Ridgeway
24b. 1 AD	0	57	BIAP
26. 82 ND	37	66	Ridgeway
28. 82 ND	29	0	Ridgeway
29. 82 nd	0	20	Ridgeway
31. 1 AD	20	0	Baghdad
32. 1 AD	0	28	War Eagle
34. 1 AD	37	0	BIAP



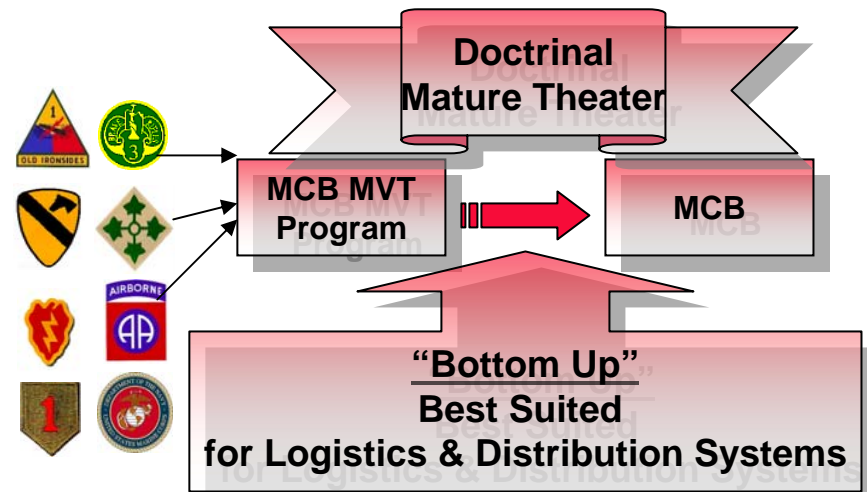
STAGING
 T DEPLOY T REDEPLOY
 C DEPLOY C REDEPLOY

MAJ BOYLE / CPT HOYNE
420 MCB, DSN: 825-1628

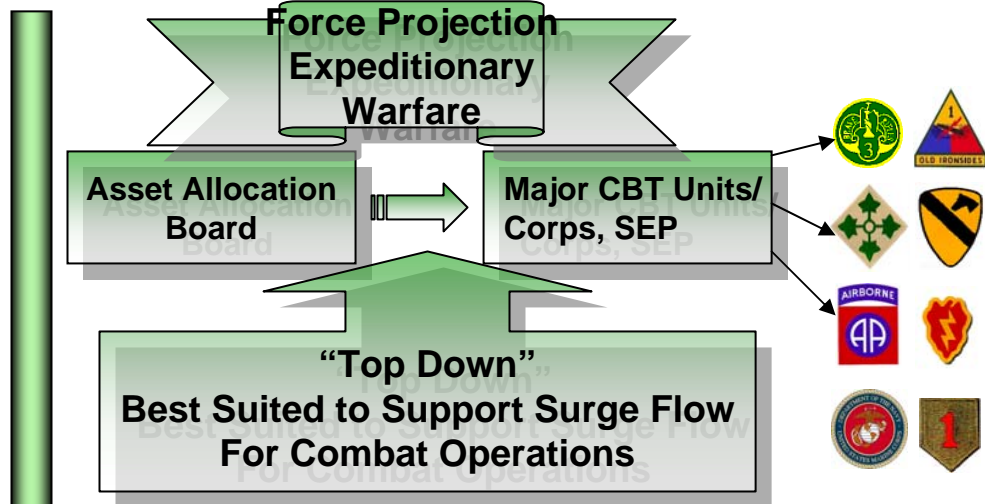
16b 10 21b 9 MAR04

LESSONS LEARNED

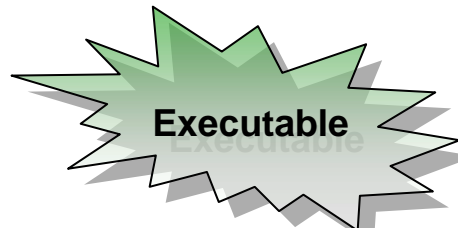
TMR vs. "ATO" Process






- Movement Program TMRs did not match unit "planned requirements over time"
- Multiple competing requirements (even among same major combat formation)
- Prioritization limited to unit and RDD
- Produces "unequal" distribution of assets
- Limited capability to manage requirements when they exceed capabilities



- Prioritization more defined
- CFLCC ICW CJTF-7 (RIP/TOA & ALD)
- Apportionment by specific priority
- Shortened decision cycle to tasking to unit planning & execution
- Priority in support of RIP/TOA dates
- "96-Hour" planning cycle



Contractor Performance

Lessons Learned 	Corrective Actions 	Road-Ahead 
<div data-bbox="217 411 662 525" style="border: 1px solid black; border-radius: 15px; padding: 5px; text-align: center; background-color: #0070C0; color: white;"> Single Contractor/ Single Point of Failure </div> <ul style="list-style-type: none"> • Specified quantities not met on time • Trucks, but no management • Lack of drivers due to Visas • Driver control limited • Limited “slack” in plan 	<ul style="list-style-type: none"> • Military C2 of White Assets • Competition; activation of additional contractors <div data-bbox="740 648 1239 953" style="border: 1px solid black; border-radius: 15px; padding: 10px; text-align: center; background-color: #0070C0; color: white; margin-top: 20px;"> Contractors have Limitations on the Battlefield </div>	<ul style="list-style-type: none"> • Multiple contractors—competition/reduced risk • Truck terminal stand-up/OPNS • Advanced Ramp-Up well ahead of surge execution • Using “warm basing” for sustainment operations • Build slack in plan



Battlefield Control

Military Assets
Provide Critical Leadership,
Command & Control

Mission Tasking Orders
Disseminated through
96-Hours

CFLCC TRANS OPS
Mission Tasking

Preponderance
of "Green"=C2

Self Secure
No Unit Escorts

766th

812th

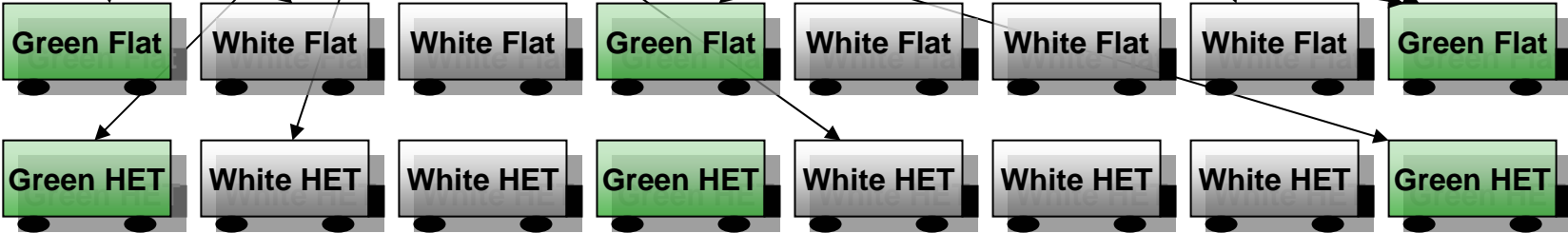
821st

Green/White Mix
(1:2/1:3)

- Provide Convoy CDR
- Provide Force Protection
- Provide C2 to HET Convoys

- Provide Majority of Green flatbeds
- Provide Majority of C2 for Flatbed Convoys

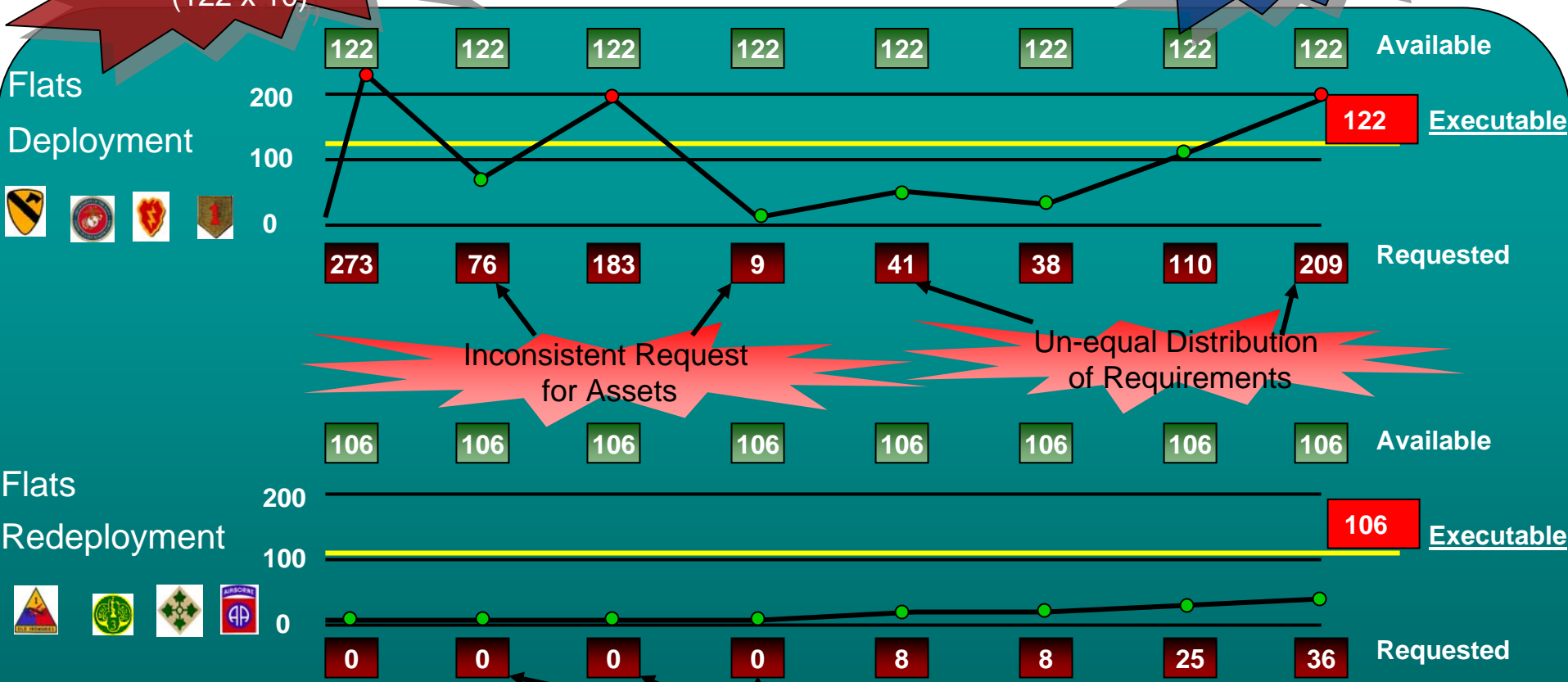
- Provide C2 for Green Flatbed Convoys
- Provide C2 for Contracted Assets



Operational Requirements vs. Transportation Feasibility

8-9 Day Turn
(INCL 1-Maint Day)
 $1630 \times .75 = 1220$ Trucks
(122 x 10)

Truck Units are Essential
for Sourcing



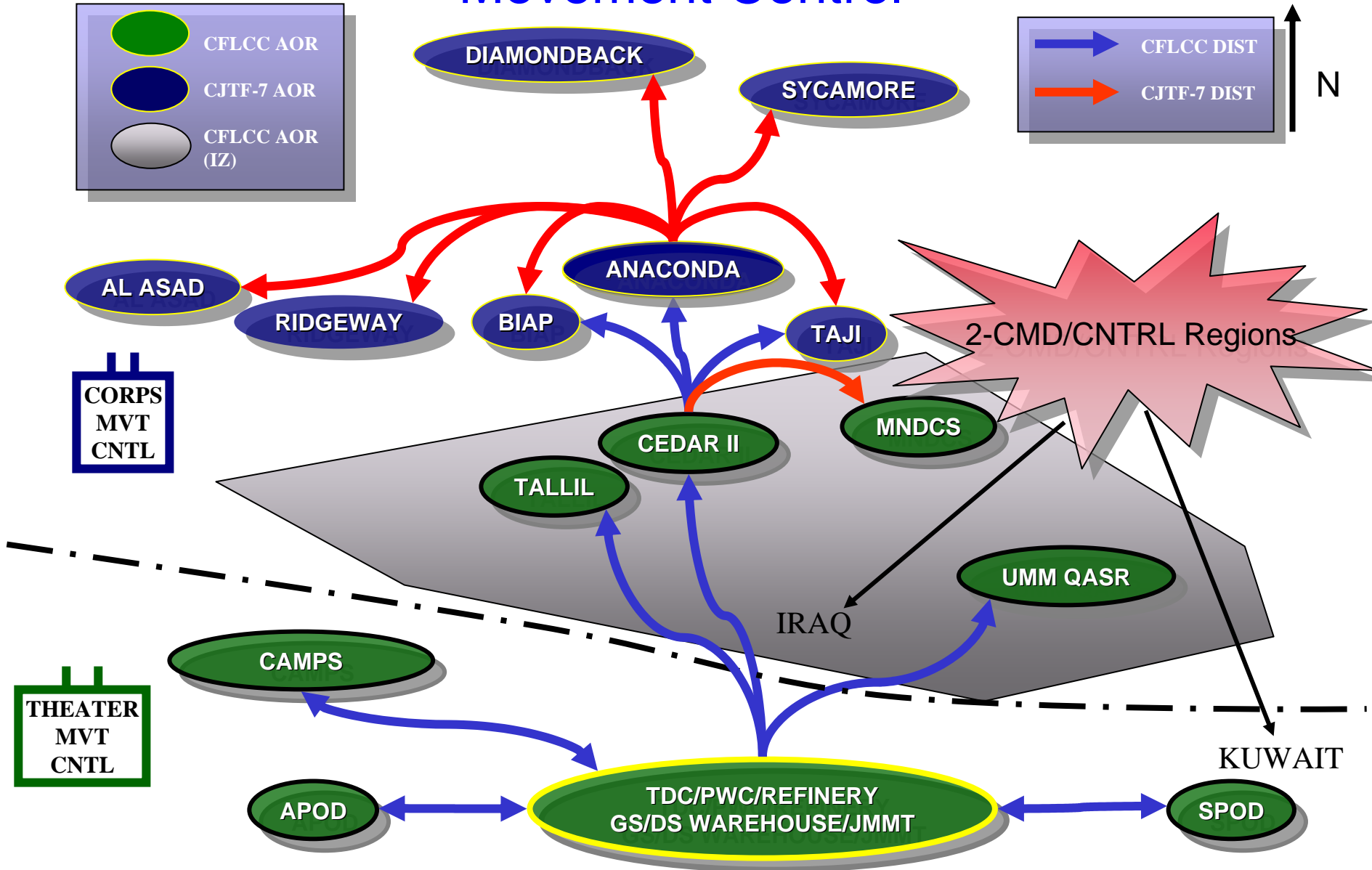
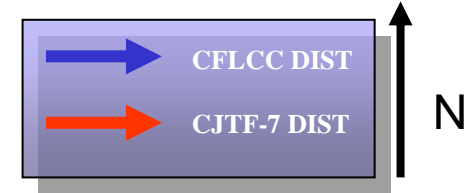
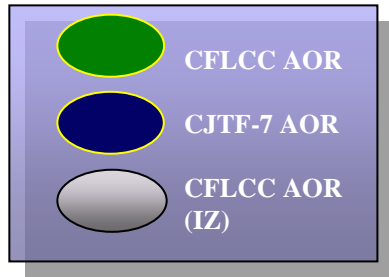
Inconsistent Request
for Assets

Un-equal Distribution
of Requirements

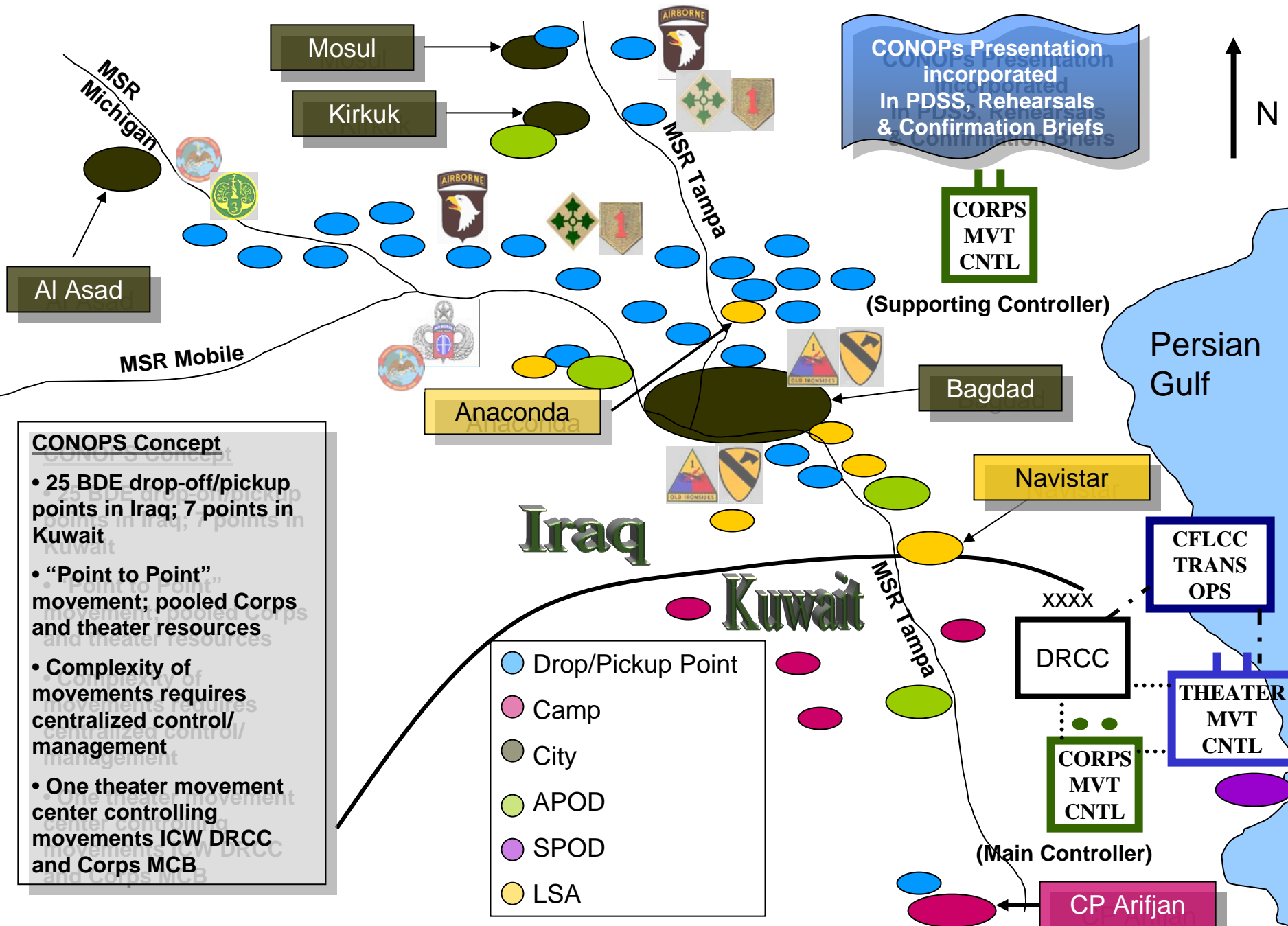
Keys to Success #1:
Follow CONOPS -- Self Support

Keys to Success #2: Early Redeployment of Selected
Equipment to Limit "Dead-Head" and Sequence
Flow; Reduces Peaks to Make ALD
(e.g..4ID)

Sustainment Operations Movement Control



Coordinated CONOPS/Centralized Movements



CONOPS Concept

- 25 BDE drop-off/pickup points in Iraq; 7 points in Kuwait
- “Point to Point” movement; pooled Corps and theater resources
- Complexity of movements requires centralized control/management
- One theater movement center controlling movements ICW DRCC and Corps MCB

CONOPs Presentation incorporated In PDSS, Rehearsals & Confirmation Briefs

CORPS MVT CNTL

(Supporting Controller)

Navistar

CFLCC TRANS OPS

DRCC

CORPS MVT CNTL

(Main Controller)

CP Arifjan

