

NOTE FOR STEVE HADLEY

FROM: Douglas J. Feith, Under Secretary of Defense for Policy

DJF/lylh
9/22/03

SUBJECT: Slocombe Brief on New Iraqi Army

Attached is the brief Walt Slocombe gave to the Secretary on September 17. I am sending it to you for your information.

cc:

Marc Grossman

John McLaughlin

Reuben Jeffery

Frank Miller

General Pete Pace

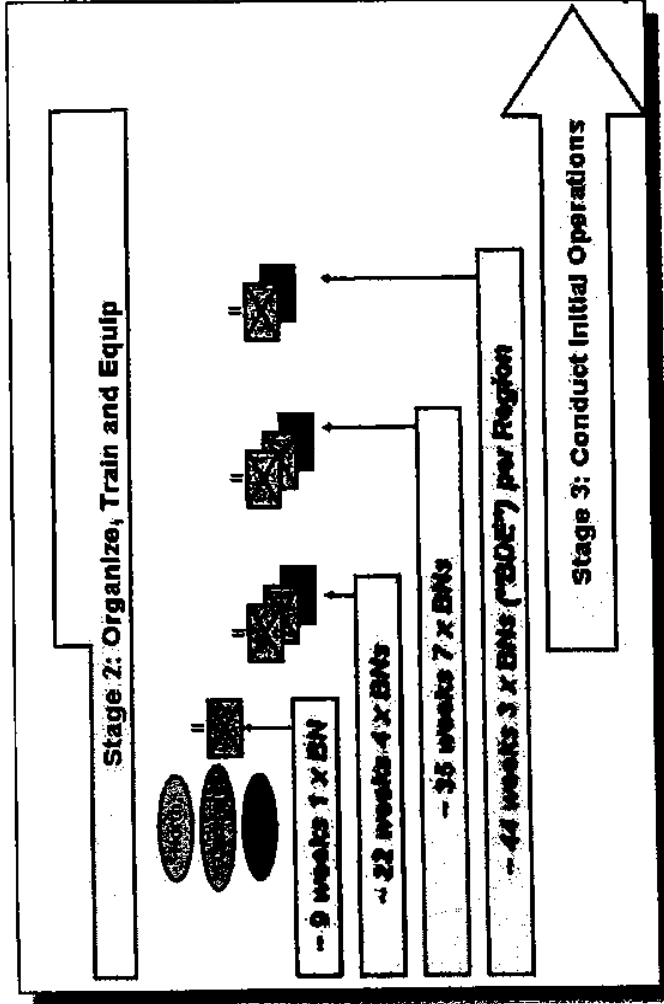
LTG Skip Sharp

CPA 00015-03
2





Where we were going



Analysis so far

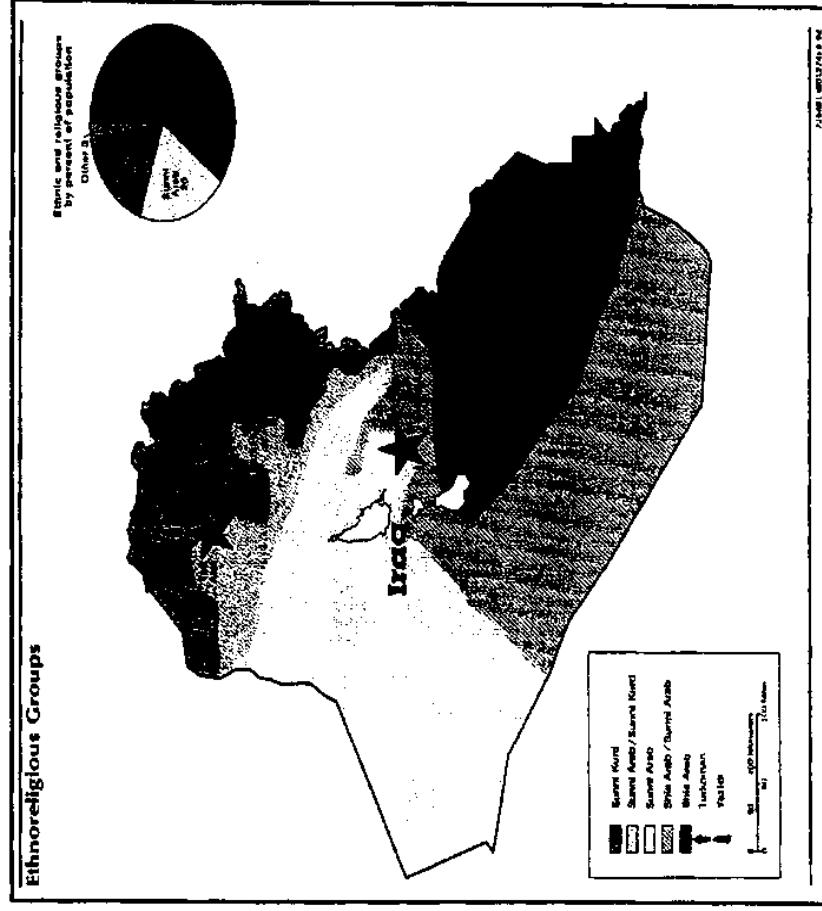
- Program as conceived was to produce 9 BNs by 1 AUG 04.
- Recruiting trends are good...
- Garrison construction will keep pace with training.
- 3 Divisions manned, trained and equipped by early 2006.

2003	2004	2005	2006
JUL AUG SEPT OCT NOV DEC	JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV DEC	JAN FEB MAR APR MAY JUN JUL AUG SEPT OCT NOV DEC	JAN FEB MAR APR MAY JUN JUL
FIRST DIVISION			
SECOND DIVISION			
THIRD DIVISION			
FIRST CORPS HQ			



In the beginning

- Establish recruiting
 - 4 stations; Baghdad, Basrah, Mosul, Arbil
 - 3262 recruited to date
- Acquire materiel
 - Tables, chairs, beds
 - Uniforms, blankets, boots
 - 1000s of Iraqis back to work
 - 12 Manufacturers engaged
- Infrastructure
 - Three garrison sets under refurbishment
 - Average of 450 Iraqis employed per contract
 - All contract funds to Iraqi firms
- Award training contract and establish training site



Start Up

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Why Acceleration?

- ***Time is not on our side in Iraq***
- ***Iraqi Army units brought on line quicker enable Coalition units to leave sooner***
- ***Iraqi Army units in the field may enable friendly Arab nations to commit troops to security operations in Iraq.....which they won't do now***



What we Realized

- Situation has changed – security
- Not the Afghan model
 - 400,000 trained military personnel pool
 - Existing <but corrupted> military tradition

We Can Go Faster

Establish the Cadre First

- Many countries train Soldiers
- Few countries train Leaders very well
- Attack the leader dilemma

Pre WW II US Army Mobilization

Year	Total	Officers	Enlisted Men
1940	266,065	16,624	249,441
1941	1,454,634	93,172	1,361,462



Objective

Change plan to man, train, equip...

- 9 Army Brigades, limited C2
 - Nucleus of an Army Air Corps
 - Nucleus of a Maritime element
- Vice 9 battalions under original plan*

...BY CREATING THE LEADERSHIP

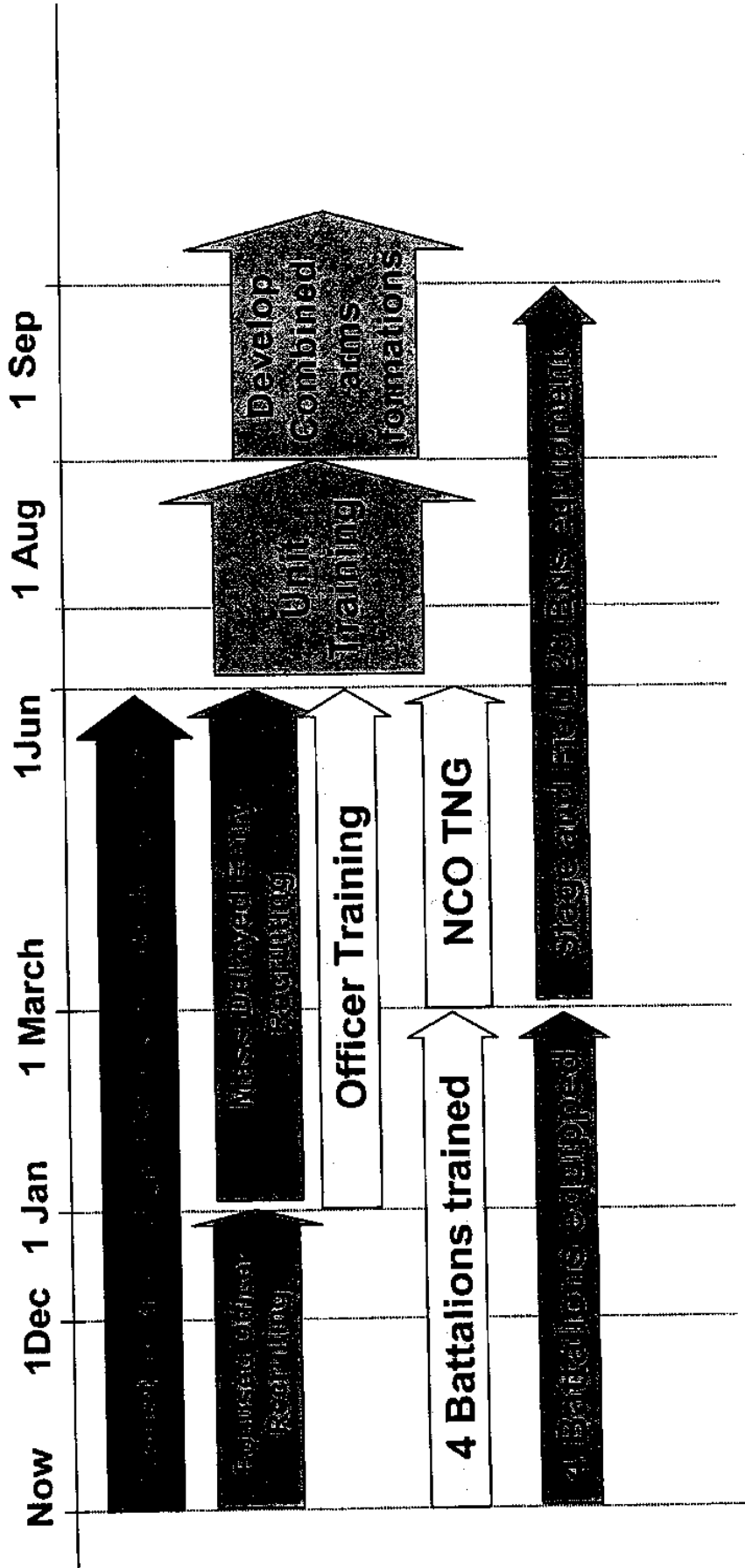


Generic Battalion Time Line

- ***Tailored recruiting***
- ***Jordanian leader training assistance***
 - ***250-1500 Lieutenant through Lieutenant Colonel***
 - ***What Jordan doesn't do, coalition must***
- ***KMTB converts to NCO Academy***
 - ***1800 Non-Commissioned Officers***
- ***Cadre train their assigned troops***
- ***Coalition monitors with Advisor Teams on site***



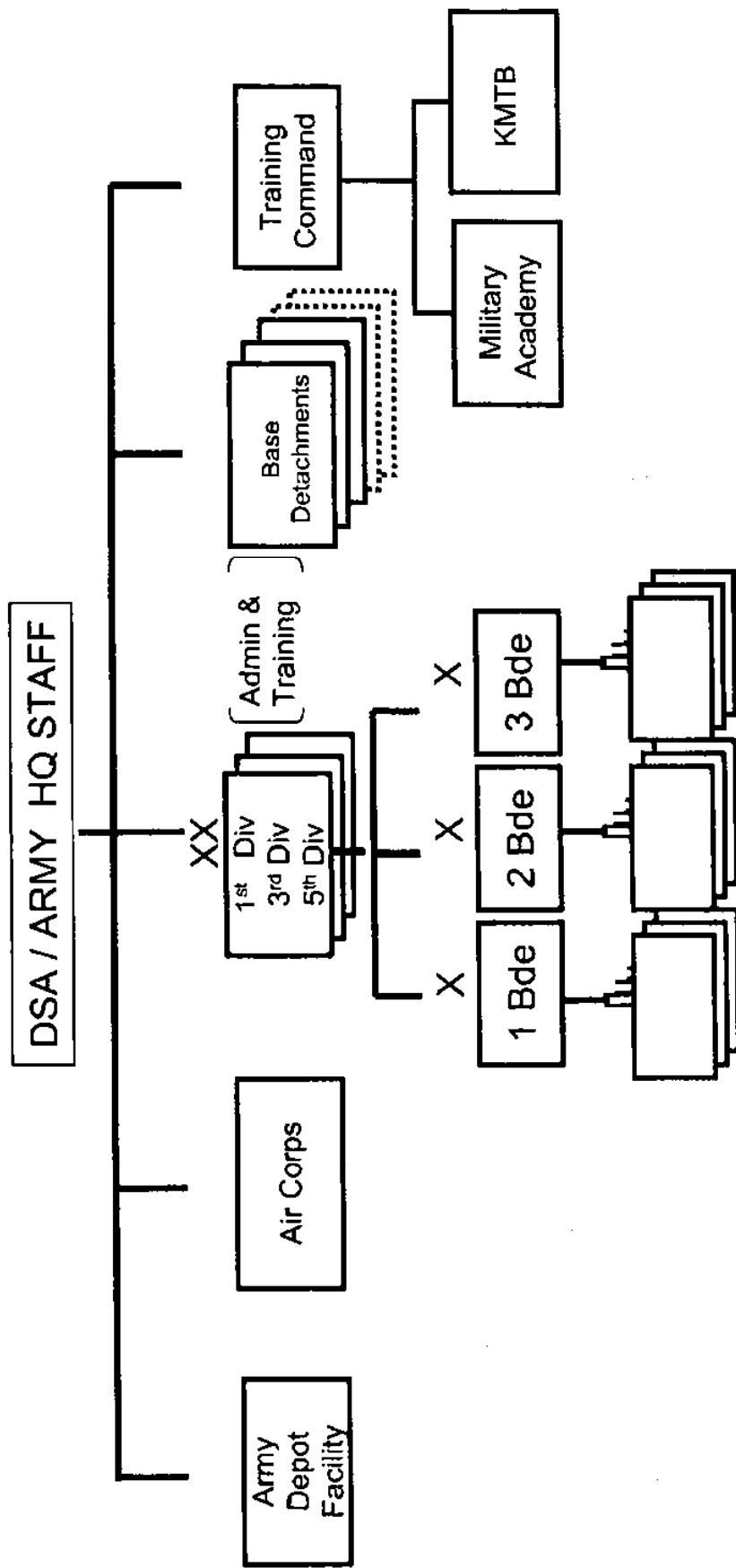
Producing the larger force





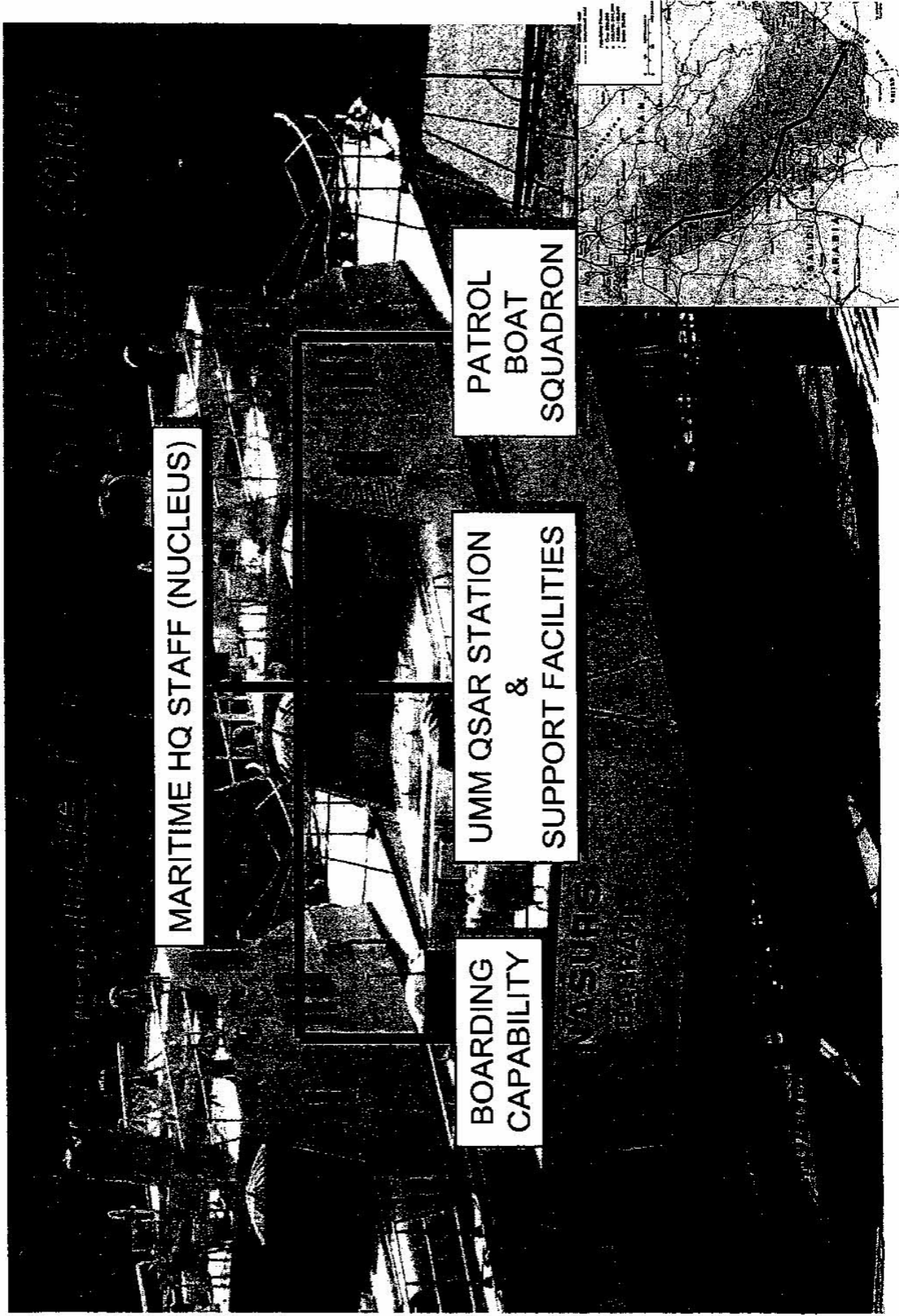
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New Iraqi Army on 1 SEP 2004



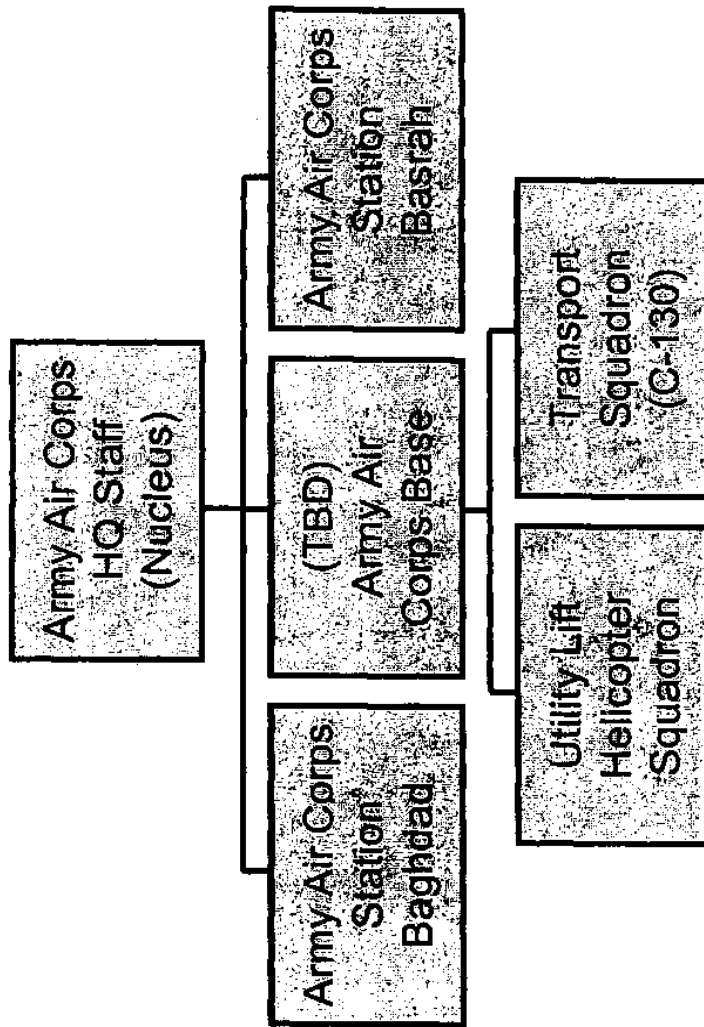
(Selected Battalions will be prepared to transition to mechanized infantry and armor)

3



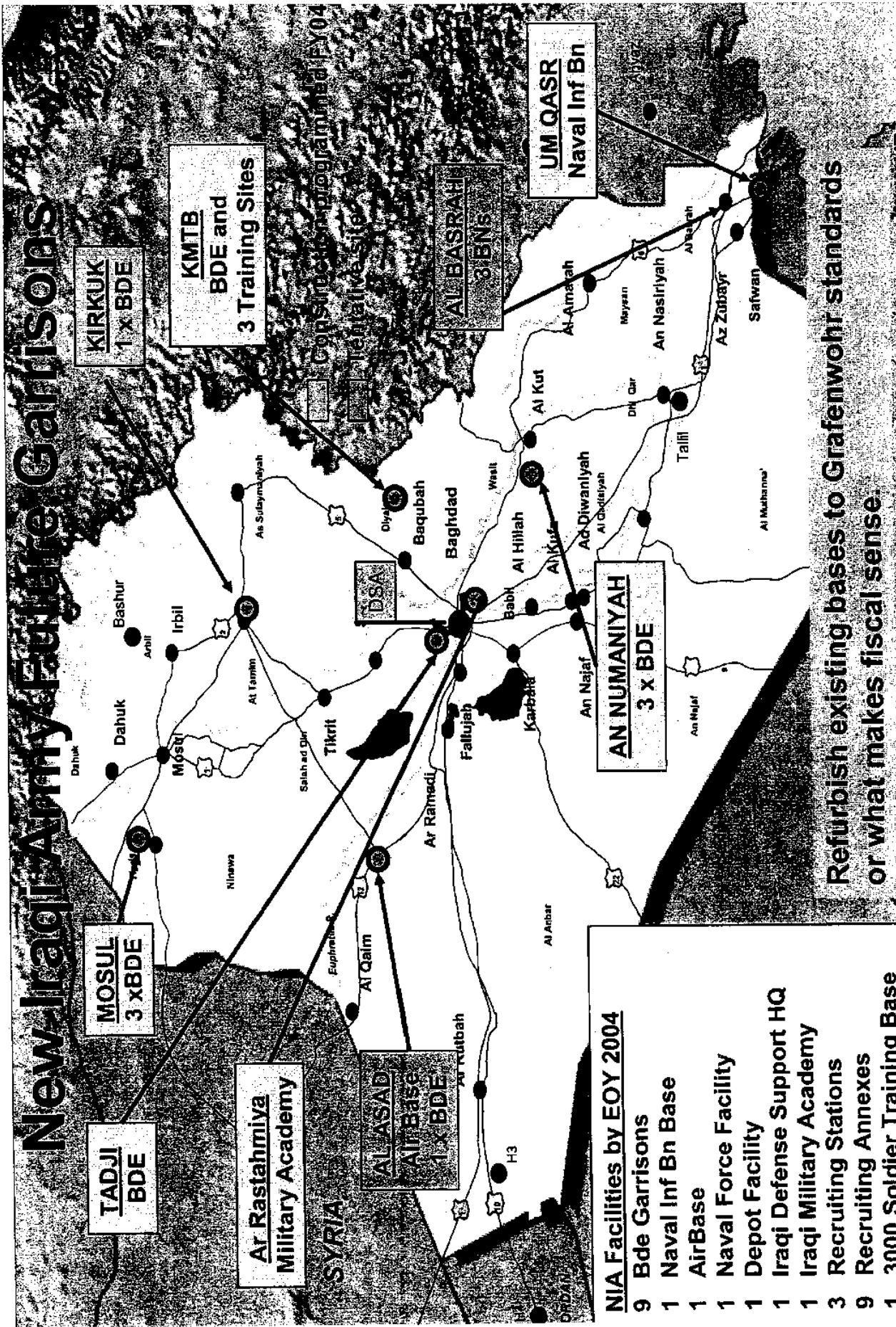


Iraqi Army Air Corps September 2004



- Initially ~ 800 personnel
- Training in Jordan
- 12 x UH-1; 8 x C-130

New Iraqi Army Future Garrisons



Refurbish existing bases to Grafenwohr standards or what makes fiscal sense

NIA Facilities by EOY 2004

- 9 Bde Garrisons
- 1 Naval Inf Bn Base
- 1 AirBase
- 1 Naval Force Facility
- 1 Depot Facility
- 1 Iraqi Defense Support HQ
- 1 Iraqi Military Academy
- 3 Recruiting Stations
- 9 Recruiting Annexes
- 1 3000 Soldier Training Base



End State on 1 September 2004

- ***ARMY: 3 Division equivalents (9) Infantry
Brigades***
- ***MARITIME: Patrol boats and boarding unit***
- ***ARMY AIR CORPS: Pilots in training and aircraft
refurbished for squadron of 8 C130s and a lift
battalion of 12-16 helicopters***



Additional Resources Needed

- ***Battalion equipment fielding teams***
- ***Coalition Mobile Training Teams***
- ***Battalion Training Advisory Teams***
- ***Heavy Construction Engineer Battalion***
- ***Naval Port Construction Battalion***
- ***Jordanian Army Liaison Team with CMATT (Nov***

03 – Aug 04)



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Equipping the Larger Force by 1 Sep 04

- **27 Infantry Battalions**

- *Initially Motorized -Combined arms equipped late 04*

- e.g. (M60A3/M113A3)

- **12 x UH-1Bs and 8 x C-130 (Bs & Ks) as initial nucleus of Army Air Corps
in Summer 04**

- **5 Fast Patrol Boats returned to use and a boarding unit**
- **Most equipment needed in 04 must be acquired outside Iraq**
- **Miscellaneous recovered artillery and vehicles (TBD) repaired at the
Army Depot and returned to use in 05**

**A credible defense capability that will allow Coalition
forces to drawdown sooner**



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The Cost of the Larger Force

Budget Summary (In US\$ Millions)	Facilities	Equipment	Operations Salaries	Operations	Total
Army	\$641.7	\$834.9	\$20.3	\$198.1	\$1,695.0
Maritime	\$41.0	\$37.0	\$1.0	\$3.9	\$82.9
Iraq DSA	\$16.5	\$3.0	\$1.5	\$2.5	\$23.5
Military Academy	\$46.2	4.4	\$0.3	\$0.8	\$51.7
US/Foreign trainers	\$0.0	\$0.0	\$0.0	\$164.0	\$164.0
Purchased International Training	\$0.0	\$0.0	\$0.0	\$6.0	\$6.0
Totals	\$745.4	\$879.3	\$23.1	\$375.3	\$2,023.1

* Non-U.S. Priced budget \$1.8Billion

* Non-NIA Funds, but military related:

- Iraqi Civil Defense Corps (ICDC): \$75.58M

- Stipends: \$256.7M



Risk

• **Infrastructure: Low**

Already warmed up

• **Man:**

Medium to High

Recruiting

• **Train:**

Low

*We own all factors except
Jordanian piece; can
work around*

• **Equip:**

Low

*Off the shelf or
overhaul used materiel*

• **Employ**

Low to Medium

*Stability Operations &
Support Operations*

- *Convoy Security*
- *Border Security, Patrolling*
- *Checkpoints*
- *Small-unit Infantry Tactics*



Summation

- ***Attainable at modest cost increase – money, manpower***
- ***Rapidly increases Iraqi uniformed presence which points toward sovereignty***
- ***Many costs re-captured by reduced future Coalition requirements***
- ***Reduces pressure on Coalition forces***
- ***Improves the security dynamics in Iraq***



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WASHFAX
Secretary of Defense
Cover Sheet
12/N



OCT - 2 2003

18/9-28

9/20/2003 4:42 PM

OFFICE/DESK: Office of the Secretary of Defense

PHONE NO: (b)(6)

cc: FCS ✓

FROM: Douglas J. Feith/ Under Secretary of Defense for Policy

SUBJECT: Slocombe Brief on New Iraqi Army

DELIVERY INSTRUCTIONS:

PAGES 07(Including Coversheet)

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CPA	Mr. Reuben Jeffery	CABLES			
WSHR	Honorable Frank Miller	NSC			
NMCC	GEN Pace	VCJCS			
NMCC	LTG Sharp	JCS/J-5			

REMARKS:

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