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# NATIONAL MILITARY STRATEGIC PLAN FOR THE WAR ON TERRORISM (U)



OCTOBER 2002

JOINT STAFF  
WASHINGTON, D.C. 20318

~~Classified By: George W. Casey, Jr., LTC, USA  
Director, IS/J5~~

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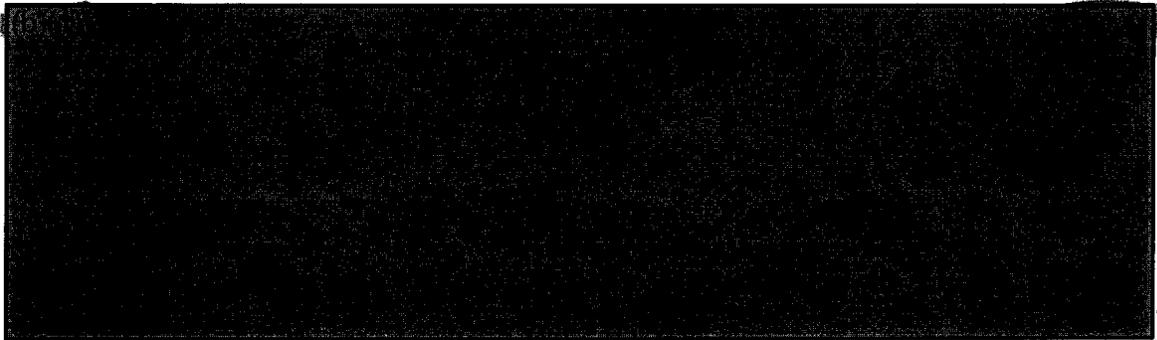
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MEMORANDUM FOR: Distribution List

Subject: National Military Strategic Plan for the War on Terrorism,  
October 2002 (U)

1. (U) The deliberate and deadly terrorist attacks on 11 September in Washington D.C., New York City, and Pennsylvania demonstrate that global terrorism is a serious and immediate threat to the security of the United States. The enclosed National Military Strategic Plan for the War on Terrorism (NMSP-WOT) provides a comprehensive framework to guide the conduct of the War on Terrorism by the US Armed Forces. It also provides a process by which to measure progress and adapt our efforts over time to ensure the successful accomplishment of our objectives and our ultimate victory.

6/11



3. (U) The US Armed Forces' progress in the War on Terrorism will be reviewed quarterly. The NMSP-WOT will be periodically updated.

4. (U) This document is classified SECRET when separated from enclosure.

RICHARD B. MYERS  
Chairman  
of the Joint Chiefs of Staff

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CHAIRMAN OF THE JOINT  
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1 October 2002

NATIONAL MILITARY STRATEGIC PLAN FOR THE WAR ON TERRORISM

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- (U) REFERENCES:
- a. PRESIDENTIAL DECISION DIRECTIVE/NCS-39, 21 June 1995, "Counterterrorism Policy"
  - b. PRESIDENTIAL DECISION DIRECTIVE/NCS-62, 22 May 1998, "Protection Against Unconventional Threats to the Homeland and Americans Overseas"
  - c. PRESIDENTIAL DECISION DIRECTIVE/NCS-63, 22 May 1998, "Critical Infrastructure Protection"
  - d. Executive Order 13228, 8 October 2001, "Establishing the Office of Homeland Security and Homeland Security Council"
  - e. Executive Order 13224, 23 September 2001, "Blocking Property and Prohibiting Transactions with Persons who Commit, Threaten to Commit, or Support Terrorism"
  - f. Executive Order 12947 (revised), 22 August 1998, "Prohibiting Transactions with Terrorists who Threaten Mid East Peace Process"
  - g. Secretary of Defense Memorandum, 19 September 2001, "Some Thoughts for CINCs As They Prepare Plans"
  - h. National Security Council Memorandum, 11 October 2001, "Principals Committee Meeting on Afghanistan"
  - i. President's Speech to United Nations, 10 November 2001
  - j. Secretary of Defense Memorandum, 30 September 2001, "Strategic Thoughts"
  - k. Secretary of Defense Strategic Guidance, 3 October 2001
  - l. Secretary of Defense Memorandum, 5 October 2001, "Declaratory Policy for Weapons of Mass Destruction"

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- m. CJCS CONPLAN 0300-00, 1 December 2000, "Rapid Emergency Actions to Counter Terrorism Directed Against the United States Citizens, Interests, and Property Domestically and Overseas"
- n. CJCS CONPLAN 0400-96, 31 May 1996, "Counterproliferation of Weapons of Mass Destruction"
- o. Secretary of Defense Memorandum, 1 July 2002, "2002 Contingency Planning Guidance"
- p. CJCS message 081025Z JUL 02, "CJCS Clarification of Interim IO Responsibilities"
- q. The White House, "The National Security Strategy of the United States of America," 17 September 2002

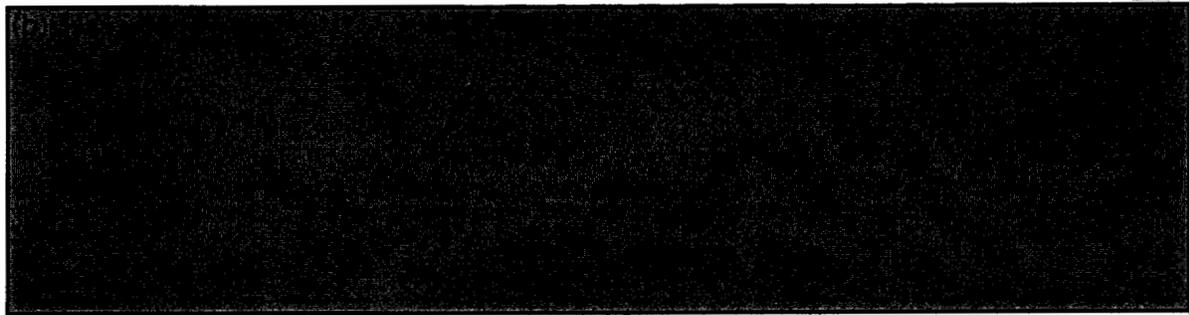
1. (U) Strategic Environment

a. (U) Strategic Threat Overview

(1) (U) A Complex Security Environment. The United States is engaged in a global campaign to defeat terrorist organizations that threaten the US homeland, its allies, citizens and interests. The global nature of this threat and its demonstrated ability to operate both inside and outside the state system demands an integrated effort that employs all instruments of national power – diplomatic, informational, military, economic and law enforcement activities – and that leverages international cooperation to disrupt, deny support to and defeat terrorists and their sponsors.

(2) (U) An Adaptive, Elusive Enemy. The clandestine nature of terrorist organizations, their appeal in some populations, their increasing autonomy and their integration into diverse communities worldwide complicates the employment of military power. Effective terrorist networks adapt their operations to a changing environment. The principle sources of strength for terrorist networks are their ideological appeal and the perceived legitimacy of their leadership. Military force will often be in a supporting role in attacking these sources of strength.

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b. (U) Threats to US Interests

(1) (U) America's Will to Fight is a Target. The United States faces determined adversaries who seek to exploit the vulnerabilities of an open society. They will use surprise and conventional and unconventional means to inflict effects disproportionate to their size, while avoiding direct engagements. Terrorists understand the importance of public opinion, the significance of political will, the importance of a cohesive coalition and will take action to undermine them. They will also attack the legitimacy of US actions through information operations (IO).

(2) (U) The Theater of War Is Global. The enemies of the United States are organized globally and are unconstrained by time or place. They will use asymmetric approaches to attack our US population, territory, infrastructure and commercial industry while offering few critical nodes against which US forces can collect intelligence or take direct military action. Their target list includes US allies, partners and friends.

(3) (U) The Threat Takes Many Forms. Terrorist organizations may enter into partnerships with state or nonstate entities that are willing to sponsor their activities. Support may include sanctuary and/or dangerous technologies, to include Weapons of Mass Destruction (WMD), that dramatically enhance their capabilities. Alliances between terrorists, organized criminals, drug-traffickers and paramilitary organizations are particularly dangerous, as they not only affect US interests, but can also affect the stability of critical regions.

2. (U) National Guidance

a. (U) National Strategic Intent. The intent of our National Strategy against terrorism is to stop terrorist attacks against the United States, its citizens, its interests and our friends around the world, and ultimately, to create an international environment inhospitable to terrorists and all those who support them.

b. (U) National Strategic Goals

(1) (U) Defeat Terrorists Organizations. With our allies or independently, we will defeat terrorist organizations of global reach wherever

they exist through decisive and continuous action across all fronts. The cumulative effect of this campaign will reduce the scope and capability of these organizations, forcing them to consolidate and localize their activities. At that point, our regional partners and individual sovereign states can engage these terrorists and destroy them.

(2) (U) *Deny sponsorship, support and sanctuary to terrorists.* We will deny further sponsorship, support, and sanctuary to terrorists by convincing or compelling states to accept their sovereign responsibilities. UNSCR 1373 and the 12 UN antiterrorism conventions establish high standards that we and our international partners will expect others to meet in deed and word: where states are willing and able, we will reinvigorate old partnerships and forge new ones to combat terrorists and coordinate our actions to ensure that they are mutually reinforcing and cumulative. Where states are weak but willing, we will vigorously support their efforts to build new institutions and capabilities needed to exercise authority over all their territory and fight terrorism where it exists. Where states are reluctant, we will work with partners and employ all elements of national power to convince them to change course and meet their international obligations. Where states are unwilling, we will act decisively — politically, economically and if necessary, militarily — to compel them to cease supporting terrorism.

(3) (U) *Diminish underlying causes.* We will diminish the underlying causes that spawn terrorism by enlisting the international community to focus its efforts and resources on the areas most at risk. We will maintain the momentum generated in response to the September 11 attacks by working with our partners abroad and various international forums to keep combating terrorism front and center on the international agenda, while constantly striving to address the grievances that may foster terrorism.

(4) (U) *Defend the United States, our citizens and our interests at home and abroad.* The best defense is a good offense. We will protect our homeland and extend our defenses in depth to ensure we identify and neutralize the threat as far from our borders as possible. To identify the threat as far from our borders as possible, we must attain “domain awareness” of all the activities, events and trends across our air, land, sea and cyber frontiers that may threaten the security and safety of the United States and its populace. By improving and coordinating our indications and threat warnings, we will be able to detect terrorist plans before they mature. An important aspect of our approach requires partnering with other countries as well as private entities to establish standards and practices that secure our critical infrastructure overseas, monitor and track the transportation of “high-risk” goods and material, verify credentials, reduce and disrupt the flow of terrorist financing and warn and protect American citizens wherever they may venture.

3. (U) Defense Guidance

a. (U) The National Defense Strategy. The defense strategy serves the broad national objectives of peace, freedom and prosperity. Diplomatic and economic efforts seek to promote these objectives globally by encouraging free markets. US defense strategy seeks to defend freedom for the United States and its allies and friends, and it helps to secure an international environment of peace that makes other goals possible. The Defense Strategy is built around four defense policy goals:

- (U) Assuring allies and friends
- (U) Dissuading future military competition
- (U) Deterring threats and coercion against the US interests; and
- (U) If deterrence fails, decisively defeating any adversary.

As we fight the Global WOT, the armed forces must retain the capability to defend the United States; deter aggression and coercion in critical regions; swiftly defeat aggression in overlapping major conflicts while preserving the option to call for a decisive victory in one of those conflicts to include the possibility of regime change or occupation; conduct a limited number of smaller-scale contingency operations; and maintain sufficient force generation capability and a strategic reserve to mitigate risks.

b. (U) Concept for the WOT

(1) (U) The Secretary of Defense has identified four war aims for successful execution of the WOT:

- (a) (U) Prevent further terrorist attacks against the United States.
- (b) (U) Defeat terrorists and state sponsors.
- (c) (U) Deny terrorists access to or use of WMD.
- (d) (U) Establish an antiterrorist global environment.

(2) (U) This broad approach (depicted in Figure 1) involves iterative planning and operations to create opportunities for further attack and to rapidly react to intelligence as terrorists reveal themselves. US armed forces must prepare to conduct multiple simultaneous operations at the direction of the President and Secretary of Defense to deter, preempt, disrupt, defend against and defeat terrorist threats. The approach requires:

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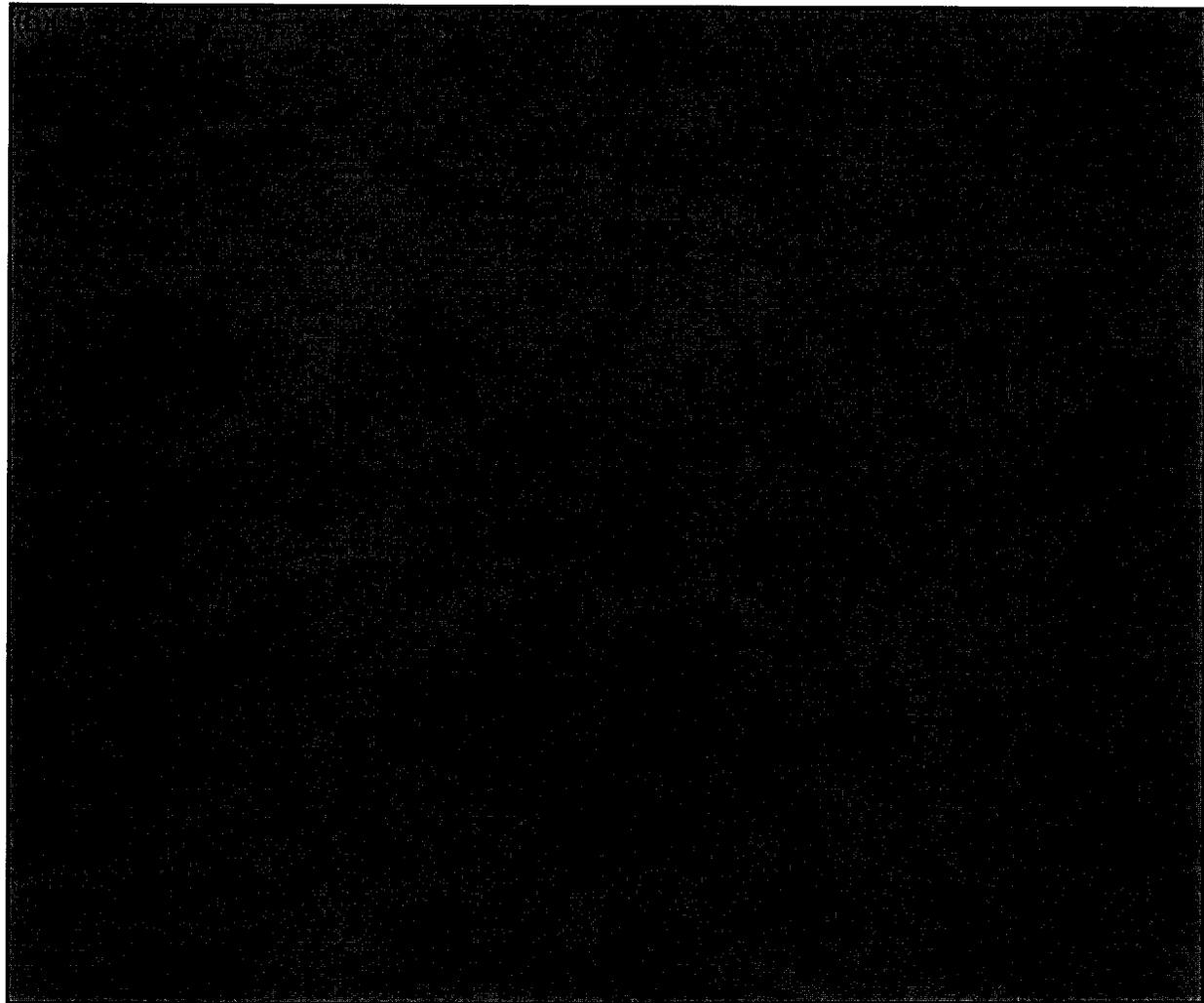


Figure 1. (U) Department of Defense Strategic Elements

c. (U) Contingency Planning Guidance (CPG). The 2002 Contingency Planning Guidance provides policy guidance for the Chairman of the Joint Chiefs of Staff (CJCS) and combatant commanders to prepare and review contingency plans. Annex A of the CPG provides strategic guidance for the WOT, with some of the key elements reiterated below:

(1) (U) The WOT offers opportunities to establish new relationships and reorder institutions to contribute to long-term US national goals.

(2) (U) Planning should integrate all elements of national power into military plans. Military activities must support and complement declaratory policy, coercive diplomacy and efforts to delegitimize terrorism globally.

(3) (U) Planning should recognize the importance to terrorists and networks of sanctuary, ungoverned space and access to resources.

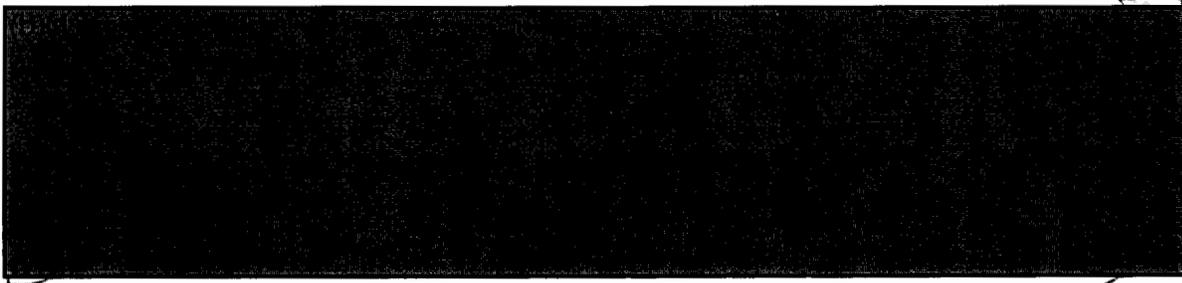
(4) (U) Planning should focus on a territorial approach to defeating terrorism and aim to deny terrorists' bases of operation.

(5) (U) Planning should include efforts to assist willing nations in developing the capability to establish control over their territory and borders.

d. (U) Strategic Assumptions. (See Annex B).

e. (U) Legal Considerations. (See Annex C).

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5. (U) Strategic Approach for the WOT. (See Annex B)

a. (U) The strategic concept for the WOT consists of continuous, coordinated actions applying all of the elements of national power and conducted along multiple lines of operation to break the will of terrorist leaders, states and nonstate actors that support terrorism and deny terrorists access to WMD. The most immediate and serious threats will be addressed first. Operations will be targeted to expose vulnerabilities in terrorist networks and attack them. A territorial approach will be used to deny terrorist organizations safe haven and support from state sponsors and nonstate entities. Successes will be leveraged to dissuade and deter others from terrorist actions and support.

b. (U) While conducting operations to decisively defeat terrorism, the armed forces must also mitigate risks in executing the Defense Strategy by maintaining a balance between WOT requirements, operational demands of sustaining US global commitments and the requirements to maintain the quality of the force, enhance joint warfighting capability and transform to meet future challenges.

c. (U) The armed forces will prepare comprehensive and continuous risk assessments to inform decision makers on force employment that:

(1) (U) Identify and assess risks and mitigation measures for the successful prosecution of the WOT.

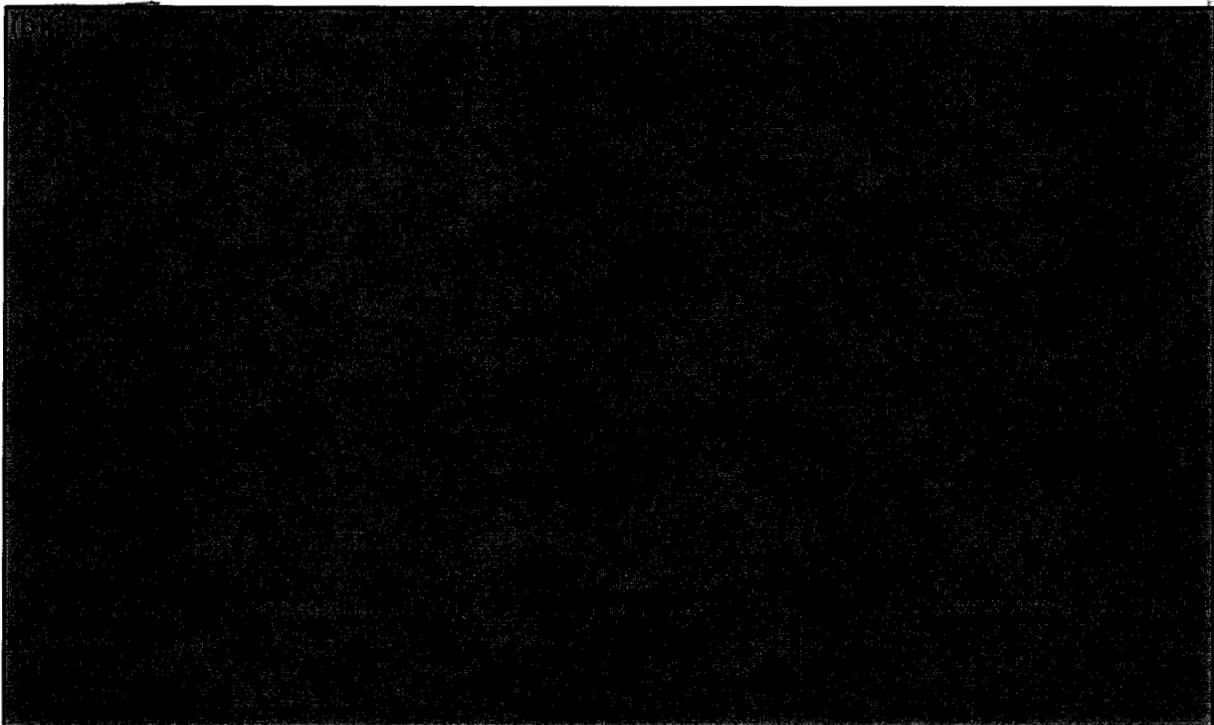
(2) (U) Identify and assess risks and mitigation measures associated with the ability of the force to execute all military requirements called for in the Defense Strategy while conducting the WOT.

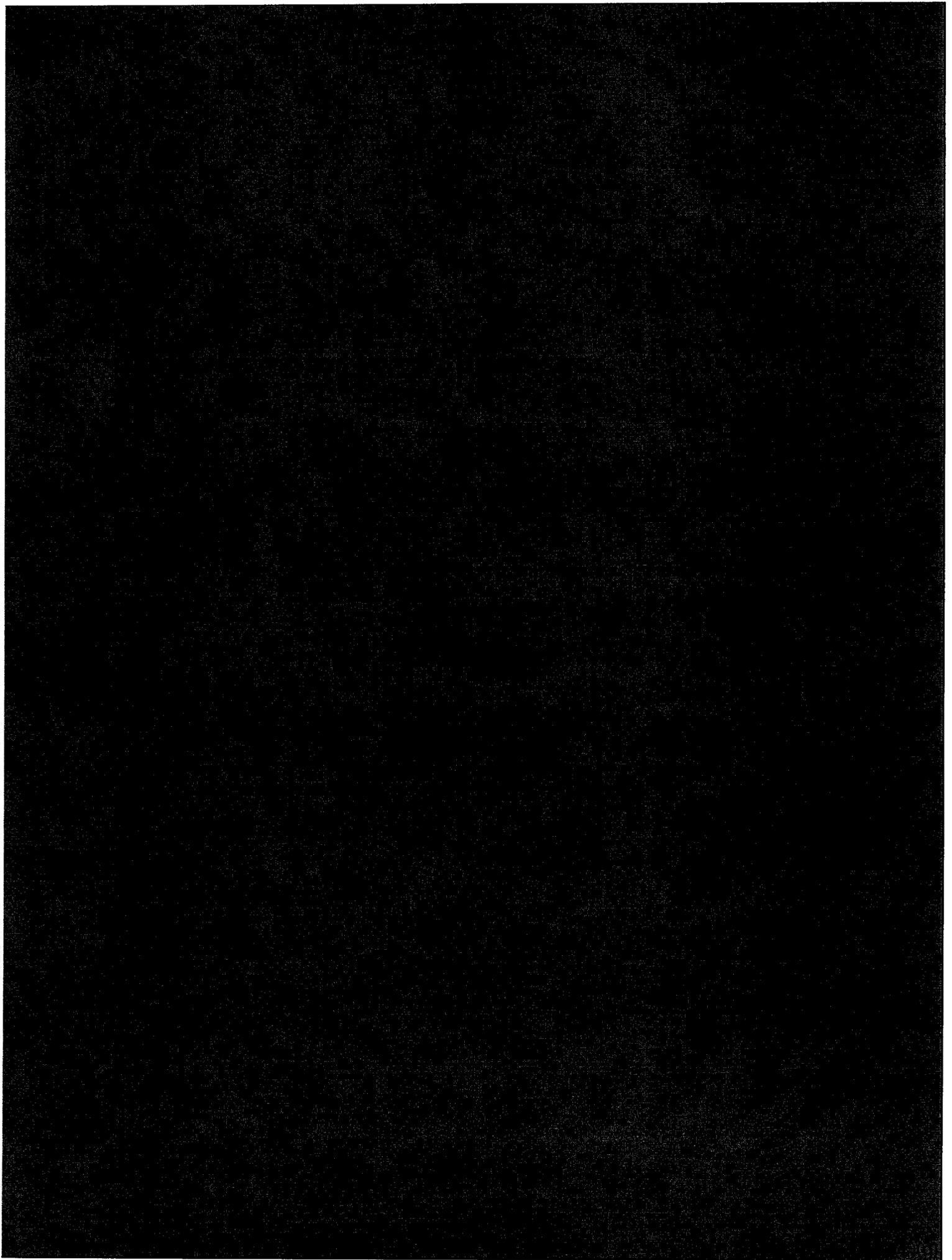
6. (U) Strategic Military Objectives

(U) Strategic Objective #1. ***Protect the United States and prevent further attacks against the United States, its citizens, its interests and its allies.***

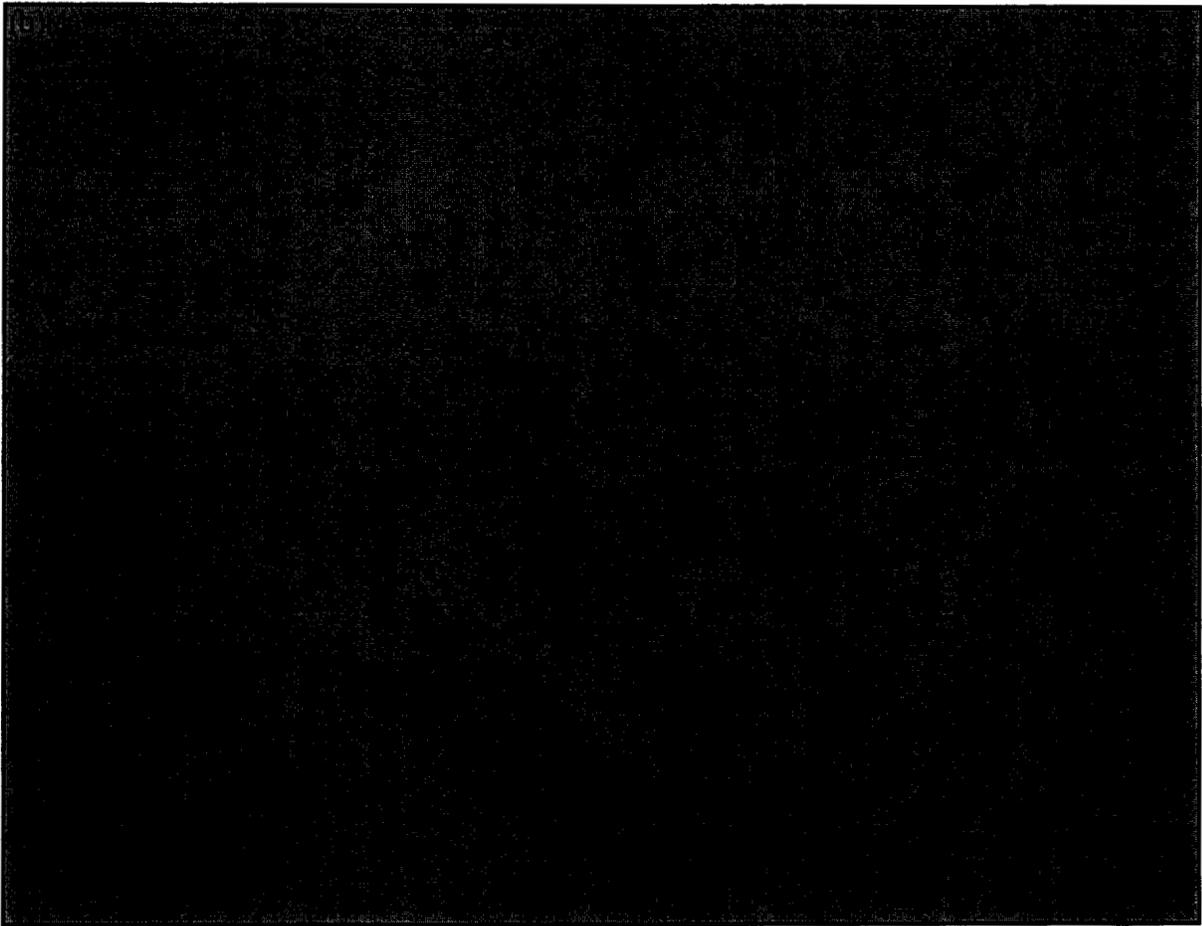
(U) The US military in coordination with other government agencies will protect US territory, sovereignty, population and critical infrastructure from external terrorist threats. The armed forces will play a critical role in helping to defend the United States, while providing military support to civil authorities to assist in managing the consequences of terrorist attacks directed at the United States. At home and abroad, the armed forces will deter, preempt, disrupt, defend against, and defeat threats to the United States. When approved by the President, the United States will provide assistance to its international partners to protect their homelands, populations and critical infrastructure.

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7. (U) Strategic Military Approach. (See Annex B)

a. (U) General. The strategic military approach provides the President and Secretary of Defense a broad range of options to prosecute the global WOT over an extended period of time. It facilitates the iterative and adaptive planning of the WOT in response to policy decisions. Routine and continuous updates of the strategic approach based upon the most current threat assessment are required to ensure that the execution of the plan remains consistent with US policy.

b. (U) Scope. The approach identifies multiple simultaneous actions required to achieve the Nation's war aims over the duration of the campaign. It also provides an organizing framework for these actions that is consistent with the overarching policy goals of the National Defense Strategy. This framework facilitates the synchronization of the global WOT and the coordination of these efforts with other military requirements.

(1) (U) Assuring Allies and Friends. Military operations will support national efforts to assure the American people, as well as the governments and populations of coalition nations, of the United States' deep and abiding commitment to their security. The first priority is to secure the US homeland and assist civil authorities to manage the consequences of any additional attacks. The armed forces will improve their posture to prevent attacks, effectively defend assigned portions of the Nation's critical infrastructure, and support Consequence Management (CM) efforts in the event of a catastrophic attack at home or abroad. The United States may extend this assurance to international coalition partners to reinforce our commitment to collective security and common values, and, in turn, their willingness to sustain the fight against terror. These actions also help set the conditions for deterrence and dissuasion, as well as for future decisive operations if they are required or directed.

(2) (U) Deterring Threats and Coercion Against US Interests. Successful and sustained deterrence of aggression is also required to succeed in the WOT. US forces must deter aggression against the United States and its interests globally by maintaining stability in critical regions identified in the 2002 Contingency Planning Guidance (CPG), preventing conflict escalation, and ensuring preparedness to respond to unexpected attack. Law enforcement, diplomacy, and economic means, backed by the willingness and capability to employ military force, form the core of US deterrence efforts.

(3) (U) Dissuading Future Terrorist Aggression and/or State Sponsors. Military operations will support broader national efforts to dissuade sponsorship and support for terrorism. These efforts must dissuade the adoption of terrorist methods by actors prone to political violence, the creation of alliances of terrorists and sponsors -- both state and nonstate -- and the transfer of dangerous technologies and capabilities into terrorist hands -- particularly WMD. Further, the United States must help strengthen the will and capability of other nations to combat terrorism, ensure access to strategic regions, and reinforce the unprecedented opportunities to build relationships created by the WOT. Security cooperation and Information Operations (IO) are key military enablers in this effort. Dissuasion efforts include the continuous disruption of terrorists' ability to operate or receive safe haven and sponsor support. Ultimately, the United States and its coalition partners may need to compel actors to abide by international norms, should efforts to dissuade fail.

(4) (U) Decisively Defeat Any Adversary. Multiple simultaneous military operations to assure, deter and dissuade will help set the conditions for the decisive defeat of terrorists and their sponsors. Defeating the enemy requires integrated interagency action and coordinated regional military operations on multiple fronts, across diverse domains: land, sea, air, space, and cyberspace.

Military operations to reinforce national and international efforts to reduce ungoverned spaces may be required to achieve this objective. Major combat operations against the armed forces of state supporters and/or paramilitary forces may also be required to reduce the capability of terrorist networks and their freedom of action.

c. (U) Strategic Approach for Near-Term Efforts (12-24 Months)

(1) (U) General. In the near term, military operations are intended to:

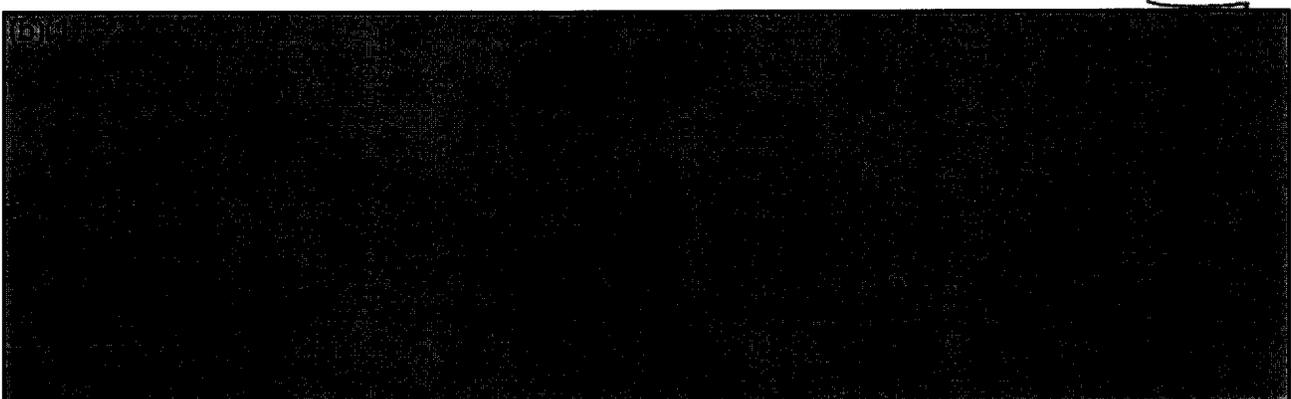
(a) (U) Secure the homeland and determine requirements to assist in improving civil authorities' inherent response and defense capabilities.

(b) (U) Defeat the Taliban and al-Qaida in Afghanistan.

(c) (U) Help facilitate the reduction of ungoverned spaces and the establishment of responsible governance in Afghanistan to deny safe haven to terrorist organizations. (2)



(e) (U) Deny al-Qaida safe havens outside of Afghanistan.



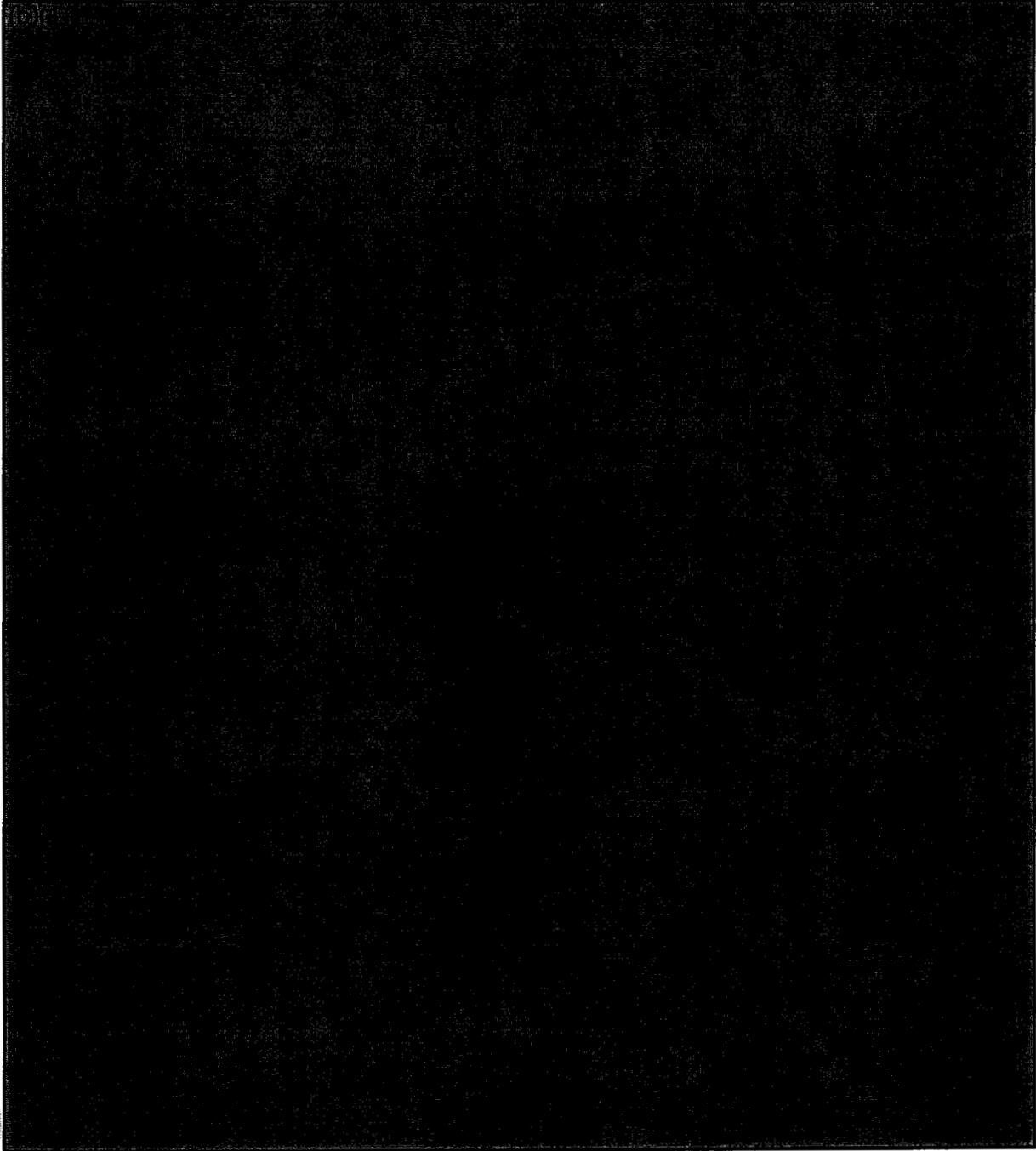
(h) (U) Deter aggression in critical regions.

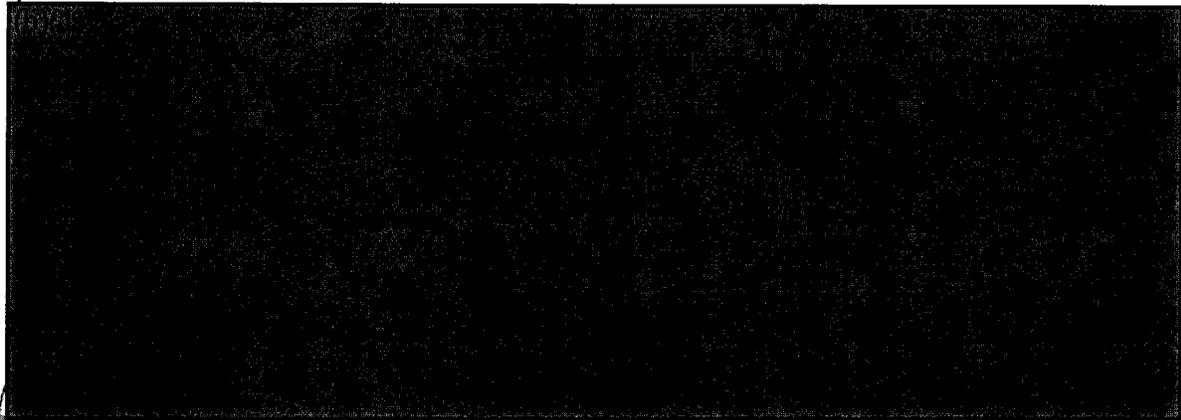
(i) (U) Retain military freedom of action and maintain capability for other worldwide military commitments.

(2) (U) US Military Forces Should Structure Near-Term Efforts to:

(a) (U) Plan for and conduct actions for the comprehensive defense and security of the sovereign territory, populations, maritime approaches, and critical infrastructures of the United States and its territories. Protect US forces and interests overseas while assisting allies and coalition partners in the defense of their homelands.

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d. (U) Strategic Approach for Mid-Term Efforts (24-48 Months).

(1) (U) General. In the mid term, military operations are intended to:

(a) (U) Secure the homeland and support civil authorities in efforts to expand their capabilities.

(b) (U) Complete the defeat of al-Qaida and its affiliates globally.



(e) (U) Monitor and assist states to maintain responsible stewardship of WMD. If directed, deny transfer of WMD to hostile state and nonstate actors, to include eliminating WMD capabilities of hostile or endangered states.

(f) (U) Continue to deter aggression in critical regions to prevent the escalation of conflict.

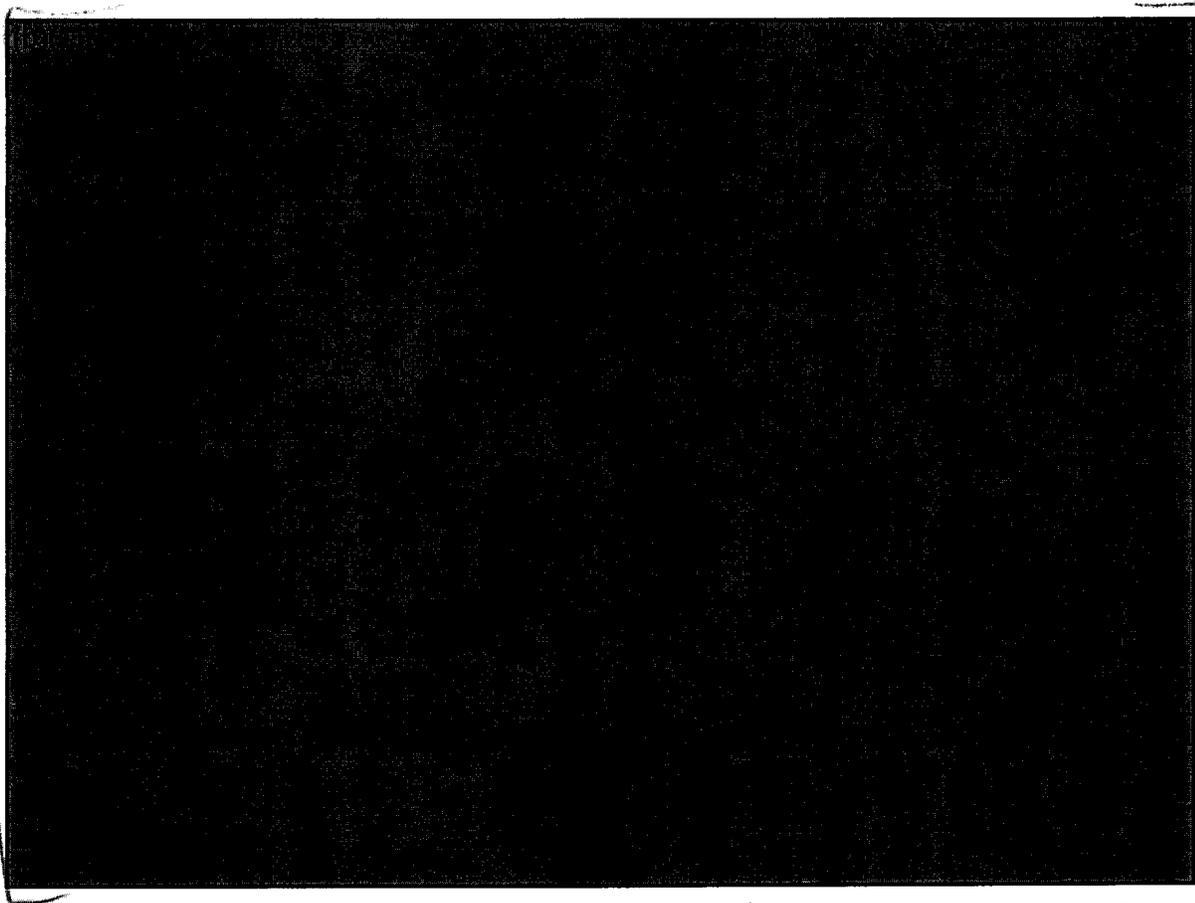
(g) (U) Support international efforts to underwrite self-sustaining and broad-based peace and governance in key states where stability and the reduction of ungoverned space are critical to the disruption and defeat of terrorist organizations.

(h) (U) Retain a quality force and maintain the military freedom of action for other worldwide military commitments.

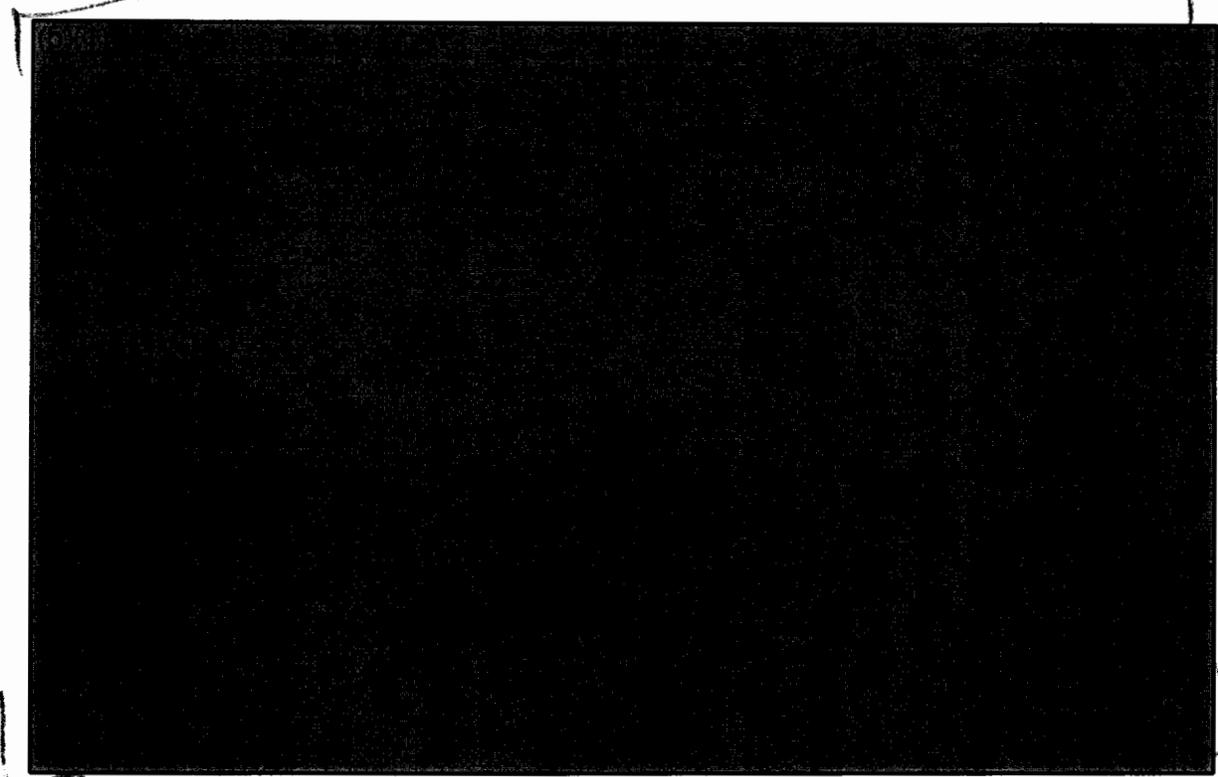
(2) (U) US Military Forces Should Structure Mid-Term Efforts to:

(a) (U) Conduct DOD-specific actions that support the comprehensive defense and security of the sovereign territory, populations, maritime approaches, and critical infrastructures of the United States and its territories. Continue to build, support, and improve interagency coordination. Protect US forces and interests overseas and assist allies and partners through security cooperation in defense of their homelands. Support expansion of civil authority consequence management capabilities. Over time, leverage technical advances and civilian organizations to lessen routine deployments in support of local, state, and regional operations. These actions are intended to both increase national capability to secure the homeland as well as facilitate a reduction of military force commitments for homeland security. Should further attacks against the homeland occur, the armed forces will continuously improve their ability to assist civil authorities in managing consequences that overwhelm local resources at home or on DOD facilities abroad. They will also assist US international coalition partners (as directed by the Secretary of Defense and President).

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e. (U) Strategic Approach to Long-Term Efforts (48 months and beyond)

(1) General. In the long-term, military operations are intended to:

(a) (U) Secure the homeland with comprehensive civil capabilities in place.

(b) (U) Defeat terrorist organizations of global reach that may emerge and their sponsors that are unwilling to cooperate with the international community in ending WMD access to or support for terrorist organizations.

(c) (U) Support national efforts to establish responsible stewardship and full accountability of WMD that preclude transfer to hostile state and nonstate actors, including terrorist organizations.

(d) (U) Support broader international and national efforts that eliminate ungoverned space through stable, self-sustaining peace and governance.

(e) (U) Support international efforts to preclude the reemergence of terrorist organizations or sponsors through the establishment of a global antiterrorism environment.

(f) (U) Retain a quality force and maintain the military freedom of action for other worldwide military commitments.

(2) (U) US Military Forces Should Structure Long-Term Efforts to:

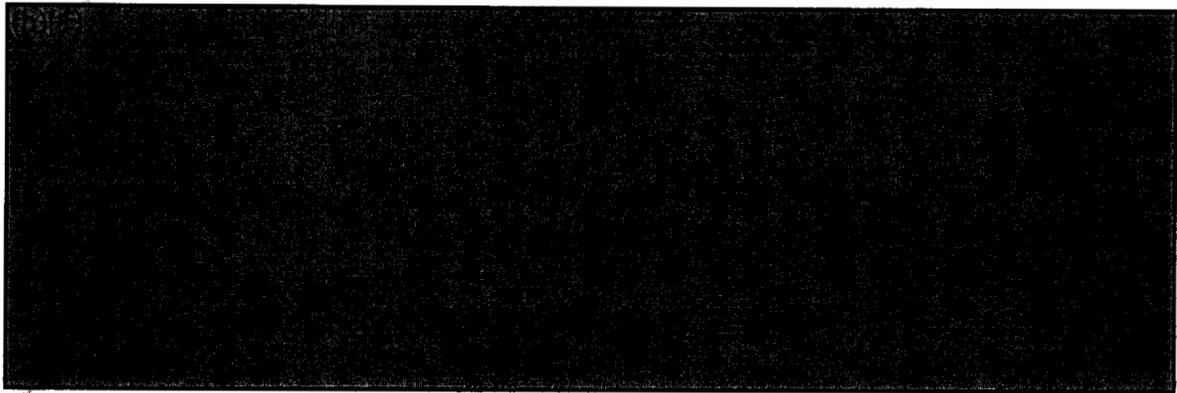
(a) (U) Continue to support comprehensive defense and security of the sovereign territory, populations, and critical infrastructures of the United States and its territories. Protect US forces and interests overseas while assisting allies and coalition partners in defense of their homelands through security cooperation. As other agencies mature their technological and civil capabilities for homeland security, the DOD role should decrease. However, the ability must be maintained to rapidly assist civil authorities in CM requirements that overwhelm local resources in the United States, at DOD facilities abroad, and assist US international partners as directed by the Secretary of Defense and President.



(c) (U) Continue support of broader national objectives to dissuade sponsorship, reemergence, and support for terrorism. Enhanced theater security cooperation will focus on the changing conditions that allow regeneration of terrorists networks (e.g., ungoverned space, safe haven). Continuous development of new technologies, organizations, and doctrine will be leveraged to counter terrorism in the future. Denial of WMD to terrorist organizations, and support for international counterproliferation efforts will be expanded to establish responsible stewardship and accountability. Information operations and security cooperation will remain essential components to support military actions and to suppress the growth of radical ideology over the long term.



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f. (U) Combatant Commander Tasks

(1) (U) Combatant Commanders shall:

(a) (U) Conduct a sustained campaign integrating all elements of national power to protect the US homeland, territories, population, forces, and critical infrastructure while simultaneously conducting military operations to defeat terrorist networks and state sponsors. Provide advice and assistance to coalition nations, as necessary, to protect their citizens, forces, territory, and critical infrastructure.

(b) (U) Conduct execution-level planning to defeat terrorist organizations that threaten US interests within the area of responsibility (AOR) in coordination with coalition nations, international agencies, nongovernmental organizations, and other departments of the USG. Identify resources required to conduct WOT operations within the AOR. Proactively make recommendations to exploit opportunities against terrorists.

(c) (U) Update OPLANs and CONPLANs in accordance with the Contingency Planning Guidance. Assess impacts of the WOT on all plans.

(d) (U) Prioritize, review and update noncombatant evacuation operations (NEO) and consequence management (CM) plans within the AOR. Be prepared to execute NEO and CM plans as required.

(e) (U) Support the development of coalitions (both with individual countries and regional coalitions) within the AOR. As directed, support coalition partners in the execution of the global WOT. Identify opportunities to cultivate new coalitions and support agreements.

(f) (U) Establish a Joint Interagency Coordination Group to assist in the coordination of all USG WOT (WOT) efforts in the AOR.

(g) (U) Support efforts to deny terrorist access to or possession of WMD.

(h) (U) Identify long-term force presence posture necessary to prevent reemergence of global terrorist networks and deter states from sponsoring or supporting terrorist organizations.

(i) (U) In accordance with Theater Security Cooperation (TSC) guidance, conduct TSC with international partners to build regional antiterrorism, counterterrorism (CT), and intelligence cooperation and capabilities. Consider foreign internal defense as a flexible option to provide training to friendly governments confronted with active insurgencies. Provide related security assistance to partner nations through Foreign Military Sales (FMS), Foreign Military Financing (FMF), International Military Education and Training (IMET), and presence through Joint Combined Exercise Training (JCET). (S)



(k) (U) Coordinate with other combatant commands regarding intelligence and battle handover for al-Qaida and other terrorist organizations entering the AOR.

(l) (U) Be prepared to support interagency efforts and coalition nations in responding to stability and support requirements that may result from decisive combat operations (e.g., humanitarian assistance, civil-military operations).

(m) (U) Be prepared to execute CONPLANS 0300 and 0400.

(n) (U) Seek to improve, over time, coordination with civil authorities and their capabilities to identify, detect, defeat, or manage the consequences of terrorist actions.

(o) (U) Protect US forces and interests overseas while assisting allies and coalition partners to better provide security of their homeland.

(p) (U) Plan to deter against opportunistic aggression in critical regions to prevent events that could undermine the focus and timing of US actions to defeat terrorists with global reach and their state sponsors.

(q) (U) Leverage partnerships created for the WOT to enhance basing, access for future operations, and throughput capabilities.

(r) (U) As directed, review of NMSP-WOT Strategic Objectives, develop and/or refine supporting operational tasks, and provide assessment of progress on each. These assessments will be used to measure effectiveness of US military efforts in the WOT and provide information or make recommendations to the Joint Chiefs of Staff and the Secretary of Defense on prosecution of the war. Format and/or requirements for assessments will be provided via separate cover.

(s) (U) Provide USSTRATCOM visibility of operational readiness, status, and availability of information operation assets for the purpose of acting as a coordinating authority only. The degree of visibility will be at the discretion of the supported combatant commander.

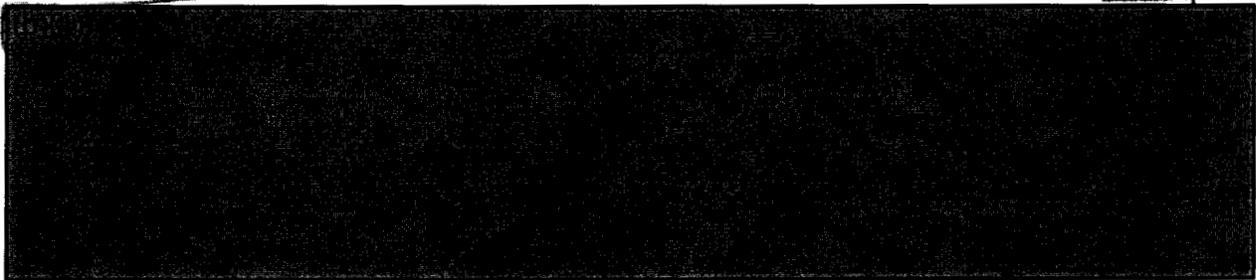
(t) (U) Coordinate CND/CNA plans and operations with USSTRATCOM for integration and deconfliction with other CNO.

(2) (U) Commander, USCENTCOM

(a) (U) Complete the defeat of al-Qaida network within Afghanistan.

(b) (U) Disrupt, and when directed, defeat, al-Qaida and key affiliated terrorist organizations with global reach in the AOR.

(c) (U) Support efforts to establish a stable government in Afghanistan through limited security cooperation and stability operations, as well as US military presence. (23)



(f) (U) Conduct MIO to disrupt terrorist intratheater lines of communications to prevent a relocation of terrorist sanctuaries.

(g) (U) When directed, support national efforts to convince or compel specified states to cease their support of global terrorist organizations.

(h) (U) When directed, support operations to dissuade, disrupt, and defeat state sponsors of terrorism.

(i) (U) When directed, support national efforts to disrupt, and as necessary, defeat other global terrorist organizations.

(j) (U) If directed, prevent and defeat efforts within the AOR to proliferate WMD to state and nonstate terrorists and sponsors.

(k) (U) Plan to support national efforts to prevent reemergence of global terrorist networks and deter states from sponsoring or supporting terrorist organizations.

(3) (U) Commander, USEUCOM

(a) (U) When directed, disrupt and defeat the al-Qaida network and associates within AOR.

(b) (U) Conduct MIO in the Mediterranean to support disruption of al-Qaida network and associates.

(c) (U) Continue collection efforts in the AOR to support planning for follow-on operations against affiliated terrorist networks and their sponsors.

(d) (U) Maintain regional stability in the Balkans. Develop plans to disrupt and defeat terrorist networks in the Balkans.

(e) (U) If directed, degrade WMD capabilities within AOR and defeat efforts to proliferate WMD capabilities to terrorist organizations. b



(h) (U) If directed, disrupt terrorist intratheater lines of communication to prevent a relocation of terrorist sanctuaries and the effective movement or transfer of terrorist resources and capabilities.

(i) (U) Plan to disrupt and defeat other terrorist organizations with global reach or transnational capability that threaten US interests within the AOR.

(j) (U) If directed, increase dissuasion efforts against, and, if further directed, decisively defeat state sponsors of terrorism within AOR.

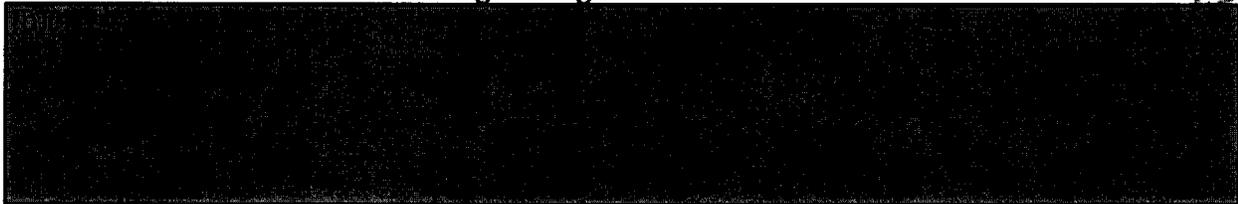
(k) (U) Support efforts to prevent the reemergence of terrorist organizations and their sponsors within AOR.

(4) (U) Commander, USPACOM

(a) (U) Defend Hawaii, Alaska (less air), US territories and possessions, and their maritime and air approaches, in conjunction with other federal agencies, unless revised by the UCP.

(b) (U) Plan to support USCENTCOM operations to defeat al-Qaida and key affiliated terrorist networks. Coordinate intelligence and battle handover for al-Qaida and other terrorist organizations entering the USPACOM AOR.

(c) (U) Plan to disrupt and defeat the al-Qaida network and its affiliates based in or transiting through the USPACOM AOR. 15/11



(e) (U) Plan to support efforts of other governments within AOR to disrupt and defeat terrorist organizations. Plan to support dissuasion of nonstate support to terrorist organizations.



(h) (U) Plan to focus military cooperation and assistance within the AOR to strengthen regional stability and conduct preemptive international and interagency operations in support of the WOT.

(i) (U) If necessary and when directed, disrupt and defeat remaining terrorist organizations with global reach in the AOR.

(j) (U) Support establishment of a regional Asia-Pacific security cooperation organization that includes multilateral capabilities to deter and, if necessary, preempt emerging terrorist organizations with global reach.

(5) (U) Commander, USSOUTHCOM

(a) (U) Plan and conduct homeland security operations in coordination with other government authorities in Puerto Rico and the US Virgin Islands, unless revised by the UCP.

(b) (U) When directed, conduct maritime interception and air interdiction operations in the Caribbean, Eastern Pacific, and Western Atlantic, along the eastern coast of South America (in coordination with allied and coalition nations) against transnational threats (narcotrafficking, arms trafficking, illegal migration, and human smuggling). (b)(1)



(e) (U) Develop plans and identify resources required to defeat terrorist organizations in the AOR that possess the capability or intention to attack US interests.

(f) (U) Plan to establish additional DOD-led regional intelligence centers to facilitate actionable intelligence, coalition nation-building, and information sharing.

(g) (U) Develop plans for expanded security cooperation and security efforts to protect critical US interests within AOR.

(h) (U) As directed, hold and conduct interrogations of terrorist detainees at Naval Base, Guantanamo Bay, Cuba, in support of the WOT. Coordinate with other US agencies for dissemination of intelligence and for support to law enforcement priorities.

(i) (U) Continue to train, equip, and assist partner nations in order to expand their capabilities to disrupt and defeat terrorist organizations. Be prepared to compel or defeat state sponsors of terrorism within AOR.

(j) (U) If directed, support other USG agencies and coalition nations in reestablishment and support operations that may result from decisive combat operations (e.g., humanitarian assistance, civil-military operations, etc.).

(k) (U) Maintain intelligence and information sharing with coalition nations.

(l) (U) Continue monitoring key transit routes and points of entry for possible reemergence of terrorist activity.

(6) (U) Commander, USJFCOM

(a) (U) Serve as the lead agent for joint force integration by recommending changes to and, in certain cases, implementing changes in doctrine, organizations, training, materiel, leader development, personnel, and facilities to enhance interoperability of integrated joint, combined, and interagency operations in support of the WOT.

(b) (U) Serve as the lead agent for joint force training for joint task force (JTF) headquarters, JTF functional component headquarters, combatant commander staffs, and interagency headquarters staffs. Provide training expertise to other members of the interagency partnership as required.

(c) (U) Provide trained and ready forces to the other combatant commanders and US Coast Guard as directed.

(d) (U) Serve as the lead agent for joint experimentation and concept development in support of joint transformation efforts to integrate near-term requirements for the WOT with the mid -and long-term objectives for transforming joint forces.

(e) (U) Develop and mature interagency C4I structures to enhance HLS. Expand interagency intelligence fusion efforts.

(7) (U) Commander, USSOCOM



(b) (U) Provide SOF to regional combatant commanders as required and available to support OPLANs.

(c) (U) Provide SOF to execute specific operations in accordance with SecDef tasking.

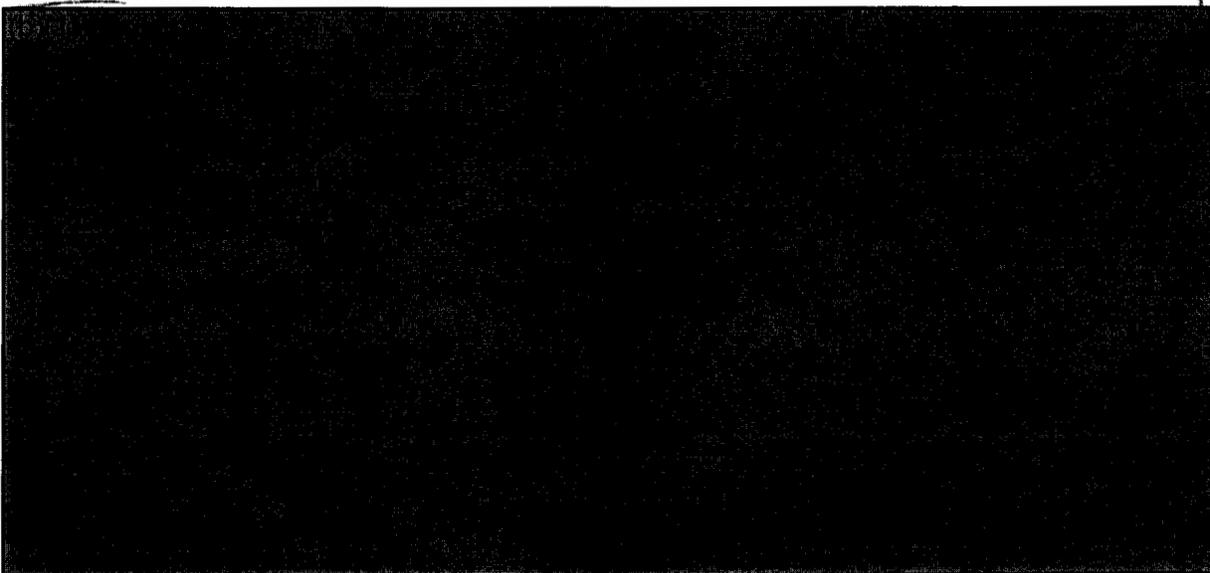
(d) (U) Estimate SOF requirements to simultaneously support deterrence and small-scale contingency operations, security cooperation efforts, OPLANs, force rotations for enduring operations, and force protection during the global WOT. Identify programmatic and force structure implications, to include force generation and sustainment.

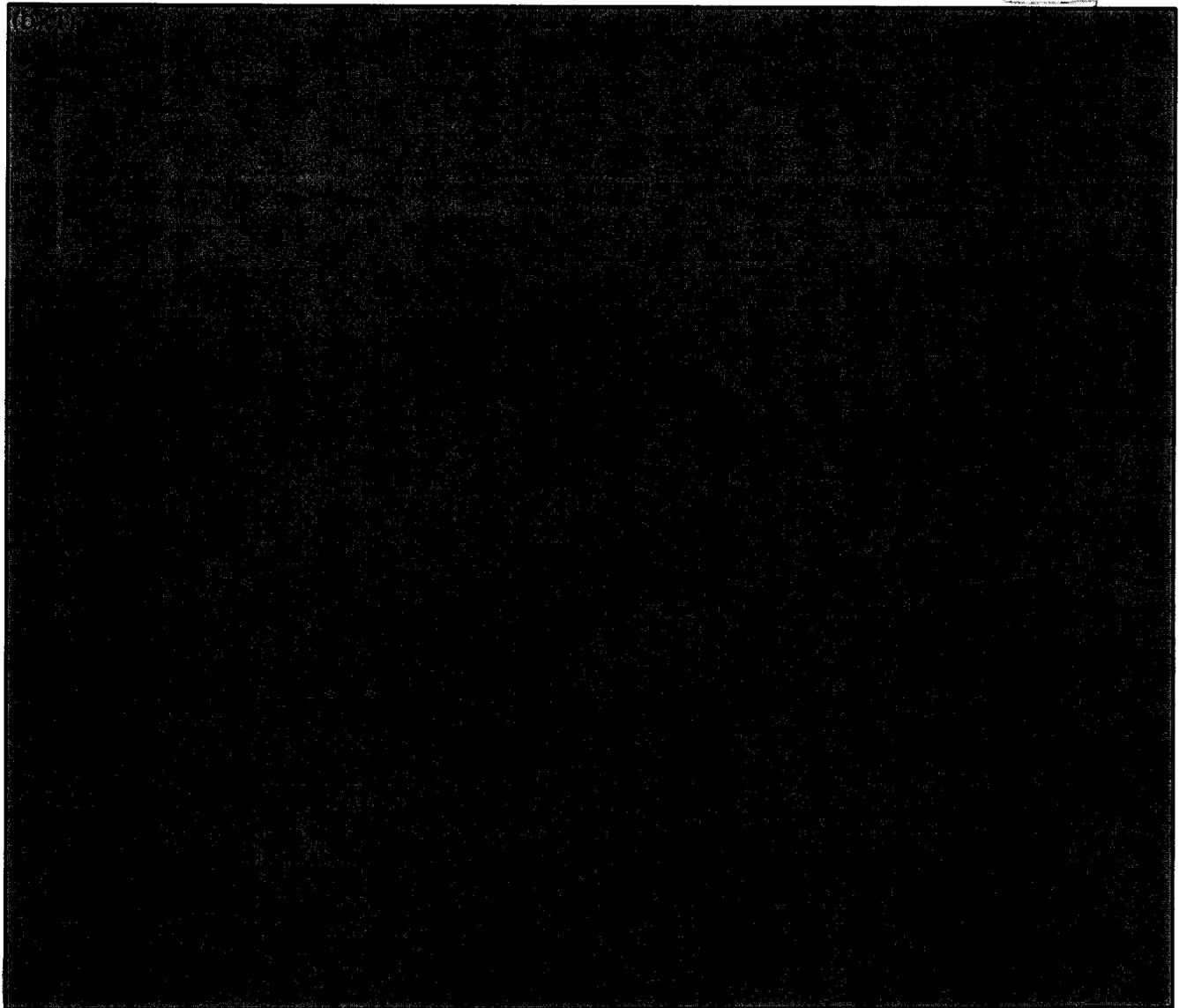
(e) (U) Identify critical resource and capability shortfalls necessary to conduct near-term military operations and enhance the security and readiness of SOF at home and abroad. In the mid- and long-terms, develop plans to concurrently resource both Active Component (AC) and Reserve Component (RC) forces to improve interoperability.

(f) (U) Take steps to mitigate anticipated critical shortfalls (e.g., low density/high demand (LD/HD) assets, specialty personnel) for military operations.



(8) (U) Commander, USSTRATCOM





(m) (U) Serve as supporting combatant command for Space, Computer Network Defense (CND), and Computer Network Attack (CNA).

(n) (U) Assist other combatant commanders in developing their Space, CND, and CNA plans.

(o) (U) Synchronize and deconflict CND/CNA plans and operations directed by the Chairman of the Joint Chiefs of Staff or initiated by a combatant commander. This will include the exchange of intelligence with organizations conducting computer network exploitation and vetting these plans with NSA and CIA to ensure information sharing and deconfliction.

(p) (U) Coordinate, integrate, and synchronize fully integrated CND and CNA in support of combatant commanders' regional and global military operations.

(q) (U) Provide CND and CNA planning as required to supported combatant commanders.

(r) (U) As directed, conduct CND and CNA operations as a supported combatant command.

(9) (U) Commander, USTRANSCOM

(a) (U) Analyze combatant commander requirements to identify the implications of global war operations on strategic mobility plans.

(b) (U) Provide deployment, employment, and redeployment common-user air, land, and sea transportation for forces engaged in HLS. Provide aero-medevac as required.

(c) (U) Develop a comprehensive plan to ensure reliable strategic mobility support for continuous war operations.

(10) (U) Commander, USNORTHCOM

(a) (U) Plan to defend the contiguous United States and its maritime approaches, in conjunction with other federal agencies. Coordinate with CDRUSELEMNORAD to ensure integration of land, surface, and air defenses.

(b) (U) Plan to support the lead federal agency in managing the consequences of attacks on the United States, with a focus on CBRNE attacks.



(d) (U) Provide technical and planning assistance to other combatant commanders for CBRNE CM as directed.

(e) (U) Plan to participate in interagency efforts to establish C4I structures to improve Homeland Security (HLS).

(f) (U) Coordinate with the National Guard Bureau to track forces under the control of state governors employed for HLS tasks. Integrate state and federal military forces for HLS operations.

(g) (U) Coordinate, as authorized, with Mexico and Canada to enhance combined land and maritime HLS efforts. Coordinate with Commander, USSOUTHCOM, to integrate security cooperation efforts with Mexico to enhance the WOT.

(h) (U) Conduct public affairs activities to maintain the confidence of the US public in the government's ability to protect the homeland.

(i) (U) Organize, train and exercise joint forces for homeland defense (HLD) or CBRNE CM. Identify force requirements to the Joint Staff for validation and dedication to the HLS mission.

(j) (U) While maintaining the capability to defend the United States and its approaches against a military threat, assist other agencies to enhance their inherent capability for HLS. Transition military support activities to other agencies where feasible.

(k) (U) Defend DOD critical infrastructure in CONUS. Continue to refine policies and procedures, in coordination with the Joint Staff, Services, Defense agencies, and Commanders, USPACOM, USSOUTHCOM, USSTRATCOM and USELEMNORAD to provide greater efficiencies in installation and force protection.

(11) (U) CDRUSELEMNORAD

(a) (U) Conduct sustained air defense operations to deter, prevent, and, if necessary, defeat air attacks on North America. Coordinate with Commander, USNORTHCOM, to ensure integration of ground, maritime and air defenses.

(b) (U) Coordinate, as authorized, with Mexico and Canada to enhance aerospace defense aspects of HLS efforts.

(c) (U) Participate in interagency efforts to establish common C4I structure to enhance HLS.

(d) (U) Conduct public affairs campaign to maintain US and Canadian public confidence in the government's ability to protect the homeland.

(e) (U) Continue to refine policies and plans, in coordination with the Joint Staff, Services, Defense agencies, and supporting combatant commanders to efficiently and effectively defend North America and its territories and possessions (excluding US embassies), its population, and designated critical infrastructure from air attacks.

(f) (U) Develop and mature interagency C4I structures to enhance HLS. Expand interagency intelligence fusion efforts.

(g) (U) Develop and execute exercises to test HLS response capability.

(h) (U) Integrate NORAD's aerospace control mission into the HLS structure.

(12) (U) Military Services. (US Army, US Navy, US Air Force, US Marine Corps, US Coast Guard).

(a) (U) Estimate Service requirements to simultaneously support war plans and small-scale contingency operations, security cooperation efforts, OPLANs, force rotations for enduring operations, and force protection during the WOT. Identify programmatic and force structure implications, to include force generation and sustainment.

(b) (U) Identify shortfalls of critical resources and capabilities (e.g., medical supplies, vaccine stocks, and spares) necessary to conduct near-term military operations and enhance the security and readiness of US forces at home and abroad. In the mid and long terms, develop plans to provide resources concurrently to both active duty and RCs to improve interoperability.

(c) (U) Continually analyze combatant commander requirements, and, based upon those requirements, develop plans to support combatant commander manning and equipment for command, control, communications, computers, intelligence, surveillance, and reconnaissance.

(d) (U) Develop plans to support cooperative security efforts and specialty skills (e.g., linguists, communications, liaison, military attaches, intelligence gathering, and analysis) necessary to sustain antiterrorism and CT operations.

(e) (U) Plan to provide forces (to include seamless integration of RCs), facilities, and assets in support of combatant commanders as directed.

(f) (U) Continue to execute domestic installation antiterrorism and force protection responsibilities in accordance with DOD Directive 2000.12.

(g) (U) Take steps to mitigate anticipated critical shortfalls (e.g., munitions, LD/HD assets, specialty personnel) for military operations. When prioritization and allocation issues are deemed unresolvable by combatant commands and Services and raised to the CJCS level, work through the Joint Material Prioritization Allocation Board (JMPAB) to coordinate priority of issue. For items not in the DOD inventory that require support of the industrial base, coordinate requirements through the Priority Allocation of Industrial Resources Task Force.

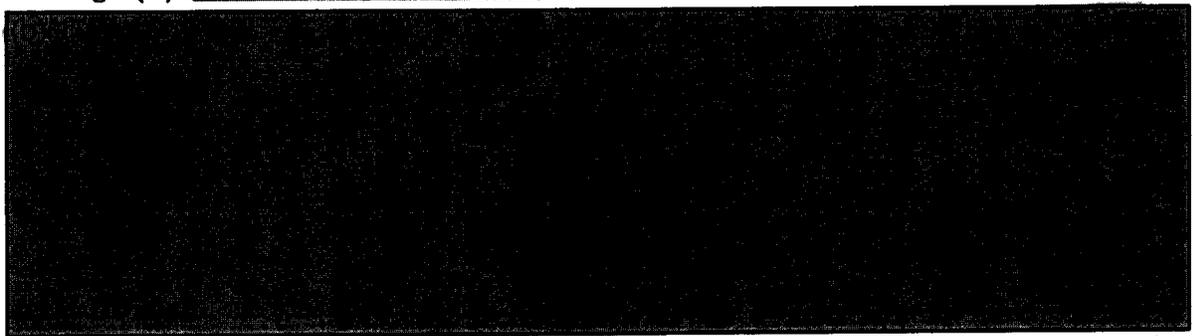
(13) (U) Defense Agencies (Defense Logistics Agency, Defense Intelligence Agency, Defense Threat Reduction Agency, Defense Information Systems Agency, National Security Agency and National Imagery and Mapping Agency)

(a) (U) Should continuously analyze combatant commander requirements to identify critical resource or capabilities shortfalls.

(b) (U) Should develop plans to provide intelligence support to combatant commanders and expand intelligence sharing, asset visibility, and support status capabilities available to combatant commanders and Services, while ensuring intelligence sources and methods are appropriately protected from compromise. Integrate with national intelligence agencies and foster an innovative environment for coordination and collaboration between DOD intelligence agencies and within interagency intelligence and law enforcement organizations (e.g., Department of State, Federal Bureau of Investigation, Central Intelligence Agency) to facilitate a common enemy picture.

(c) (U) Should develop comprehensive plans and programs to correct current imbalances and expand overall capacity necessary to provide reliable and continuous support for long-term war operations.

g. (U) Coordinating Instructions



(2) (U) Identify legal, statutory, policy and regulatory impediments to prosecuting the WOT.

(3) (U) Identify requirements to increase intelligence collection and sharing with national-level intelligence organizations for CT activities, while ensuring intelligence sources and methods are appropriately protected from compromise.

(4) (U) Identify and report anticipated critical shortfalls (e.g., munitions, LD/HD assets, specialty crew training for critical specialties) for military operations and impacts on HLS mission requirements.

(5) (U) Develop plans to expand interagency and cooperative security efforts aimed at addressing the underlying causes of terrorism.

(6) (U) Coordinate with other agencies (Central Intelligence Agency, Federal Aviation Administration; Departments of State, Justice, Transportation and Treasury; Federal Emergency Management Agency; and Director US Information Agency (Department of State)) for synchronized operations supporting the national strategy against global terrorism.

(7) (U) Combatant commanders be prepared to deploy forces to other combatant commanders as directed.

(8) (U) Conduct quarterly assessments of the WOT to identify critical issues impacting the effective prosecution of the war effort.

8. (U) Administration and Logistics

a. (U) Concept of Support

(1) (U) Combatant commanders will plan for and establish administrative and logistics systems, to include sustainment and distribution, that most effectively support the supported combatant commander's requirements. The United States and its coalition partners will provide sufficient logistic and contracting capability necessary to provide any logistics support, supplies and/or services that are beyond combatant commander capabilities. Logistics is fundamentally a Service responsibility. The JMPAB shall determine distribution and allocation of critical resources as necessary.

(2) (U) Develop decisive and bold resource and logistics strategies to mobilize the industrial base and move personnel, material, and sustainment to and from operating locations to support combatant commanders engaged in a

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variety of scenarios. The goal is to provide the joint warfighter with real-time logistics situational awareness and actionable information by leveraging technology, optimizing logistics processes, and fusing information.

(3) (U) CJCS Instruction 3110.03A, Logistics Supplement and CJCS Instruction 3110.11C, Mobility Supplement to the Joint Strategic Capabilities Plan, as well as joint logistics doctrine and publications will provide logistics guidance to combatant commanders, Service components, Services, and DOD agencies.

b. (U) Current Priority of Support

(1) (U) HLS (includes Operation NOBLE EAGLE (HLD) and Civil Support requirements).

(2) (U) Operation ENDURING FREEDOM.

(3) (U) Operations SOUTHERN and NORTHERN WATCH.

(4) (U) Balkan Operations.

(5) (U) Support to OPLANs 8044 (SIOP), 1003/5028, and 5027/1015.

(6) (U) Future combatant command operations and /or plans.

9. (U) Command and Control

a. (U) The Secretary of Defense, with the advice of the Chairman of the Joint Chiefs of Staff, will determine the appropriate command relationships (e.g., supported and supporting commanders) for each specific contingency. Relationships will support the intertheater nature of this global war effort.

b. (U) Specific HLS command relationships are:

(1) (U) Commander, USNORTHCOM, is the supported combatant commander for air, land and maritime defense and civil support (CS) in USNORTHCOM AOR.

(2) (U) CDRUSELEMNORAD is the supported commander for aerospace defense in CONUS, Alaska, and Canada and is the Joint Force Air Component Commander, the Airspace Control Authority, and the Area Air Defense Commander responsible for aerospace warning and aerospace control (air sovereignty, contingency operations, and air defense) of North America.

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(3) (U) Commander, USSTRATCOM, is the supported combatant commander for CND, CNA, and missile defense warning.

(4) (U) Commander, USPACOM, is the supported combatant commander for all aspects of HLS (less CND and CNA) in Alaska (less air), Hawaii, and Pacific territories and possessions.

(5) (U) Commander, USSOUTHCOM, is the supported combatant commander for all aspects of HLS (less CND and CNA) in USSOUTHCOM AOR (Puerto Rico and US Virgin Islands).



Annexes:

- A -- Intelligence
- B -- Strategic Military Approach
- C -- Legal Considerations
- D -- Information Operations
- E -- Coalition Management
- F -- Theater Security Cooperation
- G -- Homeland Security
- H -- Implementation

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