

## EMERALD EXPRESS 04-2

# INTERAGENCY INSIGHTS AND OBSERVATIONS: OPERATIONS IRAQI FREEDOM (OIF) AND ENDURING FREEDOM (OEF)



*"Modern war consumes governments and administrators in its path, leaving anarchy and chaos behind. If authority and the necessary minimum order and administration are not a once re-established, disorder and subversion can all too quickly erode the victory that has been won in the field."*

- CA  
Donnison,  
1966

**Introduction.** *Emerald Express 04-2 (EE 04-2): Interagency Insights and Observations: Operations Iraqi Freedom and Enduring Freedom* is a co-sponsored US Marine Corps (USMC) and US Joint Forces Command (USJFCOM) event on the *Joint Urban Warrior (JUW) 05 Pathway*. It will be a 2-day seminar conducted 8-9 September 2004 in Quantico, VA.

**Purpose.** *EE 04-2* will review observations and insights from stability operations in Iraq and Afghanistan. As US and Coalition forces are likely to continue such operations, *EE 04-2* intends to bring together subject matter experts, both military and interagency, who have served or supported operations in Iraq and Afghanistan, with the purpose of identifying major issues and possible solutions. The results of *EE 04-2* will feed the *JUW* Program, Joint Urban Operations Concept Development, and the Joint Urban Operations Office's (JFCOM J-9) Joint Urban Operations Lessons Learned effort. Moreover, *EE 04-2* results will be made available to units preparing to conduct stability operations in Iraq.

**Participants.** Attendees will either have played a significant role in recent stability operations or are decisively engaged in preparing for future operations. Consideration will be given to:

- Joint and combined military actions and insights from the perspectives of non-combatants, opponents, and the broader elements of national power (interagency, political, and economic).
- Interagency - Military coordination, integration, and interoperability.
- Impact of interagency observations and insights on current and emerging Service and Joint operating and integrating concepts

**Role in *JUW*.** *JUW* is broadly focused on the integration of the full spectrum of advanced operational concepts and approaches, organizational innovations, technologies, and

other transformational opportunities in complex urban operations necessary to enhance operational effectiveness

in the context of the Three Block War. Additionally, *JUW 05* places added emphasis on the critical importance of political end-state planning and stability and support operations in shaping the nature of the joint urban campaign, in which interagency operations and relationships loom large. Accordingly, *EE 04-2* is a key Pathway event in establishing a real-world operational baseline for the *JUW* Program. It follows seamlessly from *EE 03* and *EE 04-1* that addressed urban operations in *Operation Iraqi Freedom (OIF)* from Joint and Coalition perspectives.

**Background.** The *Emerald Express* program of insights and observations from actual operations has as its model *Exercise Emerald Express* conducted by the Commanding General, I Marine Expeditionary Force in 1995. That event was the first of several large-scale interagency exercises that addressed operations from a comprehensive military and interagency perspective. Past Wargaming *EE* efforts have reviewed operations in Iraq, Kosovo, Albania, Bosnia, Turkey, and East Timor/Indonesia. *Emerald Express* has also been a key component of the Small Wars Center for Excellence [www.smallwars.quantico.usmc.mil](http://www.smallwars.quantico.usmc.mil).

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**Additional Information** on or relating to the *JUW* Pathway may be accessed at:  
[www.wargaming.quantico.usmc.mil](http://www.wargaming.quantico.usmc.mil) and  
[www.smallwars.quantico.usmc.mil](http://www.smallwars.quantico.usmc.mil).