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# **COMMAND REPORT**

## **MULTI-NATIONAL DIVISION BAGHDAD**

### **1ST U.S. CAVALRY DIVISION**



Prepared by:  
Dr. Bianka J. Adams  
Historian  
MND-B/1st Cavalry Division

Approved by:  
COL Philip Battaglia  
Chief of Staff  
1st Cavalry Division

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"Pegasus Pursuit" print on the cover used with permission of the artist, Roland Castanie.

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## **Executive Summary**

At the end of 2008, the United States and Iraq signed a Security Agreement governing the withdrawal of U.S. forces from and organizing their activities during their temporary presence in Iraq. When the 1st U.S. Cavalry Division assumed command and control of the Multi-National Division Baghdad (MND-B) in February 2009, partnership with the Iraqi Security Forces had become the highest priority. The division fulfilled its mission of protecting the people of Baghdad while implementing the Security Agreement's demands for partnered operations and withdrawal of U.S. combat forces from Iraqi "cities, villages, and localities" by 30 June. As the first unit to take command of MND-B under the terms and conditions of the Security Agreement, the 1st Cavalry Division redefined the relationship between the U.S. combat forces and their Iraqi partners. Where the Americans had led and trained in last six years, they now had to learn to involve the Iraqis in every aspect of planning and preparing missions and eventually let them take the lead.

Deployed twice before in 2004 and again during the 'surge,' the division faced a vastly different and complex set of challenges. Bound by the agreement's dictum that the U.S. forces fully respect the Iraqi constitution and law in the conduct of operations, the units worked with their Iraqi counterparts to establish procedures for obtaining warrants signed by Iraqi judges for individuals they targeted. As warrant based targeting became the norm, the division also prepared to meet the 30 June deadline. U.S. troops readied Forward Operating Bases (FOB) and smaller Coalition Outposts (COP), considered inside the city, for closure or hand over to Iraqi authorities. Leaving their urban bases behind, the forces withdrew to large bases considered "rural" by both sides. President Barack Obama's announcement to withdraw all U.S. combat forces from Iraq by the end of 2011 added dealing with the equipment that had accumulated in the last six years to the 'to do' list.

In March, in the first of many such ceremonies, Maj. Gen. Daniel P. Bolger, Commander, 1st Cavalry Division, returned FOB Rustamiyah, the former Iraqi Military Academy, to the Iraqi government. In the following months, the pace of closings and returns accelerated and the division's G-4, Logistics Section, developed new methods for equipment accounting and transport. As the 30 June deadline drew closer, with fewer than a dozen of originally more than seventy bases remaining, General Bolger and his Iraqi partner, General Abud Qanbar, the commander of the Baghdad Operations Center, engaged in intense negotiations over the future shape of American-Iraqi security cooperation in the city. Yet, despite their efforts to prepare the ground for a smooth transition of

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responsibility for security in urban areas to the Iraqi Security Forces, on 1 July there was confusion on both sides over where American troops were still allowed to go in the city and what they were allowed to do. To help the process along, General Bolger ordered MND-B's forces to conduct 'reverse cycle' operations that shifted almost all American military movements to the hours of darkness. While it would take the better part of July and into August to establish a new routine, the ISF proved that they were able to secure the annual pilgrimage of thousands of faithful to honor the seventh Imam in the Khadamiyah Shrine, his burial place. The division provided air support and surveillance to the extent the Iraqis requested it.

The U.S. forces concentrated on partnership operations in the suburban qadas (districts) when on 19 August terrorists exploded three massive truck bombs near the Foreign and Defense Ministries in the center of Baghdad, killing over a hundred and wounding hundreds more. Designed to undermine the credibility of the Iraqi government and security forces ahead of national elections scheduled for the beginning of 2010, the event refocused the division's targeting efforts and led to the creation of a partnered targeting cell at the Baghdad Operations Center. Despite these efforts, the spectacular attacks continued. On 25 October, the terrorists followed up with horrific vehicle borne attacks on the Ministry of Justice building and a provincial council complex, again causing more than one hundred deaths and hundreds of injuries. A third attack occurred on 8 December, damaging a courthouse, two colleges, and a mosque in downtown Baghdad and claiming more than one hundred lives and injuring more than four hundred.

The terrorists failed to achieve their objective. Iraqi citizens did not abandon their government and the security forces did not turn on it. Instead, the ISF worked with their American counterparts to improve their forensic capabilities, assess and improve security of public buildings, and plan for the security of voters and polling places. Under the leadership of the 1st Cavalry Division, MND-B's forces had succeeded in holding and expanding on the security gains achieved during the 'Surge.' They worked with the Iraqi Security Forces to protect the people and to strengthen the democratic institutions. The 1st CAV laid the ground work for the enlargement of the division's area of responsibility to include Anbar Province, and further reduction of forces in Baghdad. In January 2010, it handed over authority of Multi-National Division Baghdad, now renamed U.S. Division Central, to the 1st Armored Division.

### BCT Operations

While the division's 1st Brigade Combat Team and 1st Air Cavalry Brigade were assigned to MND-B, its 2d and 3d Brigade Combat Teams were detached and under the command of Multi-National Division-North/ 25th Infantry Division.

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The 1st Brigade controlled the Istiqlal and Adamiyah neighborhoods of Baghdad. Its territory also contained the exclusion zone of Sadr City. With operational focus in the Rusafa North Area Command, the Ironhorse Brigade worked closely with their partners in the Iraqi Army and National/Federal Police to secure the population and to develop capabilities. The 1 ACB backed MND-B's operations flying close air support missions out of Taji and deploying its air assault team, the Blues Platoons. The Black Jack Brigade assumed operational responsibility of Kirkuk province where it partnered with the 12th Iraqi Army Division and Iraqi Provincial Police. The Greywolf Brigade deployed to Ninewa Province. It focused on combined planning with the Ninewa Operations Center and ISF Divisions for comprehensive security operations within Mosul and disruption operations in the Mosul Belts, support zones outside the city. After 30 June, 3 BCT concentrated operations in the support zones to prevent insurgents from plan, resource, and conduct attacks within the city. The 4th Brigade deployed to Iraq in June 2008 to Multi-National Division-South/10th Mountain Division. It assumed responsibility for the Muthanna, Dhi Qar and Maysan Provinces that stretched from Iraq's western border with Saudi Arabia to its eastern border with Iran. During its tour, the Long Knife Brigade trained and mentored the 10th Iraqi Army Division, three Provincial Police Forces, and Iraq Border Patrol units. The 4 BCT returned in May 2009 from deployment to Ft. Hood, Texas.

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Headquarters  
1<sup>ST</sup> Cavalry Division  
Multi-National Division - Baghdad  
Baghdad, Iraq

29 March 2010

Period Covered: 10 February 2009 to 13 January 2010

## References:

MNF-I/USM-I (JOINT CAMPAIGN PLAN), 17 Jan 2009 and update 18 Jun 2009.  
MNC-I CAMPAIGN PLAN 09-02, 19 Jul 2009.  
MNC-I OPORD 09-02.1 (Strategic Reposture Of Forces), 29 Jun 2009.  
MNC-I OPORD 09-02.2 (Full Spectrum Operations to Secure 2010 Iraqi Parliamentary Elections and Formation of Government), 17 Nov 2009.  
MNC-I OPORD 09-02.3 (Relief In Place), 29 Oct 2009.  
MND-B OPORD 08-02 (Fardh Al Quanoon II), 1 Jul 2008.  
MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008.  
MND-B OPORD 09-01A (Pegasus Pursuit), 19 Apr 2009.  
MND-B OPORD 09-03 (Pegasus Remount), 4 Jun 2009.  
MND-B OPORD 10-01 (Support to Elections), 18 Nov 2009.

## 1. Background and Overview

In the end of January 2009, the 1st Cavalry Division deployed to Iraq to serve as the headquarters for the Multi-National Division Baghdad for the third time. On 10 February, the First Team assumed command and control of MND-B from the 4th Infantry Division. At this time, there were six brigades or 35,000 officers and men, stationed on thirteen larger Forward Operating Bases, fifty-five Joint Security Stations, and seven small Combat Outposts throughout the Baghdad Operational Environment. To train the Iraqi Security Forces, MND-B co-located five Coalition Force Military Transition Teams (MiTT) and National Police Transition Teams (NPTT) with four Iraqi Army divisions, the 6th, 9th, 11th, and

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17th, and two National Police divisions, the 1st and 2nd, or approximately 80,000 Iraqi officers and men.<sup>1</sup>

Almost two years earlier, Lt. Gen. Ray Odierno, then Commander, Multi-National Corps - Iraq launched Operation Fardh Al Qanoon [Enforce the Law] at the beginning of the troop 'Surge' of five brigades or 20,000 officers and men. In a departure from previous operations, Fardh Al Qanoon was offensive in nature, designed to defeat an amorphous enemy in his stronghold with an array of weapons and effects ranging from lethal engagements to humanitarian aid and reconstruction projects. To this end, the Coalition Forces (CF) moved off their large Forward Operating Bases (FOB) into Baghdad neighborhoods. They established dozens of Joint Security Stations (JSS) together with units of Iraqi Security Forces and began patrolling and securing the streets. When Lt. Gen. David H. Petraeus assumed command of MNF-I, he reinforced General Odierno's approach and made protecting the population the top U.S. priority in Iraq. His campaign plan aimed at breaking the cycle of sectarian violence with an aggressive strategy of "clear, hold, and build." Provincial Reconstruction Teams embedded with military units and efforts to reconcile former insurgents became mainstays in the fight.<sup>2</sup>

The U.S. reconciliation efforts led to the formation of the Sons of Iraq (Sol), groups of former insurgents, who agreed to collaborate with Coalition Forces in securing their neighborhoods against attacks from Al Qaeda and providing vital intelligence on hidden caches of weapons. Part of the bargain the former insurgents struck with MNF-I and the Government of Iraq (GoI) included transitioning about twenty percent of Sol members into the Iraq's Security Forces and offering government jobs and training to the remainder.<sup>3</sup>

As a result of the adoption of the new counterinsurgency approach, security in Baghdad and its environs improved dramatically. Even so, threats from Al Qaeda in Iraq, irreconcilable groups and Shiite militias - most prominently among them the Jaysh Al-Mahdi under the leadership of firebrand cleric Muqtada al-Sadr - persisted. In April 2008, when rocket attacks originating in the slums of Sadr City aimed at the heavily guarded International Zone, which housed the majority of government institutions and foreign embassies, escalated, MND-B responded. The division sent its combat engineers protected by infantry, armor, and snipers to emplace concrete barriers on Phase Line Gold, separating Thawra 1 and 2 from the rest of Sadr City. The engineers' emplacement work attracted militants to the site like moths to fire. Exposing themselves to combat

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<sup>1</sup> Interview, Maj. Gen. Daniel P. Bolger with Adams, 23 January 2009, Camp Buehring, Kuwait; MND-B Basing Info, 20 February 2009, p. 5, Historian's Files.

<sup>2</sup> (S) Multi-National Force-Iraq, Command Report No. 1, 1 January to 30 June 2008, dated 4 November 2008, pp. 9-13; Historian's Files.

<sup>3</sup> (S) Multi-National Force-Iraq, Command Report No. 1, p. 14.

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infantrymen and sniper fire, many of the leaders were killed and others fled. By the end of June, al-Sadr ordered his militia to cease fire and regroup. Six months later, the 'Surge' came to an end with four of five of the brigades redeploying without replacement.<sup>4</sup>

On 17 November 2008, the governments of the United States and Iraq signed a Security Agreement defining the rights and obligations of the American forces in Iraq. Scheduled to take effect on 1 January 2009, the Agreement's Articles 4 and 22, established the perimeters within which the U.S. forces could conduct operations. The troops needed the agreement of the Government of Iraq before they carried out operations and, in cases of imminent threat, they required a valid warrant to arrest or detain persons. Article 24 of the Agreement demanded withdrawal of "from Iraqi cities, villages, and localities" by 30 June. Implementation of the article shaped MND-B's activities during the first half of the year. During the second half, MND-B grappled with the full implications of the Security Agreement. Once the U.S. Forces had left the city, the Iraqi Security Forces took charge.<sup>5</sup>

The 4th Division transferred command of MND-B to the 1st Cavalry Division in the beginning of February following peaceful Iraqi provincial elections. Its mission statement continued to stress the priorities established by MNF-I two years earlier: *On order, with our Iraqi partners, MND-B protects the people of Baghdad in order to ensure the continued development of Iraqi civil capacity.*

Aware of Baghdad's importance as a microcosm of Iraq for the overall security and stability of the country, Maj. Gen. Daniel P. Bolger, commander, 1st Cavalry Division, emphasized partnership with the Iraqi Security Forces as the cornerstone for his campaign concept:

Protect the people of Baghdad – that's why we're here. Operating by, with, and through our Iraqi Security partners, we isolate the enemy (AQI, VE, others as designated) intimidating the people. Combined offensive operations provide the sustainable security that permits continued Iraqi political and economic growth. As Iraqi civil capacity expands our emphasis on stability operations increases proportionately. Throughout, we'll fight to see Baghdad as it is: the people, the enemy, and our combined forces. Success equals the *Baghdad population secure*, the *enemy resurgence denied*, and our *partnership with the Iraqis strengthened*.<sup>6</sup>

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<sup>4</sup> (S) Multi-National Force-Iraq, Command Report No. 1, p. 15-17.

<sup>5</sup> Agreement Between the United States of America and the Republic of Iraq On the Withdrawal of United States Forces from Iraq and the Organization of Their Activities during Their Temporary Presence in Iraq, 17 November 2008, Baghdad, Iraq, pp.4, 18, and 20; Historian's Files. [Cited as Security Agreement]

<sup>6</sup> Interview, Maj. Gen. Daniel P. Bolger, 23 Jan 2009; Mission and Intent 20090215, 15 Feb

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True to his intent, General Bolger kept up and formed relationships with Iraqi military leaders, foremost among them sGeneral Abud Kanbar Hashim Al Maliki, the BOC commander, the Iraqi Army Chief of Staff, and a Baghdad Belt Council composed of Sol leaders. Meanwhile, the Brigade Combat Teams conducted offensive operations in accordance the new Security Agreement provisions. After initial skepticism about “warrant based” targeting, practice proved that the process for obtaining the necessary documents worked relatively smoothly because of the cooperation of Iraqi military and police units and judges. Besides fulfilling the new requirement, operations continued for several months as they had, with U.S. Forces in the lead.<sup>7</sup>

At the end of March, one of MND-B’s units, 2d Brigade, 25th Infantry Division redeployed without replacement. As a result, the remaining five brigades realigned their territories to fill the void. Other units continued to deploy and redeploy in and out of the MND-B area. At the same time, the BCTs made preparations to implement Article 24 of the Agreement, which mandated withdrawal of U.S. forces and reduction of the number of Joint Security Stations in the Baghdad Amanat, the urban core. While the combat forces continued to conduct full spectrum operations with their ISF counterparts, MND-B’s logisticians went to work on “right-sizing” equipment and troop numbers. With the 2/25th’s redeployment to the United States, the G4 instructed all units to designate excess equipment for shipment to the United States or to Afghanistan. At the end of February, President Barack Obama announced that the United States’ combat mission Iraq would end on 31 August 2010. During the intervening eighteen months, the U.S. forces would fulfill their mission to protect the Iraqi population while responsibly drawing down equipment and troops.<sup>8</sup> The announcement dovetailed with efforts that began almost as soon as the 1st CAV took over the reins of MND-B.

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2009, Historian’s Files.

<sup>7</sup> BOCAT 1st Quarterly History.

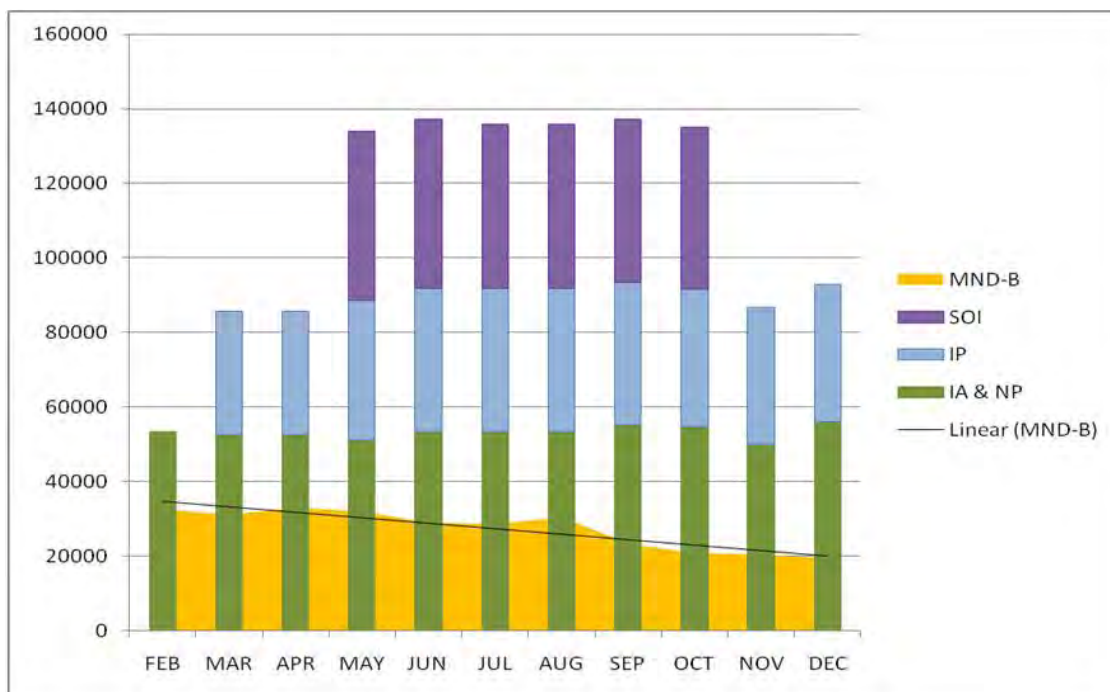
<sup>8</sup> Remarks of President Barack Obama – As Prepared for Delivery, Responsibly Ending the War in Iraq, Camp Lejeune, North Carolina, Friday, February 27, 2009, p. 2, accessed on 10 Oct 2009 at [http://www.whitehouse.gov/the\\_press\\_office/Remarks-of-President-Barack-Obama-Responsibly-Ending-the-War-in-Iraq/](http://www.whitehouse.gov/the_press_office/Remarks-of-President-Barack-Obama-Responsibly-Ending-the-War-in-Iraq/)

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Figure 1. MND-B BOG & ISF February - December 2009<sup>9</sup>



The negotiations over which U.S. forces could remain on bases inside the city of Baghdad, what missions they could perform, and which bases could remain open consumed all of May and June. MND-B wanted to maintain seventeen JSSs inside the city<sup>10</sup>; the BOC wanted fewer. U.S. bases near Sadr City, New Baghdad, and Khadimiya districts were most problematic for the Iraqis because they were in Shia areas that were politically sensitive to Prime Minister Nouri Al- Maliki's government, or were close to major travel routes that allowed many people to see that the U.S. was in fact keeping open bases after 30 June. The bases most in contention were JSS Sadr City, JSS Comanche, JSS Ur, JSSs Obaidy and Hope, JSS Old MoD, and JSS Hurriya. MND-B wanted to maintain a large number for forces in the Rusafa part of the city to deal with what they considered to be the most dangerous security threat to the ISF. The GOI intent for closing the JSS was to ensure US forces presence could not be exploited by Prime Minister Maliki political opponents. In the end, MND-B and the BOC agreed to keep thirteen "urban JSSs" open and to leave approximately

<sup>9</sup> Sources: PAO Weekly FRAGO Input, FEB - DEC 2009, Archive\Special Staff\PAO\PAO Weekly FRAGO Input; ZZ Weekly FRAGOS, Division FRAGOS\OPORD\_09-01A and OPORD\_10-01\_FRAGOS.

<sup>10</sup> (S) MND-B OPORD 09-01A (Pegasus Pursuit), 19 Apr 2009, p. 5.

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2,800 U.S. soldiers in the city as advisors or support forces. They would remain as Military Transition Teams and National Police Transition Teams stationed with the Iraqi Army and National Police units they trained and advised. JSS Sadr City and Comanche, along the southern edge of Sadr City, were closed despite serious MND-B concerns. JSS Old MoD remained in operation for the time being with an understanding that all U.S. forces would depart at some point in the near future. The exact timing of their departure was left to differing interpretations. General Abud was under the impression that U.S. soldier would leave the JSS on 1 September, while General Bolger thought that U.S. forces would stay as long their Iraqi counterparts.<sup>11</sup>

By 1 July 2009, the bulk of U.S. combat forces had withdrawn from bases in downtown Baghdad. All other U.S. forces had withdrawn from the city and operated out of Forward Operating Bases (FOB) in the rural areas. The next ninety days were an intense adjustment period for the Multi-National Division Baghdad (MND-B) and its partner, the Baghdad Operations Command (BOC). While joint Iraqi - U.S. operations in the Qadas or suburban areas continued, MND-B and the BOC had to redefine their relationship under the new conditions created by the implementation of Article 24 – withdrawal of U.S. combat forces from Iraqi cities - of the Security Agreement.<sup>12</sup>

Meanwhile, Baghdad's population was confused about the continued presence of U.S. forces and their activities in the city because the Government of Iraq failed to explain the terms of the agreement to the public. Exacerbating the confusion were layers of disagreement and lack of coordination between various units in the city and the Baghdad Operations Command over the types and the times U.S. troops were allowed to move within the city. To ensure that U.S. forces would be able to provide SA Article 4 support to Iraqi Security under the new conditions, General Bolger ordered MND-B's logistics and other movements on the major supply routes in the city to switch to night time hours or "reverse cycle" for the first five days in July. Operation Sha'mal (Sandstorm) was designed to meet the public's expectation of not seeing American military vehicles in the city after 30 June, but, at the same time, maintaining MND-B's full authority to conduct operations in support of its ISF partners. The operation further intended to deny violent extremists, and political parties opposed to continued U.S.

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<sup>11</sup> BOCAT Command History Report, 2nd QTR 09, 28 October 2009, pp. 2-3 [Note: on 1 Sep, GEN Abud accused MND-B of violating the agreement. MND-B withdrew a select units, but kept the JSS open.]; (S) Plans Update (20090707) Final, 7 July 2009, G5, pp. 15-16; the update listed a reduction from fifty-five to forty-four JSSs, leaving ten partnered stations in the city; Historian's Files.

<sup>12</sup> Agreement Between the United States of America and the Republic of Iraq On the Withdrawal of United States Forces from Iraq and the Organization of Their Activities during Their Temporary Presence in Iraq, 17 November 2008, Baghdad, Iraq, p. 20; Historian's Files. [Cited as Security Agreement]

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presence in Iraq, opportunities to exploit the situation for their purposes. As the end of the first week of July approached, General Bolger decided to extend Operation Sha'mal to 18 July to allow MND-B's Information Operations more time to educate Baghdad's citizens about the role its forces played in the implementation of the Security Agreement.<sup>13</sup>

Along with the combat forces, MND-B's Civil Military Operations also moved from urban to rural areas. The brigades supported the division's capacity building efforts through Commanders' Emergency Response Program funding for critical projects. As a by-product of the movement restrictions in the Baghdad Amanat [governorate] after 30 June, it became highly problematic and in some cases impossible for the brigades to perform missions within urban terrain. The Security Agreement's requirement for Memoranda of Agreement signed by an Iraqi official further slowed the progress of projects in the city. Many Iraqi ministry functionaries refused to sign the memoranda because service in a highly centralized government had left them unprepared to act independently and assume this kind of responsibility. Consequently, projects lingered in the planning stages until the American were able to convince an official to step up.<sup>14</sup>

In the weeks following the Iraqi government's decision to ban U.S. forces from the city, General Bolger and General Abud and their staffs gradually worked to expand the restricted hours of movement to a more realistic schedule. MND-B continued to support the BOC with Intelligence, Surveillance, and Reconnaissance products and logistics. Joint U.S. – Iraqi patrols resumed, but at a reduced level and without a consistent pattern. On 19 August when two massive truck bombs killed nearly 100 and wounded more than 500 people near the Ministries of Foreign Affairs and Finance buildings in the International Zone, the BOC requested and received assistance with forensics and intelligence and movement restrictions for U.S. forces relaxed further.<sup>15</sup>

Undaunted by the terrorists' horrific acts, Multi-National Division Baghdad reduced its troop strength in August, as planned, from five to four Brigade Combat Teams or about 20,000 officers and men. The reduction enlarged the remaining brigades' territory once again and increased their reliance on the ISF. Continuing the effort to effort "right-size" equipment and resources, now

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<sup>13</sup> (S) FRAGO 150 [OPERATION Pegasus Sha'mal (Sandstorm)] TO MND-B OPORD 09-01a (Pegasus Pursuit), 20 Jun 2009, pp. 1-2; Multi-National Division - Baghdad Public Affairs, Weekly Themes and Messages, 21-27 June 2009, p.2, APPENDIX 06 (PAO THEMES AND MESSAGES) 090621, PAO Weekly FRAGO Input\090621; (S) Email, MG Daniel Bolger, 1 CD, Commanding General to LTG Charles Jacoby, MNC-I, I Corps, CG, Wednesday, July 15, 2009, Subj.: [S] Key Events in Baghdad OE 14-15 Jul 09.

<sup>14</sup> Article 5, Security Agreement, p.5; [U] G-9\_Quarterly Historical Report\_(1MAY-18AUG)2009, p. 2, Historian's Files.

<sup>15</sup> Interview, Col. Kyle McClelland, FSCoord, MND-B, with Adams, 8 Oct 2009, Historian's Files.

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designated as Responsible Drawdown of Forces (RDOF), the brigades withdrew excess and non-mission critical equipment and returned and closed bases. This enormous logistical undertaking prepared future force reductions, base realignments and closures. At the same time, it confirmed that the Iraqi Security Forces were assuming the lead in providing security for their own country and that the U.S. forces were in the process of shifting to an 'advise and assist' role with emphasis on stability operations.<sup>16</sup>

Two months later on 25 October, terrorists struck again with synchronized attacks in central Baghdad's government district. Two massive car bombs went off near simultaneously at the Baghdad Provincial Council and the Ministry of Justice buildings killing more than 60 people and injuring well over 200 more. Newspaper reported as many as ninety killed and over six hundred injured.<sup>17</sup> In response to the attacks, MND-B, Special Operations Forces, and the BOC formed a combined Targeting Cell that concentrated its efforts on Al Qaeda in Iraq Vehicle Borne Improvised Explosive Device (VBIED) networks. MND-B also assisted the Iraqi government and Security Forces in a combined investigation of the December VBIED attacks and developed and provided additional intelligence to the BOC. In the Qadas, the brigades conducted combined, full spectrum operations with their Iraqi partners to disrupt VBIED network operations and insurgent support zones in the Baghdad belts.<sup>18</sup>

As the new targeting efforts took shape, the terrorists followed up with four vehicle-borne bombs on 8 December, only six weeks after the previous attacks. Three exploded again in central Baghdad near the Finance Ministry, in a tunnel leading to the Labor Ministry, and in a court building. A fourth car bomb targeted a police patrol in Doura, in the south of the city. In total the attacks killed more than one hundred twenty and injured several hundreds more.<sup>19</sup> In addition to the dead and wounded the third attack also claimed a political casualty as Prime Minister Al-Maliki came under intense criticism from Council of Representatives members. As a result of the criticism, he decided to transfer General Abud to Chief of Operations in the Ministry of Defense and replace him with sLt. Gen. Ahmad Hashem Aoudah, the former chief of Operations in the

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<sup>16</sup> (S) 90 Day Transitions (14 Feb), MND-B Task Org 200902,p 1; MND-B Plans Board 23 Jun 2009, p. 3, Appendix E, G5 Plans HISTORY REPORT Jul 08 thru Sept 09; (S) Appendix 17 (Responsible Drawdown) to Annex I (Service Support) to MND-B OPORD 09-01A (PEGASUS PURSUIT), 19 Apr 2009, p. 2; (U/FOUO) Multi-National Division - Baghdad Public Affairs, Weekly Themes and Messages, 21-27 June 2009, p.2, APPENDIX 06 (PAO THEMES AND MESSAGES) 090621, PAO Weekly FRAGO Input090621; Historian's Files.

<sup>17</sup> (S) Operational Focus and Summary, 250700 Oct 2009, p. 1; USSTRATCOM Foreign Media Analysis, Update: Twin suicide car bombings kill 90 in central Baghdad, 25 October 2009.

<sup>18</sup> (S) Daily Operational Focus and Summary, 170700 Dec 2009, p. 5.

<sup>19</sup> USSTRATCOM Foreign Media Analysis, Update: 127 killed in spate of Baghdad explosions, 8 December 2009.

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Ministry of Defense.<sup>20</sup>

With the new BOC commander settling into his responsibilities, the First Team spent the last month of its deployment laying the groundwork for the Multi-National Division Baghdad's transition to United States Division – Central (USD-C) on 1 January 2010. During this time, the division also set conditions for continued drawdown of forces, relief in place with ISF, and support for secure Iraqi national elections. At the end of the year of the 1st CAV's watch in Baghdad, enemy attacks on U.S. soldiers and installations averaged about ninety per month, a reduction of sixty-six percent compared to the same time in the previous year when there were more than two hundred sixty attacks a month. The increased security exacted at a price - forty-one of MND-B's soldiers and three civilian contractors lost their lives fighting the enemy.<sup>21</sup> On 13 January, 1st Cavalry Division transferred authority in USD-C to the 1st Armored Division.<sup>22</sup>

### **2. MND-B Task organization**

In February 2009, MND-B was an organization of six Brigade Combat Teams (BCTs) from a variety of divisions from across the Army: 1st and 3d Brigade Combat Teams (BCT), 4th Infantry Division; 3d BCT, 82nd Airborne Division; 2d Stryker Brigade Combat Team (SBCT), 25th Infantry Division; 2d BCT, 1st Infantry Division; and the 2d BCT, 1st Armored Division. The 4th Combat Aviation Brigade provided air support. The 225th Engineer Brigade (Louisiana Army National Guard) was in charge of route clearance, route sanitation, and troop construction. The 10th Sustainment Brigade was responsible for MND-B's logistical requirements. The 1st Cavalry Division's 2d and 3d BCTs of were deployed to theater and assigned to the Multi-National Division North (MND-N). Additionally, the 8th Military Police Brigade was under MND-B's operational control, while the division maintained tactical control of the 6th, 9th, and 11th Iraqi Army Military Transition Teams (MiTT) and the 1st and 2d Iraqi National Police Transition Teams (NPTT). The 56<sup>th</sup> Infantry Brigade Combat Team, 36<sup>th</sup> Infantry Division (Texas Army National Guard), defended the large Victory Base Complex which housed the headquarters for MND-B as well as the Multi-National Corps and the Multi-National Force- Iraq. The division had no international units attached.

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<sup>20</sup> (S) Daily Operational Focus and Summary, 100700 Dec 2009, p. 6.

<sup>21</sup> MND-B Protocol Office statistical data provided in response to request for information to CPT Lee, MNF-I, 4 Dec 2009.

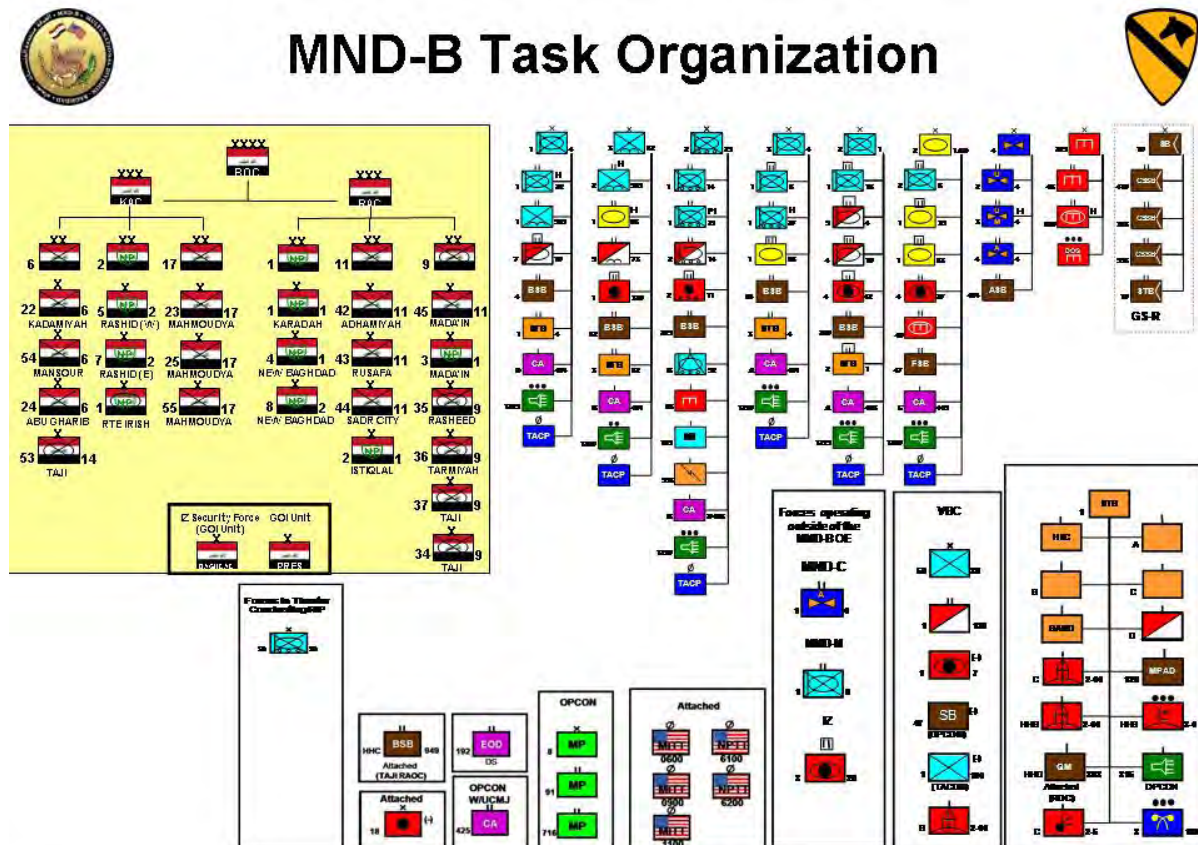
<sup>22</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 Nov 2009, p. 1.

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Figure 2. MND-B Task Organization, 10 February 2009<sup>23</sup>

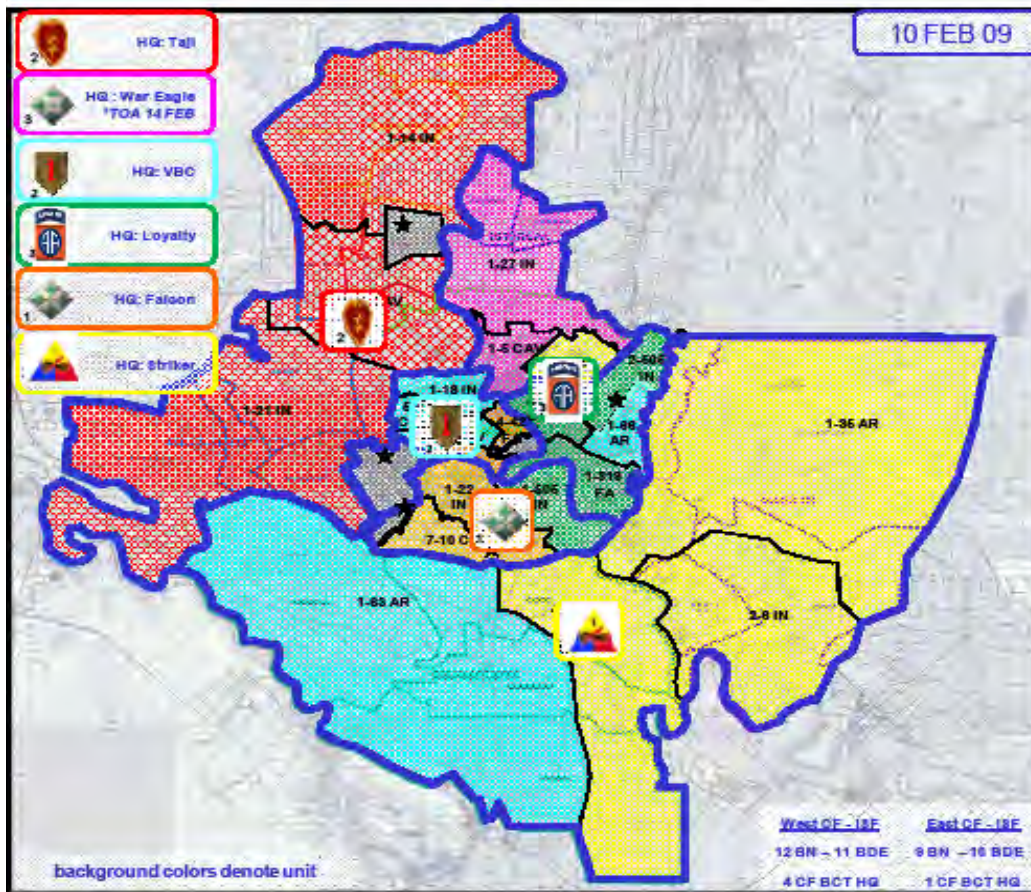


MND-B's terrain ranged from rural, sparsely populated areas serving as support zones in the suburbs of Baghdad, to densely populated urban areas inside the city. The combination of light, heavy, and Stryker equipped forces allowed the division to tailor each BCT with battalions representing a specific suite of capabilities most suited for the assigned battle space. Three of the six brigades, the 2/1 ID, the 1/4 ID, and the 3/82 ABN, were stationed entirely within the Amanat, and another, the 3/4 ID, occupied some battle space in the city.

<sup>23</sup> (S) MND-B Task Org Update 10 Feb 08 [sic], 10 Feb 2009, Historian's Files.

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Figure 3. MND-B Disposition, 10 February 2009<sup>24</sup>



Two weeks after the 1st Cavalry Division assumed responsibility as the headquarters for MND-B, the 56th Stryker Brigade Combat Team, 28th Infantry Division (Pennsylvania Army National Guard), relieved the 2nd SBCT, 25th Infantry Division, in place. By the beginning of March, MND-B's Operational Environment (OE) changed significantly with the loss of one brigade. The 3/4 ID transferred authority of its sector to the 3/82 ABN, expanding the BCT's area to include Sadr City, Adhamiyah and Istiqlal. The 1/4 ID also redeployed to the United States, transferring its sector to the 2/1 AD. The 2/1 ID expanded its OE westward to Nasir Wa Salam. Meanwhile, the 1st BCT, 1st Cavalry Division deployed to Baghdad and assumed authority of Istiqlal, Adhamiya, Sadr City and Rusafa. In turn, the 3/82 assumed responsibility of its new OE inclusive of Karada, and New Baghdad.<sup>25</sup>

<sup>24</sup> (S) Plans\_Update\_(20090211) Force Disposition Executive Overview (Release), Back Brief to Dragon 6, 11 February 2009, p. 5, Historian's Files.

<sup>25</sup> (S) 90 Day Transitions (4 Mar 09), 4 March 2009, p. 1, Historian's Files.

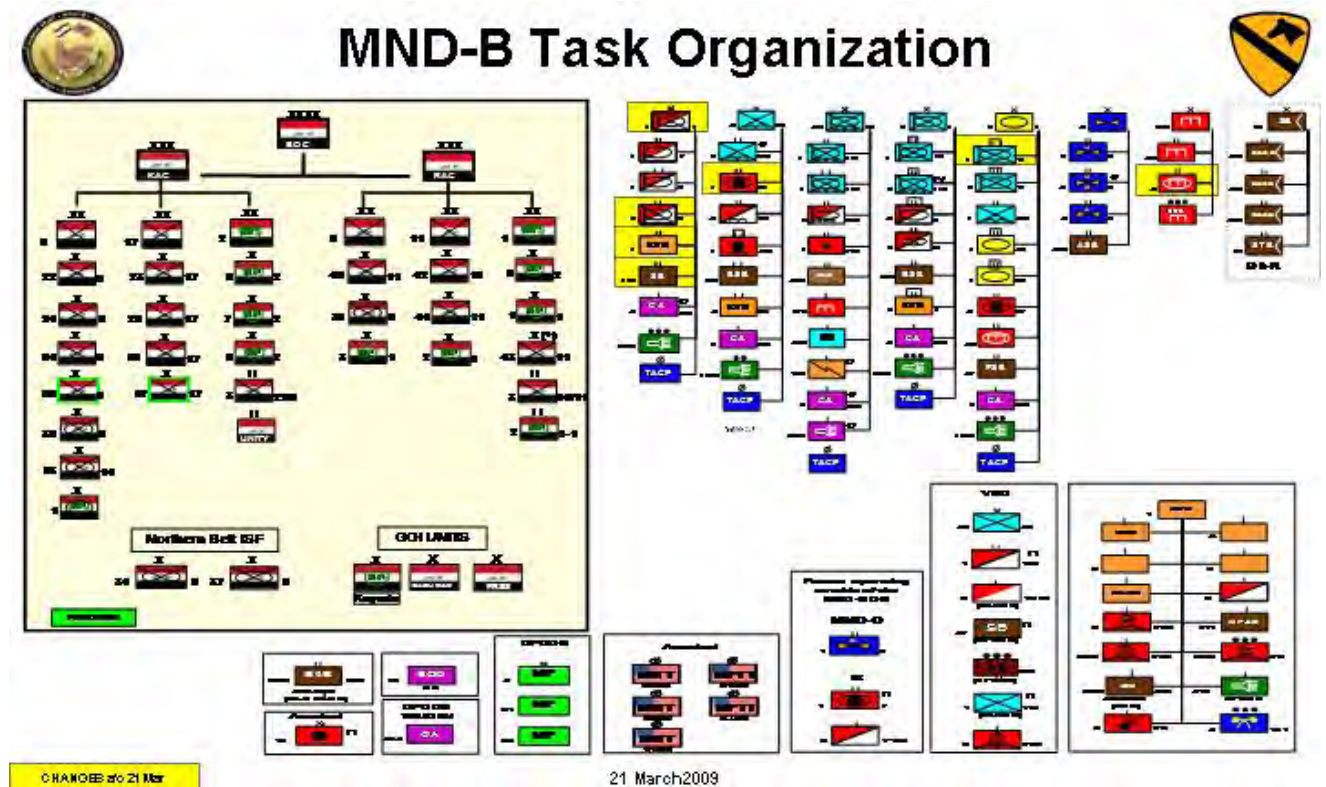
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Figure 4. MND-B Task Organization, 21 March 2009<sup>26</sup>



Thus, at the end of the month, MND-B had repositioned its BCTs so that each occupied urban and rural battle space. This new configuration set the conditions for compliance with the Security Agreement that mandated withdrawal of U.S. Forces from Iraq's cities by 30 June.

<sup>26</sup> (S) MND-B Task Org Update\_20090321, 21 March 2009, Historian's Files.

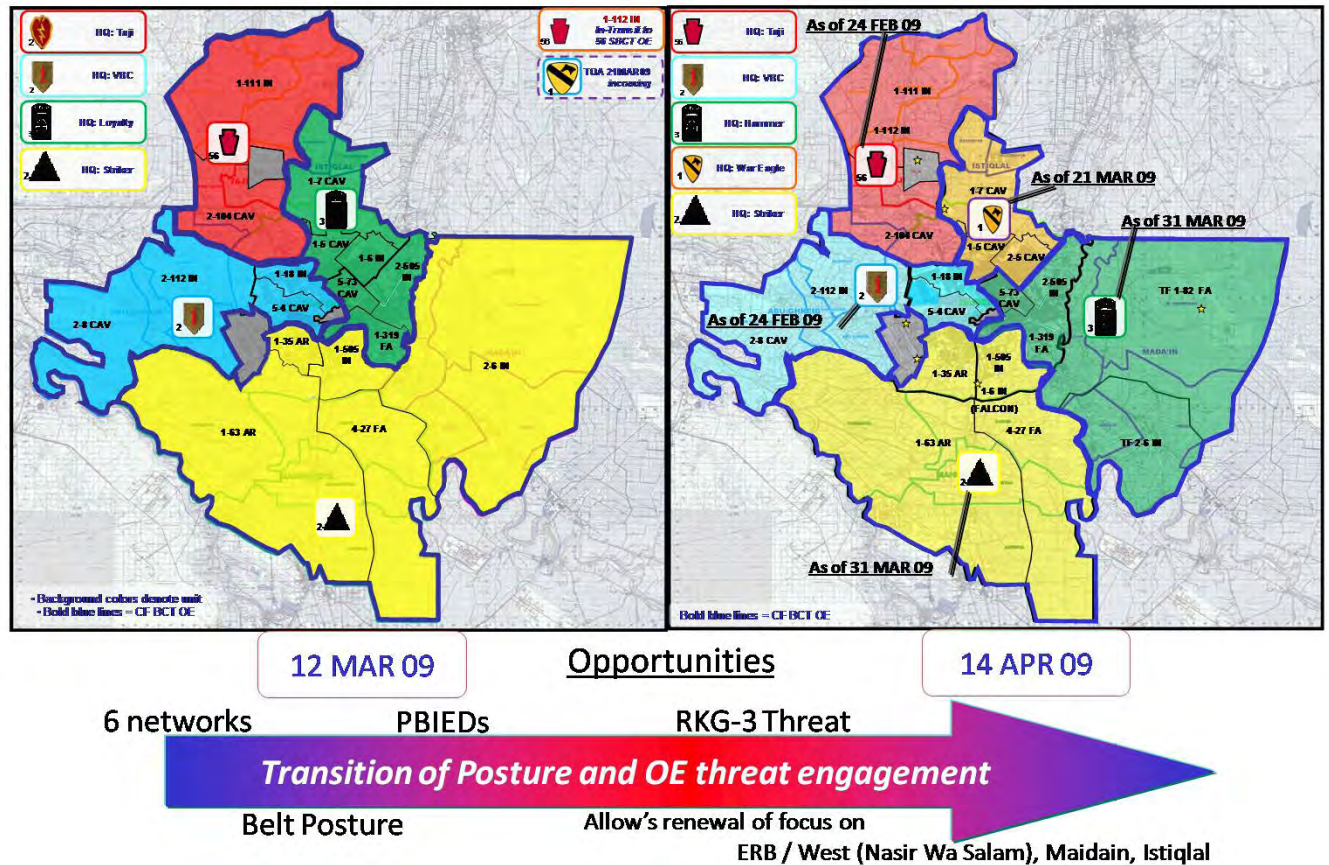
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Figure 5. MND-B Disposition, 22 March 2009<sup>27</sup>

## Realignment – Now through Endstate



By the end of June, the 1st Air Cavalry Brigade relieved the 4th Combat Aviation Brigade and the 30th Heavy Brigade Combat Team (North Carolina Army National Guard) assumed authority from the 2d Brigade Combat Team, 1st Armored Division. As a result, two of MND-B's assigned brigades were organic to the 1st Cavalry Division: the 1BCT and the 1 ACB.

<sup>27</sup> (S) 090322 SMA, 33 March 2009 (Briefing for SMA Preston), p. 1, Historian's Files.

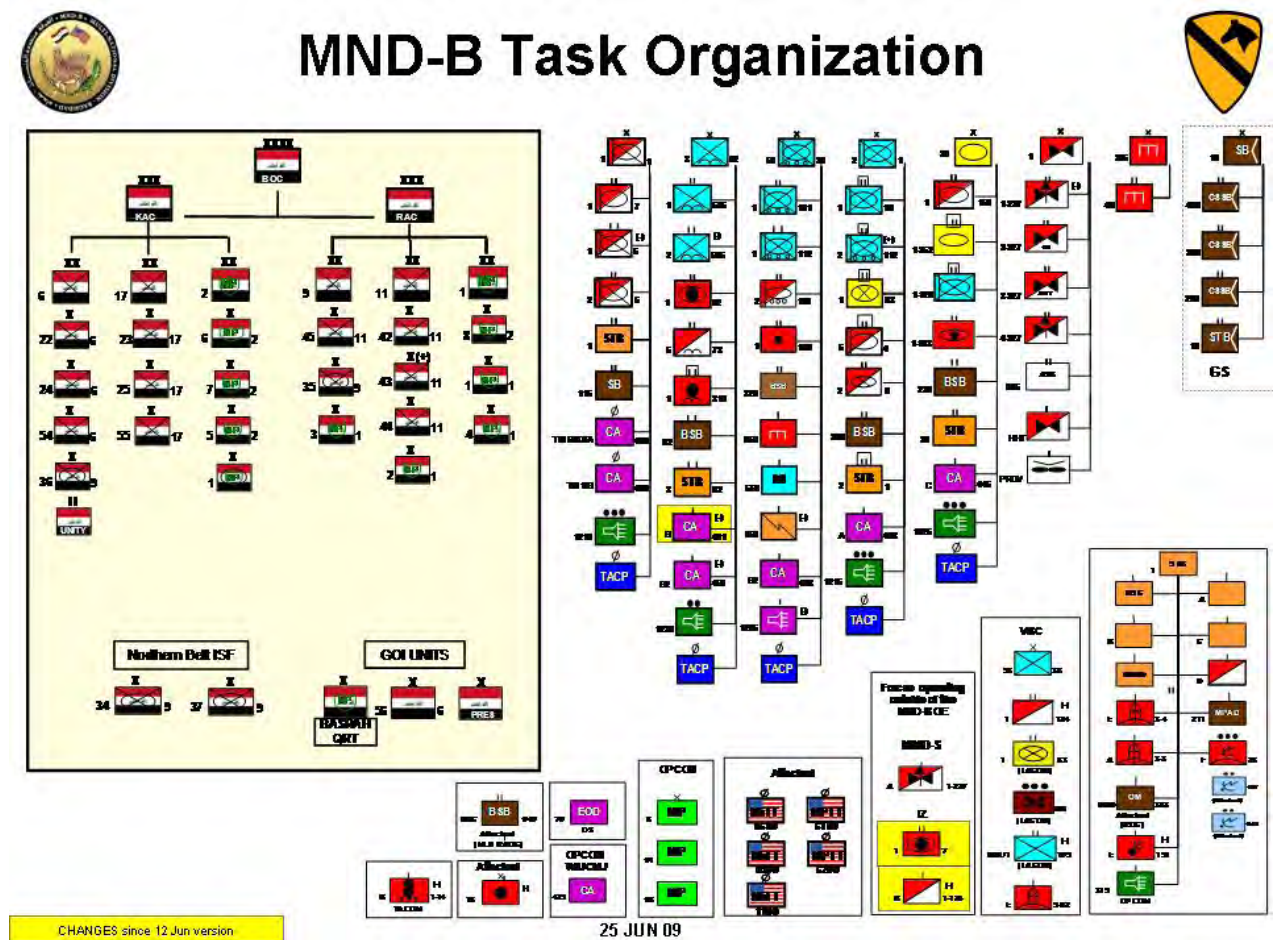
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Figure 6. MND-B Task Organization, 25 June 2009<sup>28</sup>



In preparation for implementation of Article 24 of the Security Agreement, four of MND-B's BCTs relocated thousands of troops from bases in the city to the Victory Base Complex (VBC) and rural FOBs: the 2/1 ID moved 4,000 Soldiers from bases in Mansour and Kadhimyah to VBC and Abu Ghuraib; the 1/1 CD relocated 1,500 Soldiers from Sadr City and Adhamiyah to Taji; the 3/82 ABN repositioned 4,000 Soldiers from New Baghdad, Rusafa and Karada to Hammer and Mada'in; and the 2/1 AD transferred 3,000 Soldiers from West and East Rashid to Falcon and Mahmudiyah. When the movements were complete by the middle of June, there were 14 joint Security Stations in the Baghdad Amanat manned by a total of 1,000 U.S. troops and approximately 1700 Iraqi Security Forces.<sup>29</sup>

<sup>28</sup> (S) MND-B Task Org Update (25 Jun 09), 25 June 2009, Historian's Files.

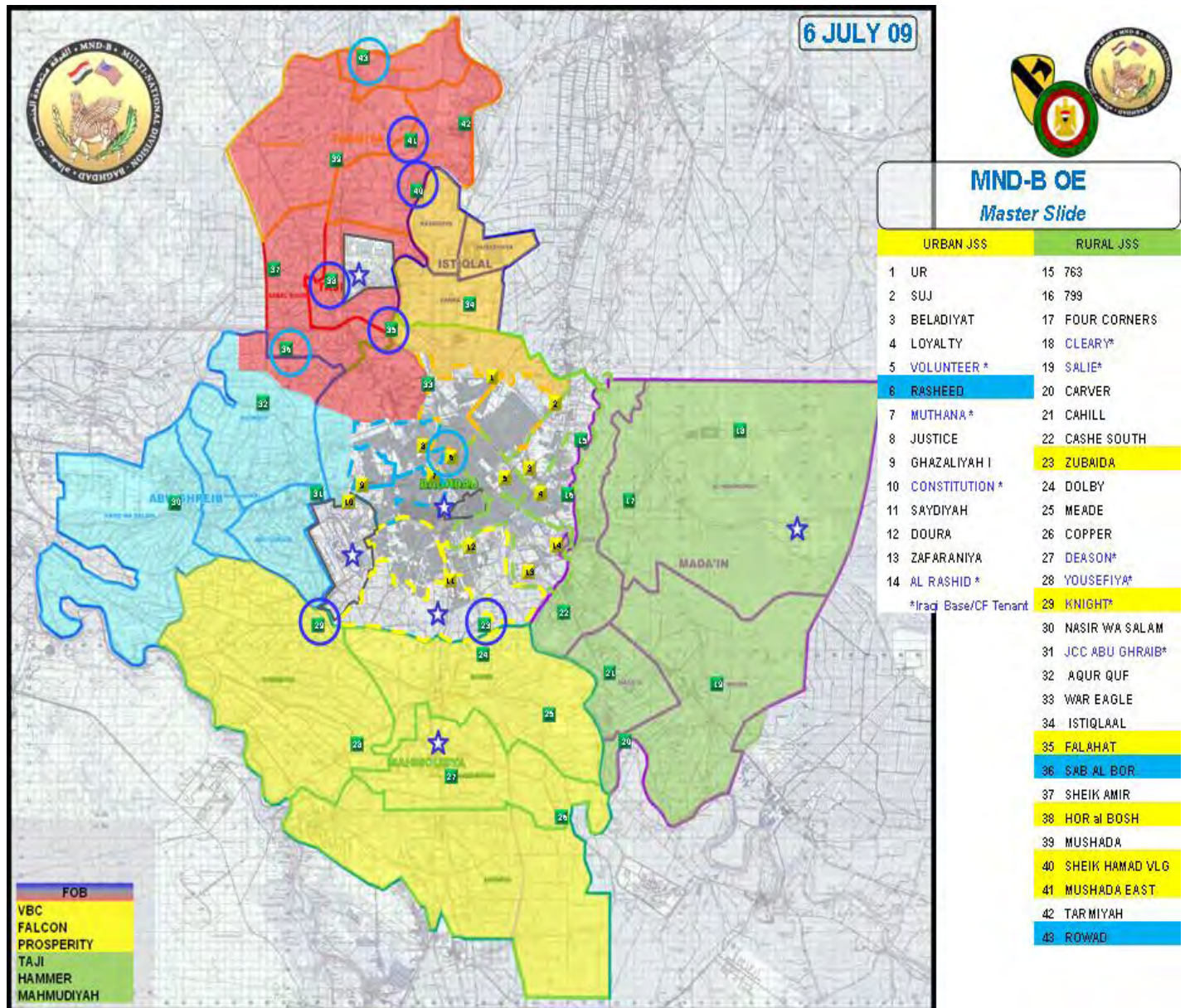
<sup>29</sup> (S) Plans Update (20090707), p. 20.

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Figure 7. MND-B Disposition, 30 June 2009



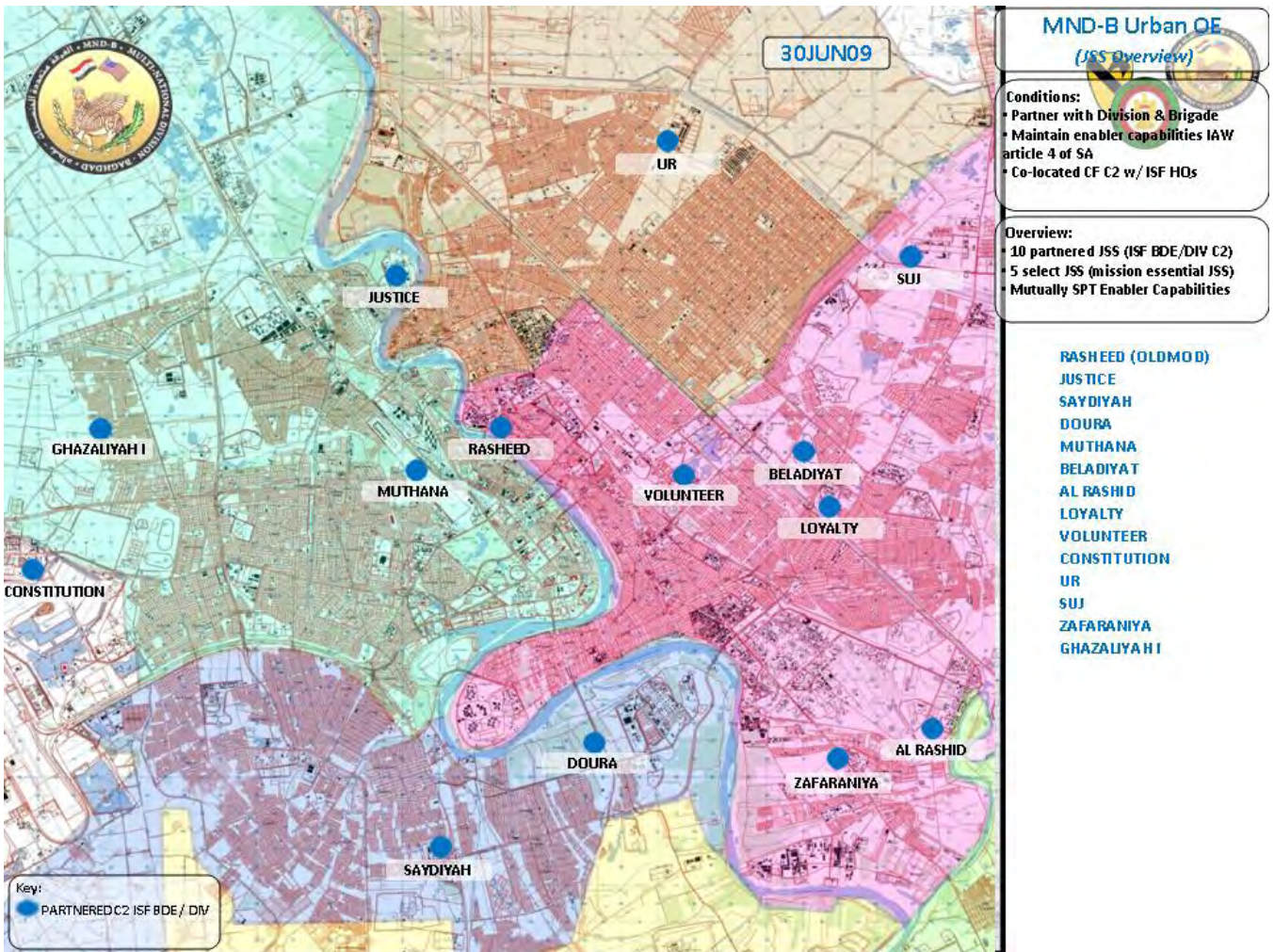
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Figure 8. MND-B Basing, 30 June 2009<sup>30</sup>



At the end of August began a nearly two months long process to reduce MND-B's number of BCTs from five to four, with one Heavy Brigade Combat Team redeploying without backfill. During the course of the process, all of MND-B's brigades shifted and realigned their forces into or out of the northwest Qadas and Beladiyas to account for this reduction. A complicating factor in this already complex situation was a gap of forces between the end of mission for 56 SBCT and 2/1ID and the arrival of 4/2 SBCT. MND-B mitigated the potentially dangerous shortfall through a reorganization of hot gun platoons in its operational environment. During the transition period, the 56 SBCT conducted RIP/TOA with the 1/1 CD of the Taji / Tarmiyah area, excluding the southern areas of Taji within the boundary of the 6th Iraqi Army Division. The 2/1 ID expanded its boundaries northward to assume responsibility for these areas. As a result, the entire 6th IA

<sup>30</sup> (S) Plans Update (20090708), pp. 7-8.

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Figure 9. MND-B Task Organization, 28 September 2009<sup>32</sup>



<sup>31</sup> (S) FRAGO 218 [Change To FRAGO 204 (5 To 4 BCT Transition)] To MND-B OPOD 09-01A (Pegasus Pursuit), 16 Jul 2009, pp. 1-4.

<sup>32</sup> (S) MND-B Task Org Update (28 Sep 09).

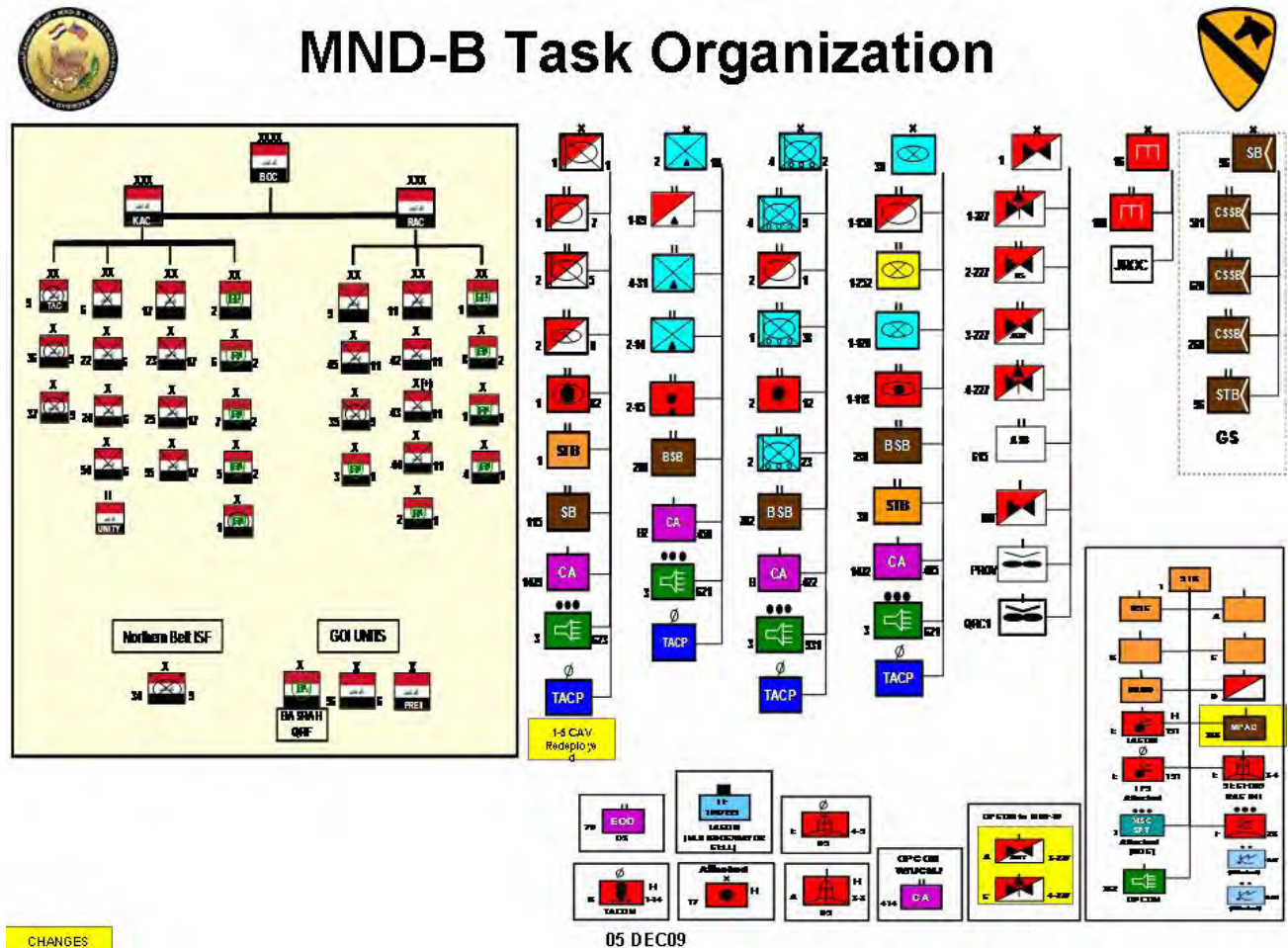


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assumed responsibility of the area in mid November and the 3/82 ABN redeployed.

Figure 10. MND-B Task Organization, 5 December 2009<sup>33</sup>



A partner in MND-B's efforts to build civil capacity and promote the rule of law was the U.S. State Department's Provincial Reconstruction Team-Baghdad (PRT-Baghdad). Set up to assist the Baghdad Provincial Government with developing a transparent and sustained capability to govern, it also supported the city's political and economic development. In addition to PRT-Baghdad, there were six Embedded Provincial Reconstruction Teams (ePRT) in MND-B's BCTs.<sup>34</sup>

<sup>33</sup> (S) MND-B Task Org Update 20091205.

<sup>34</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 2200 C DEC 08, pp. 6-7.

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### 3. Iraqi Security Forces

MND-B was partnered with Baghdad Operations Command (BOC). Prime Minister Nouri al-Maliki had established the command in February 2007 for the specific purpose of coordinating with the Coalition Forces to provide security for the Baghdad Province and its suburbs, protecting its infrastructure, inflicting maximum damage on terrorist elements, and enforcing the law. As a consequence, the Iraqi Army divisions stationed in Baghdad were removed from the Iraqi Ground Forces Command.<sup>35</sup> The BOC was a task organized force consisting of the Karkh and Rusafa Area Commands. Reflecting the command's authority over all Iraqi security forces in the city, including the police, the Iraq Ministries of Defense and the Interior each provided a deputy commanding officer. Together MND-B and the BOC conducted day-to-day coordination through the Baghdad Operations Command Advisory Team (BOCAT) to synchronize combined operations to protect the population in Baghdad. The Karkh Area Command (KAC), commanded sLt. Gen. Ali Hamadi, comprised of the 6th Iraqi Army Division, 17th Iraqi Army Division and 2d National Police Division, and commanded the ISF operating on the western side of the Tigris. The KAC partnered with the Karkh Police Directorate to coordinate security operations in Western Baghdad. The Rusafa Area Command (RAC) under the command of sMaj. Gen. Abdul Kareem Abdal Rahman Yusif on the eastern banks of the Tigris was organized according to the same pattern. This command was also made up of two Iraqi Army divisions, the 9IA and 11IA, and one National Police division, the 1NP. The RAC partnered with the Rusafa Police Directorate.<sup>36</sup> To achieve maximum coordination and partnership between the BOC and the area commands, task distribution between MND-B's Commanding General and his two deputies mirrored the organization of the BOC. While the division commander interacted with the BOC commander, the Deputy Commanding General-Maneuver supervised decisive, shaping, and sustaining operations of U.S. forces east of the Tigris River, namely the 1/1 CAV, the 3/82 ABN, the 8 MP BDE, and the 225 ENG BDE. On the western bank of the Tigris River, the Deputy Commander-Support guided the operations of the 56 SBCT, the 56 IBCT, the 2/1 ID, the 2/1 AD, and the 4 CAB, with the 192 Ordnance Battalion in general support. Both deputies also oversaw the partnership between the U.S. forces and the Iraqi Army, National Police, Police, and Sons of Iraq in

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<sup>35</sup> (S) BOC Brief (English final) [sic], 19 August 2009, p. 32, BOCAT, Shared Docs, BOC VIP Ops Brief to AOC 19 AUG 2009; (S) Baghdad Security Architecture, 15 Sep 2009, p. 1, BOCAT, Shared Docs, BOCAT Plans, MOI in the Lead; (S) BOC and CF Integration v1\_0, 2 Mar 2007, SJA Archive, BCT Welcome Packet (4ID Updates), BOC Documents (Updated), Historian's Files.

<sup>36</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 2200 C DEC 08, pp. 6-7; Terms of Ref CG Approved (TOR) – BOC, 1 Mar 2007, Historian's Files.

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addition to their functional areas of responsibility.<sup>37</sup>

In addition to the two area commands, the Provincial Directorate of Police (PDoP) was responsible for the operation, distribution, personnel, maintenance, budget and administration of Iraqi Police Forces in Baghdad Province.

Subdivided along the same geographic lines as the military commands, the Provincial Directorate had two subordinate directorates in Karkh and in Rusafa. Its main purposes were to serve as a conduit for the Interior Ministry's guidance to Iraqi Police (IP) Directorates and to coordinate with Coalition Forces (CF) to implement IP expansion and development.

Iraqi Security Forces (ISF) stationed in the MND-B area of responsibility were the 6th, 9th, 11th, and 17th Iraqi Army Divisions, and the 1st and 2nd National (Federal) Police Divisions. Under the overall command of General Abud Kanbar Hashim Al Maliki, Commander, Baghdad Operations Center (BOC), the divisions belonged two Security Districts on either side of the Tigris that divided the city. On the Eastern bank, the 9th and 11th IA Divisions and the 1st NP Division belonged to the Rusafa Area Command (RAC), encompassing Adhamiyah, Sadr City, New Baghdad, and Karadah. On the Western bank, the 6th and 17th IA Divisions and the 2nd FP Division stationed in Khadamiyah, Al Mansour, and Rasheed constituted the Khark Area Command (KAC).<sup>38</sup>

The Iraqi Commander and MND-B's Military or National Police Transition Teams team chief determined how well individual units of the Iraqi Security Forces met prescribed levels of personnel strength, equipment availability and unit training for its primary mission. The unit's overall readiness levels were: Level 1 (green): A Level 1 IA unit is capable of planning, executing and sustaining counter insurgency operations. The status of resources and training will neither limit flexibility in methods for mission accomplishment nor increase vulnerability of unit personnel and equipment. The unit does not require any compensation for deficiencies by Coalition Forces. Extreme situations may cause Coalition Forces mitigation. [...]

Level 2 (yellow): A Level 2 IA unit is capable of planning, executing and sustaining counterinsurgency operations with ISF or coalition support. The status of resources and training may cause isolated decreases in flexibility in methods for mission accomplishment but will not increase the vulnerability of the unit under most envisioned operational scenarios. The unit would require little, if any, compensation for deficiencies. Coalition Forces may choose to mitigate shortfalls in capability to ensure Iraqi success. [...]

Level 3 (orange): A Level 3 IA unit is partially capable of conducting

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<sup>37</sup> Maj. Gen. Daniel P. Bolger, Memorandum for Multi-National Division Baghdad Leaders, and Troopers, 10 Feb 2009, p. 1.

<sup>38</sup> (S) 5 Baghdad Security Districts, 2 July 2009, p. 1; (S) 6 BOC and IA and NP Leadership, 13 Mar 2009, p. 1, Historian's Files.

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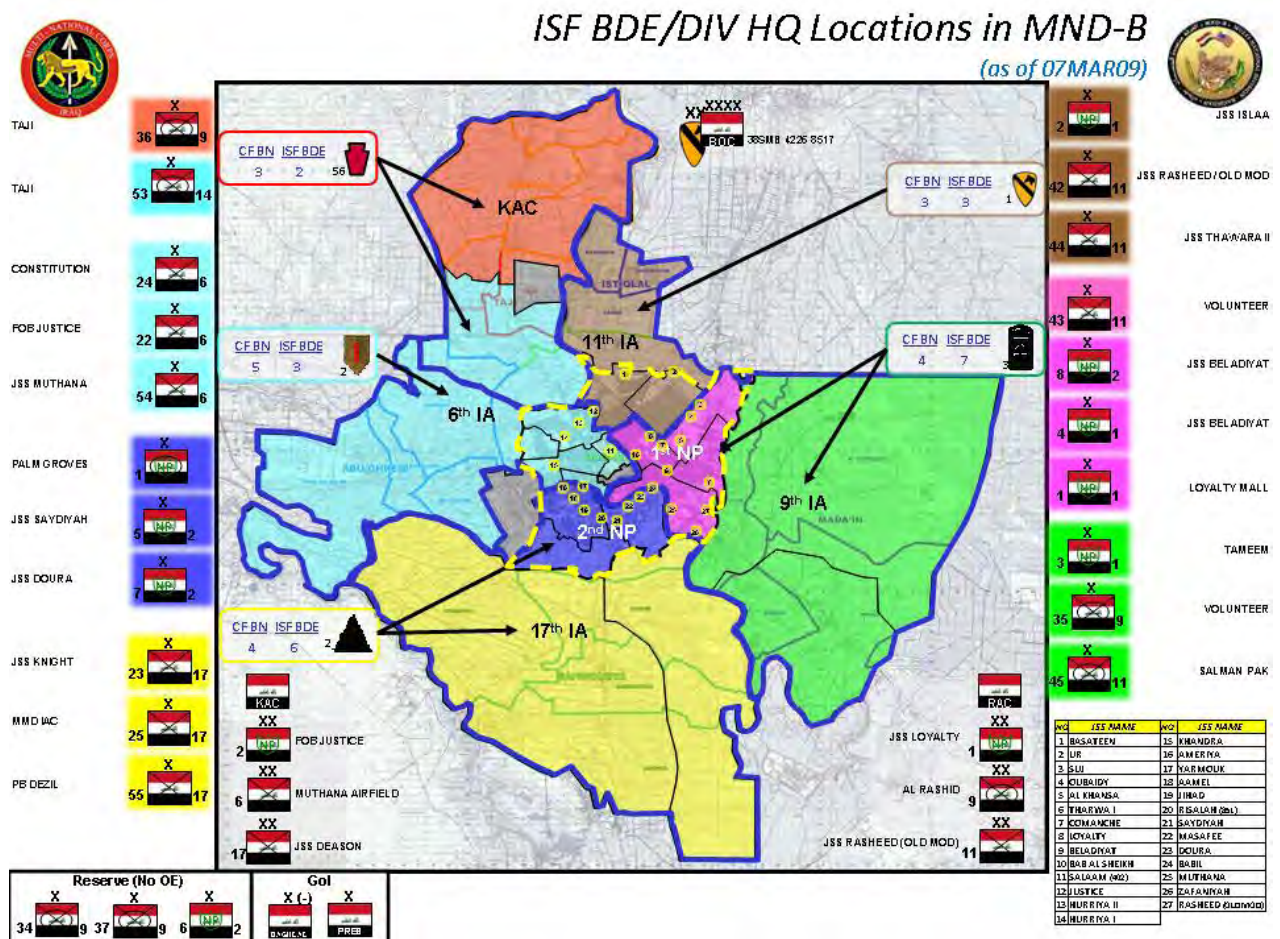
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counterinsurgency operations in conjunction with coalition units. The status of resources or training will result in a significant decrease in flexibility for mission accomplishment and will increase the vulnerability of the unit under many, but not all, envisioned operational scenarios. The unit would require significant compensation for deficiencies. [...]

Level 4 (red): A Level 4 IA unit is forming and/or incapable of conducting counterinsurgency operations. It may be directed to undertake portions of its wartime mission with resources on hand and significant assistance from partnership units. [...]<sup>39</sup>

By the time MND-B turned security operations in the Baghdad Amanat (Mayoralty) over to the ISF; the majority of units had achieved Level 2 (Yellow), with some units achieving a Level 1 (Green) status.

Figure 11. Iraqi Security Forces Disposition in the MND-B OE, 7 March 2009<sup>40</sup>



<sup>39</sup> Headquarters Multi-National Corps – Iraq, Baghdad, Iraq, MNC-I Operational Readiness Assessment (ORA) Report Implementing Instructions, 20 Mar 2009, p. 11, Historian's Files.

<sup>40</sup> (S) ISF BDE/DIV HQ Locations in MND-B, 7 Mar 2009, Historian's Files.

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#### 4. Enemy Forces and Situation

##### Al Qaeda

Al Qaeda in Iraq's (AQI) ultimate goal was to overthrow the Iraqi government and establish a self-styled Islamic Caliphate or Islamic State of Iraq that would impose strict religious codes. To achieve this goal, AQI intended to drive out the U.S. forces, to undermine Iraqi citizens' confidence in the government's ability to secure the country, to foster sectarian violence, and to terrorize the population. Its preferred methods were suicide attacks with either Person or Vehicle Borne Improvised Explosive Devices (PBIED/VBIED) against governmental installations and "soft" targets such as market places or large gatherings.<sup>41</sup>

To carry out these attacks, AQI maintained networks that planned and conducted attacks in the center of Baghdad in the Karkh district on the Western bank of the Tigris and in the adjacent Rusafa district across the river. It based its operations on a reliable supply routes for weapons, fighters, and funds in largely Sunni areas that accepted or tolerated its presence and goals. AQI had two large areas in the Northwest and in the South of Baghdad, called the Belts, served that purpose. The Northwest Belt spanning from the Taji/Tarmiyah area, and wrapping around the Northwestern section of Baghdad Province down to Abu Ghraib and from there out to Fallujah was the most vital and important support zone. It allowed AQI members to move unmolested and to hide in safe houses. Abu Ghraib and surrounding smaller neighborhoods had consistently low levels of AQI activity, while the Northwest area was quiet until late November when attacks against Sons of Iraq check points and Iraqi civilians began picking up. In contrast, the South Belt had sustained permanent damage when U.S. forces captured members of AQI's leadership before the 1st Cavalry Division arrived in January.

The Troop "Surge" of 2007 – 2008, heavily degraded AQI's network and cells, forcing the group to rebuild them. In addition to resurrecting its degraded capabilities, AQI's senior leadership decided in March 2009 on a new tactic. Instead of allowing all its networks to conduct attacks independently and on their own timescale, it issued guidance for an offensive called "Harvest of Prosperity" designed to focus and coordinate high profile attacks on specific targets in order to maximize the results. Initially, there was little change in the selection of attack targets, as AQI continued to target crowds of Shia with VBIEDs or Suicide Vests.

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<sup>41</sup>(S) G-2 ACE MND-B Information Paper, The Evolution of Al Qaeda in Iraq (AQI) from TOA to Present Day, 24 Dec 2009, pp. 6-7.



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That changed, when in April, AQI conducted almost a dozen near-simultaneous VBIED attacks throughout Baghdad. Despite the large number, the attacks were relatively ineffective because of the small size and poor construction of the bombs. In July, AQI refined the tactics of its new offensive. Calculated to boost the lethality of attacks, the group concentrated resources in particular areas, at the expense of others, to raise the number of simultaneous attacks there. On 19 August, the new tactic paid off when massive truck bombs in the International Zone killed more than one hundred and injured hundreds more. In celebration of their great success, AQI leaders proclaimed the beginning of “Harvest of Prosperity’s” second stage and labeled it “Prisoner’s Conquest.” The group now focused on attacking the Iraqi government, with its sectarian agenda taking a back seat because it did not have the desired effect. On 25 October and again on 8 December, AQI followed up with horrific acts of violence in the center of Baghdad. With these large-scale VBIED attacks, AQI proved that it was still capable of conducting high profile and high casualty attacks. While the massacres failed to shake the foundations of the Iraqi government, they enabled AQI to reclaim its place as a viable terrorist threat group.

Throughout the “Harvest of Prosperity” offensive, AQI tried to convince Iraqi Sunni resistance groups to forgive past grievances and cease infighting. To convince its desired partners of its sincerity, the terrorist group suspended attacks on Sunnis. In this coalition-building effort, Al Qaeda paid special attention to “Muqawamah” [Rejectionist] groups such as Ansar al Islam, Jaysh al Islami (Islamic Army in Iraq; JAI), and Jaysh al Mujahidin (Mujahidin Army; MA) to try to increase cooperation with them. These groups had a nationalist agenda that aimed to force the withdrawal of U.S. forces from Iraq and to remove the Shia dominated government and replace it with a Sunni Islamic government under Sharia law. After some early successes, negotiations between AQI and the various groups failed, however, because the Muqawamah [Rejectionist] refused to sign on to the terrorist group’s vision for the Islamic State of Iraq. In response, AQI resumed attacks against Sunnis.<sup>42</sup>

### **Muqawamah [Rejectionist]**

Muqawamah groups within MND-B tended to employ similar tactics, techniques, and procedures. They included kidnappings, IEDs, small arms fire, indirect fire, sniping, Under-Vehicle Improvised Explosive Devices, ambushes, RKG-3 High Explosive Anti-Tank hand grenades, and propaganda.

The Mujahidin Army operated in villages west of Taji, Mushada, and

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<sup>42</sup> (S) G-2 ACE MND-B Information Paper, The Evolution of Al Qaeda in Iraq (AQI) from TOA to Present Day, 24 Dec 2009, pp. 1-3, 6.

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Tarmiyah. Since Jaysh al-Islami had joined the Awakening movement in 2006 to fight against AQI, its cells within MND-B were mostly located near Sons of Iraq checkpoints west of Taji in the North and in the Latifiyah area, the Madain, the Ja'ara and Duraiya in the South. The Abu Ghraib, Southern Ghazaliyah, and Mansour neighborhoods were operating areas for the 1920 Revolutionary Brigade (1920RB), another militant nationalist group that provided an ideological home for displaced former Ba'athists. This group openly cooperated with AQI to carry out IED and small arms fire attacks on U.S. patrols. After 30 June, attack levels for all Muqawamah groups decreased.<sup>43</sup>

### **Asa'ib al Haq: Reconciliation and Political Process**

Shiite cleric Muqtada al Sadr, founder of the Jaysh al Mahdi (JAM) or Mahdi Army, established Asa'ib al Haq (AAH) in 2004 as a secret militant wing of his private army. At that time, the Coalition Forces categorized AAH's as a Special Group (SG) that targeted Sunni Iraqi civilians and Coalition Force soldiers. In the following years, AAH separated from the Mahdi Army to pursue its own agenda of expanding Iran's political influence in Iraq and to drive the Coalition Forces out of the country. It continued its operations with varying success until 2008, when U.S. counterinsurgency operations combined with the troop "Surge" led to JAM's and AAH's disintegration. In October of that year, AAH's leadership halted all operations and began amnesty negotiations with the Government of Iraq. The ceasefire continued through the remainder of the year and into 2009.<sup>44</sup>

### **Promised Day Brigade (PDB)**

Two months before AAH ceased fire, Muqtada al Sadr declared that JAM would separate into two parts: firstly, an interest group called Mumahidun that would promote Islamic heritage and ideology in general and Mahdi principles specifically, and secondly, a militant unit called Muqawimun, responsible for protecting al Sadr and carrying out operations at his direction. When the U.S. and Iraqi governments negotiated a Security Agreement in late fall 2008, al Sadr believed that the new agreement was an American ploy to disguise the fact that it intended to occupy Iraq indefinitely. Consequently, he ordered his personal protection force to transform into a resistance brigade known as Promise Day Brigade (PDB) to fight U.S. forces. It became more active after May of 2009,

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<sup>43</sup> (S) G-2 ACE MND-B Information Paper, The evolution of the Rejectionist groups within MND-B from TOA to present day, 18 Dec 2009, pp. 5-7.

<sup>44</sup> (S) G-2 ACE MND-B Information Paper, AAH, 22 Dec 2009, pp. 2-3.

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specializing in attacks using indirect fire and Explosively Formed Penetrators (EFP).<sup>45</sup>

### **Khata'ib Hezbollah**

Khata'ib Hezbollah (KH) was one of four separate groups that used the Hezbollah name. The other groups were the original Lebanese Hezbollah, a terrorist organization that served as Khata'ib Hezbollah's model; Harakat Hezbollah, a minor Shia militant and political group, formed in 1981 in southern Iraq to oppose Saddam Hussein's regime; and Iraqi Hezbollah, another Shia group formed in 1994 to fight Saddam Hussein's Regime. The current iteration operated very differently than its predecessors. Founded in mid-2007, the KH was Iran's most significant proxy within Iraq and would likely remain a threat to Iraq's government long after U.S. Force numbers had significantly decreased. To intimidate foes and impress followers, the group had posted videos of over 200 attacks against U.S. forces on their primary website, Alasab.com.

In April 2009, two months before the 30 June drawdown deadline, the BKH launched EFPs along the Karadah peninsula. Far from threatening vital U.S. installations in Baghdad, the attacks served primarily propagandistic purposes. Using footage gained during the attack, the network created information operation products claiming that it had resisted the occupation forces and had removed them from Iraqi cities. Throughout the year, the BKH primarily conducted EFP attacks and some indirect fire attacks in MND-B.<sup>46</sup>

## **5. Operational Framework**

When the 1st CAV assumed command of Multi-National Division Baghdad MND-B OPOD 08-02 (Operation Fardh Al Qanoon II), MND-B OPOD 09-01 (Transition to Civil Control), and a Security Agreement between the United States and the Government of Iraq provided the operational framework. The beginning of Operation Fardh Al Qanoon II in August 2008 signaled the formal end of the troop 'Surge.' Its purpose was to guide Coalition Forces (CF) in the transition from surge operations to security maintenance in order to transition from lead to partner to overwatch while continuing to support Iraq's political and economic development. As capabilities of the Iraqi Security Forces increased, the Coalition Forces would transfer more and more

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<sup>45</sup> (S) G-2 ACE MND-B Information Paper, The evolution of Promised Day Brigade (PDB) from TOA to present day, 22 Dec 2009, pp. 3-4.

<sup>46</sup> (S) G-2 ACE USD-C Information Paper, The evolution of Khata'ib Hezbollah (KH) from January 2008 to January 2010, 22 Dec 2009, pp. 7-8..

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responsibility for the security of the population to their partners. The long term goal was to pursue the establishment of a strategic partnership based on a reduced and sustainable CF presence.<sup>47</sup>

In November 2008, the United States and Iraq signed a Security Agreement that regulated the terms for the continued presence of U.S. Forces on Iraqi territory and recast their role as partners, supporters, and trainers of the Iraqi Security Forces. In December, MND-B prepared the ground for partnered CF and ISF operations when it published OPORD 09-01 (Transition to Civil Control). On 1 January 2009, the Security Agreement went into effect. In thirty articles the document defined the U.S. Forces' rights and duties in Iraq. It covered a broad array of issues including use of facilities and areas, property ownership, jurisdiction, and movement of vehicles, vessels, and aircraft. Of most consequence for MND-B's future operations were Article 4, describing the types of missions in support of the ISF the Government of Iraq expected U.S. troops to conduct; Article 22, requiring warrants for detentions; and Article 24, mandating withdrawal of U.S. Forces from Iraqi cities on 30 June 2009 and from all Iraqi territory no later than 31 December 2011.<sup>48</sup>

To prepare for the implementation of Article 24, MND-B provided MNC-I with a list of forty bases from which it would operate after 1 January 2009. This list served as a starting point for negotiations with the Iraqi government about the number and location of bases that U.S. Forces would be allowed to continue to occupy after 30 June.<sup>49</sup> Transfer and closing of Coalition Outposts that had served as tactical bases during the troop 'Surge' began right away, while the brigades retained Joint Security Stations (JSS) for the next half year. In general, a JSS would be manned by Transition Teams, partnered units no larger than a company, or Quick Reaction Forces, and would serve as Intelligence Surveillance and Reconnaissance platforms requiring minimal logistics support. On 15 January MND-B returned Contingency Operating Site (COS) Callahan to the Ministry of Trade and the return of COS Rustamiyah to the Ministry of Defense was scheduled for 31 March. MND-B also planned to transition COS Loyalty, COS Justice, and COS War Eagle into Joint Security Stations. Longer term plans envisioned MND-B operating from bases on the outskirts of Baghdad and retaining those Joint Security Stations that enabled partnership and maximized influence on the population and decisive terrain. At that stage, U.S. Forces would provide operational overwatch of Iraqi Security Forces capable of conducting independent operations.<sup>50</sup>

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<sup>47</sup> (S) MND-B OPORD 08-02 (Operation Fardh Al Qanoon II), 1 Jul 2008, p.3.

<sup>48</sup> Security Agreement, pp. 3-4, 18-19, and 20.

<sup>49</sup> (S) MND-B Base Return or Closure Projections (as of 28 DEC 08), MNC-I C7 Basing MNDB\Base Analysis Data Sheets, Historian's Files.

<sup>50</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 12-13.

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The purpose of OPORD 09-01 (Transition to Civil Control) was to protect the population and enable the Baghdad Provincial Government to sustain political and economic progress. MND-B received orders to conduct decisive, shaping, and sustaining operations along three lines of effort: security, partnership and transition, and civil capacity.<sup>51</sup> Decisive operations in partnership with ISF aimed at defeating violent extremists (VE) in Baghdad through combined full-spectrum operations and precision targeting and raids to capture or kill VE leadership to deny resurgence of organization and activity. With ISF in the lead, the combined offensive operations would target the remaining VE and terrorist networks while operating in accordance with Iraqi Law and the Security Agreement. Through partnership, MND-B would also support ISF control of key terrain within the rural Qadas to protect the population and enable the transition to civil control. Shaping operations contributed to security through enhancing the capability of the ISF and the ability of local and provincial governments to provide essential services to the people. In coordination with the BOC, MND-B would focus on efforts to develop the capability of the Iraqi Police so that they could gradually assume primacy within select areas of Baghdad and progress towards complete primacy to transition to civil control. To comply with the Security Agreement, MND-B would re-align its bases in Baghdad and operate from JSS and bases on the outskirts of the city. The purpose of sustaining operations was to generate and maintain combat power and enable maneuver units to support the decisive operation.<sup>52</sup>

In April, MND-B published OPORD 09-01A (Pegasus Pursuit) in preparation of the implementation of Article 24 of the Security Agreement requiring the bulk of U.S. combat forces to leave the Baghdad city center and to conduct combined operations in the suburban and rural Qadas. The order was designed to counter AQI network attacks on Sons of Iraq and Iraqi Security Forces in the Khark and Rusafa areas and Violent Extremists assaults on major supply routes in Sadr City and New Baghdad. In the Qadas, the Iran-financed Baghdad Khata'ib al Hezbollah (BKH) persisted as a serious threat to U.S. and Iraqi forces.<sup>53</sup> While the division's campaign design remained unchanged, the decisive, shaping, and sustaining operations took on new meaning. Decisive Operations (Partnership) aimed to enable the ISF. In the city, Military Transition Teams and National Police Transition Teams, provided by partnered BCTs, worked to increase the professionalism of the ISF through combined planning and liaison capability. Partnership in the rural Qadas consisted of combined offensive operations targeting threat networks and denying and disrupting the

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<sup>51</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 8-11.

<sup>52</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, p. 9.

<sup>53</sup> (S) MND-B OPORD 09-01A (Pegasus Pursuit), 19 Apr 2009, p. 1.

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enemy support zones. Shaping Operations (Targeting) inside the city consisted of developing the ISF's ability to attack targets, to gain intelligence from detainees and physical evidence, and to build cases for detention and prosecution. The development of the ISF's intelligence collection, analysis, and fusion with the targeting process was a key to conducting independent targeting and attacking time sensitive targets. Targeting in the rural Qadas consisted of combined target development and a combined force attacking time sensitive targets. These combined targeting operations denied the enemy the ability to support attacks or to operate freely in their support zones. Sustaining Operations (Civil Capacity) inside the city aimed at completing planned and resourced projects while enabling the Provincial Reconstruction Team to deploy program resources in support of the Amanat. In addition, projects that enabled the ISF to sustain security inside the city continued. Civil capacity in the rural Qadas used Commanders' Emergency Response Program funds to enhance security and to mitigate the impact of combined offensive operations. Brigade Combat Teams and their embedded Provincial; Reconstruction Teams identified projects, provided services and micro grants that helped to deny the enemy the ability to exploit poor conditions or infrastructure. The Brigades chose projects and micro-grants for their potential for promoting job growth and enhancing essential services.<sup>54</sup>

Accordingly, MND-B's Campaign Design envisioned decisive operations "by, with, and through" Iraqi Security Forces as partners. To create the conditions for true partnership between American and Iraqi forces, the division planned to realign its force structure and battle space to fit those of the Iraqi Army, National Police, and Police in an effort to assist the development of Iraqi Army unit capability and to increase the capability of the Iraqi Police. Shaping operations aimed to maintain and enhance security in Baghdad through defeating violent extremist networks and denying a resurgence of Al Qaeda in Iraq. Integration of MND-B's and the BOC's warrant based targeting process formed the basis for the achievement of this goal. Three linked lines of effort constituted sustaining operations to increase civil capacity in Iraq. MND-B assisted Provincial Reconstruction Team Baghdad, the embedded PRTs', and the brigades' initiatives in support of governance, the rule of law, and elections. The division also backed efforts to provide essential services and promoted economic pluralism. One particularly important economic program was the transitioning of members of the Sons of Iraq – former insurgents turned pro-Government of Iraq and Coalition Force guards and militia - into government jobs.

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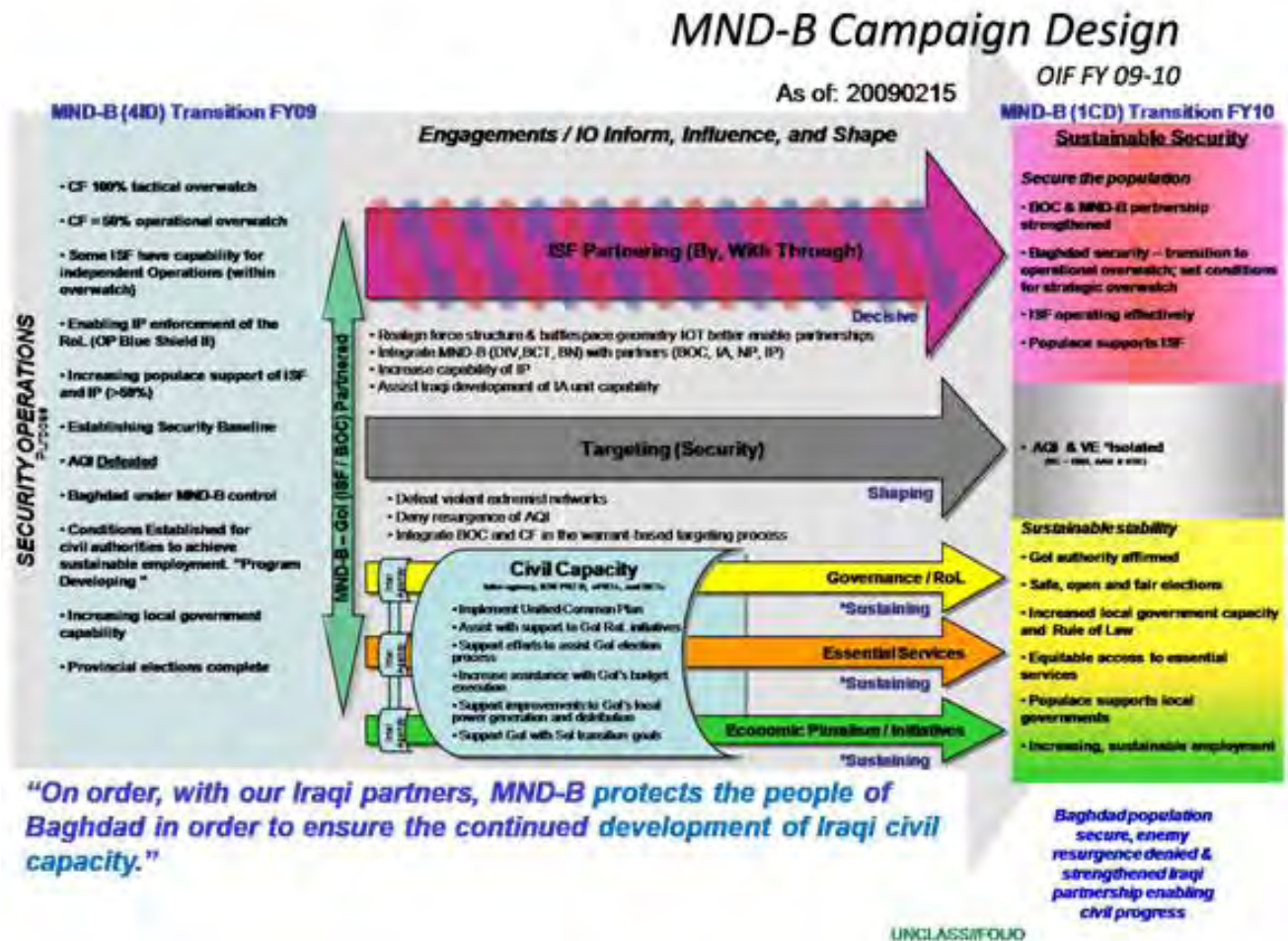
<sup>54</sup> (S) MND-B OPORD 09-01A (Pegasus Pursuit), 19 Apr 2009, p. 3.

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Figure 12. MND-B Campaign Design, 15 February 2009<sup>55</sup>



In the middle of November, MND-B published OPOD 10-01 (Support to Elections) covering the length of the Iraqi parliamentary elections process including Election Day and the seating of the government. The elections were scheduled to take place on 7 March 2010.<sup>56</sup> If successful, they would mark the first change of governance for the new sovereign Iraq, signaling its emergence as a democratic entity in the Middle East. The U.S. Embassy in Baghdad defined success for the elections as a legitimate process resulting in a peaceful transition of power, with the results accepted by the Iraqi people. To witness and verify that elections were credible and legitimate, international observers and monitors would travel throughout the country and visit its polling stations. On Election Day, the Iraqi Security Forces would provide security voting centers and

<sup>55</sup> MND-B Campaign Design 20090215.

<sup>56</sup> USSTRATCOM Foreign Media Analysis Program, Iraq sets parliamentary elections on March 7, 9 Dec 2009. Historian's Files.

surrounding areas.<sup>57</sup>

Decisive operations during this period, in which the 1st Cavalry Division would transfer authority in the MND-B OE to the 1st Armored Division, remained focused on established partnerships to enable Iraqi Security Forces to maintain security through the elections and seating of the government. To shape the operational environment, MND-B's BCTs and their ISF partners continued time sensitive targeting and supported efforts to target terrorist and violent extremist network leaderships. In the process, the brigades worked to develop and expand ISF intelligence collection, analysis, and fusion with the targeting process as a key capability to conduct independent targeting. At the same time, the ISF also gained the ability to gather intelligence, collect physical evidence, action targets, and build cases for detention and prosecution. MND-B contributed to the legitimacy of the elections through assisting Provincial Reconstruction Teams in providing movement, life support and communications to the United Nations Assistance Mission for Iraq and other international observers.<sup>58</sup>

In the months preceding the elections, MND-B conducted Operation Barq to disrupt and/or delay terrorist and violent extremist network attack planning cycles and facilitation efforts for upcoming attacks. Decisive to this effort were continued partnered offensive operations across the Operational Environment, attacking both the terrorist networks and violent extremist networks at all levels. MND-B units provided enabler support, to include intelligence, surveillance, and reconnaissance and logistics support to ISF partners to shore up security during the elections period. All units continued to support the ISF's assessment of infrastructure and critical targeted facilities. The brigades continued focused, intelligence driven operations while continuing collaborative partnered exploitation and intelligence sharing with the ISF.<sup>59</sup>

## **6. Summary of Tactical Operations<sup>60</sup>**

### **a. Pre-deployment Training through Transfer of Authority**

On 19 December 2007 the 1st Cavalry Division transferred its responsibilities as headquarters for the Multi-National Division Baghdad to the 4th Infantry Division. After thirteen months of deployment, the First Team returned to Fort Hood for rest, reset, and soon, preparation for another

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<sup>57</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 Nov 2009, pp. 1-2.

<sup>58</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 Nov 2009, pp. 5-6

<sup>59</sup> (S) FRAGO 001 [Operation Barq (Lightning) - Election Period Security] to MND-B OPORD 10-01, 15 Nov 2009, pp. 5-6.

<sup>60</sup> Lessons Learned are embedded.

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deployment. During the spring and early summer of 2008, the division received new personnel, including a new command group and most of the staff primaries. In April, Maj. Gen. Daniel P. Bolger took over as commander and Brig. Gen. Frederick S. Rudesheim joined the 1st CAV to serve as Deputy Commanding General (Support). Col. Timothy D. Parks, the new Chief of Staff, arrived during the same month. In May, Brig. Gen. John M. Murray assumed his position as Deputy Commanding General for Maneuver and one month later, the division's new Command Sergeant Major Rory L Malloy took up his duties.<sup>61</sup>

While many were newcomers to the First Team, for some of the leading staff officers it was a return. Gen. Murray had served as commander of the 3rd Brigade from 2003-2005 and Col. Kurt J. Pinkerton, the new G3 Operations Officer, had commanded the 2d Battalion, 5th Cavalry Regiment since 2005. Six other primary staff officers continued in their old positions. Lt. Col. Elyun Gines had served as the 1st CAV Strength Manager in 2005 and returned as the division's G1 Personnel officer in late 2007 in Iraq. When the First Team returned to the Multi-National Division Baghdad headquarters building in 2009, Gines moved into the same office, he had occupied, he worked with the same people, and, as he put it, "It is like I never left."<sup>62</sup> Lt. Col. Michael W. Snow also joined the 1st CAV 2007 in Iraq. As the division's G4 Supply Officer, his staff section's efforts were central to building the infrastructure for implementation of the new counterinsurgency strategy adopted at the beginning of the troop "Surge." During the 2009 deployment, he was again instrumental in directing the reversal of the buildup of Joint Security Stations and the "Responsible Drawdown" of troops from the country.<sup>63</sup>

Training and preparation for deployment began as soon as the new staff members arrived and included an internal Staff Exercise, one month-long Mission Rehearsal Exercise, and a Pre-Deployment Site Survey in Baghdad at the end of July 2008.<sup>64</sup> The training of the Division Special Troops Battalion (DSTB) Soldiers focused on individual skills such as marksmanship, Army Warrior Tasks, and Combat Life Saver classes. Overall, the battalion conducted more than thirty small arms ranges to improve marksmanship and close quarters' battle. Using an Engagement Skills Trainer 2000, a structure that simulated eleven different weapons training events that led to life-fire individual weapon

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<sup>61</sup> Information based on Leadership Biographies published on the 1st Cavalry Division Web Page at <http://www.hood.army.mil/1stcav> accessed on 29 Jul 2009; resumes published on <https://www.gomo.army.mil>, accessed on 29 Jul 2009.

<sup>62</sup> (S) Interview, Lt. Col. Elyun Gines, MND-B G1, with Adams, 10 Jul 2009, Camp Liberty, Iraq, Historian's Files.

<sup>63</sup> (S) Interview, Lt. Col. Michael W. Snow, MND-B G4, with Adams, 1 Jul 2009, Historian's Files.

<sup>64</sup> (S) 1 CD LR SNL List, undated; 1 CD LR IPR 080718, 18 Jul 2008; Transition Brief 080728 1745, 28 Jul 2008; (S) 1 CD LR CMO, 30 Jul 2008; (S) G5 Takeaway 080809 2240, 8 Aug 2008, 1 CD Leader Recon, G5 Archive, Historian's Files.

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qualification, and a Warrior Skills Trainer, another system that trained Soldiers through 3-D simulations of virtual representations of Baghdad to prepare them for travel in the city, allowed the DSTB to hone skills and maximize resources. Other exercises included three Buddy Team Life Fire Exercises to improve individual movement techniques for advance under direct fire.<sup>65</sup>

While training the troops for deployment had become routine for DSTB, creating and training of a D Troop, the First Cavalry Division Security Troop presented a challenge. Even more so because General Bolger directed that the 1st CAV D-Troop would be equipped and function as a motorized infantry company with security as its primary task. His guidance for the new unit was the same as for any other: if it had contact with the enemy, not to break contact, but to maintain, fix, and finish the enemy. The battalion S3 Training Section together with the new D Troop Commander tackled the task of building the unit from scratch.<sup>66</sup> Once established, D Troop went through a training regimen that included individual skills and marksmanship training, fire team, crew, and squad battle drill exercises, two HMMWV Scout Gunnery exercises, four Military Operations in Urban Terrain Field Training Exercises, and dismounted and mounted counter-IED patrols. Further planning for transportation and travel, Soldier Readiness processing, and mental preparation for Soldiers and their families capped off the deployment preparations for the battalion.<sup>67</sup>

### Deployment

A DSTB “torch party” of sixteen officers and non-commissioned officers departed Fort Hood, Texas on 2 January 2009 to establish a forward command and control element and to set conditions for reception, staging, onward movement, and integration (RSOI) in Kuwait. Within ten days, the group opened a Tactical Operations Center and prepared living quarters for the battalion. It also made plans for creation of a Port Support Activity, a provisional organization designed to assist the port operator at Kuwait Naval Base in receiving, processing, and clearing equipment necessary for marshalling an Advanced

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<sup>65</sup> Engagement Skills Trainer (ETS) 2000, accessed on 1 Aug 2009 at <http://www.fas.org/man/dod-101/sys/land/wsh/90.pdf> ; Jane's Warrior Skills Trainer (WTS), Land systems – Tactical engagement simulation, accessed on 31 Jul 2009 at <http://www.janes.com/articles/Janes-Simulation-and-Training-Systems/Warrior-Skills-Trainer-WST-United-States.html>; Training Circular 7-9, Infantry Life-Fire Training, Chapter 3. Buddy Team Training, pp. 3-1 – 3-6, 30 September 1993, Headquarters, Department of the Army, Washington, D.C.

<sup>66</sup> Interview, Lt. Col. Christopher Coglianese, Executive Officer, Division Special Troops Battalion, 1st Cavalry Division, with Adams, 27 August 2009; Interview, Lt. Col. Matthew Karres, Commander, Division Special Troops Battalion, 1st Cavalry Division, with Adams, 27 August 2009

<sup>67</sup> (S) Command Report 09-01, Division Special Troops Battalion, 1st Cavalry Division, Period Covered 1 Jan to 1 May 2009, 1 Jun 2009, pp. 7-8 Historian's Files.

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Echelon (ADVON) and the Main Body from Kuwait City International Airport to Camp Buehring, then onward to Iraq. On 12 January, the 150 member ADVON arrived in Kuwait on its way to Baghdad to set the conditions in for successful arrival, relief in place and transfer of authority. The Port Support Activity element that was embedded with the ADVON, immediately set out for Kuwait Naval Base to assist with the download of unit equipment and vehicles.

The first groups of the main body arrived in Kuwait three days later and remained there until the end of the month. DSTB used this time to meet the U.S. Central Command mandated training requirements. The troopers received briefings covering Counter-Improvised Explosive Device (IED), Counter Radio controlled IED Electronic Warfare, Anti-fratricide, and Escalation of Force. They also took turns in simulated HMMWV Egress Assistance Training and went to a range to Test Fire/Confirm Zero of all weapon systems. In addition to the mandatory requirements, the battalion trained above the standard by adding IED Defeat leader training, close quarters marksmanship, Human Intelligence analysis Training, and medical task training. The soldiers belonging to D Troop conducted specialized training such as Crew Leader tasks, dismounted patrolling exercises, motorized platoon live fire exercises, and land navigation. On 23 January, the first groups of 1,068 personnel of the division headquarters main body moved to Ali Al Salem Airbase for flights to Baghdad International Airport (BIAP). At the same time, three strategic air movements took other intelligence and communications equipment, particularly the Joint Node Network Hub systems.<sup>68</sup>

In the division's deployment process, the G4 Division Transportation Office (DTO) oversaw and tracked the movements of more than 12,000 1st CAV Headquarters and 2d Brigade Combat Team soldiers and about 7,000 pieces of equipment. When the 2/1 BCT received orders to deploy to Multi-National Division North in Mosul, Iraq instead of Baghdad, DTO's task became vastly more complex. General Bolger, who spent seven days with his troopers in Camp Buehring, departed for Camp Liberty on 26 January. Three days later, the last group also left Kuwait.<sup>69</sup>

While the 1st Cavalry Division went through the last rounds of training in January, the 4th Infantry Division in MND-B Headquarters in Baghdad kept close watch over Shi'a religious pilgrimages in the OE, while finishing last preparations for redeployment and for the arrival of its replacement. Shi'a faithful from all parts of Iraq and from neighboring countries observed Ashura and Arba'een to commemorate the martyrdom of Imam Husayn with visits to Baghdad's

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<sup>68</sup> (S) Command Report 09-01, Division Special Troops Battalion, pp. 9-10.

<sup>69</sup> Interview, Maj. Gen. Daniel P. Bolger with Adams, 23 January 2009, Camp Buehring, Kuwait; (S) Quarterly Historical Report, G4 Division Transportation Office, Period Covered 1 Jan to 30 Apr 2009, 31 May 2009, pp. 1 and 3, Historian's Files,

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Khadamiyah Shrine and shrines in the holy city of Karbala. As in past years, AQI and violent extremists exploited these religious gatherings and processions and launched spectacular attacks with hundreds of dead and wounded. The processions of millions of pilgrims lasted through 15 February.<sup>70</sup>

Wedged in the middle of the religious events, on 30 January, Iraqis elected their Provincial Council members as MND-B's Staff and six brigade combat teams – 1 and 3 BCTs, 4 ID, 4 BCT, 10 MTN, 2 SBCT, 25 ID, 2 BCT, 1 ID, and 2 BCT, 1 AD – tensely monitored security measures. Preparations for this day had begun in November 2008, when the brigades conducted a series of offensive operations to disrupt violent extremist networks that posed a threat to the election process. To the amazement and relief of the monitors, the day went by without a single attack and with great voter turnout that included large numbers of Sunnis.<sup>71</sup>

### **Relief in Place / Transfer of Authority**

With the elections over, Relief in Place (RIP) procedures at MND-B Headquarters began in earnest. Every soldier, from the Commanding General on down, teamed up with his counterpart for on the job training. The incumbent would perform his duties “in the left seat” while the newcomer would observe from “the right seat” – similar to the way a student learned how to drive a car.<sup>72</sup> The process took place under the critical and watchful eye of 1st CAV Division Command Sergeant Major Rory L. Malloy. Overseeing the process, he made it a point to ask “all the unanswered questions” about positions of units and of modular BCTs. By 9 February MND-B's Staff -- G1 (Personnel), G2 (Intelligence), G3 (Operations), G4 (Supply), G5 (Plans), G6 (Communications), G7 (Information Operations), G8 (Finance), G9 (Civil Capacity) – Special Staff, and Multi-National Corps Iraq Liaison Officer (MNC-I LNO), Baghdad Operations Command Advisory Team (BOCAT), Khark Area Command Liaison Officer (KAC LNO), Rusafa Area Command Liaison Officer (RAC LNO) reported completion of relief in place procedures.<sup>73</sup>

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<sup>70</sup> (S) Arba'een 2009 Threat Assessment as of: 24 Jan 2009, pp. 1-3, Prepared by Donald Parker, MNC-I C2 CACE, G7 Engagements\CPAC\CPAC\_E-book\Culture; (S) BTL MAJ EXSUM 03 - 04 JAN 09, p. 9, G3\G3 OPS\BTL MAJ EXSUMS\BtlMaj EXSUMs 200901, Historian's Files.

<sup>71</sup> (S) 14 – Operation ISO Iraqi Elections, 4 ID Command History Report for OIF 07-09, 28 January 2009; FRAGO 335 and 457 to MND-B OPORD 08-02, Historian's Files.

<sup>72</sup> Interview, Maj. Gen. Daniel P. Bolger, 23 Jan 2009.

<sup>73</sup> Interview, Command Sergeant Major Rory L. Malloy with Adams, 14 March 2009; MND-B DIVISION STAFF RIP TOA CHECKLIST (FEB 09) ver 1.1, 9 Feb 2009, \HISTORIANS\2009 MND-B HISTORY\15 2009 4ID -1CD RIPTOA\1CD COS RIP STATUS, Historian's Files.

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Figure 13. Maj. Gen. Bolger and Cmd. Sgt. Maj. Malloy uncase the colors, 10 February 2009



On 10 February the 1st Cavalry Division assumed responsibility for the Multi-National Division Baghdad operational environment from the 4th Infantry Division in an official transfer of authority ceremony. Lt. Gen. Lloyd Austin III, Commanding General, Multi-National Corps–Iraq, presided over the ceremony. In his speech he lauded the victory the 4th Division and its partners in the Iraqi Security Forces achieved in summer 2008 over violent groups operating out of Sadr City. He pointed out that the improvements in Baghdad’s security had made advances in reconstruction and the delivery of essential services possible.<sup>74</sup>

In the meantime, Col. Timothy Parks, MND-B’s Chief of Staff, had set up his staff to meet the challenges head on. Instead of adopting a traditional staff structure, he created centers, cells and working groups to streamline the decision making process. There were four centers, Current Operations, Future Operations, G5 Plans, and Assessments supported by four cells, Iraqi Security

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<sup>74</sup> “1st CAV takes MND-B reins from Ironhorse,” 11 Feb 2009, *Daily Charge*.

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Forces Cell, Targeting, Civil Capacity, and Engagements. The G-3 supervised current and future operations (near term planning) efforts and the Fire Support Coordinator (FSCOORD) took charge of the division's lethal and non-lethal (G7) targeting effort, and civil capacity building (G9). Theoretically, the FSCOORD also oversaw long-term planning and assessment work (G5), but in practice, the Chief of Staff controlled this area directly.<sup>75</sup> The cells were campaign theme managers that focused primarily on future actions and developed detailed understanding not resident in centers. Each cell had working groups that concentrated on and worked on different aspects of the cells' main focus. Once an issue had made its way through a working group, the cell would pass it with its recommendation, plan or initiative to the center for publication and execution. To aid synchronization of these efforts, a planner from each cell attended other cell working groups.<sup>76</sup>

The Chief of Staff's goal for the Assessment Center was to provide a running estimate of the progress of campaign goals that would compete with and challenge the Commanding General's assessment. In theory, the results of the Assessment Board were to flow into the development of plans for future operations and then briefed to the CG during an Assessment Board for further interaction and guidance. The Board only briefed General Bolger once before it was canceled. President Barack Obama's decision to withdraw U.S. forces on a time schedule made the Assessment Center's and Board's continued existence unnecessary.<sup>77</sup>

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<sup>75</sup> Written comment, Lt. Col. Paul T. Brooks to Adams, 26 Mar 2010, "The division's planning effort was controlled directly by the COS. Early on we thought we would have the FSCOORD oversee long range planning, but that was not the way we executed."

<sup>76</sup> (S) G 5 Plans Report, Period covered 1 January to 1 October 2009, 10 Oct 2009, pp. 3-4; 3-Appendix B - How We Fight, 8 Jul 2008; 7-Cells, Centers, WGs, 8 Jul 2008; Maj. Gen. Daniel P. Bolger, Memorandum for Multi-National Division Baghdad Leaders, and Troopers, 10 Feb 2009, p. 2, Historian's Files.

<sup>77</sup> (S) G 5 Plans Report, Period covered 1 January to 1 October 2009, 10 Oct 2009, p. 5.

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Figure 14. 1st Cavalry Division/Multi-National Division Baghdad, 2009-2010

1ST CAVALRY DIVISION/MULTI-NATIONAL DIVISION BAGHDAD 2009-2010				
COMMAND GROUP				
Position	Name	AVD 1 CD	10 FEB 09	13 JAN 10
Commanding General	MG Daniel P. Bolger	APR 08	Present	Present
Division Command Sergeant Major	CSM Rory L. Malloy	JUN 08	Present	Present
DCG - Maneuver	BG John M. Murray	MAY 08	Present	Present
DCG - Support	BG Frederick S. Rudesheim	APR 08	Present	Present
Chief of Staff	COL Timothy D. Parks	SEP 08	Present	Present
Secretary to the General Staff	LTC Paul T. Brooks	APR 08	MAY 09	
Secretary to the General Staff	MAJ Scott Gilman		MAY 09	Present
Political Advisor	Thomas P. Odom	OCT 08	Present	Present
STAFF				
Position	Name	AVD 1 CD	10 FEB 09	13 JAN 10
G-1	LTC Eluyn Gines	2006	Present	Present
G-2	LTC John M. Altman	APR 08	Present	Present
G-3	COL Kurt Pinkerton	JUL 08	Present	Present
G-3 FUOPS	LTC Lance D. Moore	2008	Present	Present
G-3 AIR	LTC Jeffrey L. Watson	2008	Present	Present
G-3 AMD	CPT John R. Dollard	2008	Present	Present
Fire Support Coordinator	COL Kyle M. McClelland	OCT 08	Present	Present
G-4	COL Michael W. Snow	MAY 07	Present	Present
G-5	LTC Thomas W. Cipolla	2008	FEB 09	
G-5	LTC Timothy R. Teague		FEB 09	Present
G-6	LTC Rodney E. Garfield	DEC 08	Present	Present
G-7	LTC Timothy Pike	AUG 08	MAY 09	
G-7	LTC Paul T. Brooks		MAY 09	Present
G-8	LTC Geoffrey T. Ballou	JUL 08	Present	Present
G-9	LTC Simon C. Gardner	OCT 08	Present	Present
DSTB Commander	LTC Matthew G. Karres	APR 08	Present	Present
SPECIAL STAFF				
Position	Name	AVD 1 CD	10 FEB 09	13 JAN 10
BOCAT	COL Timothy Reese	JAN 09	Present	Present
Staff Judge Advocate	COL Walter S. Weedman	JAN 07	JUN 09	
Staff Judge Advocate	LTC Mark Sittenham	JUN 09	Present	Present
Public Affairs Officer	LTC Philip J. Smith	APR 08	Present	Present
Division Chaplain	LTC Barbara K. Sherer	JUL 07	Present	Present
EO	LTC Barry Dickerson	2007	Present	Present
Retention Officer	SGM Garrett J. Luplow	JUL 08	Present	Present
Inspector General	LTC Jack H. Nelson	JAN 08	Present	Present
PMO	LTC Christopher E. Layton	2008	Present	Present
Division Surgeon	LTC Jeffrey M. Callin	JAN 08	Present	Present
Force Protection	LTC Glenn M. Roper	JUL 08	Present	Present
DIV ENG	LTC James Raymer	JUN 08	Present	Present
Cultural Advisor	Kadhim Alwaeli	JAN 09	Present	Present
Command Historian	Dr. Bianka Adams	OCT 08	Present	Present

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MND-B BRIGADES				
Brigade Combat Team	Commanders		BOG	Redeploy
1 BCT / 4 ID	COL Ted F. Martin		2008	FEB 09
	CSM Michael I. Bobb			
3 BCT / 82 ABN	COL Timothy McGuire		2008	SEP 09
	CSM King O. Parks			
2 SBCT / 25 ID	Col. Todd B. McCaffrey		2008	FEB 09
	CSM Karl K. Morgan			
3 BCT / 4 ID	COL John Hort		2008	FEB 09
	CSM Daniel Dailey			
2 BCT / 1 ID	COL Joseph Martin		2008	AUG 09
	CSM Donald L. Battle			
2 BCT / 1 AD	COL Robert P. White		2008	MAR 09
	CSM Michael Eyer			
1 BCT / 1 CD	COL Tobin Green		MAR 09	Present
	CSM James P. Norman			
56 SBCT / 28 ID	COL Marc Ferraro		MAR 09	SEP 09
	CSM John E. Jones			
30 HBCT	COL Gregory A. Lusk		JUN 09	Present
	CSM John H. Swart			
4 BCT / 2 ID	COL John Norris		SEP 09	Present
	CSM Jeffrey R. Huggins			
2 BCT 10 MTN	COL David M. Miller		NOV 09	Present
	CSM Joseph A. Montour			
4 CAB	COL Patrick E. Tierney		2008	JUN 09
	CSM Archie L. Davis, Jr.			
1 ACB	COL Douglas M. Gabram		JUN 09	Present
	CSM Glen N. Vela			
MULTI-NATIONAL CORPS IRAQ				
Corps	Commanders		BOG	Redeploy
XVIII ABN CORPS	LTG Lloyd J. Austin, Jr.		JAN 08	APR 09
	CSM Joseph R. Allen			
I CORPS	LTG Charles H. Jacoby, Jr.		APR 09	MAR 10
	CSM Frank A. Grippe			
MULTI-NATIONAL FORCE IRAQ				
GEN Raymond T. Odierno				
CSM Lawrence K. Wilson				

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Figure 15. MND-B Commanders on 10 February 2009



**b. Decisive Operations: Partnership<sup>78</sup>**

The 1st Cavalry Division deployed to Iraq in January 2009, during a period of increasing change. Transitions within the Operational Environment (OE) included: provincial elections, the implementation of the Security Agreement (SA) between the United States Government and the Government of Iraq (GOI), the MND-B RIP/TOA, seating of the new provincial government, and continued progress by the GOI in good governance practices and by the Iraqi Security Forces (ISF) in assuming for responsibility and security. Protecting the population and defeating elements that threaten security within Baghdad Province remained the priority.<sup>79</sup>

<sup>78</sup> Report by Maj. Matthew Dale, Division Night Chief of Operations, 12 March 2010.

<sup>79</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 DEC 2008.

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**February-March: Initial Operations and Reshaping of the Operating Environment**

After the Transfer of Authority (TOA) from the 4th Infantry Division on 10 February, the First Team continued to execute the tasks outlined in MND-B Operations Order (OPORD) 09-01(TRANSITION CONTROL), by 4 ID in December 2008. However, the division continued to refine its own planning that had begun in the U.S. several months before in preparation for the release of the division's first order in April. In the interim, the headquarters focused on gaining an understanding of the existing OE, the continuing organization of the ISF and existing partnership arrangements; establishing its relationship with its subordinate Brigade Combat Teams (BCT) and its partnered ISF headquarters, the Baghdad Operations Command (BOC); and preparing for an impending series of subordinate unit transitions and realignment of the OE.<sup>80</sup>

**Decisive Operations: Partnership**

From the beginning of the tour, the division's decisive line of effort was Partnership. Its goal was to reshape the environment by, with and through its Iraqi partners. ISF Partnering, as described in the division's campaign plan, consisted of realigning the current force structure and battle space in order to better enable partnerships; integrating MND-B from division to battalion levels with partners, including the BOC and Iraqi Army (IA), National Police (NP), Iraqi Police units (IP); increasing the capability of the IP; and assisting Iraqi development of IA unit capability. The end state envisioned a strengthened partnership between MND-B and the BOC, a U.S. transition to more effectively operating ISF, and a population that supported the ISF. In Baghdad, the ISF organization included four Iraqi Army divisions, two National (later re-designated Federal Police) divisions, two Area Commands and the BOC. The U.S. Brigade Combat Teams partnered with ISF divisions and MND-B partnered with the BOC, Rusafa Area Command (RAC), and the Karkh Area Command (KAC). U.S. Training Teams (TTs) continued to operate at each ISF headquarters from the BOC down to the brigade level.<sup>81</sup>

**Shaping Operations: Targeting**

Targeting, categorized as security, made up the shaping LOE and focused on defeating violent extremist networks (VEN—predominately Shia

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<sup>80</sup> Ibid.

<sup>81</sup> Ibid.

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extremist groups), denying the resurgence of Al Qaeda in Iraq (AQI), and integrating the BOC and Coalition Forces (CF) in a warrant-based targeting process (an emerging aspect of the SA that mandated that US targeting operations meet Iraqi legal standards, including Iraqi-issued arrest warrants). The end state envisioned an isolation of AQI and violent extremists.<sup>82</sup> The division's initial targeting priority was to support its five subordinate BCTs, providing traditional division-level cross-boundary coordination of collection and analysis enablers, and coordination measures for BCT cross-boundary targeting operations. A few months into the deployment, Maj. Gen. Bolger determined that MND-B would not maintain a division-level targeting list, but would instead enable BCT-level targeting. This change allowed the BCT commanders to establish their own targeting priorities that in turn became division priorities for collection and analysis.<sup>83</sup>

Throughout this early phase, the division, in conjunction with the BOC, went through a period of "feeling out" the Security Agreement. While at first considered an inflexible restraint, it soon became clear that what the SA mandated, and what BCTs could actually do, was based more on active partnership with Iraqi counterparts than on a literal interpretation of the document. The difference between successful and unsuccessful targeting was often found to be a failure in communication, lack of ISF competence (lack of training and experience), or at times, corruption within the ISF. This created a certain level of frustration at the tactical level, but partnership between MND-B and the BOC, RAC, and KAC remained strong throughout this critical phase of SA implementation.<sup>84</sup>

### **Sustaining Operations: Civil Capacity**

The Partnership and Targeting LOEs were directly linked to the division's third LOE, Civil Capacity. Key Civil Capacity goals included assisting and supporting the GOI's rule of law initiatives, election process, budget execution, local power generation and distribution improvements, and Sons of Iraq (SOI) transition to the GOI/ISF. The end state envisioned the affirmation of GOI authority, increased local government capacity and the rule of law, open and fair elections, equitable access to essential services, and increasing and sustaining employment.<sup>85</sup>

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<sup>82</sup> (S) MND-B Campaign Design, 15 FEB 2009.

<sup>83</sup> Mark Huhtanen and Aaron Leonard, "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," Dec 2009, unpublished, p. 2.

<sup>84</sup> Ibid, p.3.

<sup>85</sup> (S) MND-B Campaign Design, 15 FEB 2009.

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The essence of the campaign design, linking Partnership, Targeting, and Civil Capacity, was clearly expressed in the mission statement and Commander's Intent that was released in advance of the division's first operations order (OPORD), OPORD 09-01A:

MND-B MISSION. On order, with our Iraqi partners, MND-B protects the people of Baghdad in order to ensure the continued development of Iraqi civil capacity.

INTENT: Protect the people of Baghdad – that's why we're here. Operating by, with, and through our Iraqi Security partners, we isolate the enemy (AQI, VE, and others as designated) intimidating the people. Combined offensive operations provide the sustainable security that permits continued Iraqi political and economical growth. As Iraqi civil capacity expands our emphasis on stability operations increases proportionally. Throughout, we'll fight to see Baghdad as it is: the people, the enemy, and our combined forces. Success equals the *Baghdad population secure, the enemy resurgence denied, and our partnership with the Iraqis strengthened.*<sup>86</sup>

Thus, the DIV's primary fight was one to establish an environment of sustainable security in Baghdad from which the sustaining LOE, Civil Capacity, could gain the strength and momentum necessary to combat the insurgency.

### OE Realignment

Lastly, realignment of the OE represented a fairly ambitious, yet extremely rewarding plan in the long run. At TOA, MND-B controlled five separate battle space owning BCTs (also referred to as battle space owners – BSOs). None of these BCTs were organic to the 1st Cavalry Division. In fact, each BCT came from a different US Army division – 1/4 ID, 2/1 Armored Division (AD), 2/1ID, 2/25 Stryker Brigade Combat Team (SBCT), and 3/82 Airborne (ABN). Consequently, establishing relationships between the MND-B Headquarters and its subordinate BCTs was of great importance. During the 30-day period prior to TOA, 4ID, then comprised of six BCTs, executed an OE realignment in order to conduct the redeployment of one of its organic BCTs, 3/4 ID, that was responsible for the Adhamiya-Istiqlal area of north Baghdad. Temporary responsibility for this OE fell on the recently arrived 3/82 ABN, already responsible for the critical Sadr City, Rusafa, and Karadah areas of Baghdad.

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<sup>86</sup> MND-B Mission and Commander's Intent slide, 15 FEB 2009 and (S) MND-B OPORD 09-01A (Pegasus Pursuit), 19 APR 2009.

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In the first 45 days following TOA, General Bolger ordered the division to direct an immediate realignment of the OE. Bolger's vision represented more than simple boundary changes. First, battalions that were task-organized with other BCTs were returned to the command and control of their parent BCTs. Second, the BCTs were permitted time to reset, reintegrating their battalions and consolidating combat power within their respective OEs. Third, realignment enhanced partnership and security considerations, while minimizing disruptions in the division's operations' tempo. Realignment of the individual BCTs set conditions for the MND-B's SA mandated transition out of the cities and into the rural qadas surrounding Baghdad, where combined offensive operations would continue after the 30 June deadline. The incremental process took approximately three-quarters of the tour to achieve.<sup>87</sup>

The realignment began when 1/4 ID began relief in place with 2/1 AD. In the process, the Raiders expanded their OE to the north and assumed control of the important Rashid District by mid-March. At the same time, two other U.S. BCTs entered theater in order to begin RIP/TOA. The 1st CAV's 1st Brigade relieved the 3d Brigade, 82 ABN of its temporary responsibility for Adhamiya and Istiqlal beginning in mid-February. Eventually, 3/82 ABN transferred responsibility for Sadr City to 1/1 CD as well, before shifting to the eastern portion of the MND-B OE in order to allow consolidation of 2/1 AD on the west side of the Tigris River by late-March. Additionally, the 56th Stryker Brigade Combat Team (Pennsylvania Army National Guard) began its RIP/TOA with 2/25 Stryker Brigade Combat Team (SBCT) in late-February, assuming responsibility for the Taji Qada area by late-March. At the completion of this first major realignment there two U.S. BCTs on the east side of the Tigris River, supporting the ISF's RAC and three BCTs on the west side of the river, supporting the KAC.<sup>88</sup>

### **April-July: Preparation for the Post-30 June Operating Environment**

From April to July, the division focused on preparing for the most critical transition of the tour: the implementation of the Security Agreement and the transfer of the bulk of U.S. forces from the Baghdad Amanat (Baghdad proper) to the rural qadas surrounding the capital. MND-B's Campaign Design remained unchanged and there were no changes to the previously issued mission statement and Commander's Intent. The division issued execution guidance in its first OPORD, published during the first half of April, MND-B OPORD 09-01A (PEGASUS PURSUIT). The release of the OPORD to subordinate units allowed

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<sup>87</sup> (S) MND-B OE Realignment Pegasus 6 Back brief (CPOF briefing slide), FEB 2009.

<sup>88</sup> Ibid.

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approximately two and a half months planning and preparation before the SA-mandated deadline of 30 June. Senior division leaders saw this transition as an opportunity to target threat networks with combined offensive operations along the gaps and seams of MND-B's external boundaries. The operations served to deny insurgents freedom of maneuver, isolate the capital, and maintain security in both urban and rural areas.<sup>89</sup> U.S. influence inside the Amanat transitioned to counter-terrorism (CT) operations facilitated by Special Operations Forces, and enabler support provided to the ISF by MND-B.<sup>90</sup> All of these points were laid out in the MND-B Commander's Vision in his weekly "Tactical Priorities" update:

Our mission has not changed; conditions have changed. In compliance with the SA, effective 01 JUL 09, our methods will evolve as we continue to support our ISF partners. We will accomplish this within the Amanat of Baghdad by supporting ISF-led shaping and counter-terrorism operations in order to protect the population. U.S. Commanders retain unilateral decision authority to insure adequate force protection of CF personnel and facilities. We will implement control measures in order to balance the signature of CF forces with the military functions still required within the Amanat of Baghdad. We will continue to operate to strengthen the population's confidence in the ISF, preserve our legitimate role supporting the ISF, and set conditions for continued CF/ISF partnership.<sup>91</sup>

As a result, there was no radical change to the overall Campaign Design and the MND-B continued to emphasize the three LOEs of Partnership, Security, and Civil Capacity.

### **Partnership and Security**

Partnership remained the driving force behind the successful transition of U.S. forces out of the Amanat. While combined offensive operations typified partnership outside the city, partnership inside the city consisted of continuing efforts to increase ISF professionalism and providing U.S. enabling capabilities to support Iraqi operations. These capabilities included intelligence gathering, exploitation, and analysis; intelligence, surveillance, and reconnaissance (ISR) asset support; explosive ordnance disposal (EOD) team and weapons intelligence team (WIT) support; and military working dogs (MWD). The division provided Enablers upon request by ISF commanders. The BCTs provided U.S. enabler capabilities to their partnered ISF through combined planning, liaison, and Military Transition Teams (MiTTs)/National Police Training Teams (NPTTs –

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<sup>89</sup> (S) MND-B OPOD 09-01A (Pegasus Pursuit), 19 APR 2009.

<sup>90</sup> "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," 2-3.

<sup>91</sup> (S) Multi-National Division-Baghdad Tactical Priorities, 28 JUN-4-JUL 2009.

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later to be re-designated Federal Police Training Teams or FPTTs), that represented the residual U.S. presence inside the capital.<sup>92</sup>

Targeting further enabled partnership. By April, the MND-B Targeting Cell succeeded in establishing an effective division-level targeting operation. However, implementation of the SA required U.S. forces to halt unilateral operations within the Amanat. To mitigate this restriction and sustain targeting operations inside the cities, the Targeting Cell began to transition U.S.-developed targets to the ISF in an effort to make targeting operations in the Amanat transparent, while retaining a sustained imminent threat capability to ensure the protection of US forces and the population. In the long run, this proved to be a major transformation into a combined targeting process that allowed U.S. forces to maintain situational awareness inside the Amanat and to maintain initiative and momentum in attacking insurgent networks. MND-B, through the BOC's advisory team (BOCAT), assisted the ISF in developing its intelligence collection, analysis, and fusion with the targeting process in order to facilitate independent ISF targeting operations. After 30 June, the Targeting Cell and the BCTs remained patient and flexible while the ISF established their expanded authorities inside Baghdad. Targeting operations greatly decreased in the first half of July, which briefly limited the degree of situational awareness of intelligence, targeting, and planning personnel. However, given the extent of partnerships, mutual trust, and the level of emplaced transparency, this pause lasted only about two weeks, after which the combined effort to maintain pressure on threat networks returned to pre-30 June levels.<sup>93</sup>

### **Continuing to Realign the OE**

OE realignment continued to play an integral part in the division's overall operations. The execution of Pegasus Pursuit began with preparations for the RIP/TOA of the 30th Heavy Brigade Combat Team (HBCT) (North Carolina National Guard) with 2d Brigade, 1st Armored Division in the southern part of the OE. TOA took place on 27 May. Another transition took place when the division's organic 1st Air Cavalry Brigade (ACB) executed RIP/TOA with the 4th CAB in early June. The ACB, through pre-deployment training already focused on air-ground integration (AGI), brought not only its full aviation complement, but also an air assault (AASLT)-capable Blues Platoon. This unit would provide direct support for time-sensitive targeting or for BCT operations. It became a valuable division enabler. By 1 July, MND-B found itself as ready as it could be for the

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<sup>92</sup> (S) MND-B OPORD 09-01A (Pegasus Pursuit) and "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," 3.

<sup>93</sup> "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," 3-4.

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implementation of the SA. The division asserted that it was willing to accept risk in some areas, especially a possible decrease in situational awareness inside Baghdad, but established measures to mitigate that risk while adhering to its LOEs.<sup>94</sup>

## **August to December: Iraqi Security Forces Partnership and Attacking the Networks**

### **“Operationalizing” Targeting**

By August, the division's targeting priorities focused on supporting the BCTs, cross-boundary coordination, and combined US/ISF targeting. At the time, however, planners identified a growing problem: Division partnership with the ISF increased to a point where combined targeting moved forward rapidly, while the level of situational awareness at the division-level decreased.<sup>95</sup> This problem received deliberate attention in mid-August when the Targeting Cell and the G3 Future Operations (FUOPS) cells, under the supervision of the Division G3 (added to the Targeting Cell with the intent to “operationalize” the targeting process) and the Division Fire Support Coordinator (FSCOORD), conducted an internal review of the targeting process. The resulting staff recommendation, eventually approved by the Deputy Commanding General for Maneuver (DCG-M), called for the re-focusing of division-level targeting priorities. There would be no change to targeting priorities, but a heightened focus on two specific networks: Al Qaeda in Iraq (AQI) and Khata'ib Hezbollah (KH). These two groups were highly capable of disrupting stability in Baghdad. To increase situational awareness and understanding of these two networks, analysts from every US headquarters in the MND-B OE built a template for the entire known AQI and KH networks in Baghdad.<sup>96</sup>

Events proved the division's assessment of its targeting process to be correct when AQI conducted its first high-profile attack. On 19 August, AQI successfully orchestrated a complex vehicle-borne improvised explosive devices (VBIED) attack with two VBIEDs targeting the Ministry of Finance in Rusafa (1/1 CD OE) and the Ministry of Foreign Affairs in Karkh (2/1 ID OE), causing mass casualties and large-scale damage. Fortunate for the intended victims, ISF found and cleared a third 2,000 pound VBIED before it could be employed. This vehicle bomb was exploited as part of a joint US/ISF effort that assisted in future AQI-related targeting.<sup>97</sup> Not to be outdone, during mid-September and in the first week of October, KH also asserted its ability to disrupt stability in Baghdad,

<sup>94</sup> (S) MND-B OPOD 09-01A (Pegasus Pursuit).

<sup>95</sup> “Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009,” 4.

<sup>96</sup> Ibid, 4-5.

<sup>97</sup> (S) MND-B Battle Major EXSUM, 19 AUG 2009.

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targeting the GOI in the International Zone and U.S. forces on the Victory Base Complex with multiple coordinated rocket attacks.<sup>98</sup>

On 25 October, a second round of high-profile attacks with two simultaneous VBIEDs targeted the Baghdad Provincial Council building and the Ministry of Justice, again causing mass casualties and large-scale damage.<sup>99</sup> In the immediate aftermath of these attacks, the Iraqi Minister of Defense directed the establishment of an Iraqi Fusion Cell at the BOC, RAC, and KAC, comprised of intelligence personnel from each of the Iraqi National-level intelligence agencies. The first of these directed fusion cells was activated at the BOC. Essentially an inter-agency working group, the BOC Targeting and Fusion Cell became operational in early November. This combined targeting effort at the BOC developed a long-range plan for a BOC Targeting Cell and Fusion Node to maximize targeting capabilities by providing U.S. targeting support to the BOC. As the BOC's Intelligence Cell established its operations, the partnered MND-B, Special Operations Forces / BOC Targeting Cell and Fusion Node began to provide triggers for ISF targets. Updated intelligence on targets and enemy networks bridged existing gaps between remaining U.S.-led targeting operations and independent Iraqi targeting operations in Baghdad.<sup>100</sup>

In mid-November the division published MND-B OPORD 10-01 (Support to Elections) and quickly followed up with fragmentary order (FRAGO) 001 (Operation Barq [Lightning] – Election Period Security). The scope of OPORD 10-01 was quite substantial. It outlined MND-B's significant transition from November 2009 through the Iraqi Parliamentary elections in March 2010, including the TOA between the 1<sup>st</sup> Cavalry Division and the 1st Armored Division; MND-B's assumption of Al Anbar Province into its OE; the redeployment of two BCTs; the arrival of 1/3 ID, as the first Advise and Assist Brigade (AAB) assigned to the OE; and the transformation of MND-B to United States Division-Central (USD-C).<sup>101</sup>

With regard to OPORD 10-01, the division's mission, Commander's Intent, and concept of the operations, specifically Decisive (Partnership) and Sustaining (Civil Capacity) operations, remained unchanged. However, Shaping (Security) operations distinguished between pre-election and election period targeting focuses. Pre-election targeting continued to focus on AQI VBIED networks, KH IDF networks, and historical cache locations, while election day (-3 days) focused on polling site IED/VBIED clearing and procedures to prevent person-borne IED attacks. The BCT-level offensive operations to isolate terrorist

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<sup>98</sup> (S) MND-B Battle Major EXSUM, 15, 16, 17 SEP and 1 OCT 2009.

<sup>99</sup> (S) MND-B Battle Major EXSUM, 25 OCT 2009.

<sup>100</sup> "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," 5.

<sup>101</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 NOV 2009 and (S) FRAGO 001 [Operation Barq (Lightning) – Election Period Security] to MND-B OPORD 10-01.

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organizations and VENs were critical to the division's shaping operation. While the BCTs continued to execute focused intelligence-driven operations and conduct collaborative partnered exploitation and intelligence sharing with the ISF, MND-B continued to support Special Operations Forces and CJSOTF efforts to target terrorist and VEN command and control leadership. Continuing development of ISF collection, analysis, and fusion with the targeting process was critical to the ISF's conduct of independent targeting. Again, partnership highly influenced the growth of an Iraqi targeting process, developing ISF ability to collect intelligence, collect physical evidence, action targets, and build cases for detention and prosecution. Also part of the OPORD were joint ISF/US vulnerability assessments of key and critical infrastructure throughout the Baghdad Amanat to ensure appropriate force protection and security posture focused on preventing disruption of the elections.<sup>102</sup>

Sustaining operations contributed to the legitimacy of the elections by assisting Provincial Reconstruction Teams (PRT) in supporting the United Nations Assistance Mission to Iraq (UNAMI) and other international observers and monitors. Concurrently, civil capacity projects continued to enable the ISF to sustain security, using Commanders Emergency Relief Pay (CERP) funds to mitigate the impact of combined offensive operations and enhance security. Additionally, BCTs and Embedded Provincial Reconstruction Teams (EPRTs) provided projects, services, and micro grants that denied the threat groups the ability to exploit poor conditions or the lack of essential infrastructure.<sup>103</sup> The Iraqi Council of Representatives successfully passed the final amendment of the National Election law on 6 December 2009 and soon after designated 7 March 2010 as the date for National Elections.<sup>104</sup>

### **Partnership and BCT-level Offensive Operations in the rural Baghdad Qadas in November** **Operation Barq**

Operation Barq directly influenced the security and legitimacy of the approaching elections. MND-B continued to conduct numerous OE-wide BCT-level combined offensive operations to disrupt and/or delay terrorist and VENs attack planning cycles and facilitation efforts for future attacks. The Barq FRAGO outlined the provisions for sustained security through the impending elections, the seating of the new government, and further OE transition. In the western portion of the MND-B OE in particular the BCT-level operations of 1/1

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<sup>102</sup> Ibid.

<sup>103</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 NOV 2009.

<sup>104</sup> (S) FRAGO 001 [Operation Barq (Lightning) – Election Period Security], to MND-B OPORD 10-01.

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CD and 4/2 SBCT successfully combined to defeat VBIED activity in Baghdad for over 30 days.<sup>105</sup>

### **Operation Raider Storm I (15-30 NOV), 4/2 SBCT**

The Raiders conducted their first major brigade-level operation after assuming control of their OE, Operation Raider Storm, from 15-30 November 2009. By, with, and through their Iraqi partnered units, 4/2 SBCT disrupted the planning cycle and facilitation of VBIED networks in western Baghdad in order to prevent HPAs. The BCT nested Raider Storm with the division's Operation Barq and supported it with numerous company- and battalion-level operations. All of these operations were focused combined offensive operations against targeted areas of interest (TAIs) that ran parallel to specific key leader engagements (KLEs) with ISF counterparts to emphasize the importance of targeting the VBIED threat and the building and sharing of targetable intelligence. While lack of physical evidence and measurable results made it difficult for the BCT to determine Raider Storm's impact on VBIED networks, no VBIED attacks took place in the MND-OE during this period. 4/2 SBCT also greatly benefitted in a key number of areas. First, subordinate commands became used to their new OEs. Second, U.S. and ISF planners established a solid working relationship that facilitated intelligence sharing. Third, US/ISF planners refined their assessments in order to begin transitioning to Operation Raider Storm II, scheduled to begin in December.

### **Operation Iron Warrior I (30 OCT-07 NOV), 1/1 CD**

The Ironhorse Brigade conducted Operation Iron Warrior I from 30 October to 7 November, within two months of assuming the bulk of the area of operations (AO) formerly occupied by 56 SBCT. In partnership with the 9th IA Division and 1st FP Division, 1/1 CD and 1 ACB, executed a combined interdiction of threat support base activity and lines of communication across the BCT OE. Their operations disrupted threat operations and enemy command and control. At the same time, they set conditions for a seamless RIP/TOA between the 1-5 and 2-8 Cavalry (the former cross-attached from 2/1 CD in the Kirkuk region and the latter recently returned to the brigade after being attached to 2/1 ID and 4/2 SBCT, controlling the Abu Ghraib/Nasr Wa Salam areas). This operation primarily involved three U.S. battalions and their three partnered ISF brigades, supported by ISR, air weapons teams, AASLT forces, close air support,

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<sup>105</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 NOV 2009 and (S) FRAGO 001 [Operation Barq (Lightning) – Election Period Security] to MND-B OPORD 10-01.

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and MWD teams. A factor that made this operation unique was the division-level coordination with MND-North and Multi National Force-West. This established a series of temporary areas of operation (TAO) and expanded 1/1 CD's battle space, allowing the BCT to target suspected Sunni support zones that existed in "gaps" along the divisional boundaries. Iron Warrior I was successful and resulted in the discovery of numerous cache sites, especially in areas left untargeted for some time because of their location in the "gaps." Furthermore, U.S. and ISF elements captured a large number of warranted individuals, including several battalion and brigade high value individuals (HVI). Finally, as during Operation Raider Storm, there were no VBIED attacks in the MND-B OE between 25 October and 8 December.

### **Continuing To Realign the OE**

As with previous stages of the tour, OE realignment continued to influence operations. However, September ushered in a major transition with the redeployment of 56 SBCT to the United States without backfill. The brigade's redeployment marked the decrease of the division's total number of BCTs from five to four. The corresponding realignment of the former 56 SBCT battle space resulted in 1/1 CD extending its OE westward across the Tigris River and assuming responsibility for the majority of Taji Qada. 2/1 ID temporarily assumed responsibility for a smaller portion of the battle space by extending its OE northward into the Saab Al Bor area, southwest of Combat Outpost (COP) Taji. At the end of the month, 2/1 ID conducted relief in place with the 4/2 SBCT. The RIP/TOA of these two brigades, however, represented a series of challenges for the division. While 4/2 SBCT assumed responsibility for the battle space, it did so without any of its organic combat power due to challenges encountered during its accelerated deployment. To bridge the gap, the 2-8 Cavalry postponed its return from its attachment to 2/1 ID to its parent 1/1 CD and remained in the area under the operational control of 4/2 SBCT. By moving its subordinate companies into the OE's template for 4/2 SBCT's battalions, the 2-8 Cavalry allowed 4/2 SBCT to continue to enter theater and build combat power and set conditions for a successful transition into the MND-B OE. As a result, 4/2 SBCT's was able to conduct its first BCT-level operation Raider Storm, within 45 days of arraying its forces.

In late-October, after an absence of eight months, 2-8 Cavalry returned to the control of its parent HQ, 1/1 CD. In late-November, it conducted RIP/TOA with 1-5 Cavalry and assumed control of the Tarmiya area for the remainder of the tour. The final major transition of combat power in the MND-B occurred in

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mid-November when 2/10 Mountain (MNT) Division conducted RIP/TOA with 3/82 ABN.

### **TOA, minus 45 days**

In the final 45 days of its tour in Iraq the First Team witnessed the same degree of change as during its first 45. On 8 December, the division issued FRAGO 002 to OPORD 10-01 which outlined the RIP/TOA process with 1AD. Old Ironsides would assume authority in the newly re-designated United States Division-Center (USD-C) on 13 January 2010. MND-B planners also revised the division's FRAGO 003 to OPORD 10-01 (Al Anbar and Baghdad Consolidation) for the eventual absorption of MNF-W in AL Anbar Province. . The first step in the consolidation of MND-B and MNF-W took place on 1 December when an aviation task force from the ACB came under operational control of MNF-W when it replaced the United States Marine Corps' II Marine Expeditionary Force's redeploying aviation assets.<sup>106</sup>

Planners also continued to address the impending deployment of 1/3 ID into theater and its eventual RIP/TOA with both 30 HBCT and 1/1 CD. This represented a unique OE realignment, because the Raider Brigade replaced two redeploying BCTs, one on the KAC side and one on the RAC side of the Tigris River. The end state for this last major OE transition called for the bulk of 1/3 ID to assume control of the 30 HBCT OE and a battalion/task force to assume responsibility for the 1/1 CD battle space east of the Tigris River (Sadr City, Adhamiyah, and Istiqlal). During the same period, 4/2 SBCT extended its OE to the north, assuming control of 1/1 CD's battle space west of the river (Taji and Tarmiya Qadas).<sup>107</sup>

In the early and middle part of December, however, AQI continued to prove its viability as threat to stability in Baghdad and executed high profile attacks with VBIEDs against the Ministry of Finance in Rusafa (2/10 MTN OE) and the Karkh Courthouse (4/2 SBCT OE). Two additional VBIEDs detonated but failed to reach their targets. The attacks produced mass casualties, damaged the Karkh Courthouse, and effectively destroyed the Ministry of Finance. One week later, AQI launched a complex attack using a combination of VBIEDs and under-vehicle IEDs (UVIED) in Karkh, but casualties and damages were low because of smaller explosive payloads and problems with the detonations. However, AQI continued to demonstrate its ability to disrupt stability in Baghdad, drawing the following observation, included in an assessment of MND-B Targeting during the tour:

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<sup>106</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 NOV 2009.

<sup>107</sup> Ibid.

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As the 1st Cavalry prepares to transfer authority for MND-B to the 1st Armored Division, it is clear that AQI will maintain their freedom to conduct attacks with near impunity. The restrictions placed on US Special Operations Forces and the drawdown of conventional forces has allowed AQI to re-group and establish new operations in and around Baghdad that will continue to affect the safety of the people of Baghdad and the ISF's ability to provide sustainable security.<sup>108</sup>

KH also remained a relevant threat during December, demonstrating its continued sophistication by conducting coordinated rocket attacks on the IZ and VBC on New Year's Eve 2009.<sup>109</sup> The Targeting Cell's frank assessments of AQI's capabilities and the KH rocket attacks, however, did not deter US and Iraqi forces in their continued combined efforts to target AQI and KH in Baghdad or in the rural qadas where the BCTs continued to attack insurgent support zones.

### **Continuing Partnership and BCT-level Offensive Operations Operation Raider Storm II (5 December 2009 - 3 January 2010), 4/2 SBCT**

The Raider Brigade quickly transitioned from Operation Raider Storm I to Raider Storm II, which began on 5 December. Again, by, with, and through their Iraqi partnered units, 4/2 SBCT disrupted the planning cycle and facilitation of VBIED networks in western Baghdad in order to prevent attacks. Utilizing valuable lessons learned during Raider Storm I, 4/2 SBCT continued to improve their working relationship with their partners. The new operation was a truly collaborative process from initial planning through execution. Refined threat assessments enabled the brigade and its partners to establish a better understanding of the environment and create a new targeting template. Both of these points allowed forces to focus their efforts better in key areas. Also, by extending the duration of the operations, 4/2 SBCT planned an initial shaping operation focused on detailed ISR operations in order to execute intelligence-driven missions throughout the operation. The results of adopting this approach proved extremely valuable, especially for the brigade's partnered 6 IAD. Partnered intelligence sharing led to the discovery of several significant caches containing suicide vests and belts (SVEST/SBELT), nearly one ton of home-made explosives (HME), and to the arrest of two foreign fighters during the last week of December. This string of successful operations continued to strengthen the US/ISF partnership and, more importantly, it demonstrated the ISF's increasing level of performance to the Iraqi populace.

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<sup>108</sup> "Targeting in Multi-National Division-Baghdad during Operation Iraqi Freedom in 2009," 5.

<sup>109</sup> (S) MND-B Battle Major EXSUM, 31 DEC 2009.

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### Operation Iron Warrior II (1-20 December 2009), 1/1 CD

1/1 CD conducted Operation Iron Warrior II from 1-20 December. Very much like Iron Warrior I, 1/1 CD and 1 ACB, in partnership with 9 IAD and 1 FPD, executed a combined interdiction of threat support base activity and lines of communication across the BCT OE to disrupt VBIED networks and set conditions for the transition of follow on units. The first two weeks of December consisted of extensive BCT-level ISR followed by ground operations conducted by 1-7 Cavalry, 1-82 Field Artillery, and 2-8 Cavalry, in Rashadiyah, Fahama, Hor Al Bosh, and Tarmiya. Throughout the second phase of active operations, the brigade employed Intelligence, Surveillance, and Reconnaissance, air weapons teams, the Blues Platoon, close air support, and Military Working Dog teams. Like in Iron Warrior I, the BCT and its partners discovered numerous cache sites across the BCT OE and captured a number of warranted individuals. Equally important, existing partnerships continued to improve and the ISF took the lead in the majority of the operations. In a KLE with the Iraqi KAC Commander after the completion of Iron Warrior II, the 1/1 CD Commander emphasized that the operation's success resulted from the 10-day period of aggressively conducted reconnaissance and patrols and building of detailed targeting packages. He further explained that focused operations, as opposed to random searches without actionable intelligence, resulted in greater success and demonstrated improved ISF capabilities and performance to the public.<sup>110</sup>

### Division RIP/TOA

The first personnel from 1 AD arrived at MND-B HQ just before Christmas. They began immediately to observe staff operations and to prepare for the reception of the 1 AD HQ and Division Special Troops Battalion (DSTB). Both divisions' staff counterparts linked up shortly after Christmas and began initial introduction and orientation to MND-B organization and procedures. Concurrently, 1/3 ID began its deployment into theater to prepare for eventual RIP/TOA with 1/1 CD and 30 HBCT in mid- and late- January 2010. With the dawning of the new year, MND-B transitioned to USD-C as part of the larger command and control transition in Iraq that saw the merging of its two higher headquarters, MNF-I and MNC-I into United States Force-Iraq (USF-I). The 1 CD/1AD RIP began on 4 January, the same day that the first main body of redeploying 1 CD personnel began redeployment to the United States. The RIP process continued through 12 January, culminating with the USD-C TOA

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<sup>110</sup> (S) Karkh Area Command Advisory Team (KACAT) Situation Report, 31 DEC 2009, 1.

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ceremony at Camp Liberty on 13 January 2010, when the 1 CD colors were cased for return to Fort Hood, Texas.

### **c. Shaping Operations: Targeting**

#### **i. Lethal Targeting<sup>111</sup>**

The Transfer of Authority from the 4th Infantry Division to the 1st Cavalry Division corresponded with the implementation of the Security Agreement (SA) between the Government of Iraq and the United States. The implications of the SA included numerous and wide-sweeping changes in how United States Forces (USF) would operate in Baghdad Province during the 1st Cavalry's deployment.<sup>112</sup> Some of those changes required a re-defining of the USF counter-terrorism personality targeting operations and, eventually, a significant increase in combined targeting between the USF and Iraqi Security Forces (ISF).

<sup>113</sup> Combined targeting for this summary is defined as combined USF/ISF participation in the Decide, Detect, Deliver and Assess (D3A) targeting methodology at the division level<sup>114</sup> or the Find, Fix, Finish, Exploit, Assess and Disseminate (F3EAD) at the BCT level or below. In Iraq, the combined participation was inherently a capability based sharing of targeting responsibilities (technology, training, experience levels).<sup>115</sup>

#### **February – March: Initial operations, targeting support to the USF BCTs and cross-boundary coordination.**

MND-B's initial priority for targeting was the support of the five USF Brigade Combat Teams operating within the MND-B Operational Environment (OE). MND-B targeting also provided the traditional division level cross-boundary coordination of collection and analysis enablers as well as coordination of cross-boundary targeting operations.<sup>116</sup> At TOA, MND-B and her BCTs shared over 1,000 USF developed targets known to operate within the Baghdad Province, primarily falling into the al-Qaida in Iraq or Former Special Groups (FSG) network categories.<sup>117</sup>

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<sup>111</sup> Report by Maj. Aaron M. Leonard, Targeting Officer, BOCAT, 12 Dec 2009.

<sup>112</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 4.

<sup>113</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 8-9.

<sup>114</sup> FM 6-20-10 (Tactics, Techniques and Procedures for the Targeting Process), 8 May 1996, pp. 2-1 – 2-16.

<sup>115</sup> CALL No. 09-47 (Brigade Fire Support Officer), Aug 2009, pp. 11-21.

<sup>116</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 14.

<sup>117</sup> (S) MND-B OPORD 09-01 (Transition to Civil Control), 21 Dec 2008, pp. 1-3.



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Under the 1<sup>st</sup> Cavalry campaign design and staff model, the MND-B Targeting Cell was designated as the lead staff component for the targeting line of effort (Shaping Operation). Functional across the Now, Near, Far and Assess staff centers (or Chief of Operations (CHOPS), Future Operations (FUOPS), and Plans), the Targeting Cell was comprised of senior officers and NCOs from the FSE Targeting, G2 Targeting and G7 Targeting sections. In addition, as of 01 January 2009 (SA implementation) all targeting operations were required to meet the Iraqi legal standard for arrest and detention.<sup>118</sup> In short, the SA resulted in an additional requirement for target development and execution: an arrest warrant. The warrant would become the 7<sup>th</sup> component of MND-B's target execution criteria and called for the creation of a Prosecution Task Force (PTF) within the Targeting Cell to guide the USF warrant based targeting process.<sup>119</sup>

Immediately after TOA, the PTF assessed and refined the processes (initially developed by the 4th Infantry) that would enable MND-B to obtain warrants for USF developed targets suspected of planning, facilitating and executing terrorist attacks. Commonly known as warrant based targeting, the PTF was designed to be a stop-gap between USF unilateral targeting and ISF unilateral targeting. While the 1st Cavalry Division never planned on a complete transition to ISF unilateral targeting during 2009, the PTF would change in task and purpose multiple times based on the situation in Baghdad. By September 2009, the division level PTF had run its course and ceased to exist, with all available personnel and resources distributed into the BCTs.

The coordination of target development (Intelligence led) and targeting operations relied on both internal and external communication systems. The primary staff synchronization tool within the MND-B HQs was the battle rhythm, providing regular touch points over a four-week cycle. Outside the MND-B HQs, a combination of targeting meetings and situational dependent operational planning teams allowed for close synchronization between MND-B, Special Operations Forces and Multi-National Corps-Iraq (MNC-I). Divisional cross-boundary coordination was accomplished through liaison to MND-North/South, Multi-National Forces-West or through our higher HQs (MNC-I) as needed.

Coordination with the ISF depended on the established partnerships between the USF and ISF. MND-B had no division level prioritized list of targets (High Payoff Target List (HPTL), High Value Target List (HVTL), High Value Individuals (HVIs), or High Payoff Network List (HPNL)). The BCT Commanders, however, did have established priorities, which became the MND-B priorities for collection and analysis. Each BCT utilized a "Top Ten" HPTL with a separate

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<sup>118</sup> Security Agreement, pp. 3-4.

<sup>119</sup> (S) Appendix 6 (Operational Terms and Definitions) to Annex D (Fire Support) to MND-B OPOD 10-01 (Support to Elections), 18 Nov 09, pp. 2-3.

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HVTL/HVI and an HPNL that was situational. For example: in early 2009 2/1 ID listed four enemy networks on their HPNL while the 3/82 ABN used an HPNL with over 20 enemy networks. Regardless of the type or size of the targeting list, the MND-B Targeting Cell took each BCT's priorities and worked to provide additional enablers in support of the BCT targeting efforts.

### **April – July: Support to BCTs and transition to Iraqi primacy**

By April 2009, MND-B's Targeting Cell had established an effective division level targeting operation and began preparing for the USF transition known as "out-of-the-cities." As part of the responsible withdrawal from Iraq, the SA required USFs to cease unilateral operations within the cities after 30 June 2009<sup>120</sup>. In order to facilitate a continuation of targeting operations, the Targeting Cell began to transition USF developed targets to the ISF. With assistance from the BOC's advisory team (BOCAT), the cell developed a process to transfer all active targets to the ISF. The end state of this transfer was approval from the BOC to continue combined targeting operations in the Baghdad Province. This would later become a critical step in maintaining contact with the enemy, allowing for the USF BCTs to conduct counterterrorism targeting operations with little pause after 30 June.<sup>121</sup>

In addition to the transfer of targeting intelligence to the ISF, the cell a created a combined targeting system that allowed for greater targeting transparency. MND-B was able to capitalize on this increased transparency, at times building unit-level targeting capabilities that were as "combined" as they would ever be during OIF within the conventional community. Combined targeting with the ISF depended wholly on established partnerships. In Baghdad, the ISF organization included four Iraqi Army divisions, two National Police (later re-designated as Federal Police) divisions, two Area Commands and the Baghdad Operations Command.<sup>122</sup> USF BCTs were partnered with ISF divisions and below while MND-B partnered with the BOC, Rusafa Area Command and Karkh Area Command. Each ISF HQs from the BOC to the brigade had USF Training Teams (TTs). The combination of partnerships and TTs facilitated all combined targeting with the ISF.

After 30 June, the ISF had the power to assist or hinder USF targeting operations greatly if they felt that the USF was over-extending their authority. Early in the First Team's deployment it became apparent that what the Security

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<sup>120</sup> Security Agreement, pp. 3-4, 18-19, and 20.

<sup>121</sup> (S) Appendix 5 (ISF Targeting Objectives) to Annex D (Fire Support) to MND-B OPOD 09-01A (Pegasus Pursuit), 19 Apr 09, pp. 1-2.

<sup>122</sup> (S) MND-B OPOD 10-01 (Support to Elections), 18 Nov 09, pp. 2-3.

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Agreement said, and what our partnered USF BCTs would do, was based more on partnership than the black and white of the document. The difference between a successful targeting operation and a failure was often found to be a failure in communication, incompetence (lack of training and experience) on the part of the ISF partnered unit or, at times, corruption within the ISF. While this was a point of frustration in the field, the partnership between MND-B and the BOC, RAC and KAC remained strong throughout.

Eventually, as VBIED attacks in August and October in Baghdad forced a change in how the ISF implemented the guidelines of the SA, it was the division's partnership at the BOC that enabled a continuation of combined targeting.<sup>123</sup> Acting almost like a catalyst, the VBIED attacks themselves created a situation where the BOC commander was willing to push USF developed targets into the ISF targeting system as approved and pending trigger. All but a select few commanders, from the RAC and KAC down to the ISF battalions, were exceptionally receptive to combined target development and combined targeting operations. While weaknesses remained, mostly in the exploitation of targeting objectives, MND-B had set the conditions for combined targeting to continue to mature.

When 30 June finally arrived, the Targeting Cell at MND-B and at each BCT remained flexible while the ISF established their new-found authorities within Baghdad. While targeting operations did eventually drop a near stand-still, this disruption in combined targeting operations lasted no more than two weeks. The combination of established partnerships, trust at the higher headquarters and transparency throughout eventually led to a return in targeting operations. While a degree of situational awareness was lost, the ability to maintain pressure on the enemy returned to nearly the same levels as pre-30 June.

### **August – November: AQI and VBIEDS targeting Iraqi Ministries, shift in MND-B targeting priorities**

The division targeting priorities were now primarily focused on three areas: BCT support, cross-boundary coordination, and combined targeting with the ISF. While our partnership with the ISF had increased to the point where combined target development was moving swiftly forward, there was a growing lack of situational awareness at the division level beyond what the BCTs were "seeing." During the first half of August, the Targeting Cell and FUOPS conducted an assessment of the division's targeting process. Working with the MND-B G3 and FSCOORD, a staff recommendation to re-focus the division level targeting priorities was approved by the Deputy Commanding General for

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<sup>123</sup> (S) MND-B OPORD 10-01 (Support to Elections), 18 Nov 09, pp. 4.

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Maneuver. While there would be no change to the current targeting priorities, the division shifted some staff effort onto two networks: AQI and Ka'tab Hezbollah (KH).

AQI and KH were selected as the two networks most likely to affect the stability of Baghdad. Maj. Gen. Bolger had included in the 1st Cavalry Division's mission statement that we would protect the people of Baghdad while enabling the ISF to provide sustainable security.<sup>124</sup> Based on the situation within Baghdad at the beginning of August, AQI was the most lethal network in Baghdad, targeting the people and most likely to disrupt the security provided by the ISF. KH effectively targeted the USF with an array of weapons. To increase its situational awareness of AQI and KH activities, MND-B conducted a series of "deep dives" with analysts from every USF HQs operating within the MND-B OE. The result of the deep dives was a snap-shot in time of the entire known AQI and KH network conducting attacks in Baghdad. In a strange twist of fate, on 19 August, just one day prior to the conclusion of the AQI analysis, two simultaneous SVBIEDs (suicide VBIEDs), later attributed to AQI, detonated in downtown Baghdad. By the end of August MND-B had adjusted the Targeting Cell to include the G3, with the intent to "operationalize" targeting. The initial results were positive, allowing the division staff to re-gain some of the situational awareness lost after 30 June. While the operations targeting AQI were effective, it was impossible to determine the actual impact on AQI's attack cycle. AQI would conduct additional attacks using SVBIEDs in Baghdad on 25 October and again on 8 December.

The difficulties in targeting AQI varied from restrictions on USF counterterrorism operations to ISF competencies and, more importantly, AQI's ability to maintain operational security at a level beyond the capability of the ISF and conventional USF remaining in Baghdad. As the 1st Cavalry Division prepared to transfer authority for MND-B to the 1st Armored Division, it was clear that AQI would maintain their freedom to conduct attacks with near impunity. The restrictions placed on U.S. Special Operations Forces and the drawdown of conventional forces had allowed AQI to re-group and establish new operations in and around Baghdad that would continue to affect the safety of the people of Baghdad and the ISF's ability to provide sustainable security.

### **December and the way-ahead**

In October 2009, Special Operations Forces and MND-B projected the targeting capabilities found in the Baghdad Fusion Cell (BFC) to the BOC.<sup>125</sup>

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<sup>124</sup> MND-B OPORD 09-01A (Pegasus Pursuit), 19 Apr 09, pp. 3.

<sup>125</sup> MND-B OPORD 10-01 (Support to Elections), 18 Nov 09, pp. 9-10.

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Initially established to facilitate an increase in targeting operations ordered by the BOC, the opportunity to increase direct support to the ISF immediately presented itself. This combined USF targeting effort at the BOC is collectively known as the BOC Targeting Cell and Fusion Node. The long-term plan for the BOC Targeting Cell and Fusion Node was to maximize the BOC's targeting capabilities by provide USF targeting support to the BOC following the F3EAD methodology ("from cradle to grave").

In response to the second series of significant VBIED attacks on 25 October, the Minister of Defense directed that Iraqi Fusion Cells be established at the BOC, RAC and KAC. These Fusion Cells would be comprised of Intelligence officers from each of Iraq's National level intelligence agencies. The first to become operational was at the BOC, where the USF Targeting Cell and Fusion Node took advantage of the increased targeting capabilities. Essentially an inter-agency working group, the BOC version of the directed Fusion Cell also known as the BOC Intelligence Cell became fully operational in the beginning of November 2009. As the BOC Intelligence Cell established its operation, the USF BOC Targeting Cell and Fusion Node began to provide both triggers for ISF targets as well as updated intelligence on targets and enemy networks. As the working relationship matures, the USF/Iraqi partnership will help to bridge the gap between the remaining USF led targeting operations and the day when the Iraqis are responsible for all targeting operations in Baghdad.

### **ii. Non-Lethal Targeting<sup>126</sup>**

After the Transfer of Authority (TOA) from 4th Infantry Division, non lethal targeting efforts continued against the previous 4th ID targets focusing on terrain denial operations, demonization of terror networks, and positive messaging through the use of Psychological Operations (PSYOP). The five brigades in partnership with the Iraqi Security Forces (ISF) typically used handbill and poster dissemination. While the 4th ID had supported these efforts with numerous coordinated leaflet drops, 1st CAV slowed down the pace of division-directed leaflets drops and in June discontinued them. The division would later add the targeting line of counter-recruitment and counter-indirect fire.

All targeting within the MND-B area of operations consisted of lethal and non lethal components. NCOs, Officers, and Civilians from FSE Targeting, G2 Targeting, G7 Targeting, and multiple SOF targeting elements coordinated for maximum effect. The Prosecution Task Force (PTF) also played a pivotal role as all targeting after 1 January 2009 needed to be warrant-based. Additionally, G7 supported over 50 PTF requests for assistance in looking for people to come

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<sup>126</sup> Report by Maj. Anthony Wilson, Non Lethal Targeting Officer, G7, 26 Mar 2010.

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forward to testify against detained individuals. To reach potential witnesses, G7 PSYOP developed handbills and posters which were then distributed in the known operating areas of the detainees.

The G7 Targeting cell consisted of one Major, one Captain, one Sergeant, and one civilian, with the three military personnel sitting side-by-side G2 personnel in the Analysis and Control Element (ACE). Both the civilian and Sergeant worked extensively with G2 personnel and focused on reviewing and evaluating intelligence data. This coordinated partnership with the G2 was vital as intelligence drove non-lethal targeting operations. The Sergeant and the civilians specialized on developing individual target sets. Their knowledge was critical in targeting meetings and for the tailoring of the desired non-lethal effects. Once a targeting plan was decided upon, they would build the Concept of Operations (CONOPS) for distribution to the brigades. The Captain was responsible for creating and maintaining the targeting information on the web for the brigades, and also the Information Operation Targeting Synchronization Matrix, a spreadsheet designed to coordinate the division-directed and brigade-requested non-lethal fires for MND-B. He would also attend target meetings and make targeting decisions in the absence of the G7 Targeting Cell chief. The Major, as chief of the non-lethal Targeting Cell, directed and oversaw the entire non-lethal targeting process. He was the primary non-lethal targeting representative for meetings with all U.S. Force elements engaging in targeting within MND-B and also the primary interface with the Iraqi's at the Baghdad Operations Command (BOC), Rusafa Area Command (RAC), and Karkh Area Command (KAC).

In the weeks leading up to "out of the cities," MNC-I directed Operation Liberator, the largest-to-date non-lethal effort designed to gain intelligence and generate tips towards the recovery of missing personnel. MND-B conducted Operation Liberator from 13 – 30 June in the form of ISF handbill disseminations searching for 17 individuals whose status was "Duty Status Whereabouts Unknown" or DUSTWUN in 40 refined areas of interest. The planning for Operation Liberator was no small feat. It involved the G7 Targeting Cell working extensively with the G2 Human Intelligence Analysis and Requirements Cell, G2 Imagery Intelligence, and MNC-I in analyzing intelligence and imagery to refine the target areas for product dissemination. In addition, G7 PSYOP supported the brigades with coordination and products.

With the move out of the city on 30 June 09, it was unclear how the Iraqi's would interpret the provisions of the Security Agreement when it came to non-lethal targeting operations. Over time it became clear that the main difference was that ISF disseminations, for which U.S. Forces had previously provided overwatch, would now be done solely by the ISF. With this change, the G7

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Targeting Cell shifted in order to bring more Iraqi involvement into the targeting process. The cell focused on transitioning non-lethal targeting methods as well as capability, so that the process could continue in the absence of U.S. Forces. The targeting team leads in FSE Targeting, G7 Targeting, and G2 Targeting focused engaging with their partners in the BOC, RAC, and KAC. This took the form of weekly target meetings. Since the Iraqi forces did not have a non-lethal component at any of these locations, G7 Targeting engaged with the Iraqi lethal targeting and intelligence officers. Both avenues were used in planning and conducting non-lethal operations; however, over time these non-lethal operations were slowly embraced more by Iraqi lethal targeting officers. This was in-part due to the Iraqi's own internal realignment of how they approached targeting. In this process, MND-B's lethal targeting officer, who was embedded with the Iraqi targeting team at the BOC, contributed greatly to the G7s ability to work more closely with the Iraqi targeting team. After months of groundwork in working with the Iraqi forces, the BOC designed their own non-lethal targeting operation in January 2010 for 10 BOC targets with a coordinated plan of key leader engagements, handbills, radio programs, and articles in "Baghdad Now" (a PSYOP weekly newspaper).

Progress at the RAC and KAC proceeded at varying rates as they both approached targeting differently. Complications arose in attending meetings at these locations because soon after MND-B's G7 Targeting Cell started to attend them at two different locations in the city, the Iraqi's scheduled them to occur at the same time, but still at different locations. With limited manpower, the cell focused on working through the embedded MITT teams in moving the concept of non-lethal targeting forward. The MITT team at the KAC embraced the use of PSYOP and non-lethal targeting made significant progress. The team set up bi-weekly meetings to train Iraqi soldiers in PSYOP product development for Iraqi-only operations. At the RAC targeting meetings also significantly changed. There, the Iraqi's, on their own initiative, started to brief both lethal and non-lethal targeting operations as a combined and synchronized effort.

With reduced US presence in the cities and the Iraqi's taking on more responsibility for security came an increased uncertainty about Iraqi forces conducting ISF handbill disseminations. To address this uncertainty, MND-B shifted non-lethal targeting strategy to focus more on the targets sets using television, radio, and "Baghdad Now," which continued through Jan 2010. This was also the primary non-lethal effort that was used to target those individuals involved in the significant VBIED attacks that started occurring on and after 19 August 2009.

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**d. Sustaining Operations: Civil Capacity<sup>127</sup>**

MND-B's Civil Military Operations (CMO) was mostly decentralized. To allow the BCTs the freedom to decide where and how they wanted to perform these type operations, the Division abolished the priority list of the ten most important projects that the 4th Infantry Division had used to divvy up resources. The rationale behind this was that the BCT personnel on the ground in their areas and would best know what, when, where and how CMO should be performed. In addition, strategic level, long duration projects typically required more expertise than a BCT would be able to provide. Areas such as electrical power generation and transmission or oil production required many years to plan and complete, making them impractical for BCT involvement, which typically stayed in theatre for about one year. These responsibilities devolved to entities such as the Iraqi Transition Assistance Office. Accordingly, the division began the transition of allowing the Iraqi government and U.S. civilian officials to take the lead in many aspects of CMO. They would plan and execute operations with MND-B providing the funding and security, where appropriate. At the direction of the Multi-National Forces-Iraq (MNF-I), the Provincial Reconstruction Team Baghdad took over the lead within the working groups. MND-B's G-9 section was responsible for Civil Military Operations that included oversight of the Commanders Emergency Response Program (CERP), reconstruction activities, infrastructure repair, economic assistance, support to civil administration, humanitarian assistance, and election and political analysis.

On 1 July, G9's operations shifted away from urban to rural areas in accordance with the Article 24 of the Security Agreement. Initially, movement restrictions in the city discouraged performing missions there and various ministry officials hindered projects by not signing required Memoranda of Agreement.

MND-B continued to focus on enabling the Provincial Reconstruction Team to influence the Iraqi government's ability to increase efficiency and to provide essential services (ESS). Another area of focus was shaping the Brigade Combat Teams (BCT) battle space through legitimate local leadership and CERP funding.

**CERP**

The Commanders Emergency Relief Program (CERP) had three significant goals: security, legitimize the Gol and complement existing plans and

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<sup>127</sup> Reports by Maj. Ekkehard Grimm, 425th CA BN, G-9 Essential Services, May and Aug 2009, and Lt. Col. Mark Haney, Deputy G-9, Dec 2009.



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programs for building civil capacity. On 1 May 2009, a new CERP Standard Operating Procedure for projects in the Baghdad Amanat went into effect.<sup>128</sup> The Government of Iraq (GoI) and the Coalition Forces had originally agreed on the new procedure in October 2008, but neither side had applied it. The new SOP required a Memorandum of Agreement (MOA) approved by the government entity that would be the end user, either the Amanat or a Ministry, before any project could proceed. The new process was supposed to ensure that, in the future, all projects would be taken over by the GOI and operated and maintained. In practice, it had an unintended side effect of slowing down projects which the BCTs wanted to perform because most projects now required Amanat, Governorate or Ministerial approval, but it could take days, if not weeks before an authorized official signed the approval documents. Part of the difficulty was to translate MOAs correctly into Arabic so that the Amanat would sign them. Once the process was fully ironed out, it began to function.

No history of CERP in OIF 9-10 would be complete without an explanation of the process followed to create, and see to completion, the different types of CERP projects. The types CERP projects were, Micro grants, CERP projects in support of SWEAT-H (Sewer, Water, Electrical, Academics, Trash, - Health) Battle Damage, and Solatia payments. Micro Grants were used to stimulate economic growth, when commercial credit was not available. These grants could be in the form of direct money, or a in kind grant, (the in kind grants were when a unit commander directed the purchase of needed equipment, or material, and had this equipment distributed instead of money). The approval levels for Micro grants were \$1 to \$ 5,000 per project by the BCT Commander, \$ 5,001 to \$9,999.99 per project by the Division Commander, \$10,000 and above per project by the Corps Commander. The need could be identified through a request for assistance from local community members, local government or from the unit noticing a need in the local community. At the Battalion level, the first request forms were fill out, using the MND-B CERP SOP. Once the documents had been filled out, the packet was submitted to the BDE level. The BDE staff conducted the first review of the packet. This review included at a minimum the BCT SJA, S-9, CERP Program Manager, and a Letter of Approval signed by the BCT Commander. At this point the packet was ready for electronic submission to MND-B G-9 CERP section.<sup>129</sup>

When the MND-B CERP section received the packet, it was reviewed for

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<sup>128</sup> Tab A to Annex Q to OPORD 09-01A, Commander's Emergency Response Program (CERP) Standard Operating Procedure (SOP)(Version 2.0), 1 May 2009.

<sup>129</sup> For examples of packets for Micro Grants and CERP projects see Appendix-3 Staff History Reports, G9 History, contains examples. A packet for submission ran 37-38 pages and a completed and closed packet ran 48 plus pages.

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completeness. If something was missing, the section sent request for information, (RFI) to the BDE. On receipt of the required information, the packet began its way through the work flow in the SharePoint software on the MND-B local network portal. The software sent e-mail alerts to the SJA and G-8 sections for review the CERP packets for completeness and legality. From there the electronic packet was reviewed by the Deputy G-9, who sent it on to the Chief of Staff for review and approval. The approval levels for CERP projects were \$1 to \$ 50,000 per project by the BCT Commander, \$ 50,001 to \$499,999.99, per project by the Division Commander, \$500,000.00 to \$999,999.99 per project by the Corps Commander \$1,000,000.00 and above the CENTCOM Commander with Secretary of the Army approval and matching funding requirements for the Government of Iraq. CERP projects also had requirements for a minimum of three bids and the use of a decision matrix to rate and support the decision of the selected bid. If a unit had not received three bids, or the contractors entering bids were not able to support the required Quality Assurance, Quality Control, and construction codes, the unit could not submit a sole source justification. For a sole source justification the unit had to lay out compelling reasons to receive approval of the project request. If a project went over the \$ 500,000 level, the contract needed to be written by a warranted contracting agent, or officer. This required a statement of work and a funded packet to be pasted to Joint Contracting Command-Iraq (JCC-I). Contracts written by JCC-I had to meet American, British, or ECU building, and electrical codes. In addition, the Iraqi contractor had to meet security requirements and other requirements in order to receive the contract. These requirements could cause delays and the Iraqi contractor had to hop through 'hoop and loops.' Generally, it took the JCC-I a month or more to review all contracts above \$50,000.

CERP Battle Damage payments followed the same review process as CERP packets. For these type payments the BCT's had the option to maintain a \$50,000 bulk fund for \$2,500 per incident. Payments ranging from 2,501 to \$10,000 required MND-B's approval and the Corps approved amounts over \$ 10,001. Key parts of these packets were the statements of the claimant and legal determinations by the BCT and MND-B reviewing lawyers. The process for CERP Solatia, also known as condolence payments, was identical. BCT commanders also had access to another bulk fund of \$50,000 to pay for so-called Commander's quick projects. This fund was used for CERP projects valued at \$2,000 or less. Micro grants could not be paid from this particular fund and the Pay Agent in charge of money had to return and clear his receipts with the financial office, in order to draw more money. Unfortunately, units and agents failed to track how many projects their PPO and PAs were managing or failed to

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keep control of the amount of funds outstanding. This caused delay because new projects were placed on hold until completed projects were cleared off the books. The result was often hard feelings over unfunded projects.

In June, MND-B CERP Cell coordinated with BCTs and PRT-B to develop a plan to spend \$151M by the end of the summer to meet MNF-I and MNC-I guidance. This plan included several large projects, including the first that MND-B had proposed over \$500,000 during fiscal year 2009. Subsequently, the plan was revised. By August, MND-B had funded one project over \$500,000 and was in the process of staffing five more for approval. In the meantime, the House Appropriations Committee investigated the spending of CERP funds and found supervision and training of Project Purchasing Officer (PPO) and Pay Agent (PA) insufficient. To address the Congressional concerns, MNC-I published FRAGO 497 to OPORD 09-01 and MND-B responded with FRAGO 217 to OPORD 09-01A.<sup>130</sup> These FRAGOs restricted the number of projects per PPO and PA in order to provide better accountability for CERP funded projects. Also, MNC-I directed Enhanced PPO and PA training for all PPOs and PAs by 1 January 2010.

In response, MND-B's CERP Cell coordinated with G8, Finance, Division Staff Judge Advocate, and Joint Contracting Command to develop a Mobile Training Team (MTT). Training was conducted in 1/1 CAV OE located at FOB War Eagle, in Kuwait at Camp Buehring, and in VBC. Within a short time, MND-B trained 115 PPOs and PAs and greatly reduced the constraints on the BCTs' project development and execution by providing the much needed specialized officers.

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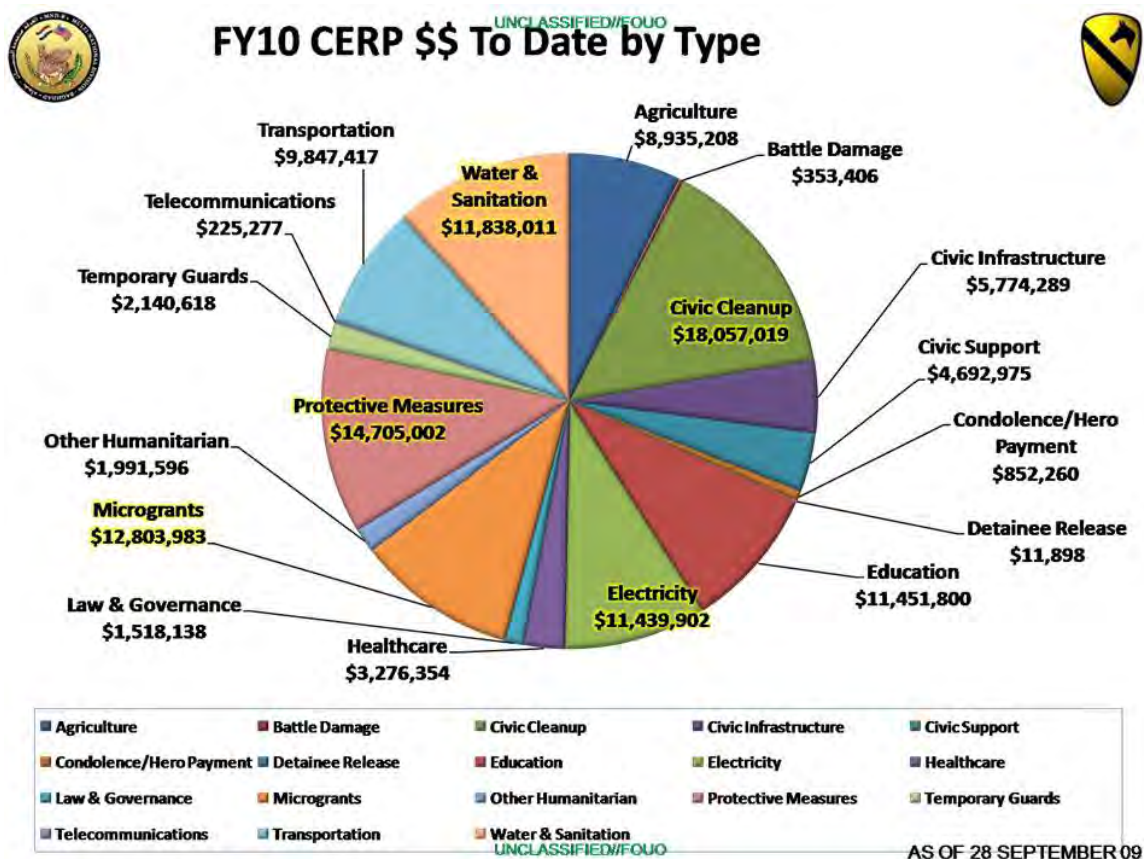
<sup>130</sup> (S) FRAGO 217 (15 JUL 09 night DTU) to MND-B OPORD 09-01A (Pegasus Pursuit), 15 Jul 2009, p.9.

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Figure 16. Distribution of FY 2010 CERP Funds, 28 September 2009<sup>131</sup>



## Agricultural Projects

As U.S. combat forces' transitioned out of Baghdad, agricultural projects shifted to the outlying Qadas of Baghdad Province. The Brigade Combat Teams (BCTs) with their embedded PRTs (ePRTs) developed the projects. They concentrated on poly-tunnel greenhouses that increased vegetable production and extended the growing season into the cooler months. Drip irrigation projects alone or in conjunction with greenhouses worked well to prevent soil salinity and to decrease water consumption by 75 percent.

The Brigades also revitalized the poultry industry with the reconstruction and development of poultry hatcheries and growing facilities. Construction of poultry slaughter and processing plants had begun. Efforts also included equipping and modernizing the Central Veterinary Laboratory in Baghdad with direct fluorescent antibody testing equipment.

<sup>131</sup> Distribution of FY 2010 CERP Funds, 28 September 2009, G9 periodical update slide.

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## Rule of Law

Activities of the Governance and Rule of Law cell included training the judiciary, helping train law enforcement officers, improving judicial security, and judicial through-put. The cell also helped to improve pretrial detention facilities to increase criminal justice capacity. It engaged and mentored government officials and promoted their activities by providing resources, when needed, through CERP projects. Finally, it tracked and monitored the returns of internally displaced persons.

A very significant event in the Governance realm in Baghdad was the release of the 31 January 2009 Provincial Council election results. They were a solid vote of no confidence in the performance of the old members. Only three of the fifty-seven council members were reelected. Among the fifty-four newly elected members were also seven Sunnis. The Sunni population had no representation on the old Council because they had boycotted the first Provincial Council election in 2005.<sup>132</sup>

In June of 2009, the 3-82 ABN and MND-B Headquarters hosted a Rule of Law Conference for more than seventy-five judges and Iraqi Security Force commanders from the Rusafa District. The division's bi-cultural and bi-lingual attorney advisor, Hussein al-Nahi, helped organize the conference and was its main presenter. The goal of the conference was to provide training in evidence handling and to discuss arrest, search and warrant authority. The day before the main session of the conference, a large group of the attendees toured the Lab of the Joint Evidence Forensics Facility located at VBC to highlight the value, techniques and ability of the lab. During the conference, the brigade and division soldiers stayed in the background while al-Nahi moderated. After the main instructional portion of the Conference, the Chief Judge of Rusafa Appellate District led a panel discussion of investigative judges. The debate focused on over-reliance on testimonial - "statement type evidence" - rather than accepting forensic evidence in the presentation of cases. As a norm judges required two statements to hold detainees. The conference contributed to a better understanding of forensic evidence gathering, and showing judges that they could and should rely on such evidence. An immediate effect of the conference was that several of the attendees complained about one of the investigative judges assigned to the Rusafa District, who routinely claimed insufficient evidence as a reason to release detainees. The Chief Judge was largely unaware of this problem, until it was brought to his attention at the conference. As a result, he later re-assigned the judge to different duties and responsibilities. While his action was not a goal of the conference planners, but it conveyed to

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<sup>132</sup> election names pc 2009.xls, undated, Historian's Files.

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them that they had presented the concept of judicial accountability in an effective way.

In spring 2009, the divisional Rule of Law team also became heavily involved in a CERP project that the Provincial Reconstruction Team Baghdad proposed for the Rusafa Palace of Justice. The project was repairs to an \$11million courthouse facility built by an Iraqi contractor of the Army Corps of Engineers in fall 2008. . It is important to note that repairing the true problems that were the issues of the Judge was a very critical effort. The Rusafa Courthouse was of special importance because the first large Iraqi courthouse built with U.S. Forces funds. The site was chosen because the Rusafa Appellate District had a reputation as the premier functioning legal system for the more than three million residents of Rusafa. The facility was the pride of the local community. The grand opening was attended by Iraqi Prime Minister Maliki, then MNF-I Commander, General David Petraeus, then U.S. Ambassador Ryan Crocker, and then PRT Team Leader, John Bass.<sup>133</sup> Problems with the overall construction of the courthouse, however, began to surface as soon as it opened its doors for business. They included crumbling concrete, broken door knobs, malfunctioning water heaters, a broken elevator, sewer problems, electrical wiring, and cracked bathroom tiles. When Rusafa's chief judge turned to PRT-B for help, it responded with a proposal for an \$850,000 CERP project to fix the contractor's mistakes. An inspection of the courthouse by members of the Rule of Law Team, the Staff Judge Advocate, and the 225th Engineer Brigade found that the Iraqi contractor should be held accountable for the construction problems but that a CERP contract would pay for the repair of five large roof-top air conditioning units. The end result was that the proposed scope was reduced to \$75, 000. In addition, the new proposed CERP Contract would provide courthouse maintenance engineers with some basic stocks of parts should further problems develop. For MND-B's G9 the key lesson learned was that a specialized team of engineers, lawyers, civil affairs officers, and specialized Bi-lingual and Bi-cultural Advisors with knowledge of construction practices within Iraq had to be convened to frame the issues. Understanding that only the U.S. Military had the authority to commit CERP funding, the Civil Affairs officers rejected PRT-B's proposal as civilian interference that should not and could be tolerated be tolerated.

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<sup>133</sup> FRAGO 104 to MND-B OPOD 08-02 (Operation Fardh Al Qanoon II), 5 Sep 2008, p. 8.

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**Essential Services (ESS)**

The Essential Services (ESS) section concentrated on establishing and improving the essential services required making any modern society function. These include sewer, water, electricity, trash, and to a small extent agriculture and health (SWEAT-H). In practice, health was an area that the Division Surgeon section handled. Two areas in which ESS was involved only peripherally in were education and transportation. All of these areas were only partially functional and were never as developed in Iraq as compared to Western Europe or the United States. These areas declined even further during the war with Iran and the subsequent sanctions by the western powers. Invasion by the coalition forces also damaged some of the infrastructure.

ESS/ Electricity engaged the Energy Fusion Cell in the International Zone on various occasions in coordination with engaging the Baghdad Provincial Council and the Ministry of Oil to ensure the provision of fuel for micro-generation in Baghdad, especially the registration of the micro-generation provided by the MND-B. The section also worked with the Ministry of Electricity and the Directorate of Transmission to follow up on the status of transmission substations in Baghdad and the Jameela and Farabi transmission substations. Partners for specific electricity distribution issues in Baghdad were the Directorates for distribution in Karkh, Sadr, and Rusafa. In the Qadas, section members held detailed discussions with the electricity distribution Director Generals in Mada'in, Mahmudiyah, and Sadr. The ESS/E also engaged the Energy & Services Division (the new name of the Energy Fusion Cell) in the International Zone on various occasions in coordination with the Baghdad Provincial Council and the Ministry of Oil to ensure the provision of fuel for micro-generation in Baghdad, especially the registration of the micro-generation provided by the MND-B. Another issue the section tackled was the supply of electricity to Baghdad International Airport via a 33 Kilo Volt cable leading through Victory Base Complex boundaries. Some ESS/E's most effective projects were wind mill electricity for water pumps in Mada'in Qada, solar energy for clinics and other essential service establishment, a dedicated power supplies to Rashidiyah Raw Water Pump Station and to the South Rashidiyah Irrigation Pump Station in Istiqlal Qada, solar street lights in various neighborhoods in Baghdad, electricity supply to the Al Annaz & Zaidan markets and to the Dwertan irrigation pump station in Abu Ghraib Qada.

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**Trash**

ESS/Trash presented two pilot projects for trash collection in Mahallah-626 Mansour and Mahallah-909 in Karada to the Amanat for finance. The project envisioned distributing plastic trash bags and trash to be collected twice a week and delivered to the transfer stations. After some negotiations it was decided to turn the two projects into recycling programs financed by the GOI, however, no firm decision was taken. The cell also prepared an assessment for hospital incinerators in conjunction with the Joint Reconstruction Operations Command (JROC) engineers and Saad Hasani, a G9 Solid Waste/Sewer Engineer. The assessment focused on which hospitals used incinerators, and if they were operational or not. The lack of operational incinerators in Baghdad contributed to the pollution problem by increasing the overall volume of waste. More ominously, it potentially added toxins, pathogens, medical waste and other hazardous wastes to the environment.

To a large extent, the ESS/Trash cell members served as advisors to Baghdad government officials and as liaisons to the JROC. In April they met with Saadi Al-Anee, Director of the Ministry of Municipality and Public Works (MMPW) Environmental Section, to discuss the Saba Al-Bor trash collection pilot program in Taji. Saadi stated that they had enough work to employ 250 laborers for several months, but that he only had a budget for approximately 60 laborers. Another topic was the issue of the Al-Amryah Transfer Station. MMPW claimed the Amanat was allowing its' trash collection personnel to take trash from the Al-Amryah Transfer Station and dump it in open areas of Al-Nasar & Salam in Abu Ghraib. In June, the ESS/Trash cell followed up on this problem with Mahmud Aziz, the Amanat Deputy Director General for Solid Waste. They discussed the status of the landfills serving Baghdad and the Director General explained the general equipment needs of the organization. Aziz also noted the Abu Ghraib landfill would resume operations and would not be at full capacity "for many years to come."

**Sewer**

The ESS/Sewer cell attended many meetings with the Baghdad Sewer Authority (BSA), the JROC, and PRT engineers in regard to the sewer projects in Baghdad area. One of the largest projects for the cell was overseeing the Karkh Waste Water Treatment Plant rehabilitation. The plant had been looted by the locals and, as a result, all effluent from the Karkh District bypassed the plant and flowed directly into the Tigris River, creating a health hazard to that area and down the river. The effort had been funded with Japanese funds and the

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country's foreign aid agency was dissatisfied with the slow progress of the rehabilitation. The Japanese Parliament even threatened to withdraw the funds if it deemed the project was not progressing. In August 2009, the BSA indicated that it was finalizing the \$25 million contract and about to award it to an Iraqi firm. The plant would serve the whole Karkh area and it would stop the practice of leading western Baghdad's untreated sewage straight into the Tigris River.

Investigating the sewer leakages such as the incident in FOB Shields in March, next to the Ministry of Interior main entrance, were routine activities for the cell members. At Shields, defective submersible pumps and a blockage in the main line caused sewage to spill out on the main road and in a yard by the Police Academy. The open sewage area posed a health hazard to everyone living in the vicinity, especially detainees housed in both adjacent buildings. The BSA sent a team and it determined that the area was not within its' jurisdiction and that the ministry should address the problem, because it is within their property. In another case in April at the 'French Village' near the Baghdad International Airport, the BSA was informed about a breakage in the main line and promptly sent team to investigate and repair the pipe.

### **Water**

The G9 section worked with the Baghdad Water Authority (BWA) and Ministry of Municipalities and Public Works (MMPW) to draft future plans for building new Water Treatment Plant (WTP). As a short term solution for water shortages in the rural Qada's, the division and its Iraqi partner agreed on the best distribution for Compact Water Treatment Plants (CWTP). Planning also covered the main trunk lines and the water distribution networks, historical leakage problems in networks, and priorities in the funding toward installing new networks to avoid water contamination during summer peak consumption rates. The main focus of the plan was to mark the way ahead and develop long term water policies to overcome challenges of low water levels in Tigris River and increased demand by Baghdad's growing populations. BWA and MMPW agreed to implement resident education plans to reduce waste and to educate Baghdad residents on the best measures to conserve water, as a part of their future plans.

When the Government of Iraq made budget cuts that threatened BWA maintenance, training and spare part acquisitions, the G-9 ESS team worked with the government and U.S. forces to explain the Water Authority's need for additional funds. This led to several MOA's and MOU's which helped provide the most needed funds and expertise to BWA efforts. The ESS team also conducted several inspections of the Baghdad water system main components. The inspection criteria were to evaluate the performance of these projects and find

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ways to improve and maximize the water production. The visit yielded a better understanding of the challenges the operators and the managers are facing day to day. This feedback was utilized to help the Water policy planners.

For the first time since April 2003, Iraqi Prime Minister's office with support from MND-B G-9 Water section and the JROC convened a Baghdad Water DG's / Six Qadas representatives conference about water projects in the Qadas. The conference allowed the Qadas' Directors General to meet face to face with the Ministry of Municipalities and Public Works Directors General and discuss the issues in their sectors. The main concern of the Qada DGs was the availability of water not only in the Qadas' main cities but also the remote rural villages that were not covered by the distribution networks. The Qadas' DGs suggested a series of actions and plans for future projects. The MMPW and BWA listened and promised to allow the Qadas more visibility and a greater role in monitoring the quality and performance of contractors working in their areas. The G-9 and JROC worked with the MMPW to set up a monitoring system to follow up on the progress and efficiency of the new water distribution projects. The Water Authority and Ministry officials also assured the Qadas that the 2009 funded water projects would have a positive impact on water quality and availability, and the new large scale WTPs would help to satisfy the need for Baghdad and Qada's up to 2015.

The Ministry of Municipalities and Public Works' vast area of responsibility around Baghdad created logistical and technical problems when emergencies arose in the Qadas' Compact Water Treatment Plants. Any failure in CWTPs components automatically led to low quality water and a high risk of damaging other components. To avoid these complications, early reporting and a quick response was essential. The G-9 water team worked with DG Hayder to draft a study for emergency response technical teams, fully equipped to handle these situations.

On 1 July, the focus shifted toward Compact Water Units (CWU) in the Qadas. The CWUs were originally installed as short term solutions until the medium size conventional Water Treatment Plants, trunk lines, and distribution networks owned by the Ministry of Water were either completed or renovated. As time went by, the CWU became permanent fixtures, however, because neither the trunk lines nor the distribution networks received repairs and were unable to withstand the higher pressures from the downstream pumps. Another complication was illegal tapping of trunk lines. MMPW and law enforcement agencies coordinated their efforts to eliminate the tapping, but the problem persisted. As a result, many Qadas had to deal with contaminated water supplies.

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The G9 Water section also supported future and existing plans to maintain irrigation and drainage canal in the six Qadas around Baghdad. Criteria for the purchase and distribution of new equipment and O&M programs were irrigation/drainage canal length, size of the farming area, and the number of farmers.

The new equipments would be distributed according to the Qadas' needs. Qadas with the most irrigation and drainage canals would receive additional equipment.

During meetings with Ministry of Water representatives, MND-B G9 identified two major irrigation projects in Mahmodiyah Qada to alleviate water shortage for both irrigation and drinking needs. One of these projects was the Latifeeyah boost water pump. The cost of this project was around \$10 million, which included the civil work, intake, and digging of new irrigation canals or increasing the capacity of the existing one. The new pump affected between 125,000 to 150,000 farmers in the area south east of Baghdad.

### e. Logistics<sup>134</sup>

#### Responsible Drawdown of Forces

“[T]here was a discussion as to do we make responsible drawdown a line of effort in the campaign plan? Do we add this to the three other lines of operation? And we came to the conclusion that we didn't need to [...] because the three principles of right sizing, right equipping; getting rid of excess; and take everything when you leave, are all fundamentals to good command supply discipline, to basic good order and discipline for a brigade.”<sup>135</sup>

While Colonels Parks and Michael Snow, Assistant Chief of Staff G-4, decided against making Responsible Drawdown a separate line of effort in the Campaign Plan, the division's operations to draw down forces responsibly were extraordinary in their extent and in the way they prepared the ground for even more drastic decreases in forces and equipment in 2010. The efforts began almost as soon as President Obama announced his decision to drawdown U.S. forces in Iraq to 50,000 soldiers by August 2010 and total withdrawal of forces by December 2011. As MNF-I and MNC-I began developing a drawdown plan, MND-B began executing its own strategy of retrograding and redeploying soldiers and equipment. To facilitate the process, the G-4 proposed

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<sup>134</sup> Report by Maj. Richard Michaels, Division Transportation Officer, G-4, 9 Dec 2009.

<sup>135</sup> Interview, Col. Michael Snow, ACofS G-4, MND-B, by Col. Marion Gale, CALL, 17 Dec 2009, p. 26.

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development of a Responsible Drawdown Cell. Its main focus was to track and manage the drawdown and retrograde of troops and equipment thru three guiding principles:

1. Right-Equip / Right Size Equipment Sets
2. Identify and turn-in of non-mission essential (NME) equipment.
3. When units redeploy, they take all the equipment with them.

The G-4 developed three working groups to make up the cell: 1) Deployment / Redeployment Operations Working Group; 2) Equipment Working Group; and 3) Base Realignment and Closure Working Group. All groups involved the main action officers in each BCT along with G-4 staff primaries and other Division enablers. The groups met weekly and developed tracking mechanisms for the G-4. The working groups presented status updates and provided progress reports to the Division Chief of Staff at the monthly Responsible Drawdown Bureau. The Chief of Staff chaired the Bureau. He provided guidance necessary to steer the working group leads to accomplish the Division Commander's intent. The Bureau later transformed to include all drawdown topics: contractor drawdown, LOGCAP de-scoping, and engineer project management. Due to the vision of the Chief of Staff and G-4, MND-B executed actions well ahead of MNC-I planning.

The Deployment/Redeployment Operations (D/ROPS) Working Group began working in the middle of April. The D/ROPS WG sought to synchronize the transition of forces - both passengers and equipment of incoming and outgoing BCT; track/coordinate completion of the redeployment tasks across the Division and BCT OPR; and synchronize the internal BCT equipment and passenger redeployments effectively and efficiently, ensuring all movements met CENTCOM Business Rules for redeployment. During the meeting units highlighted and reviewed the redeployment milestones, a set of fourteen different tasks designed to facilitate redeployment with correlating suspense dates. Each unit tracked detailed requirements to completion. When units were at risk of missing suspense, MND-B levied division resources and man-hours to ensure the BCT achieved success. The identification of the Reset equipment turn-in timeline was another important aspect of the D/ROPS Working Group. MND-B defined the timeline based on the MNC-I approved TOA date and tracked completion using the Army Reset Management Tool (ARMT) which provided disposition for unit equipment. Once a BCT completes the ARMT plan, they worked with 402d Army Field Support Brigade to schedule a turn-in date/time.

Awards and evaluation reporting were also important aspects to redeployment but units tended to overlook them. To highlight award and evaluation turn-in timelines and track completion of those tasks, MND-B's G-4 integrated the G-1 and BCT S-1s into the working group. The group ensured that

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the command recognized the soldiers properly before redeployment. All of these tasks combined led to a fully synchronized transition plan focused on properly preparing the BCT for redeployment and to solve problems and surge capability when needed.

The Equipment Working Group began its work also in April. It focused on five areas: Theater Provided Equipment (TPE), Organizational Equipment, Container Retrograde, Logistics Reposture, and Basing. The weekly working groups synchronized efforts and requirements to meet specified objectives in support of Responsible Drawdown of Forces (RDOF). In July, MNC-I directed monthly targeted reduction of 480 pieces of rolling stock, reduction of non mission essential ammunition, and right-sizing of Supply Support Activity (SSA). MND-B synchronized targeted reductions with unit transitions and the elimination of non mission essential vehicles and equipment. The targeted reductions for rolling stock included TPE and organizational equipment.<sup>136</sup>

TPE managed by 402d Army Field Support Brigade included standard and non standard equipment supporting units operating in the OE. TPE was the only equipment approved locally for turn-in or transfer, and was the largest pool of equipment impacted by RDOF. The first level of effort for reductions included the identification and elimination of 265 non armored and level II/III Up-Armored Highly Mobile Multi-purpose Wheeled Vehicles (UAH). The next level of effort included the identification and elimination of approximately 1,500 Mine Resistant Ambush Protected (MRAP) vehicles and M1151 wheeled combat vehicles in excess of the MNC-I Basis of Issue Plan (537 MRAP/UAH per BCT). The final level of effort was the natural attrition of non-mission essential equipment from units redeploying without a backfill. MND-B reduced 37,000 pieces of TPE and 4,263 pieces of rolling stock through unit transitions and redeployments. Organizational Property included MTOE and non standard equipment deployed from home station. The ability to transfer and turn-in organizational equipment required Department of the Army approval or must be turned-in unserviceable. The primary means for reducing on hand equipment was through Early Return of Equipment (ERE), early induction of Automatic Reset Induction (ARI), or unit redeployment. MND-B reduced 523 organizational pieces of rolling stock from August to December. An additional 314 pieces planned for retrograde at the end of January 2010.

MND-B also tracked and reported two separate types of containers: 1. Organizational containers – usually a mixture of quadruple containers, triple containers, smaller ISU-90s, and 20 ft. containers; and 2. TPE containers – those that a unit either inherited from the unit they transitioned with or those that they signed for after arrival into theater. MND-B's G-4 first set out to define a

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<sup>136</sup> MND-B FRAGO 298, OPORD 09-01, 14 Apr 2009.

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standard BCT-set of TPE containers (20 per battalion, 150-200 per Supply Support Activity, and 50 per Ammunition Transfer and Holding Points) for the units to maintain. The G-4 operated off the assumption that these "TPE Containers" stored the unit's TPE. The reality was much different, though. During an assistance visit by an OSD Lean Six Sigma team, members of the Equipment Working Group quickly identified a problem that all BCT encountered to the end: containers with unaccounted-for, unpackaged, non-mission essential (NME) equipment. The working group established a system to 'unencumber' brigades and to reduce non-mission essential equipment and containers in conjunction with Task Force 586 [a Request for Forces for Mobile Redistribution Teams (MRT) filled by the Air Force].

The Equipment Working Group established the Victory Base Complex Mobile Redistribution Yard where units sent NME containers. The group seeded the yard with 100 containers from various BCTs and put the MRT, consisting of seven Air Force personnel, to work. Augmented by 15 Soldiers from the division, the group began processing containers. Since 11 May, the MND-B MRT processed over 1500 NME TPE containers and reclaimed over \$51million worth of serviceable NME equipment. Another goal was to reduce containers in MND-B units. The working group started with 6,103 containers, of which 3,289 containers remained in theater in December (a 46% reduction). Projection for January 2010 was 3,015 containers (all in all a 51% reduction).

Theater Logistics Reposture included the elimination and right-sizing of supply points. MND-B operated five Support Supply Activity warehouses in January 2009 and projected operating only two at the end of January 2010. In addition to reducing the number of supply points, MND-B right-sized Authorized Stockage List reducing more than 14,000 lines. Units also completed the retrograde of more than six million rounds through three Ammunition Transfer and Holding Points (ATHP) and eliminated NME ammunition on-hand. BCT ATHP remained active to support future retrograde of non-mission essential ammunition but no longer maintained stocks. The Synchronization of unit transitions and the targeted elimination of non essential equipment and materials enabled MND-B to meet or exceed targeted goals in support of RDOF. Units reduced more than 2,600 pieces of rolling stock and 25,000 pieces of TPE since August 2009. Units executed the closure of three SSA, reduced more than 14,000 lines of ASL, and retrograded more than six million rounds of ammunition to right size unit supply points.

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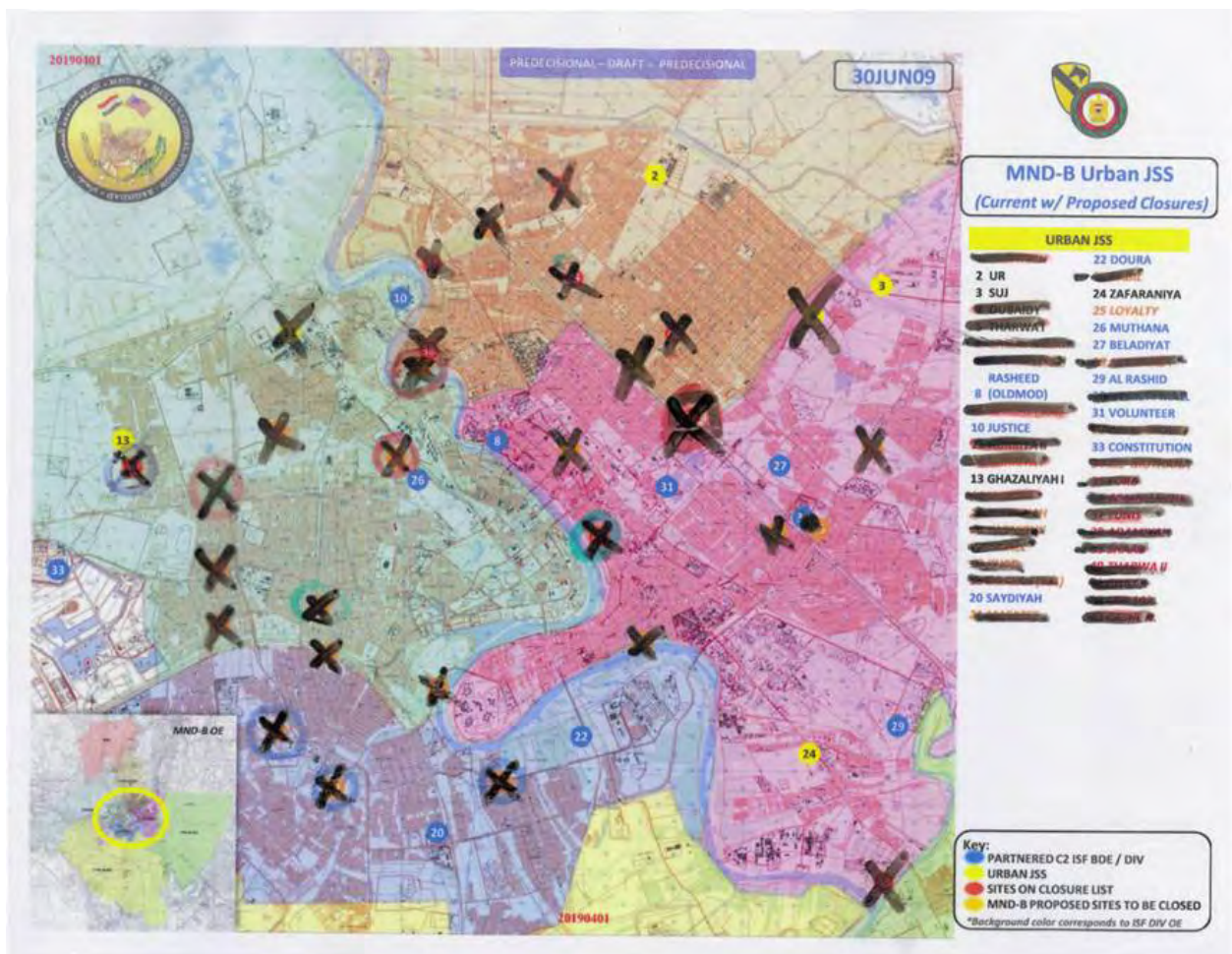
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### Base Realignment and Closure Operations

Article 24 of the Security Agreement mandated withdrawal United States combat forces from Iraqi Cities no later than 30 June 2009. At the beginning of the 1st CAV's deployment, there were 89 bases in the MND-B OE, of which a large number had to close to comply with the agreement. To meet the deadline, MND-B established a deliberate base realignment plan and put a G-4 developed Base Realignment and Closure working group in charge of implementing it. The first notable base transfer occurred in March with the return of COS Rustamiyah, east of the Tigris River in the southeast sector of Baghdad, to the Iraqi government. By the end of the year, the division transferred or closed 52 bases.

Figure 17. Col. Michael Snow's Base Closure Map, 30 Jun 2009<sup>137</sup>



<sup>137</sup> Map, MND-B Urban JSS, dated 30 Jun 2009, used by Col. Michael Snow, Asst. Chief of Staff G4, to record closures with a black marker, Historian's Files.

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Throughout the 1st CAV's deployment, division and brigade commanders drove closures and transfers based on their assessments of their Operational Environment. The brigades initiated the Property Closure Notifications (PCN) for approval by the MND-B Commanding General. In order to keep an eye on base closures, units participated in the Base Realignment and Closure Working Group to brief the status of their base transitions to the MND-B G-4. The discussions involved updates from the G-4 sections, Division Surgeon, G-1, G-5 Sustainment and Engineer Planners, Division Engineer, and BCT XO/S-4. Until the 30 June 2009 closures were complete, the Working Group met weekly, afterwards the schedule changed to twice monthly. As MND-B continued to execute Responsible Drawdown from Iraq, all non-enduring Bases would transition to the Government of Iraq, leaving the USD-C footprint with six U.S. bases.

One of the first bases that 1CD closed was Aamel. Before the closure, MND-B found the site abandoned with trash and damage to buildings. The owning unit claimed that they had not done the damage but it had happened nonetheless. After that experience, the G4 determined that a base closure representative from his staff would be at all base transitions and that a Site Closure and Assistance Team (SCAT) would inspect each base prior to transition. The original team consisted of two soldiers from G4 and a Division Engineer Environmental representative. Over the course of two months, the team visited every base within MND-B with the exception of the Hubs and Spokes. The team wrote initial environmental reports and verified property lists. Property verification continued to be an issue as the team went out on its second circuit of bases. During the second iteration, the same two members of G4 went to each base. Using the same team at each base ensured that the team could answer questions about any base. Also, each base received a second environmental look. While units improved environmentally, there were continued issues with paperwork. Units failed to list all personal property and lacked understanding of real property. The SCAT coordinated with unit representatives to review property lists and correct property in detail. MND-B also directed units to provide Records of Return, "Contractor Managed Government Owned" memos, private property memos and container spreadsheets. These actions ensured that our paperwork was correct prior to closure when J7 (Engineer) completed final coordination with a Receivership Cell. The actual base closure was the secondary purpose of SCAT. In this capacity, G4 and a Division Engineer representative attended every base closure and transition together with Sameer Al-Haddad, the Iraqi government representative for all of the interactions. In the end, the Site Closure and Assistance Team was critical to the

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successful transition and closure of 39 bases in MND-B. Through the hard work of many commanders, leaders, staff officers and NCOs, and troopers, MND-B continued to remain ahead of MNC-I monthly directed goals and set a successful glide path for the next division.

At the end of the First Team's deployment, a FRAGO was in staffing for the third round of SCAT. This FRAGO would require units to provide driving directions from the International Zone to the base, the Pre-Closure Notification (PCN), the final Foreign Excess Personal Property (FEPP) list, and to verify the grid coordinates for each base. The goal was to post each of these items on the portal. This would ensure that paperwork was not lost and units could concentrate on closing the base instead of formalities.

### 7. 1st CAV BCT Operations

#### a. 1st Brigade Combat Team (Ironhorse)<sup>138</sup>



The 1st "Ironhorse" Brigade Combat Team arrived in theater in February 2009 and assumed authority over the northeast portion of Baghdad province on 21 March. The initial operating environment included the districts of Adhamiyah, Sadr City, and the rural qada of Istiqlaal. These areas were all located on the east side of the Tigris River. The territory expanded to the south to include a portion of the Rusafa district. Later on Ironhorse took responsibility for the Taji and Tarmiyah qadas north of the city on the west side of the Tigris River when the 56th Brigade Combat Team redeployed.

Ironhorse troopers' attention to detail, devotion to duty, and determination were instrumental in the success of the brigade's mission to provide support to our Iraqi Security Forces partners inside the city of Baghdad and to conduct

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<sup>138</sup> Report by Capt. Darrell Matheny, Public Affairs Officer, 1st Brigade Combat Team, 1st Cavalry division, 7 Apr 2010.

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combined counterinsurgency operations with the ISF to disrupt and to defeat the enemy outside the city. They partnered with seven Iraqi Army brigades, two divisional headquarters, one Iraqi Federal Police Brigade, thousands of Iraqi Police, and 7,000 Sons of Iraq.

The ISF brought security and stability to the citizens of Iraq during this critical transition period. The Ironhorse Brigade Combat Team, in partnership with the 2-1 Federal Police, and the 11th Iraqi Army, led the way in establishing conditions for sustainable security as responsibility for neighborhoods within the city limits transitioned to the Government of Iraq (GoI) and Iraqi Security Forces (ISF). The Ironhorse BCT's efforts along both the lethal and non-lethal lines of effort ensured security and stability in a historically unstable region of Iraq, while simultaneously training and assisting the ISF to assume full responsibility for security.

On 21 March, 3d Brigade Combat Team, 82d Airborne Division transferred responsibility of its northern operational environment to the Ironhorse Brigade. During this transition period, Ironhorse conducted battalion level reliefs in place, along with the transfer of responsibility for three different brigade operational environments, and had four maneuver battalions under its control. Within one month of arriving in theater, Task Force Ironhorse assumed the operational environment of 3d BCT, 4th Infantry Division. Initially the area of responsibility included the district of Adhamiyah, Sadr City, and the rural Qada of Istiqlaal, which were all located on the east side of the Tigris River. In May, the Ironhorse OE expanded to include the Rusafa District. In September, it expanded again to include Taji and Tarmiyah qadas north of the city on the west side of the Tigris River. Throughout April, the overall focus for the Ironhorse elements were conducting combined security operations with their ISF partners, including patrols, clearance operations, cordon and search operations, reinforcing the ISF's execution of their security plans, and maintaining force protection. In early May, Ironhorse troopers continued to enhance their partnership with elements of the 11th Iraqi Army Division through combined security, training, assistance missions, process warrants and capture violent extremists, and terrorists that affect the OE. By mid May, the brigade began OE realignment and base transfer operations with the intent to have combat forces "out of the cities" by the 30 June deadline set by the Security Agreement. Ironhorse transferred or closed nine bases including: COP Apache, JSS Tunis, COP Ford, JSS Al Shaab, JSS Tharwa I, JSS Basateen, JSS Thawra II, JSS Adhamiyah, and COP Comanche.

Throughout the transfer process, the brigade continued to partner with the ISF conducting operations in accordance with the Security Agreement. Ironhorse conducted a total of two brigade level combined operations with a focus on establishing a close partnership with the Iraqi Army and Iraqi Police. The goal

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was to improve security conditions in order to facilitate Iraqi Provincial Government control. As security conditions improved, Coalition Forces transferred the lead security role to the Provincial Government and Provincial Security Council. Three major factors contributed to the significant security gains. First, extensive use of Signals and Human Intelligence assets enabled precision targeting of mid and high level insurgent leaders. The other two factors were implementation of the transition of the Sons of Iraq into government employment and the growing capacity and capability of the Iraqi Security Forces. As a result, violent enemy attacks dropped by eighty percent across the province.

The brigade's partnership effort with the Rusafa Area Command included sharing of specific targeting methodology and processes that increased the ability of the 11th Iraqi Army Division to perform operations independently. The coordination and intelligence sharing of actionable information with the ISF and their respective Military Transition Teams led to multiple successful operations. The actions of a U.S.-Iraqi targeting cell either directly or indirectly resulted in the detention of more than 300 persons of interest, of whom 175 were implicated in acts of terrorism, and another 40 were considered "high value" individuals.

With improvements in security, the BCT transitioned to tactical and operational overwatch of Iraqi Security Forces. It transferred control of battle space and remote sites to the ISF while maintaining tactical level reaction forces capable of responding to the IA and IP if they required help to: (1) prevent the defeat of IA and police units, (2) reestablish local security control in situations that exceeded IA and IP capabilities, and (3) provided emergency support to transition teams. Overwatch at the operational level for mature IA and IP units capable of independent operations consisted of providing forces to intervene in situations that exceeded ISF capabilities and endangered civil authority at the provincial level.

### **Security and Partnership**

With the changes to the mission that took place on 30 June, Ironhorse moved its units out of Baghdad and increased the forces available to partner with the ISF outside the city. These unit relocations enabled operational success against the enemy in their support zones, while strengthening relationships with Iraqi units in these rural areas.

### **Super MITT**

To prepare for the transition to full Iraqi control and, at the same time, set conditions for the arrival of the Advisory and Assistance Brigade in 2010, the

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Ironhorse Brigade restructured the 11th IA Division Military Transition Team into a Super MITT. The enlarged team provided resources, both enablers from the U.S. Brigade level and patrol capability at the U.S. platoon level, to its Iraqi partners. The restructuring led to successes in intelligence gathering and target development, and responded to the desires of the ISF to develop training academies with its partners.

### Civil Capacity

In the post 30 June environment, Ironhorse expanded an already robust civil capacity effort across the brigade by placing even more emphasis and resources on stability operations. The improved security situation made it possible for the brigade and its embedded Provincial Reconstruction Team to focus on training Iraqi local government officials to increase their capacity to provide Iraqi citizens with greater access to essential services. In all, the brigade completed 101 projects valued at almost \$25 million. Ironhorse completed 63 projects at an estimated cost of \$8.6 million, and established another 58 projects that were underway in the developmental phase by the time it redeployed to Fort Hood, Texas.

#### b. 2d Brigade Combat Team (Black Jack) <sup>139</sup>



In January 2008, the 2d Brigade Combat Team (Black Jack), 1st Cavalry Division redeployed from Operation Iraqi Freedom 06-08. Almost as soon as it arrived back in Fort Hood, the Brigade began to prepare its return to Baghdad in January 2009 to secure the Sadr City and Adhamiyah neighborhoods of Baghdad as part of Multi-National Division Baghdad. Preparations included a

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<sup>139</sup> Report by Maj. James "Scott" Rawlinson, Public Affairs Officer, 2d Brigade Combat Team, 1st Cavalry Division, 11 Mar 2010.

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combination of individual and collective training and culminated in a Joint Readiness Training Center rotation in September.

In January 2009, 2d Brigade Combat Team under the command of Colonel Ryan F. Gonsalves deployed to Kuwait to conduct Reception, Staging, Onward Movement, and Integration to set conditions for stability operations in Baghdad. Not long into the process, the Brigade received orders to assume operational responsibility of Kirkuk province. Located in Northern Iraq, it was an area of approximately 4,000 square miles with a population of around one million belonging to Kurdish, Arab, Turkmen and Assyrian ethnic groups. The status of Kirkuk province was in question. Its government had not yet determined if it would remain a province of Iraq, become a province of the Kurdish Regional Government, or obtain special status under Iraqi constitution, pending resolution of legal and oil right issues mandated in Articles 23 and 140 of the Iraqi Constitution.<sup>140</sup>

In August 2008, with the deployment of the 12th Iraqi Army (IA) Division to Kirkuk to secure critical infrastructure, the province became a potential flash point for violence. The 12th Division, commanded by Maj. Gen. Abdul Ameer, was the newest division in the Iraqi Army and consisted of the 15th, 46th, 47th and 49th Brigades. The 15th BDE was deployed to the southwest of Kirkuk province. The 46th, 47th and 49th BDEs were deployed to the northwest of the province, and the Division headquarters was stationed at K1, an IA military compound immediately outside of Kirkuk city.

Also present in the province, north of Kirkuk city, was the 10th Kurdish Army BDE (Pesh Murga), commanded by Brig. Gen. Shirko. The Pesh Murga had operated in the province since 2003, following the invasion, at the request of the Government of Iraq in order to maintain order and stability. The 10th Kurdish Army Brigade operated in north Kirkuk province generally considered to represent the "Green Line," the unofficial line beyond which Arab security forces would not be accepted by the primarily Kurdish citizens in the area.

The U.S. Forces stationed in Kirkuk operated out of Forward Operating Base Warrior, led by the 18th Engineer Brigade, an element from the 3rd Brigade, 25th Infantry Division and the 1st Battalion, 67th Armor Battalion. On 14 February 2009, the Brigade conducted a partnership ceremony commemorating the new relationship with the 12th Iraqi Army Division and Iraqi Provincial Police throughout Kirkuk province, but headquartered in Kirkuk city. The partnership allowed Black Jack to continue security operations, with an emphasis on conducting operations "by, with, and through" the Iraqi Security Forces (ISF).

The 1-8 Cavalry partnered with Iraqi Police in Hawijah district and the

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<sup>140</sup> Iraqi Constitution, 15 Oct 2005, Pp. 9-10 and 42 accessed on 27 Mar 2010 at [http://www.uniraq.org/documents/iraqi\\_constitution.pdf](http://www.uniraq.org/documents/iraqi_constitution.pdf)

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46th, 47th and 49th IA Brigades; companies from the 15th IA BDE and was based out of FOB McHenry in Hawijah; 4-9 Cavalry partnered with police in the Rashad valley, the 15th IA BDE and 1st BN of the 46th IA BDE; 3-82 FA partnered with the Kirkuk Director of Provincial Police, the Emergency Services Unit and the Emergency Response Unit; 15th BSB partnered with the 12th Motorized Transportation Regiment based at K1 and 2nd BSTB was assigned overwatch of the Kurdistan Regional Government's three provinces of Arbil, Sulyamaniyah and Dahuk.

The Brigade conducted a series of semi-monthly meetings with representatives from the provincial police, Emergency Response Unit, Emergency Services Unit, Pesh Murga, Asayesh, Oil Police, Iraqi Army, the National Iraqi Intelligence Agency and Iraqi Air Force. As a result of the meetings, the coordinated efforts of the security forces allowed Pesh Murga to focus on the north of the province in areas with minimal police presence, the police on the urban areas and the 12th IA on rural areas to the south, where the police needed assistance. Initially, Black Jack planned and resourced operations to kill or capture insurgent cells operating throughout the province, while coaching and mentoring the ISF to conduct operations on their own. Between February and June 30, Black Jack conducted 27 company-level operations, detained 302 suspected insurgents, found 115 IEDs, discovered 80 artillery rounds, 118 RPGs, 44 grenades, 22 rifles or pistols, over 1600 pounds of explosives, nearly 9,000 rounds of ammunition, 124 rockets and 168 mortars. Following June 30, the ISF demonstrated that the training had paid off when they capably conducted operations at the same pace with minimal support. Black Jack assisted with detention of high-level insurgents within the Jaysh Rajal al-Tariq al-Naqshabandiya, Ansar al Sunna, the Islamic State of Iraq, and al Qaeda in Iraq.

Arriving in Iraq following the signing of the Security Agreement in November 2008 proved fortunate. Black Jack implemented partnered relationships and warrant-based targeting right away. Long before June 30 deadline, the BCT invited the Iraqi Police, Oil Police, Iraqi Army and Kurdish Army to begin working in its Tactical Operations Center. As 30 June approached, Black Jack seamlessly transitioned to ISF primacy. The Brigade coordinated with its Iraqi partners to comply with the security agreement by implementing a series of flexible response options that would allow U.S. forces to ramp down or increase their presence in Iraqi cities.

Between 21 and 27 July 2009, Black Jack provided support to the Kurdistan Regional Government's (KRG) parliamentary elections. On request, it provided Quick Response Forces and Intelligence, Surveillance, and Reconnaissance assets to support the Regional Reconstruction Team, KRG, and Iraqi government efforts to provide a secure environment for credible and

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legitimate Iraqi Kurdish Parliamentary elections in the cities of Arbil, Sulyamaniyah, and Dahuk. No disruptions occurred near any of the polling sites and no deployment of forces was necessary.

Black Jack used funds from the Commander's Emergency Response Program and Iraqi Commander's Emergency Response Program to provide quick access to up to \$500,000 for projects designed for humanitarian assistance and reconstruction projects intended to provide for the public's needs. In partnership with provincial and local political leaders, Black Jack, the 12th Iraqi Army Division, and the Provincial Police leveraged CERP and ICERP to design projects throughout Kirkuk to improve water distribution, sewer systems, improve roads, renovate hospitals, build and renovate schools, build and improve public agricultural resources, enhance garbage disposal, clean up urban centers and renovate other key government facilities like museums, libraries and the Provincial Joint Coordination Center. From February 2009 throughout the end of the rotation, the Brigade committed more than \$20 million in ICERP and CERP funds for projects that created nearly 13,000 jobs.

In addition to creating new job opportunities, Black Jack also leveraged micro-grants to stimulate existing business opportunities. The amounts ranged from \$80 to \$5,000, which are determined based on services and equipment requested by local shop owners. The payments came with several stipulations designed to increase not only the productivity of the shops but also to provide local jobs and services. The owners had to purchase sale items from other shops in their local community and all renovations had to be provided by local contractors. Black Jack distributed approximately \$3 million throughout its territory creating practically another 3,000 jobs.

As an industry, agribusiness was the number one employer in Kirkuk. Any setback to farming would have long-lasting effects. Kirkuk province had been suffering from a four-year drought that resulted in ever decreasing water tables. To mitigate the effects, Black Jack supported the efforts of the Provincial Council to educate the population of Kirkuk on water conservation and the hard work of the Provincial Reconstruction Team to develop agricultural practices that maximized use available water.

Keeping in mind that all of these factors affected security, the Brigade approached security holistically. For every operation, Black Jack's planners considered each element of the environment. As the rotation came to an end, the province's security gains proved that Black Jack and its partners were on the right track. The insurgency in Kirkuk had lost considerable momentum and was on the defensive, the population appeared more optimistic about the possibility of a peaceful resolution in the province, and the economy showed signs of improving. The imminent threat of a return to civil war was negligible, and a

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sincere spirit of cooperation existed among the security forces operating throughout the area.

**c. 3d Brigade Combat Team (Greywolf)<sup>141</sup>**



The 3d “Greywolf” Heavy Brigade Combat Team, 1st Cavalry Division conducted transfer of authority in Diyala Province, Iraq with 4th Brigade, 2d Infantry Division on 2 December 2007. The Brigade closed on Fort Hood, Texas on 18 December 2007, conducted Re-Integration Training and began the thirty day block leave period. At the end of January 2008, Greywolf re-established its footprint and began preparations for future training events following brigade and battalion change of command. On 26 March 2008, the brigade conducted a consolidated Brigade and Battalion Change of Command Ceremony on Cooper Field, Fort Hood, Texas.

Greywolf conducted a robust train-up and ARFORGEN in a time-constrained environment; nine months from the change of command to deployment in support of Operation Iraqi Freedom 2008-2010. During these nine months, the brigade and subordinate units conducted individual skills training; small unit collective training events; Level I Gunnery; Paladin Tables; “GREYWOLF PROWL” (BCT Lanes); National Training Center Leadership Training Program at Fort Hood; support to the 25th Infantry Division Mission Readiness Exercise in Schofield Barracks, Hawaii; “GREYWOLF RAGE” (National Training Center 08-10), Pre-Deployment Site Survey, and numerous additional activities to prepare for deployment to the Ninewa Province, Iraq.

The brigade deployed to Kuwait in December 2008, with a boots on the ground date of 14 December 2008, and conducted RSOI activities. The largest unknown facing the brigade was the impact and specifics associated with the Security Agreement between the United States and the Government of Iraq

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<sup>141</sup> Report by Lt. Col. Dominique Dionne, 3d Brigade Combat Team, 1st Cavalry Division, 26 Mar 2010.

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taking effect on 1 January 2009, 18 days before Transfer of Authority on 19 January 2009. Immediately upon arrival in the Ninewa Province, Greywolf began establishing systems and building capabilities focused toward providing support to the Ninewa Operation Command (NOC) and subordinate ISF Divisions for a Provincial Election Security Plan. To support the plan, the brigade conducted combined planning with partnered ISF, from the NOC down to battalions, to ensure that all security force operations were synchronized throughout the Province. Additionally, the brigade planned and executed the first joint and combined rehearsal between the ISF, Peshmerga and United States Forces to ensure that security operations of polling sites located within the disputed areas of the Province were synchronized as well. This enabled Greywolf to assist the Government of Iraq with ensuring that all Iraqis, regardless of their ethnicity, were able to participate in the Provincial Elections, thereby increasing the legitimacy of the process and results. Twelve days after TOA, on 31 January 2009, the brigade supported our partnered ISF units with Security of Polling Sites throughout the Ninewa Province to prevent attacks against the local population as they voted for their representatives. The Provincial Election Security Plan was a success with only few attacks conducted during Election Day.

Immediately following the Provincial Elections, Greywolf focused on combined planning with the NOC and ISF Divisions for a comprehensive security operation focused on clear, control, and retain operations within Mosul and disruption operations in the Mosul Belts, support zones outside the city. Operation "Ninewa Resolve" began on 20 February with simultaneous clearing operations in three neighborhoods of Mosul; two in east Mosul and one in West Mosul. Throughout the next four months, the brigade continued to conduct combined clearing operations throughout Mosul to prevent insurgents from using urban support zones to launch attacks against security forces and the local population. Incorporated into the operation were high impact / short duration projects to provide jobs and immediate improvements of essential services in recently cleared neighborhoods. These operations resulted in a reduction of attacks within Mosul from approximately nine attacks per day in February to 3.6 attacks per day in June. This reduction in insurgent attacks allowed the newly elected Provincial Government to begin developing programs to increase sustainable essential services and economic opportunities to the local population.

On 30 June, Greywolf ceased combat operations within Mosul in accordance the Security Agreement. The brigade refocused operations in the support zones to prevent insurgents from using them to plan, resource and conduct attacks within Mosul. Greywolf re-positioned companies, troops and batteries to new areas of operations outside of Mosul, allowing the brigade to

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conduct operations in villages, towns and other areas that had not seen concerted security operations during previous rotations. The main effort of the Brigade changed from Western Mosul to the Southern AO where the brigade focused its effort on disrupting AQI financing associated with oil corruption. At the same time, Greywolf assumed responsibility for all of the Ninewa Province and began interdicting foreign terrorists and facilitator movement on the Syria – Iraq border. Included in these security operations was an expansion of high impact / short duration essential service projects to increase the quality of life throughout the Province. The ISF continued to conduct security operations within Mosul, with the brigade providing enablers support, to prevent insurgents from conducting attacks against the local population.

Greywolf continued operations along the Syrian - Iraqi border with the addition of 1-4 CAV in October and 3-73 LRS in November by increasing the 24 hour surveillance and interdiction against smuggling and foreign terrorist facilitators operations; as a result they began to shift their operations further to the south trying to find seams in the brigade's forces. In the south, the efforts against oil corruption finally began to pay off when the local government arrested 9 truck drivers for attempting to deliver diluted fuel to a distribution center. The next focus became concrete companies and contractors, which further cut off the flow of money to the insurgent groups in Mosul.

From 21- 26 November, the Greywolf Soldiers officially conducted left seat-right seat transition with the Spartan Brigade (2/3ID), but they continued. to mentor their counterparts as requested until re-deploying. On 1 December, the brigade transferred authority in the AO to the Spartans.

### **d. 4th Brigade Combat Team (Long Knife)<sup>142</sup>**



Activated in October 2005, as part of the total Army transformation process, the 4th Brigade Combat Team (Long Knife), 1st Cavalry Division first

<sup>142</sup> Report by Capt. Norma James, 4th Brigade Combat Team, 1st Cavalry Division, 25 Mar 2010.

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deployed to Iraq during the troop 'Surge' in October 2006. Three of its battalions served in Ninawa Province, while the 2-12 Cavalry deployed to Baghdad to augment 1st Cavalry Division efforts in the capital. The brigade returned to Fort Hood after 14-month deployment. Three months later, in March 2008, the 4th Brigade Combat Team (Cobras), 4th Infantry Division, became the Long Knife Brigade and the former 4th Brigade reflagged to the 4th Brigade Combat Team (Highlanders), 1st Armored Division. Another three months later, in June, Colonel Philip Battaglia led the Long Knife Brigade on its second deployment to Iraq. This time, the Long Knives served in southern Iraq as part of Multi-National Division-Center under the command of 10th Mountain Division.

In Iraq, the 4 BCT assumed responsibility for the Muthanna, Dhi Qar and Maysan provinces that stretched straight across the area south of Baghdad, from Iraq's western border with Saudi Arabia to its eastern border with Iran. The brigade's operational environment was roughly the size of South Carolina, had 2.8 million citizens and included Iraq's fourth-largest city, Nasiriyah. During their tour, the Long Knives trained and mentored the 10th Iraqi Army Division, 3 Provincial Police Forces and Iraq Border Patrol units

While the 4 BCT was located at Contingency Operating Base Adder in Dhi Qar province, the unit deployed three battalions to the Maysan province where it built two bases and several ports of entry along the Iraq-Iran border. The 2-7 Cavalry "Garry Owen" occupied FOB Garryowen and operated in northern Maysan province, while the 1-9 Cavalry "Head Hunters" and the 5-82 Field Artillery "Black Dragons" lived FOB Hunter in southern Maysan province. The brigade's other three battalions were based at COB Adder. The 2-12 Cavalry "Thunderhorse" partnered with Iraqi units in Muthanna and Dhi Qar provinces. The 27th BSB "Rough Riders" provided support across the brigade's operational environment. The brigade's 4th Special Troops Battalion "Spartans" provided enablers and performed garrison and base defense operations at COB Adder.

During its one-year deployment, the 4 BCT served as higher headquarters for three Romanian battalions: the 151st Infantry Battalion "Black Wolves," the 341st Infantry Battalion "White Sharks," and the 26th Infantry Battalion "Red Scorpions." These Romanian units were an integral part of the BCT's success through their partnership with the 10th Iraqi Army Division Special Forces and combat patrols in Dhi Qar province. In addition to the Iraqi Security Forces, the Long Knife Brigade also partnered with the provincial reconstruction teams in each of its three provinces to improve the Iraqi people's quality of life. The unit provided logistics, movement and security support to the PRTs to allow them to improve the governance and economic conditions in the 3 provinces. The brigade worked with the Iraqi Security Forces to seize over 10,000

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dangerous munitions and apprehend dozens of criminals in the Maysan marshes. The 2-7 CAV worked with the Iraqi Police in Majar al Kabir to capture the criminals responsible for murdering six British Military Police in November 2004. The Long Knife Brigade also worked with the Iraqi Security Forces to provide security to Iraq's provincial elections in January 2009.

During the 4 BCT's tour, the 10th Iraqi Army Division conducted Operation "Lion's Roar," a combined live-fire exercise in Maysan province in April 2009 – the first of its kind in the Iraqi Army. The exercise integrated U.S. enablers and demonstrated the capability and lethality of the Iraqi Army. During the final month of the brigade's rotation, the Long Knives transitioned the security responsibility of the historic Ziggurat at Ur - one of the world's oldest historical archeological sites and a treasure of the Iraqi people - to the Iraqi Security Forces. Previously, the Ziggurat was inside the perimeter of COB Adder in Dhi Qar province. The 4th Brigade Combat Team redeployed in May 2009 to Fort Hood. It stands ready today to add to the rich history of the 1st Cavalry Division in future deployments.

### e. 1st Air Cavalry Brigade (Warriors)<sup>143</sup>



In December 2007, the 1st Air Cavalry Brigade, 1st Cavalry Division completed their Operation Iraqi Freedom (OIF) 06-08 deployment. Upon arriving back at Fort Hood, the Warriors remained busy as they moved to reset the unit. The Brigade's Operation Iraqi Freedom 09-10 rotation in support for Multi-National Division - Baghdad began in May 2009 under the command of Colonel Douglas Gabram. The 1 ACB's deployment from Fort Hood to Camp Taji, Iraq progressed in three stages: Stage 1 – Pre-deployment Preparation; Stage 2 - Fort-to-Port / Port-to-Port Operations; and Stage 3 - Reception, Staging, Onward Movement and Integration (RSOI).

During the first stage, the Brigade conducted three training exercises at

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<sup>143</sup> Report by Capt. Brent Hayward, 1st Air Cavalry Brigade, 1st Cavalry Division, 3 Nov 2010.

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the Joint Readiness Training Center, Fort Polk, Louisiana, and one at the National Training Center, Fort Irwin, California, followed by an Aviation Capstone Training Exercise. Unique to the JRTC deployment was the implementation of the “Blues Platoon” concept by the 3-227th “Spearhead” Assault Helicopter Battalion. Two infantry platoons and one armor platoon from units in the 1st Cavalry Division were assigned to the Spearhead Battalion to create the provisional F Troop. This was the first time since the Vietnam Conflict that an Infantry unit was organically nested with an Army Aviation unit. This capability gave the Spearhead Battalion the capability to conduct its own internal air assault missions, and more importantly, provided the division with a uniquely flexible assault force that could be used for a variety of missions. The “Blues” came together as three separate platoons, but after undergoing six intensive weeks of training were forged into a cohesive and effective aero-weapons Troop.

The primary focus of training events was to develop and refine Brigade Tactical Operations Center operations, establish Standard Operating Procedures to be used throughout the deployment, and ensure that all crews were at an optimal level of efficiency and capability. The Brigade focused initial training on individual soldier skills followed by collective tasks. Pre-deployment training included continuous air-ground integration training, continuous maintenance training, battalion survival training, an Aviation Capstone Training Exercise, continuous aerial gunnery, CH-47F Fielding, Air Traffic Services training and equipment fielding and completion of theater-specific training requirements. The unit also conducted essential sustainment training that enabled the brigade to sustain deployment to theater such as training of Unit Movement Officers, HAZMAT teams, Air Load Planners, Rail load Teams, Pallet Building Teams, and other movement related teams.

The movement to Iraq in the second stage began at the end of April with container inspection for rail operations and ended with the reception of the last Combat Air Brigade force package at the Air Port of Debarkation (APOD) or Sea Port of Debarkation (SPOD) in Kuwait. This stage included: Deployment Ready Reaction Field (DRRF), line haul load and movement, rail load and movement, air-movement (self-deployment) from Fort Hood to Sea Port of Embarkation (SPOE) at Port Beaumont, Texas, SPOE operations, Air Port of Embarkation (APOE) operations and supercargo activities. The Warrior Brigade deployed to Kuwait. Upon arrival there, it quickly prepared its fleet and started the train-up and final desert modifications prior to moving north into Iraq. The Troopers conducted multiple in-theater training events focused on the current enemy situation and the most current tactic techniques and procedures used by successful units already in country. Training tasks included confirmation of zero of individual weapons, theater specific aviation academics, theater specific

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aviation environmental training, and door gunnery. Mine Resistant Ambush Protected Vehicle roll-over procedures and Improvised Explosive Device detection and identification procedures. This period provided acclimatization and the opportunity for the Brigade to complete the Standard Operating Procedures developed during its NTC and JRTC rotations and refine necessary Tactical Operations Center battle drills

In May 1ACB arrived at Camp Taji and assumed responsibility for air support to MND-B. The Brigade conducted air assaults and air insertions with a variety of supported units, though the bulk of the daily missions were routine air mission requests covering all of the forward operating bases in Baghdad and across the length of Iraq. On numerous occasions the Warriors conducted operations as far North as Kirkuk or Sulmaniyah and West from Tal Afar near the northern Syrian border to all the way down south into the Al Anbar province to include Fallujah, Ramadi and Al Asad. The majority of the air assaults/air insertion missions the Brigade conducted was in support of elements of US Division - Center (previously Multi-National Division-Baghdad). Many included the use of the F Troop, functioning in support roles such as blocking positions, hasty checkpoints or clearing areas in support of main objectives. During these missions the 1 ACB supported Navy Seals, Army Rangers and elements of Special Operation Forces near or directly onto target objectives. These missions were difficult, and dangerous both due to a greatly reduced timeline and high threat level.

The 1 ACB also conducted several enduring operations throughout the deployment. These missions included Operation Warrior Shield, Warrior Blitz, First Team Express, Commercial Air Security Program and Combined Joint Special Operations Task Force Lift and Attack Support.

a. Warrior Shield: The 1ACB supported MND-B/USD-C counter-indirect fire threat (Operation Vigilant Guard) throughout the Baghdad Operational Environment by conducting a combination of shows of force, deliberate zone reconnaissance and periodic reconnaissance to both interdict and deter IDF teams.

b. Warrior Blitz: Warrior Blitz is part of the division's Counter-Vehicle Born Improvised Explosive Device (VBIED) effort as part the division's Operation BARQ (Lightening). The 1ACB conducted deliberate zone reconnaissance of suspected VBIED storage, construction, staging, and bed-down locations. Critical to this effort was the detailed video reconnaissance efforts and its review by the brigade's intelligence analysts.

c. First Team Express: The First Team Express (FTX) was used to move groups of soldiers of five or less carrying no more than one bag the size of a rucksack or smaller, throughout the battle space, allowing routine missions to be

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completed such as Forward Operating Base (FOB) to FOB transit, medical appointments, etc, without putting soldiers at risk on the road.

d. Commercial Air Security Program (CASP): Aerial Reconnaissance was a key component of the CASP that supports the Commercial Passenger Program.

Overall, the 1ACB performed 6,738 missions. These including 53 UH-60 and 2 CH-47 air assaults, 1,156 Medical Evacuations, 21,327 Air Movement Requests and 3,798 Air Transport Mission Requests, totaling 147,756 passengers, 1,479 pallets, and 8,953,497 pounds of cargo. In addition, the Warriors carried out 3,851 Unmanned Air System missions.

Arguably the most important air assaults during this deployment, however, were not accomplished with just U.S. assets, but with both Iraqi and U.S. Forces. For the first time in history the Warriors conducted joint and combined air assaults. These air assaults included U.S. Army helicopter and Iraqi Air force helicopters in support of U.S. ground troops and Iraqi Security Forces (ISF). Flying in mixed formations with Iraqi MI-17 and UH-1 aircraft, the Brigade's UH-60L helicopters, with the support of attack aviation, performed unprecedented combined air assaults with U.S. and Iraqi Security Forces. This important milestone demonstrated the competency and resolve of the Iraqi Security Forces to take over the security of their nation. Many of the Warriors' successful Tactics, Techniques, and Procedures were passed along to our Iraqi Partners to help them develop their own programs further. This included maintenance and damage assessment processes, mission planning and even a translated version of the 1st Cavalry Division "Gold book," in Arabic. The missions were a tremendous success at the beginning of a new era in the U.S. - Iraqi partnership.

### **f. Rear Detachment<sup>144</sup>**

Col. Jeffrey Sauer commanded the 1st Cavalry Division's Rear Detachment in 2009-2010. He explained that the Rear Detachment took care of soldiers and dealt "with the good, the bad, the ugly, and the really ugly," Soldiers normally remained in the rear because they had problems with the law or medical issues. To help them overcome their problems, the Rear Detachment's training effort focused on battalion S-1 Personnel Officers' building routine and knowing their tasks by heart.

In addition to its main duty of taking care of soldiers, the detachment had eight other inter-related duty areas:

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<sup>144</sup> Report based on Interview, Col. Jeffrey Sauer, Commander, Rear Detachment, 1st Cavalry Division, with Adams, 24 Mar 2010, Ft. Hood, Texas.

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- Casualty Operations entailed notification of the family and monthly memorials. The notification process was particularly important and designed to prevent that families found out about their loved ones death or injury from the press. A 'zero failure' policy was in effect for the notification process. The RD was in a race against time to be the first to notify families. It was a matter of having the right person there and beginning support right away.
- Replacement Operations included reception of the soldier and six weeks of training. During the 1st CAV's deployment to Baghdad, the Rear Detachment trained about one thousand soldiers.
- Family Support Operations took place at battalion levels and below. The goal was to teach and train families to become self-sufficient. At division level, the RD ensured that General Bolger's virtual town halls were advertised and accessible. RD staff also assisted families with problems.
- Accountability Operations kept track of about 2,600 soldiers in Ft. Hood, of whom about 300 belonged to the RD cadre. Many of the soldiers were non-deployable because they were charged under UCMJ or because they had medical conditions that prevented them from going.
- ARFORGEN was force generation planning that prepared equipping, manning, and training of a brigade after it returned from post-deployment block leave.
- Reception and Reintegration of soldiers returning from deployment.
- Community Relations with cities and town surrounding Ft. Hood included adopting schools and partner cities.

In May and June before MND-B's soldiers moved out of the cities, Col. Sauer made sure to communicate to soldiers and families that "every nut job will want to make a mark." Yet, despite the spike in violence, the colonel recalled that the Rear Detachment held between one to four memorial services for fallen soldiers per month. This number was in stark contrast to the 1st CAV's 2006-2008 deployment when the RD held on average twenty-two memorials. Col. Sauer stressed the importance of communicating with the families so that they could attend the memorial service. Sauer also emphasized the importance of complete candor with families to keep their trust. While the memorials were normally for the soldiers of the division, in Ft. Hood they mainly served the families and were also attended by veterans.

The year's most traumatic event occurred on 5 November 2009, when Maj. Nidal Hasan, an Army psychiatrist working at Carl R. Darnall Army Medical

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Center in Ft. Hood, shot and killed twelve soldiers and wounded another thirty-one in a medical building behind the Soldier Readiness Processing Center.<sup>145</sup> Of those killed, two belonged to the 1st CAV and four troopers were wounded. Nine months earlier, in February, Lt. Gen. Robert Cone, III Corps and Fort Hood commander, ordered that Fort Hood leaders were prepared for mass-casualty events through emergency-response plans and exercises. In response, Col. Sauer had a team of planners led by Lt. Col. Perry brainstorm a worst case scenario of the magnitude of the 1985 crash of an Arrow commercial jet liner in Gander, Newfoundland that killed nearly 250 soldiers from 101st Airborne Division returning from a peace keeping mission in the Sinai. In May, the post conducted a simulated mass-casualty exercise coordinating with off-post fire departments and police stations. The exercise tested responses to a simulated chlorine gas explosion and a suspicious package delivered to an on-post building.<sup>146</sup> On the day of the shootings, Sauer and his team began accountability operations at 1330, shortly after the shooting, and finished at 1630, when the first call came from a spouse. On this day and throughout the year, the Rear Detachment could count on General Bolger's full support "to run things."

### 8. Force Issues

#### a. Force Protection<sup>147</sup>

Mission Statement: Provide Anti-Terrorism and Force Protection (AT/FP) support in the form of implementing force protection measures to defend and protect against the insurgency and/or mitigate the impact the threat has on all MND-B forces; work closely with subordinate Major Subordinate Commands and Forward Operating Bases to identify, prioritize, and field optimal AT/FP technologies, provide AT/FP training support, and other resources.

Late in the fall of 2008, the 1st Cavalry Division Chemical, Biological, Radiological, and Nuclear (CBRN) section was closing in on its full Modified Table of Organizational Equipment strength and shaping up to be a very robust organization when the Division assigned them the additional duty of Anti-Terrorism and Force Protection. Now renamed and dual-missioned, and in keeping with the division's new time horizon method of organizing and fighting, FP split up into Far, Near, and Now sub-sections. Far, would execute all of the Vulnerability Assessments, Near would serve as the Planning cell and deal with

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<sup>145</sup> "Massacre On Post," Killeen Daily Herald, 6 Nov 2009, accessed on 4 Jun 2010 at <http://www.kdhnews.com/news/story.aspx?s=36897&q=nidal+hasan>

<sup>146</sup> "DoD: Prompt response to Nov. 5 shooting," Killeen Daily Herald, 6 Jan 2010, accessed on 4 Jun 2010 at <http://www.kdhnews.com/news/story.aspx?s=38455&q=nidal+hasan>

<sup>147</sup> Report by Lt. Col. Glenn Roper, Division Force Protection Officer, 19 Dec 2009.

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the division's Future Operations (FUOPS) section and the Now would serve as the Operations section.

Through the first month, it became very clear that one of the key missions would be to get the right piece of equipment at the right place at the right time. Throughout the division this process would become known as "right-equipping." Responsibility for the logistics of placing all scanning and surveillance equipment rested with Sergeant First Class Maria Goode. Sergeant Tasha Samuelu then managed training for the new crews for all of this equipment.

In the early stages of the deployment, FP had to muddle through all of the processes involved with being the Division's Force Protection Cell. The Army had not even developed and published doctrine on how to be a Force Protection Cell and would not until the final stages of the deployment. The Force Protection Team had to take its collective best shot and do the best it knew how to advise the Commander on all aspects of Protection. On 30 September, the Army published *FM 3-37, Protection*. The manual describes Protection as: As the Army keystone manual for protection, FM 3-37 will help commanders understand and visualize protection concepts and ideas and enable them to describe protection tasks and systems for integration into the operations process. [...] It explains how protection can be achieved and applied through the combination and integration of reinforcement and complementary capabilities to preserve combat power or to protect personnel, physical assets, or information. This manual recognizes that protection has no direct antecedent from the former battlefield operating systems, so protection is realized in many ways. Therefore, the text introduces the five forms and five principles of protection to provide a context for battle command and a framework for task assignment. The forms were deterrence; prevention; active security; passive defense; and mitigation. The principles were full-dimension; integration; layering; redundancy; and endurance.<sup>148</sup> While the new doctrine was important, it was the technology that was decisive. There were two categories of equipment; scanning – which included X-ray machines, metal detectors and hand held wands - and surveillance – which included all devices that can record video and still photography.

Scanning all people and vehicles entering any Coalition Force base was the first line of active defense and as any would be bad guys would see these scanners; that in itself was a deterrent. The technology at the Entry Control Points (ECPs) would run from the routine hand held metal detecting wands to the more elaborate walk through metal detectors that the traveling public encountered at every airport. Additionally, there were simple x-ray machines

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<sup>148</sup> Headquarters Department of the Army, Field Manual No. 3-37, (Washington, D.C.: 30 September), p. iv.

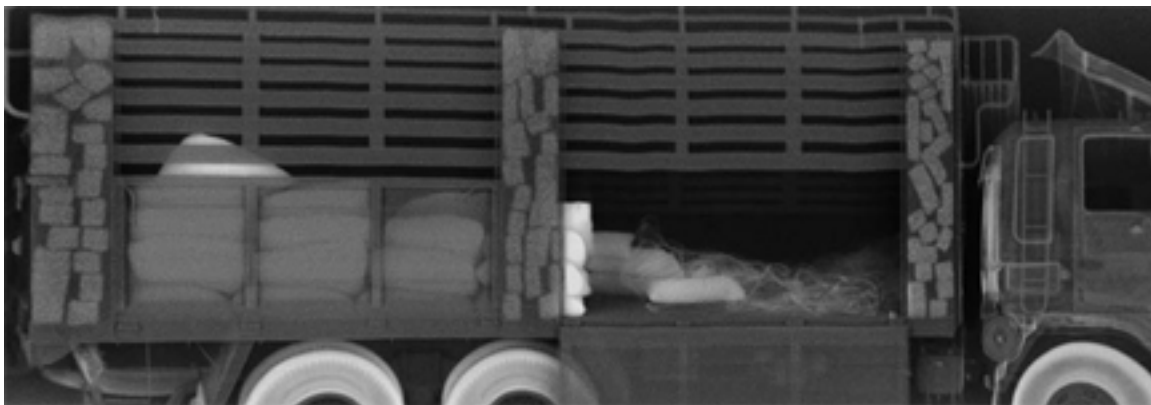
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scanning luggage to very sophisticated machines using either back-scatter or forward-scatter technology. One of the standard bearers was the Z-Backscatter Van which was used at most ECPs. This van worked very well, except that it could leave post to perform missions in the city because it was not hardened. The scanning technologies were essential and a critical part of the layering process of the base defense. The key to safety and success was to have as much technology as far out as possible to maximize space and standoff distance and minimize contact with friendly forces until absolutely necessary.

Figures 18 and 19. Z Backscatter Van and X-ray Image revealing drugs hidden in the vertical supports of a truck (below)



Surveillance systems made up the other half of Force Protection technology. The most sophisticated of these systems was the towed Rapid Aerostat initial Deployment (RAID) tower. The cameras were mounted on the top of a 107-foot tower and had the ability to pan, tilt and zoom (PTZ) making it a very effective tool to spot and identify all types of enemy contact well before they could become a threat to your specific site.

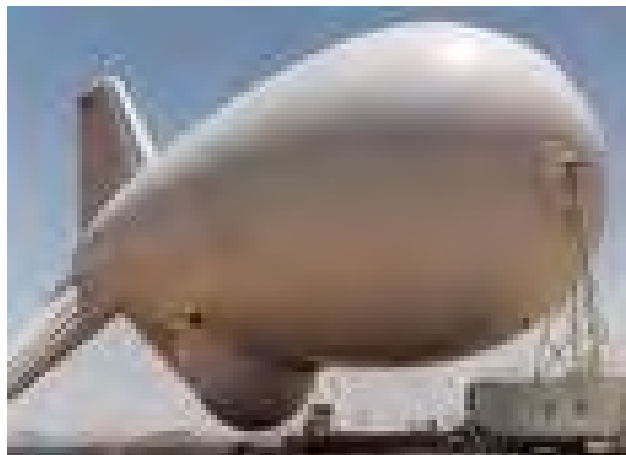
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Another system was the Aerostat “blimp.” This balloon was just over 17 meters long and floated at altitudes of up to 2,500 feet. MND-B employed these for general Support role and used the towers in a direct support role giving them to specific Forward Operating Bases or smaller sites. Some of the larger FOBs even employed several of these RAID tower systems.

Figures 20 and 21. A Rapid Aerostat initial Deployment (RAID) tower and an Aerostat “Blimp”



Over the course of the deployment, FP also performed several CBRN missions. On these occasions, MND-B received reports from local government leaders or Sheiks that villagers or farmers in his area were coming down with similar illnesses or symptoms. The Sheiks also contacted the local Military Transition Teams to inform them that the illnesses might possibly be due to some of Saddam’s old weapons in the area or even some U.S. weapons such as depleted uranium, which M1 tank crews used as ammunition. There were three of these types of events, which FP took very seriously and planned coordinated responses through the Division DOC. A Chemical Response Team from Task Force Troy aided FP in these efforts. It was TF Troy’s primary responsibility to sample, provide presumptive analysis, and transport the sample back to a laboratory for confirmatory analysis. FP and the task force followed the procedure in all three incidents and all three came back with negative results. The farmers were just getting sick without explanation<sup>149</sup>

Vulnerability assessments generally served U.S. forces on U.S. bases, but a small minority assisted local Iraqi businesses as well as the national Government. Throughout the deployment, a two-man team, led by Master

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<sup>149</sup> CBRNE Response Team 2A, Mission Report: ITO – WJKWA2-B-09-07, CJTF Troy, 7 Sep 2009.

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Sergeant Dale Pichelmayer and ably supported by Staff Sergeant Dylane Stephens, executed almost one hundred of these assessments. With these assessments, FP advised and assisted the ground or land-owning commander in providing the safest place possible to live, work and conduct combat mission from. Once a new unit inhabited a base, they had to conduct a 30 day self assessment and then as the higher headquarters, FP's Assessment Team would visit and assist within 90 days. These assessments were conducted according to a published checklist and covered everything from Entry Control Point operations to sidewall protection within the living areas.<sup>150</sup>

FP supported the Government of Iraq on several occasions with assessments. One such occasion was the assessment of the Doura oil refinery. The president of the refinery invited U.S. Forces to visit and to offer some suggestions on how to make his business less susceptible to attacks from the locals. FP formed a team along with the Engineers and conducted an onsite assessment with previously scanned, up to date imagery. The assessment report eventually made its way to the Baghdad Operational Command. It was an overall team success.<sup>151</sup>

In late August and again in October, when terrorists bombed several Iraqi governmental buildings in an attempt to disrupt and discredit it in the eyes of the public, the GoI, through the State Department, asked for US assistance. MND-B's Force Protection cell offered assistance through vulnerability assessments of the buildings and Traffic Control Points (TCPs). In the first week of November, FP's team assessed buildings such as the Iraqi Ministries of Communication, Education, Finance, Health, and Water as well as the Italian and Turkish Embassies, the Baghdad University, Al Mustansaria University and Bab Al Moa'adam Colleges, and the Baghdad Municipality building.<sup>152</sup> Eventually, FP led or assisted in forty of these assessments. All assessments were executed in partnership with Iraqi Army (IA) units or Iraqi Police (IP) teams. In most cases, ministry leadership met the inspectors and assisted the effort with information about improvements that they had already made. The Force Protection cell viewed the inspections as an example of partnership at its finest.

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<sup>150</sup> Physical Security\_Structural assessment checklist (undated).

<sup>151</sup> (S) Doura Oil Refinery- Engineer Assessment, 15 April 2009.

<sup>152</sup> (U/FOUO) Reports see Annex-2, Force Protection History, Vulnerability Assessments.

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**b. Suicide Prevention<sup>153</sup>**

The Multi-National Corps-Iraq (MNC-I) and Multi-National Division-Baghdad (MND-B) response to suicides and suicide prevention evolved throughout the year as the MND-B mission and medical footprint changed. During OIF 09-10, MND-B transitioned from a six to the current four Brigade Combat Team set, with a population reduced from 25,000 to approximately 19,000 soldiers. From TOA to the present, there were a total of five completed suicides in MND-B, a rate of approximately 20 suicides per 100,000 Soldiers. This rate is the lowest among MNC-I subordinate commands and lower than the overall MNC-I rate of approximately 24 suicides per 100,000 Soldiers. This may be a reflection of the command emphasis and programs emplaced to support the Soldiers at risk. Every loss is unfortunate, and MND-B escalated efforts to reduce the loss of life.

Following RIP/TOA with the 4th Infantry Division in February 2009, the 1st Cavalry Division maintained the behavioral health concept for existing units and incorporated new units into the concept of support. The behavioral health concept of support focused on placement of behavioral health assets to improve access to care for Soldiers. The Echelons Above Division (EAD) level Combat Stress Control unit, the 55th Medical Company provided exceptional support and facilitated the forward treatment of Soldiers and suicide prevention training. During the U.S. Army Medical Command Mental Health Assessment Team (MHAT) survey, MND-B Soldiers expressed awareness of suicide prevention and confidence in their ability to identify fellow Soldiers that may need behavioral health assistance.<sup>154</sup> Forward positioned divisional behavioral health assets and unit leaders combined with educated Soldiers were pivotal to success from TOA through April 2009. Additionally, for outgoing BCTs, high risk Soldiers already receiving behavioral health care underwent screening in theater in order to triage home station care based on severity of their symptoms.

During February 2009, 1CD received and implemented the DoD mandated All Army Activities (ALARACT) for Suicide Prevention Training in response to a noted increase in suicides Army wide.<sup>155</sup> The ALARACT directed training in three phases: 1) video education on awareness of suicide risk factors and discussion led by unit command; 2) more direct video education on buddy aid and how to approach Soldiers at risk and 3) ongoing sustainment phase to

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<sup>153</sup> Report by Maj. Dennis M. Sarmiento, Division Psychiatrist, Division Surgeon section, 22 Dec 2009.

<sup>154</sup> Mental Health Advisory Team VI-OIF (MHAT VI-OIF), MNC-I Surgeon and OTSG, 8 May 2009; also refer to <http://www.behavioralhealth.army.mil/research/index.html>

<sup>155</sup> ALARACT 031/2009 HQDA EXORD 103-09 ISO Army Suicide Prevention, 6 Feb 2009.

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ensure new members of the unit get instruction and the command remains vigilant. Division Psychiatry worked with the Division G-1 and Division Chaplain to ensure success of the training.

During the period of February – April 2009, MND-B had one confirmed suicide in February and another in March. The MND-B suicide rate was approximately 12.8 per 100,000 soldiers, which was significantly lower than the OIF rate for 2008 at 21.5 per 100,000 or the national rate of the US which was approximately 19 per 100,000.<sup>3</sup>

From May – July 2009, MND-B oversaw RIP/TOA of one Brigade Combat Team and the Aviation Brigade, the movement of a brigade headquarters from Camp Striker to FOB Falcon, and the transition from a five to a four brigade set. Along with the evolution of the operational environment, the behavioral health and primary care footprint adjusted to provide mutually supporting area coverage between EAD behavioral health assets and Division Psychiatry. Suicide Prevention efforts continued with individual care, unit and leadership education, and MNC-I-led quarterly Suicide Prevention Review Boards (SPRB). The SPRBs included detailed recount of individual cases, identification of trends in demographics, risk factors, access to care, and lessons learned from separate divisions.

With respect to overall behavioral health and suicide prevention efforts, preliminary MHAT VI results were available in May 2009 and revealed several key findings. In MND-B, individual morale was significantly higher for support and sustainment units (30.2% vs. 26.9% in other regions), and support and sustainment units had significantly higher rates of morale than maneuver units (30.2% vs. 23.5%). Combat exposure levels were significantly higher for maneuver units in MND-B (11.1% vs. 6.8% in other regions). Also, maneuver units reported significantly higher barriers to care than support and sustainment units (30% vs. 9.4%), and as such there were more soldiers reporting significantly higher stigma associated with seeking mental health care in maneuver units than support and sustainment units. In response, MND-B continued to promote behavioral health access and care through command emphasis in order to reduce the perceived stigma. Rates of surveyed suicidal ideation were similar across all regions and units. MND-B rates of adequacy of different types of behavioral health training (suicide prevention, deployment-related stress) were similar to other regions.<sup>156</sup>

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<sup>156</sup> Mental Health Advisory Team VI-OIF (MHAT VI-OIF), MNC-I Surgeon and OTSG, 8 May 2009; also refer to <http://www.behavioralhealth.army.mil/research/index.html>.

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MND-B continued to sustain and implement the DoD mandated ALARACT of 6 Feb 2009 for Suicide Prevention Training. The training focused on completing video education on buddy aid and how to approach soldiers at risk. The Sustainment Phase of the program ensured that new members of the unit received suicide prevention training. Also, the Division Psychiatrist and unit Behavioral Health Officers (BHO) focused on developing the Brigade and Battalion Unit Behavioral Health Advocates (UBHA). The UBHA was a senior (E6-E7) NCO that acted as a liaison between the Command, the soldier, and Corps-level and organic Behavioral Health assets. UBHAs were not medics but had proven their ability to mentor soldiers and lead by example. The Commands chose these individuals based on their merits and the soldiers' trust in them. Unit Chaplains were pivotal in selection of UBHAs. The UBHAs acted as a bridge and reduced the stigma while improving access within each unit. The UBHAs received behavioral health training through the BATTLEMIND training program which provided tools for more complicated situations and early warning signs.<sup>157</sup>

The Division Psychiatrist's battlefield circulations for behavioral health patient care, command-directed evaluations and development of MND-B's BHOs

continued. During circulations of MND-B's medical facilities, primary care providers received case-based didactic training.

Training emphasized behavioral health signs and symptoms and common treatments, and training topics also included administrative procedures for consults, evacuations and emergent options. Each FOB/JSS implemented this in conjunction with their respective Behavioral Health Officers and Combat Stress Control assets. In order to capture the salient lessons learned and summarize protocols reinforced during circulation, the CSC and



<sup>157</sup> Battlemind: Armor for your mind, accessed on 24 Dec 2009 at [www.battlemind.army.mil](http://www.battlemind.army.mil)

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Division Surgeon's Section streamlined administrative unit escort procedures, command referrals, emergent procedures and psychotropic management for soldiers within MND-B into a Command's Guide to Mental Health - a six page "hip-pocket" reference for all Commanders.<sup>158</sup>

From May – July 2009, MND-B had two suicides, with a rate of approximately 17 per 100,000. In comparison to MNC-I during the first two quarters of OIF 09-10, MND-B accounted for four casualties from completed suicides of the twenty completed suicides in MNC-I. Efforts continued to reinforce Suicide Prevention training and implement lessons learned at the quarterly MNC-I Suicide Prevention Review Boards.

From August – October 2009, the transition from a five to a four brigade set in MND-B continued with the 56th Stryker Brigade Combat Team departing in September and 2d Brigade Combat Team, 1st Infantry Division conducting RIP/TOA with the 4th Stryker Brigade Combat Team, 2d Infantry Division in October. Successful coordination of care for several soldiers receiving treatment with departing behavioral health personnel continued with 55th CSC providers and the Division Psychiatrist during the transition. Coordination of Behavioral Health care with and within the 55th CSC continues to facilitate consistent multidisciplinary care of the individual soldiers and appropriate consultation and crosstalk with unit commanders. Of note, the 10th Combat Support Hospital relocated from the International Zone to Sather Air Force Base/Baghdad International Airport in September, and in conjunction with area assets established the ability to provide "inpatient treatment in transition" to higher acuity Behavioral Health patients. The inpatient ward capability augmented MND-B care of soldiers that exceeded unit watch capabilities. 10th CSH and Camp Cropper Behavioral Health personnel also planned, prepared, and executed an international and joint BH conference on 24 October 2009. Topics included epidemiology, BH from the Iraqi and U.S. Military perspectives, suicide prevention efforts, detainee health care, and other public health and BH issues. In November 2009, the 10th CSH conducted RIP/TOA with the 28th CSH.

In September MNC-I sponsored a visit of the "Stomp the Stigma" tour. During performances, several media personalities shared their own experiences with mental health challenges in an effort to reduce the stigma attached to behavioral health treatment in the MND-B area. The presentations dealt with conditions and diseases such as depression, anxiety, bipolar disease, substance abuse, and attention-deficit hyperactivity disorders, and the ensuing forum entertained discussion of the presentation and the audiences' experiences.<sup>159</sup>

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<sup>158</sup> Command's Guide to Mental Health, (undated).

<sup>159</sup> <http://www.armywell-being.org/skins/WBLO/home.aspx> search term: *Stomp the Stigma* or <http://www.nkm2.org/>

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Coordination with MNC-I's Task Force 1MED Behavioral Health Consultants continued with regard to reviewing and revising Corps policies in order to improve and standardize components of BH command consultation, suicide prevention efforts, and monitoring BH trends. This coordination culminated in review of the Behavioral Health Survey Team results during the MNC-I Corps Surgeon's Conference in September. Key findings included: (1) a need to educate and reinforce standards for Critical Event Reporting, Unit Watch, and Best Practices to care for and disposition of At-Risk Soldiers; (2) need to review a comprehensive Suicide Prevention program and NCO/Unit Behavioral Health Advocate training; and (3) the connection between extended combat deployments and stress upon interpersonal relationships back home. Conference attendees also reviewed the new AFN media products to address suicide and suicide prevention and initiated distribution of the new "Suicide Prevention Risk Factor Assessment Card" to first line leaders.<sup>160</sup>

The Division Psychiatrist continued participation in the Landstuhl Regional Medical Center-led initiative to maintain continuity of care through the BH Teleconference every Tuesday. The teleconference promoted medical evacuation process up to and including patient disposition to the inpatient or outpatient LRMC setting and transition to care in the United States. The BH conference also continued to evolve as CENTCOM theater perspectives reflected shifts and spikes in BH needs and trends. In August, the Vice Chief of Staff of the Army announced the launch of the TRICARE Assistance Program (TRIAP) to provide "unlimited, short-term, non-medical problem-solving counseling" by internet/webcam for up to 6 months post-deployment.<sup>161</sup>

Tactics, Techniques, and Procedures directing care, necessary medical evacuation, and disposition of the Behavioral Health patient have endured, such as the Commander's Guide to Behavioral Health. Updates in the Behavioral Health /Combat Operational Stress Control (COSC) common operating picture and COSC Workload Assessment Reporting System occur monthly as the 55th CSC and MND-B BH teams anticipate and respond to changes in the division's task organization and unit needs. Standardized reporting of At-Risk Soldiers at EAD continues to evolve.

Division Psychiatrist battlefield circulations continued with multiple visits to FOB Hammer, Camp Taji, JSS Istiqlaal, JSS Ur, FOB Falcon, and the Riva Ridge Troop Medical Center in support of both organic BCT Behavioral Health

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<sup>160</sup> (U/FOUO) FRAGO 0008 MNC-I Suicide Prevention to MNC-I OPORD 09-01, 2 Aug 2009; MND-B FRAGO 326, Appendices 8-11, to MND-B OPORD 09-01A, 27 Aug 2009; Suicide Prevention: MNC-I Action Plan; Suicide Prevention Task Force; Behavioral Health Survey Team, briefed by COL M.D. Eisenhower, MNF-I Deputy Surgeon, data as of 25 Aug 2009.

<sup>161</sup> VCSA 09-07, Subject: Web-Based Behavioral Health Initiative Launched 1 August, draft dated 4 Aug 2009.

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teams and collocated CSC assets. During these visits, the Division Psychiatrist conducted medication and new patient consultation, didactic education for primary care staff, and further promotion of suicide prevention practices for unit commanders and their TMC providers. The intent of the instruction and discussion was to promote ever-improving behavioral health care provided by primary care providers in order to benefit the greatest number of MND-B personnel.

During the period of August – October 2009, MND-B had one (1) suicide, for an overall current total of five since TOA, with an overall rate of approximately 20 suicides per 100,000. In response to challenges in the Iraq Theater of Operations and in the United States, MND-B consultations and DSTB BH support continued in order to conserve the fighting force, to reduce the stigma of seeking BH care, and to improve existing programs for suicide prevention, command education/consultation, and unit level BH advocacy. With the anticipated reduction in EAD support as the 55th CSC conducts RIP/TOA with the 1908th CSC detachment in December 2009, challenges laid ahead in continued provision of mutually supporting BH care. The Behavioral Health way ahead consisted of: (1) enduring combat/operational stress control and far forward BH support in a dynamic operating environment; (2) preparation for redeployment and reset; and (3) future integration of subordinate BCTs in anticipation of RIP/TOA with the 1st Armored Division.

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## 9. Commanding General's Comments

**Team First**

**by**

**Maj. Gen. Daniel P. Bolger**

For the third time in the current war, the 1<sup>st</sup> Cavalry Division deployed to Iraq. True to our heritage, as in World War II, Korea, Vietnam, and the first Gulf War, America's "First Team" was sent right to the toughest areas. The Division's subordinate brigades went into action across Iraq, focused directly on the hot spots.

Our 4th Brigade Combat Team (4th BCT, Long Knife) served from June of 2008 until June of 2009. For a year, Long Knife Troopers in southern Iraq secured the dangerous Iranian border in a series of difficult operations that spanned three big provinces. In the northwest, the 3d BCT (Grey Wolf) controlled Ninewah Province, the big city of Mosul, and the contested Syrian border, taking the battle to al Qaeda terrorists day and night. In the northeast, the 2d BCT (Black Jack) dominated the vital oil-rich region around Kirkuk, keeping calm between Arabs and Kurds while relentlessly hunting insurgents. Although they served under other Divisions, these 1st Cavalry BCTs remembered their colors and added luster to them under fire.

Finally, in Baghdad, the 1st BCT (Iron Horse), the Air Cavalry Brigade (Warrior), and the Division Special Troops Battalion (Maverick) took the lead for 30,000-plus Americans and 150,000 uniformed Iraqis. With our partners, we tracked down and finished off al Qaeda and their ilk in the streets of Iraq's capital and the dusty fields beyond. Classic counterinsurgency campaigns do not have pursuit phases. This one did.

For this deployment, our First Team truly included all stars, drawn from America's premier fighting forces. Our U.S. Air Force brothers and sisters, reinforced at times by Navy and Marine Aviators, flew cover for us day and night. Air Force, Navy, and Marine Corps comrades served with us in key billets across Baghdad. Civil servants from the Department of Defense, the Department of State, and other Federal agencies added to our strength. Contractors sustained us. All contributed immensely.

The ground fight brought together elements of nine of the Army's ten active divisions. The 2d BCT, 1st Infantry Division (Dagger), 2d Brigade, 10th Mountain Division (Commando), 3d BCT, 82d Airborne Division (Panther), and 4th Stryker BCT, 2d Infantry Division (Raider) set high standards while operating in dangerous areas of Baghdad city and the surrounding countryside. In addition, we were honored to serve with the 1st BCT, 3d Infantry Division (Marne

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Raider), 1st BCT, 4th Infantry Division (Raider), the 2d BCT, 1st Armored Division (Iron Striker), the 2d Stryker BCT, 25th Infantry Division (Warrior), the 3d BCT, 4th Infantry Division (Striker), and the 4th Combat Aviation Brigade (Iron Eagle). Five superb National Guard combat brigades, the 30th HBCT (Old Hickory), the 56th Infantry Brigade Combat Team (Salerno), the 56th Stryker Brigade Combat Team (Independence), the 16th Engineer Brigade (Iron Castle), and the 225th Engineer Brigade (Cajun Castle), all did yeoman combat service under tough conditions. Finally, we benefited from the consistent support of the the 8th Military Police Brigade (Watch Dog), the 49th Military Police Brigade (Sentinels), the 10th Sustainment Brigade (Muleskinner), the 96th Sustainment Brigade (Deadeye), and the 79th Ordnance Battalion (Explosive Ordnance Disposal) (Alamo) , all great combat formations.

Our strong American line-up required teamwork to ensure we got the best from our various forces. Moreover, we emphasized working together to show the way for our Iraqi counterparts. Partnered operations became our normal mission set. During our time, Baghdad Province was defended by four divisions of Iraqi Soldiers (6th, 9th, 11th, and 17th), two divisions of Federal Police (1st and 2d), some 40,000 Iraqi Police, and about 50,000 Sons of Iraq, an armed neighborhood watch converted from disaffected insurgents. Daily and nightly, we marched, fought--and sometimes bled--alongside our Iraqi brothers. Together, we protected the citizens of Baghdad.

We leave Iraq knowing that we made a difference. Moreover, we did it right. As we walked patrol, drove in convoys, and flew missions across Iraq, we never forgot our Cavalry heritage. When things got bad, we knew what to do. We closed ranks. We looked out for each other. We moved to the sound of the guns. We were, and are, the First Team. And in this war—in any war—teamwork wins.

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