Current Planning Efforts in Support of Operation Pegasus Together Forward Decision and Information Brief

**Purpose:** Inform Pegasus 6 and Command Group on status of current planning efforts in support of the campaign and seek approval concepts

The overall classification of this briefing is **SECRET/REL to USA, MGFI**

Approved by: 1CD G2

Classified by: Multiple Sources

Reason: EO 12856 (as amended) – 1-4(a), (c) and (d)

As of: 15 JAN 07

ACTO: [Redacted]

Declassified on: 201505

Approved for Release
Purpose

- Purpose:
  - Inform Pegasus 6 and Command Group on status of current planning efforts in support of the campaign and seek approval concepts

- Decisions: Yes
  - Approve Decision Support Template
  - Approve initial concept of gated communities
  - Approve initial concept of Security Framework District C2 Support

- Staff
  - Receive decisions and guidance
  - Issue implementing instructions via FRAGO
Agenda

- Introduction and Purpose
- Decision Support Template
- Gated Communities Concept
- Security Framework Districts C2 Support
- Current Status on Baghdad Security Plan ISF and CF Reinforcement
- Thawra and JAM Concentrations
- Decisions
- Conclusion, Comments, Questions
- Way Ahead

15 January 2007
Priority Intelligence Requirements
(Support all Decision Points)

- Where is (b)(3), (b)(6) and who/which groups are holding him?
- Which Jaysh al Mahdi (JAM) associated cells and other militia groups are attacking ISF/CF civilians? Why?
- Which group(s) are inciting/committing acts of sectarian violence in the MND-B AOR?
- How are insurgent groups operating in the MND-B AOR attempting to negatively impact/delay the transition of authority to Iraqi security forces?
- Who/where are the key C2/Facilitators of IED networks in MND-B and who sustains their operations?
Clear, Control and Retain

1. Designated clear forces with specific objectives:
   - Combined I/NP and CF Operation
     - Cordon and Search
     - Cordon and Knock
     - Deliberate, precise targeting (can be multiple targets)
   - Heavy combined presence established to protect the population
   - "Quick start" short term employment projects identified and resourced

   Clear: remove all enemy forces and eliminate organized resistance within an assigned area. Security Forces (ISF and CF) and infrastructure required to protect the population identified and resourced.

2. Designated control forces with specific objectives:
   - I/NP Brigade maintains heavy presence in District to protect the populace
   - Coalition Battalion supports I/NP BDE operations to protect the populace (requires a 24/7 presence in sector)
   - Joint Security Stations established with I/P/I/NP and Coalition Forces
   - Coalition Force QRF prepared to support
   - Short term employment projects on-going, long term employment and reconstruction projects identified and funded

   Control: maintain physical influence over a specified area to prevent its use by an enemy or to create conditions necessary for successful friendly operations. Security Forces (ISF and CF) in place to protect the population and security infrastructure improvement / construction ongoing.

3. Designated retain forces with specific objectives:
   - IPs conducting routine police actions
   - IA or NF BDE in tactical overwatch
   - Coalition Battalion in Operational Overwatch
   - Long term employment and reconstruction projects on-going or complete

   Retain: ensure a territory controlled by a friendly force remains free of enemy occupation or use. All required Security Forces (ISF and CF) are in place, fully functional, and sustainable.
CLEAR, CONTROL, RETAIN AND TRANSITION

I. Clearing Phase
1. Are sufficient ISF and CF on hand to clear the designated administrative district?
2. Are sufficient ISF and CF available to transition to the control phase?
3. Is target development sufficient to begin clearing phases?
4. Are sufficient resources available to conduct operational control or block attacks in support of clearing operations?
5. Have “Quick Start” short-term employment projects been identified and resourced?

These criteria are to be viewed as the minimum standards to progress from one phase to the next. However, each area and administrative district will be different. Commanders must view this criteria as “commander’s intent” and be prepared to operate within it to achieve their mission.

II. Begin Control Phase
1. Are ISF and CF partnerships established and functional (ISF EN 66 to ISF BDE)?
2. Is there a CF TTF available?
3. Are sufficient ISF and CF available to conduct control operations?
4. Are the required number of Joint Security Stations at initial operational capability?
5. Is sufficient barbed wire available to begin establishing “vehicle-free zones” and “perimeter control”?
6. Are neighborhood and district councils formed or forming?
7. Are short-term employment projects on-going and long-term employment and reconstruction projects identified and funded?

III. Begin Retain Phase
1. Are the required number of Joint Security Stations at full operational capability?
2. Is there a dedicated CF TTF available?
3. Is the ISF Brigade/Team Security Station adequately staffed with ISF and CF?
4. Are ISF, ISF, and CF coordinating to provide security in the district?
5. Have the OODs accepted responsibility for the management of long-term reconstruction projects?
6. Are SSDs and DCS functional?
7. Are short-term employment and reconstruction projects on-going or complete?

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## Decision Support Template

### Decision: Decision Making

<table>
<thead>
<tr>
<th>Decision</th>
<th>FFIR</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td></td>
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</tr>
</tbody>
</table>

#### Exposure

- Is there a CF and ISF unit available to control HURIYAH?
- Are barrier materials on hand and work begun on gated community in HURIYAH?
- Do conditions in HURIYAH allow for assumption of Control?
- Are the KADANIYA JSOs at IOC?
- Are ISF partnerships set in HURIYAH?
- Are KADANIYA JSOs formed or being formed in KADANIYA SFO?
- Are short term employment projects ongoing and long term employment and reconstruction projects identified and funded in HURIYAH?
- Are there sufficient forces available to conduct follow-on clear?
- Is there sufficient force to conduct control operations in HADAR?
- Is target development sufficient to begin clearing phase?
- Have short term employment projects been identified and measured in HADAR?

#### Exposure

- Is one battalion of 2/325 SFG not to be RIF in HURIYAH?
- Do conditions in HADAR allow for transfer to Comms?
- Is there a CF and ISF unit available to control HADAR?
- Are barrier materials on hand and work begun on gated community in HADAR?
- Do conditions in HADAR allow for assumption of Control?
- Are the EAST RASHID JSOs at IOC?
- Are ISF partnerships set in EAST RASHID?
- Are KADANIYA JSOs formed or being formed in RASHID SFO?
- Are short term employment projects ongoing and long term employment and reconstruction projects identified and funded in HADAR?
- Are there sufficient forces available to conduct follow-on clear?
- Is there sufficient force to conduct control operations in SHAAB UR?
- Is target development sufficient to begin clearing phase?
- Have short term employment projects been identified and measured in SHAAB UR?

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15 January 2007

- Condition Met
- Condition Not Met
- Requires Effects Assessment
## Decision Support Template

### 1. Expand Clearing to OBJ JHAD
- Is 2322D (JAI) set to begin RIMPAC for the ADAMIYAH SFD?
- Do conditions in SHAEBUR allow for assumption of control?
- Are barrier materials on hand and work begun on gold community in SHAEBUR?
- Are the ADAMIYAH JESs at IOC?
- Are CT in BF partnerships set in ADAMIYAH?
- Are AGDAs formed or forming in ADAMIYAH SFD?
- Are short-term employment projects on-going and long-term employment and reconstruction projects identified and hosted in ADAMIYAH?
- Are there sufficient forces available to conduct follow-on clear in JHAD?
- Is there sufficient forces to conduct control operations in JHAD?
- Is there sufficient forces to begin clearing phase in JHAD?
- Have short-term employment projects been identified and resourced in JHAD?

### 2. Expand Clearing to OBJ MANSOUR
- Do conditions in JHAD allow for assumption of control?
- Are barrier materials on hand and work begun on gold community in JHAD?
- Are the WEST RASHID JESs at IOC?
- Are CT in BF partnerships set in WEST RASHID?
- Are short-term employment projects on-going and long-term employment and reconstruction projects identified and funded in WEST RASHID?
- Are there sufficient forces available to conduct follow-on clear in MANSOUR?
- Is there sufficient forces to conduct control operations in MANSOUR?
- Is target development sufficient to begin clearing phase in MANSOUR?
- Have short-term employment projects been identified and resourced in MANSOUR?

### 3. Conduct Additional Division-level Clearing
- Are sufficient BF and CF on hand to clear the designated administrative district?
- Are sufficient BF and CF available to transition to the control phase?
- Is target development sufficient to begin clearing phase?
- Are sufficient adjacent forces available to conduct interdiction, control or block to support of clearing operations?
- Have “Quick start” short-term employment projects been identified and resourced?

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**15 January 2007**

- Condition Met
- Condition Not Met
- Requires Effects of Control

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## Decision Support Template

### 6. Retain and Renewal Tasks
- Are the required number of Joint Security Stations at full operational capability?
- Is there a dedicated CF TST available?
- Is the IRS Brigade and Joint Security Station adequately manned with IRS and CF?
- Are the FA, MTP, and IF operating to provide security to the civilians of the district?
- Has the SOI accepted responsibility for the management of ongoing reconstruction projects?
- Are NACs and BACs functional?
- Are long term employment and reconstruction projects ongoing or complete?
- Is there a functioning E2 system from J3 to support ETO to BSO?
- Do conditions in OBJ allow for retain tasks?

### 7. Request Additional Forces
- Does MID-B possess sufficient forces to effectively conduct control and retain operations throughout the battlefield?

### 8. Transfer Security Responsibilities to Iraqi District Security Command
- Is the JSS system within the designated district fully operationally capable?
- Are ISF in zone capable of maintaining security in the designated sector?
- Do conditions within the SFO allow for transfer?
- Are the IPs capable of conducting effective law and order operations within ISF's operational areas?
- Are local governance systems operational – local to provincial?
- Are enhanced MNFETT's in place and operational?
- Are CF in position to provide a DFT to reinforce the ISF if required?

### 9. Shift MND-4 Effect to AIF Support Zones
- Are sufficient numbers of SFOs transferred to generate forces for operations in support zone?
- Do DOR capabilities support movement of forces?
- Are there sufficient resources on hand for the construction and suppression of reticence at remote locations?
- Do conditions allow for transfer to PEO?
## Decision Support Template

(4 of 4)

<table>
<thead>
<tr>
<th>Expand / Build FOBs or Patrol Bases</th>
<th>Close FOBs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Has DoD support expansion/bulid at designated location?</td>
<td>Are JSS systems in vicinity of FOB FOC?</td>
</tr>
<tr>
<td>Does HQ/CRNA support supranationalise build location?</td>
<td>Do threat conditions in area allow for closure?</td>
</tr>
<tr>
<td>Can MI/CS logistics support UAV/ISR operations at new location?</td>
<td>Is IE closure on schedule?</td>
</tr>
<tr>
<td>Are units replacing Falcon, Dagger, Commando and Ares/Redhead remaining in MND B?</td>
<td></td>
</tr>
</tbody>
</table>

Date: 15 January 2017

Approved for Release

Declassified by: MG Michael X. Garrett, USCENTCOM Chief of Staff
Declassified on: 201505
Gated Communities
Gated Community Priority

Priorities based on:
- Sequence of clearing operations

Locations based on:
Areas with highest percentages of EJK murders, and potential sectarian flashpoints.
Gated Community Example

- Barriers and obstacles (wire, berms) emplaced (based on METT-TC) to block vehicular traffic into the community except at designated Entry Control Points
- ECPs fully manned by ISF
- ECPs consist of barriers, with lights/generators, minimal life support (chemical latrines, Holvey huts)—control incoming traffic

Current barrier plans must be continually reseeded; mitigation:
- Short term – 24/7 presence ISF and EF
- Long term – permanent walls
Enabling the BCTs

- Bulk order of barriers for initial requirements of Gated Communities
  - 1169th orders barriers, concrete towers; coordinates contractor deliveries in vicinity of where barriers need to be emplaced (i.e. FOB, Patrol Base, JSS, etc.)
  - BCTs order wire, pickets, sand bags.
- Request transportation assets from 13th SC (E)
- 1169th provides material handling equipment and constructs ECPs; Planning factor is 2 x JSS per week, or 1 x JSS and 1 x gated community for 2 engineer platoons
  - assumes no existing force protection or barrier plan
- Barrier harvest teams from BCTs and 1169th harvest excess barriers identified by BCTs throughout MND-B

Planning factors: 1 EN PLT can construct 2 JSS per week or 1 JSS and 1 Gated Community (ECPs only) per week.
### Templated Requirements

<table>
<thead>
<tr>
<th>Gated Communities</th>
<th>Barrier Type</th>
<th>Total Available to Move</th>
<th>On Order for Gated Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghazaliyah</td>
<td>Jersey</td>
<td>240</td>
<td>244</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>49</td>
<td>67</td>
</tr>
<tr>
<td></td>
<td>2/1 ID</td>
<td>90</td>
<td>90</td>
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<tr>
<td></td>
<td>2/1 TD</td>
<td>66</td>
<td>66</td>
</tr>
<tr>
<td></td>
<td>2/1 CD</td>
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<td>0</td>
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<td></td>
<td>2/1 TD</td>
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<td></td>
<td>2/1 CD</td>
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<td></td>
<td>2/1 CD</td>
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<td>0</td>
</tr>
<tr>
<td></td>
<td>25' Towers</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Red columns indicate requirements for Gated Communities, JSS and their totals.

Top chart in green indicates what is currently available in the 1169th barrier yard (after emplacement of Ghazaliyah COP).

Bottom left chart indicates current number of barriers available for Harvest by BCT (available for use in JSS and Gated Communities).

Bottom right chart indicates current number of barriers on order for Gated Communities (number includes additional barriers for 1169th to have as a Division reserve supply).

- On hand resources allow for work to begin in Ghazalia.
- BCTs have also identified a considerable number of barriers that could be harvested and repositioned in support of the gated community.

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Timeline based on one Eng Plt constructing 1 Gated Community per week (ECPs only)
1169th Troop To Task

642nd Engr Co.
- 1st PLT – Road crater repair
- 2nd PLT – BSB Maintenance
- 3rd PLT – Route Sanitization

887th Engr Co.
- 1st PLT – Patrol base upgrades, JSS/Gated Communities establishment
- 2nd PLT – Transload operations
- 3rd PLT – Patrol base upgrades, JSS/Gated Communities establishment

- Recommend not changing mission set for 642nd Engineer Company
- Re-tasking of 2nd PLT/887th Engineer Company not recommended unless barrier materials are on hand
MND-B Support to BSC Command and Control

15 January 2007
Security Framework Districts C2

Baghdad Security Command: MNSTC-1 prepared to resource BJOC with additional Iraqi VoIP and Data for BSC

Radio Systems:
- Radio Communications between MoI, MoD, and CF must be in Plain Text to avoid incompatible voice scrambling systems.
- Iraqi VoIP:
  - MoD and MoI VoIP networks are incompatible. Gross traffic will occur on Iraqis' desk LINE or telephone private line.

MND-B Purchase:
- Iraqi Desk Line (total 30es, 1 per JSS) is connect to all JSSs' Regional Commands and Iraqis' cell phones.
C2 Issues / Concerns

- 6 IA data equipment cannot support split base – can only support operations at site 1/11 or Old Zoo – and not both

- Site 11
  - Fully functional and equipped TOC
  - 1st NP Division NPTT reports 1NP plans on removing all of its C2 infrastructure if it must depart

- Site 1
  - New building, not yet furnished or possesses C2 infrastructure
  - Site 1 has planned renovation to establish Joint Operations Center (CPATT funded) in 3-4 weeks
Updated ISF and CF Reinforcement Timeline
Thawra Assessment

- Phantom 6 Request for Information: “Can we isolate portions of Thawra that are not under JAM influence/control from those that are?”

- 1CD G2 Assessment: Yes.
  - Thawra SW of ASR Gold is a commercial and residential area with Sunni, Kurd and Christian minorities that would provide a permissive environment.
  - JAM will still attack CF operating here - but with SWET efforts, CF could hold the area. Assessment is based on 1/1CD operations in this area conducted AUG – OCT 2004. There has not been a significant CF presence in this area since that time.
Sadr's Organization

Sadr's goal:

- Political - Shia Theocracy (Islamic rule following Sharia law)
- Personal – Grow his power base so he can control the Shia dominated government

Sadr's organization:

- Office of the Martyr al-Sadr (OMS): Political party and organization that provides public services
- Jaysh Al Mahdi (JAM): Armed militia with loyal Sadrists
- Special Groups: Covert Armed groups either directed by Sadr or operating under Sadr’s name.
JAM has 5000-6000 regular fighters with an extensive support base to draw from. Expect JAM to mobilize up to 500 more fighters from Adhamiyah and New Baghdad to reinforce Thawra. Expect Shia civilians to aide JAM, while Sunnis and Kurds remaining in Thawra will most likely flee the district in the event of CF/ISF operations. Defenses will be strongest in the inner portions of the district. South of ASR GOLD should be permissive; it is a mixed Shia, Sunni and Kurd business district. Once we move north of RTE GOLD we expect JAM companies to disrupt our movement with EFPs/IEDs and operate from defenses centering on a “block defense” concept.

- TYPE and NUMBER of weaponry vary, but standard armament of JAM “Company” includes RPGs, Assault Rifles, Light/Heavy MGs, Sniper rifles, Mortars, and IEDs.
- Deployment techniques will vary based on terrain features – assume that enemy deploys weapons with some experience and tactics.
- Prevailing employment methods:
  - IEDs on primary roadways
  - RPGs and PKMs interspersed along perimeter
  - Sniper Rifles covering large swaths but from semi-covered areas and ground floor
  - Militia covering corners for observation and displacement guidance
- IED threat exists throughout
- Layered defense networks of observers, emplaced ambushed sites (IEDs, RPGs, Hvy MGs)
- Cached and reinforced strongholds inside “Block Grid” prepared for quick engagement of dismounts and rapid displacement
- Surface-to-Air and indirect fires enables additional “projection” layers
- Best estimates for key targets in Thawra places them relatively close to the outer perimeters of the district. Targets include Abu Dura, Abd Al Hadi Daraji and Sayyid Ali.
Requested Decisions / Way Ahead

- Requested Decisions
  - Approve Decision Support Template
  - Approve initial concept of gated communities
  - Approve initial concept of Security Framework District C2 Support
- Issue FRAGO
  - Provide DST to BCTs as well as establish reporting requirements to reflect “clear, control, retain” status
  - Introduce effects mechanism to BCTs
  - Provide guidance on gated communities
  - Direct staff support/BCT action to BSC C2 Support

15 January 2017
Comments / Questions / Guidance
Current Planning Efforts in Support of Operation Security Now Decision and Information Brief

Purpose: Inform Pegasus 6 and Command Group on status of current planning efforts in support of the campaign and seek approval concepts

As of: 15 JAN 07

ACTO: (b)(3), (b)(6)

The overall classification of this briefing: SECRET/REL to USA, MOJ

Approved by: 1CD G2

Classified by: Multiple Sources

Reason: EO 12858 (as amended) - 1-4(a), (c) and (d)

Declassified on: 20170115

Approved for Release
MND-B CF Disposition

17 MAR 07

COA 3

BLUF: 3 X Maneuver CO less combat power in MND-B and 3-89th FW will be OPCON to 2-1 ID and not reassigned to 4-25 ABN.
Security Framework Districts C2
(Site 11)

- **Issue:** 1 NP DIV TT reports that units vacating Site 11 to make way for West-Karkh HQ will leave with all C2 equipment
- **Recommendation:** Site 11 C2 equipment stay on site

- **Issue:** IA data equipment for 6IA can only equip either Site 11 or the Zoo
- **Recommendation:** No issue as long as Site 11 equipment remains on site.

- **Issue:** Unclear whether MG Abdul-Amir (West-Karkh) will remain 6IA CDR and whether it will be necessary to staff and C2 both the Zoo and Site 11
Security Framework Districts C2
(Site 1)

• **Issue:** Minimal data and voice connectivity currently at Site 1. NPTT team reports that CPATT will build Joint Operations Center in 3-4 weeks.

• **Recommendation:** 6IA deploy its TAC to provide IOC with radio communications to C2 forces.

• **Issue:** 6A data equipment for 6IA can only equip either Site 1 or the Zoo.

• **Recommendation:** MNSTC-I/GoI fund the purchase and installation of MoD data equipment at Site 1.

• **Issue:** Unclear whether MG Abdul-Amir (West-Karkh) will remain 6IA CDR and whether it will be necessary for 6IA to staff and equip both the Zoo and Site 1.
Site 1 (NP HQ)

- Adjacent to FOB Prosperity
- Accessed through a Gate in the FOB wall
- Brand new Building
- Minimal C2 infrastructure to include furniture, maps, and communications equipment

15 January 2007
Site 1 (NP HQ)

- JOC C2 equipment:
  - 1 VoIP
  - 3 Computers (no current connectivity)
  - 1 Desk and chair
  - Otherwise empty

- Office Space
  - 3 landline phones
  - Copy machine
  - Computer and printer

- Close proximity of CF Cell to JOC
Site 11
(1 NP Div)

- One road in to Site 11
  - Need EN support for entrance / all exit
- Fully functional TOC
  - Computers with NIPR
  - Telephone connectivity
  - Maps
  - Conference table, desks, chairs
- 1 NP Div must leave all TOC equipment behind
- CF Cell on opposite side of building from TOC