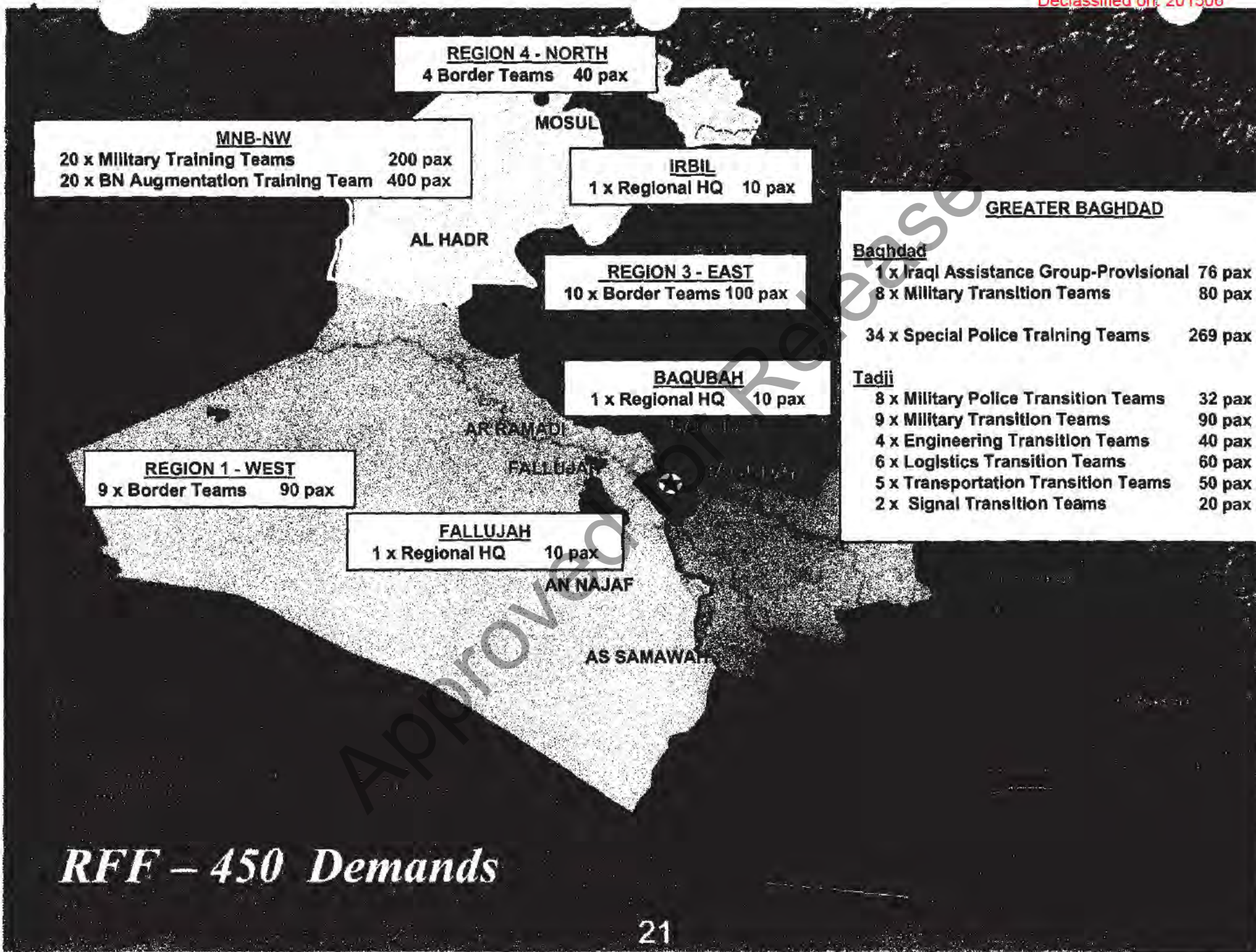


Pages 1 through 4 redacted for the following reasons:

Joint Staff

Approved for Release





Initial Courses of Action: Joint Staff PLANORD for Accelerated Force Drawdown in Iraq

This briefing is classified

~~SECRET~~

REL USA, AUS, GBR

Derived from: Multiple sources

DECL ON: 12 Dec 2015

Ittizam Mushtarak – United Commitment



Directed COA

- JS PLANORD (3 Dec 05) directed development of COAs to more rapidly reduce BCTs in Iraq if warranted by post-Election conditions; specifically:
 - Directed COA: Increase by 2 BCTs shortly following the elections; reduce to 13 BCTs in Iraq NLT Mar 06; reduce to 10 BCTs in Iraq NLT Jun 06; reduce to 8 BCTs in Iraq NLT Sep 06
 - SecDef expects other COAs for consideration as well
- Agreed JS J3 / CC J3 suspense is 15 Jan 06

~~SECRET//REL USA, IRQ and MCFI //20160510~~

Operation Forward Together

Problem Statement: Determine the best strategy to transition from Scales of Justice to Baghdad Sentinel using a combination of military operations in select districts, reduction of forces in Baghdad City, and continuation of offensive operations in the outer Baghdad Qadas

~~التصنيف العام لهذا الإيجاز سري // إصدار لقوات التحالف - العراق~~

The overall classification of this briefing is ~~SECRET//REL USA, IRQ and MCFI // 20160510~~

Approved by: 4ID G2
Classified by: Multiple Sources
Reason: EO 12958 (as amended) - 1.4(a), (c) and (d)
Declassify on: 20151123

Operation Scales of Justice

Key tasks:

- Increase current patrolling by over 100 combat patrols
- Control the key Baghdad Districts: Al Mansour, Al Bayaa, Doura, Sadr, and New Baghdad through active and continuous mounted and dismounted patrolling 24 hours a day
- Change the perception of the Iraqi people, through actions, that Iraqi Security Forces are providing a safe and secure environment
- In accordance with MND-B Rules of Engagement, neutralize terrorist forces committing hostile acts or demonstrating hostile intent

Purpose: Prevent escalation of sectarian violence and protect the local government and its citizens in order to create a safe and secure environment for the establishment of the Iraq sovereign government.

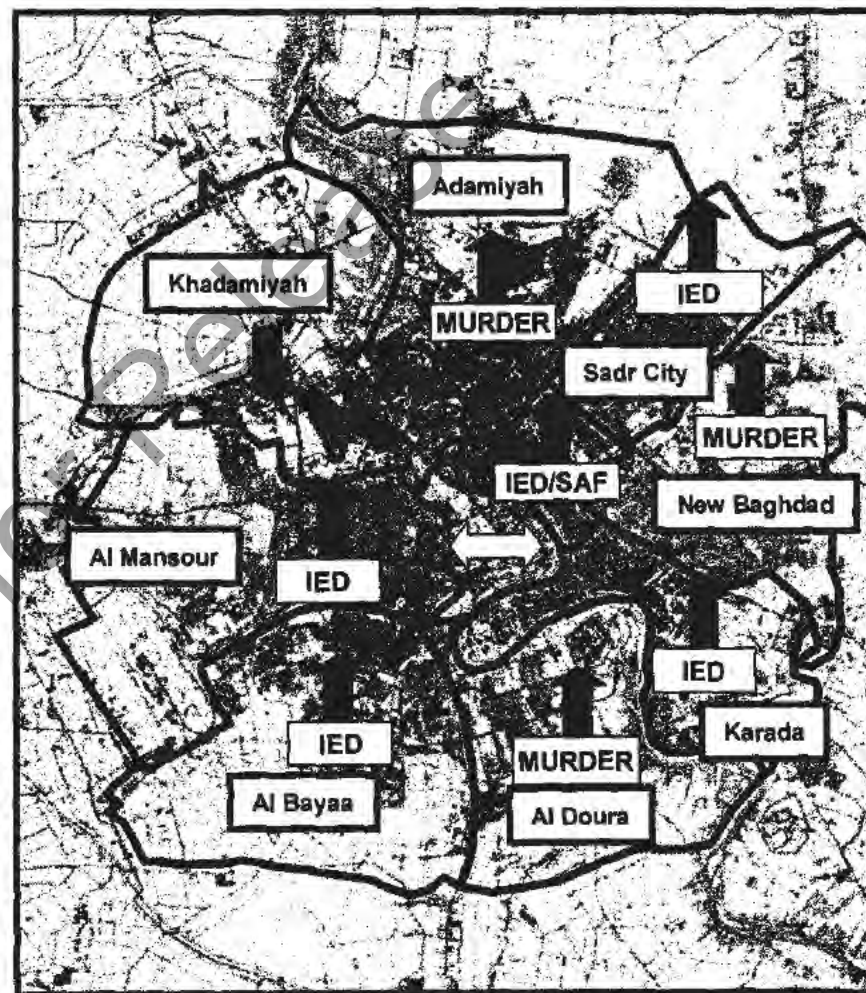


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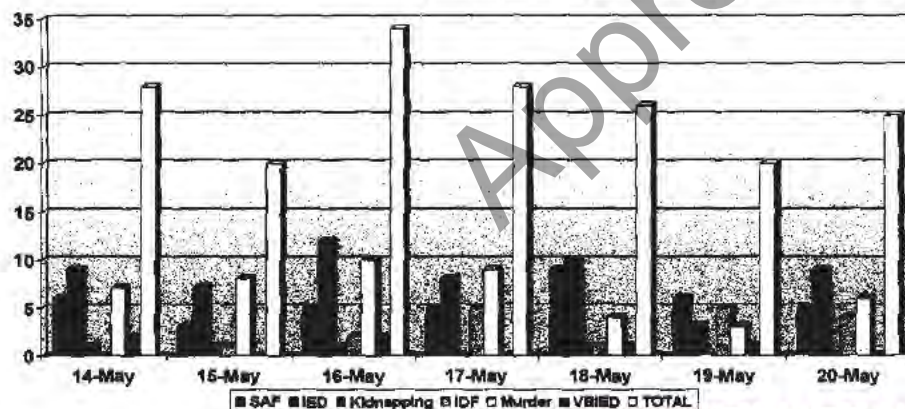
Scales of Justice Daily Attack Assessment

Pre-Samarra Bombing vs Current Week

Belladiyah	15 - 21 FEB Avg	7 - 13 MAY Avg	14 - 20 MAY Avg
Mansour	4.7	6.1	6.4
Bayaa	1.3	2.3	2.1
Khadamiyah	2.4	1.0	0.6
Sadr City	0.3	0.6	0.6
New Baghdad	1.7	2.4	1.9
Karada	0.9	2.6	1.0
Rusafa	0.9	1.7	1.4
Doura	2.0	4.9	5.9
Karkh	0.7	0.7	0.7
Adamiyah	1.1	3.3	4.4
		25.6	25.9



- Overall attacks remain elevated since 22 FEB Samarra Golden Mosque Bombing
- Mansour has been the most active in the current week.
- IED attacks continue to be the most prevalent type of attack



~~SECRET//REL TO USA, MCFI// 20160520~~

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Operation Forward Together

Problem Statement: Determine the best strategy to transition from Scales of Justice to Baghdad Sentinel using a combination of military operations in select districts, reduction of forces in Baghdad City, and continuation of offensive operations in the outer Baghdad Qadas

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Declassify on: 20151123

~~SECRET//REL USA, IRQ and MCFI // 20160510~~

22-May-06

~~SECRET//REL USA, IRQ and MCFI//20160510~~

Purpose

Purpose: Provide a decision brief on MND-B's transition from Scales of Justice to Baghdad Sentinel using a combination of military operations in select districts, reduction of forces in Baghdad City, and continuation of offensive operations in the outer Baghdad Qadas

Decision Required: Yes

Way Ahead:

- Publish MND-B FRAGO

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Scales of Justice Results

- **Strategic Success: Inauguration of GOI completed**
- **Bought time for Government of Iraq to form; built confidence in politicians and citizens**
- **Public perception on security improved since Scales of Justice began**
- **Mosque attacks decreased since Scales of Justice began**
- **Continued neutralization of AIF in Baghdad City**
- **Improved Coordination between MoD, Mol, and Coalition Forces**
- **Prevented escalation of Sectarian violence**

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Purpose and Key Tasks

Purpose: Accelerate the transition from Scales of Justice to Iraqi Police Lead - Interim Provincial Authority to enable the continued formation of the Government of Iraq

Key Tasks:

- Neutralize AIF enemy concentrations inside Adamiyah, Mansour, Doura and Bayaa in order protect the force and reduce the number of effective IED attacks on Coalition and Iraqi Forces
- Defeat AQI in key Mulhallas in order to prevent disruption to the Government of Iraq formation process
- Disrupt AIF/AQI movement and operations with tiered checkpoints and combined combat patrols
- Coordinate actions of Iraqi Police, National Police, Iraqi Army and Coalition Force operations in Combined Operations Areas
- Do not establish patterns, show the enemy a new look everyday in order to deny enemy initiative
- Gradual reduction of Coalition Patrols

Endstate: Karadah Peninsula transitioned to Iraqi Police Lead, Rusafa Adamiyah, Sadr City and New Baghdad approaching Iraqi Police Lead. Inauguration completed and GOI formation progress ongoing

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Execution Decision Planning Guidance

- **Execute Combined Iraqi / Coalition operations focused on enemy concentrations in order to show the enemy a new look**
 - Continue Intelligence Driven Precision Operations
 - Adamiyah, Mansour, Doura, Bayaa
 - Develop ramp-up (tiered) response checkpoints and patrols
 - Focus on Muhallas
- **Gradual Reduction of Coalition presence in Baghdad City**
 - Shift to more night operations
 - Transition Baghdad City District security to Iraqi Police lead
- **Do not establish patterns**
 - Show the enemy a new look everyday
 - Maintain combined (IP, NP, IA, CF) patrols
- **Baghdad Beautification**
 - Remove old checkpoint material
 - Clean up barriers, wire, and trash
- **Continue to execute military operations in the outer Baghdad Qadas**

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Why Attacks Occur

Al Qa'ida

- Secure Sunni areas as Support Zones inside and outside the city (Shia residents, ISF)
- Pressure Shia to leave their areas (residents and merchants)
- Attack checkpoints to ensure Freedom of Movement / Maneuver (ISF, CF)
- Draw attention away from Support Zones (CF)
- Disrupt CF Freedom of Movement on key LOCs (CF)- "Let them feel safe."
 - Focus on secondary roads or in Shia areas (CF, ISF)
- Strike their centers to reduce combat power (IP stations, PBs, FOBs)
- Incite a Shia retaliation to build greater Sunni support- Civil War (Shia people)
- Demonstrate power- deny political inferiority (Shia people, ISF, GOI)
- Control Terrain in the long-term (businesses, Shia population)

Sunni Rejectionists

- Must negotiate from a position of power (CF, ISF, GOI)
 - No access to oil, political minority
 - Conduct the majority of attacks on CF
- Fear of domination / demonstration of power (CF, ISF, GOI)

1.4b, 1.4d

Shia Rejectionists and Militias

- Resist the occupation (CF)
- Targeting terrorists (Sunni AIF, T&FF)
- Demonstrate power (CF, GOI)
- Retribution (Sunni population – AIF)
- Intimidation / elimination of threats (all)

Common to All

- Money (Syria, Iran, other Arab states)
- We are here (CF)
- Sunni vs. Shia, crime, tribal justice

Adamiyah

3-21 May 2006

Known Groups / TTPs:

- AQI/Umar: Murder / VBIED
- JAM: Murder / EFP
- Ansar al Sunna
- Victorious Sect: IED

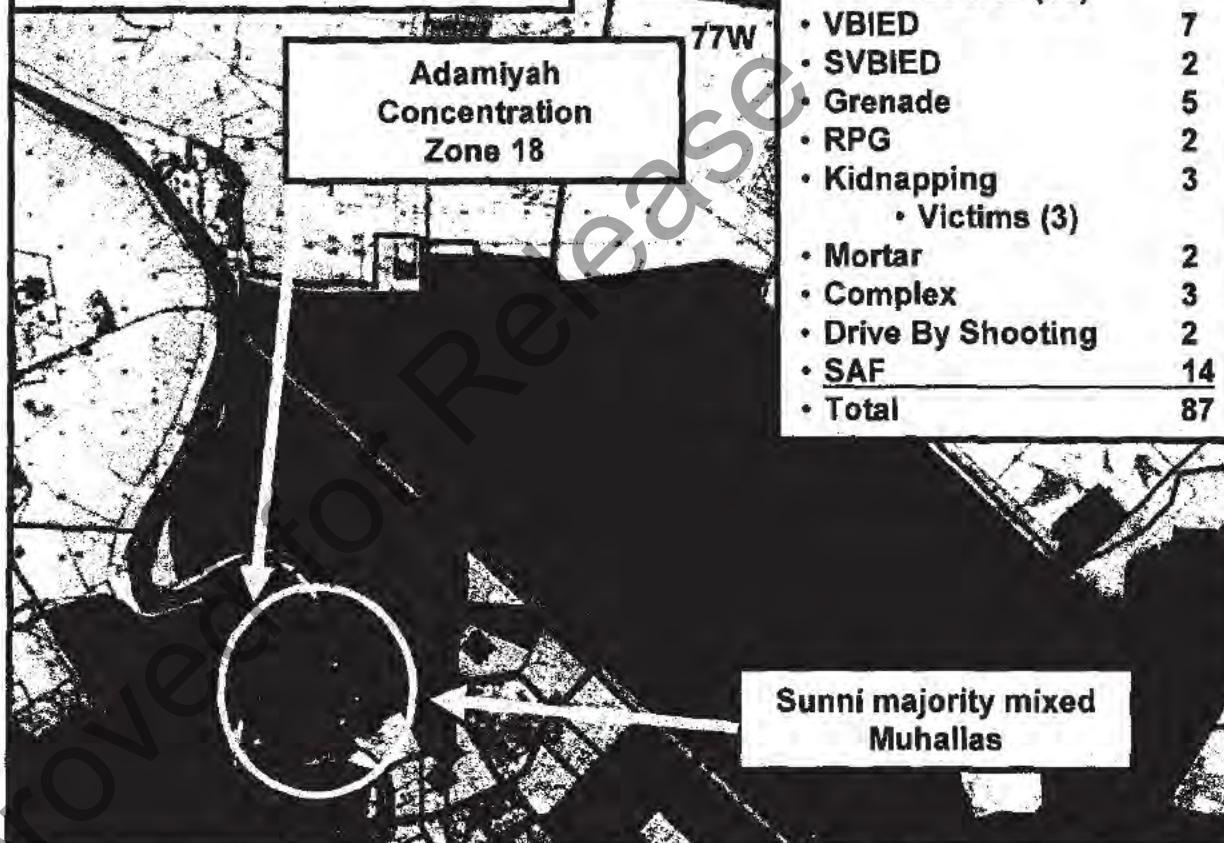
Enemy Analysis:

- T&FF attacks Shia, ISF, and CF to show inability of Government- JAM is eliminating threats
- 5 assessed T&FF cells
- JAM controls Zones 50 & 22
- Population intimidated by T&FF in Adamiyah Hayy
- Murder victims are locals killed and left in their neighborhood

Attack Observations:

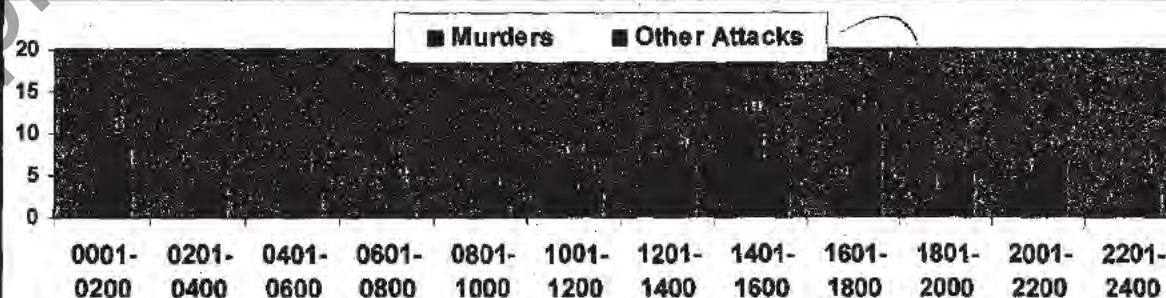
- 44 of the attacks took place in or near Adamiyah Hayy
- Few from 06-1200
- Attacks heaviest in the late afternoon to early evening

- 75%+ Shia
- 75%+ Sunni
- 50-75% Sunni/25-50% Shia
- 50-75% Shia/25-50% Sunni



Attack Types:

• IED (Found)	6
• IED (Detonated)	13
• Murder (Events)	28
• Bodies (46)	
• VBIED	7
• SVBIED	2
• Grenade	5
• RPG	2
• Kidnapping	3
• Victims (3)	
• Mortar	2
• Complex	3
• Drive By Shooting	2
• SAF	14
• Total	87



Where found?

Al Mansour

3-21 May 2006

Known Groups / TTPs

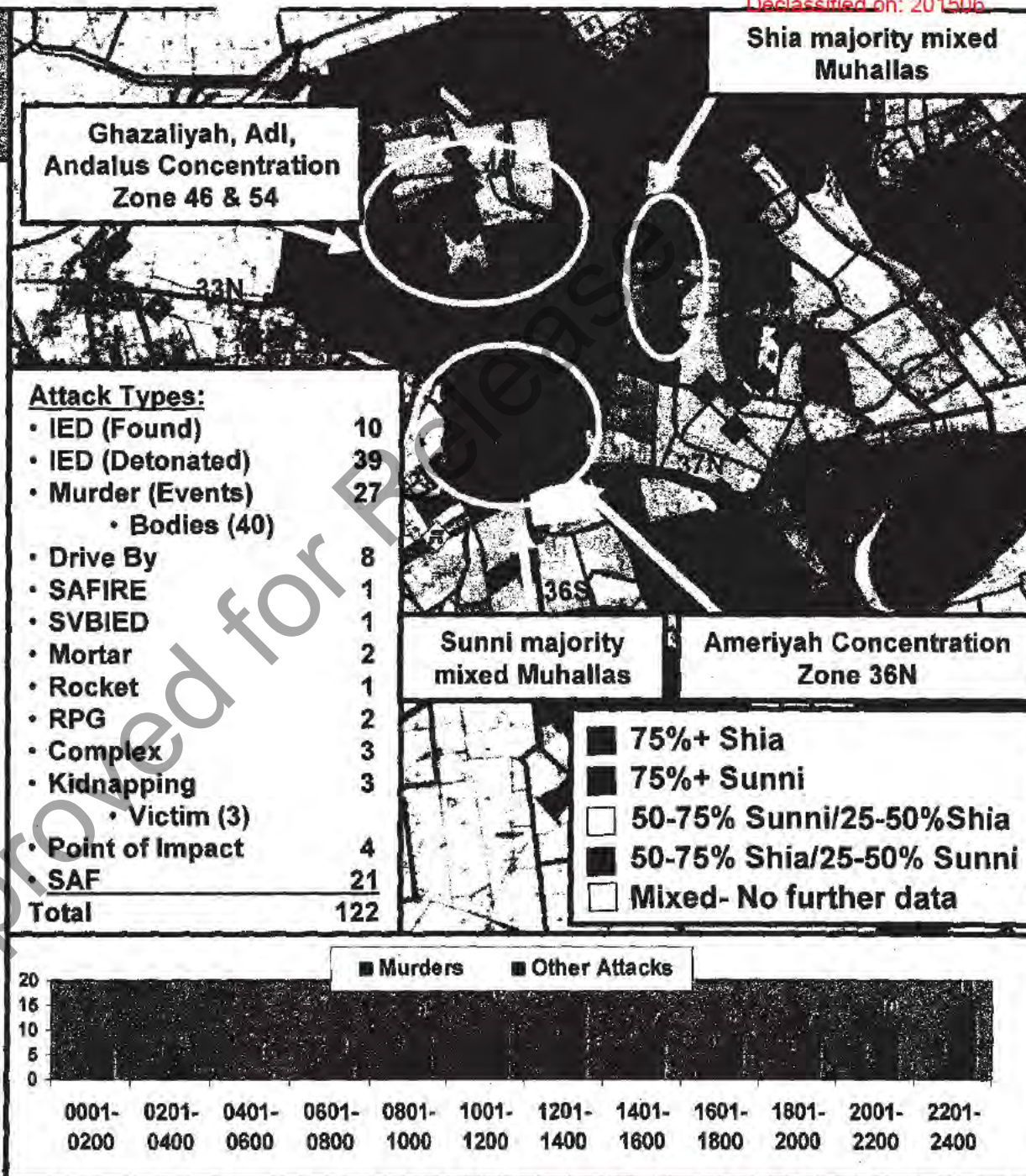
- AQI / TWJ: IED, Murder, SAF
- Ansar al Sunnah: IED, SAF
- JAM: Murder, IED

Enemy Analysis:

- T&FF control Sunni majority areas and drive Shia out
- JAM kill terrorists / threats to their goals
- Victims are brought into the Muhalla, murdered and dumped

Attack Observations:

- Fewer multiple body murder incidents than previous weeks
- Murders moving south
- 36 of the attacks took place in or near Ameriyah
- Concentration of IED and SAF in Ghazaliyah



Doura

3-21 May 2006

Known Groups / TTPs:

- AQI, TWJ, Umar, Ferocious Lions: IED, Murder, VBIED
- Ansar al Sunnah, Mansoura-Victorious Sect: IED / SAF
- JAM: Kidnapping / Murder, IED / EFP

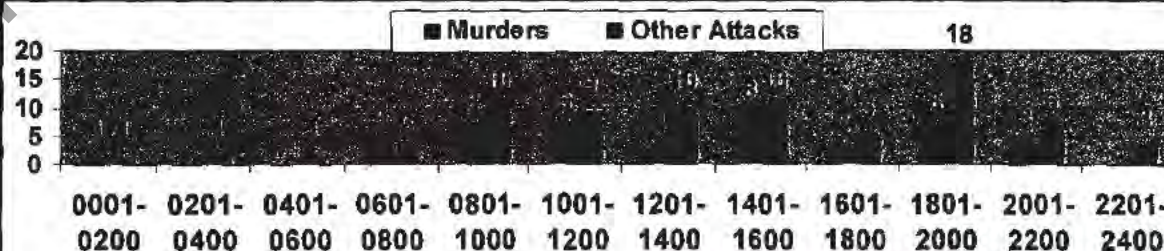
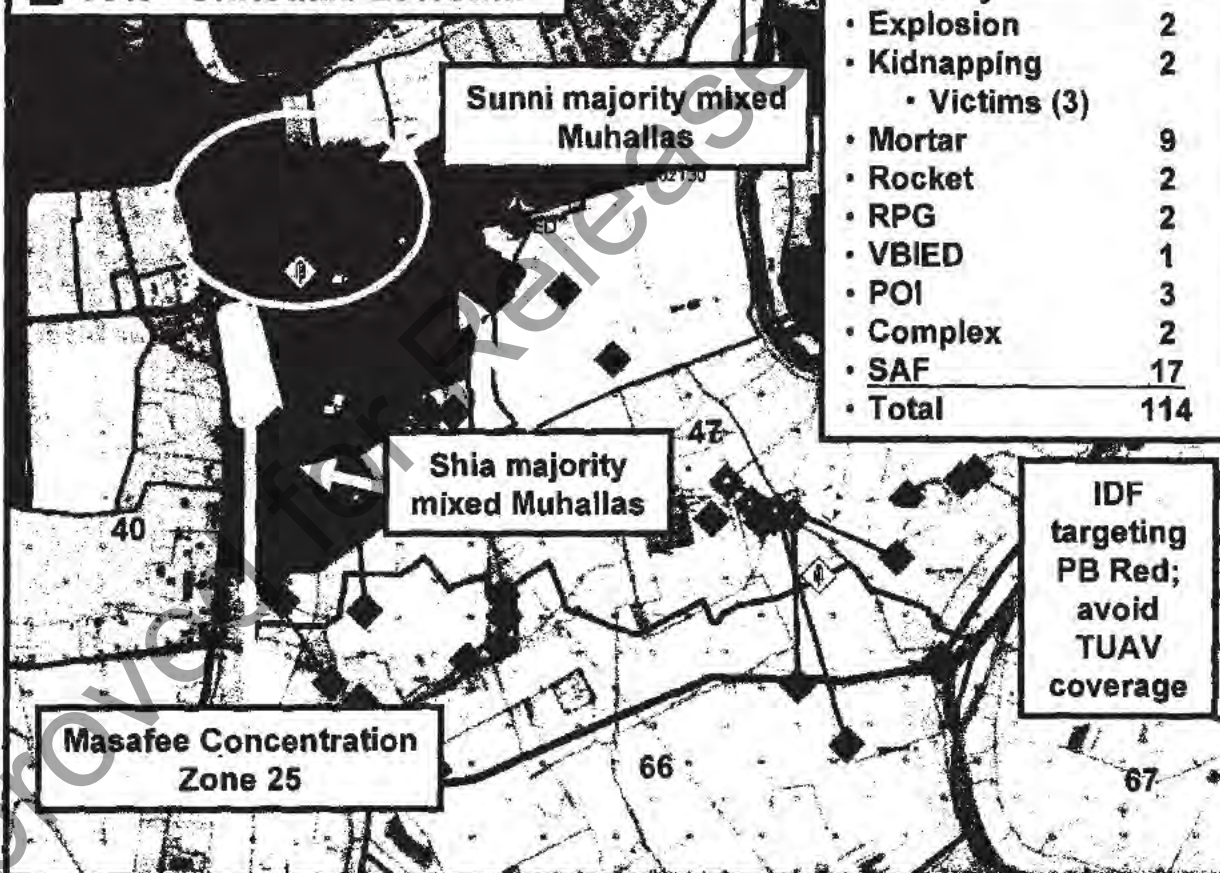
Enemy Analysis:

- T&FF control Sunni majority areas and drive Shia out
- Tortured murder victims likely killed in JAM areas
- AQI / Umar murders dumped in a convenient location
- IED target CF

Attack Observations:

- 61 of the attacks took place in or near Zone 25
- Only 7 attacks between 2201 and 0600

- 75%+ Shia
- 75%+ Sunni
- 50-75% Sunni/25-50% Shia
- Mixed- No further data
- 50%+ Christian/ 25% Shia



Al Bayaa

3-21 May 2006

- 75%+ Shia
- 75%+ Sunni
- 50-75% Sunni/25-50% Shia
- Mixed- No further data

Aamel & Bayaa
Concentration
Zone 37S

Known Groups / TTPs:

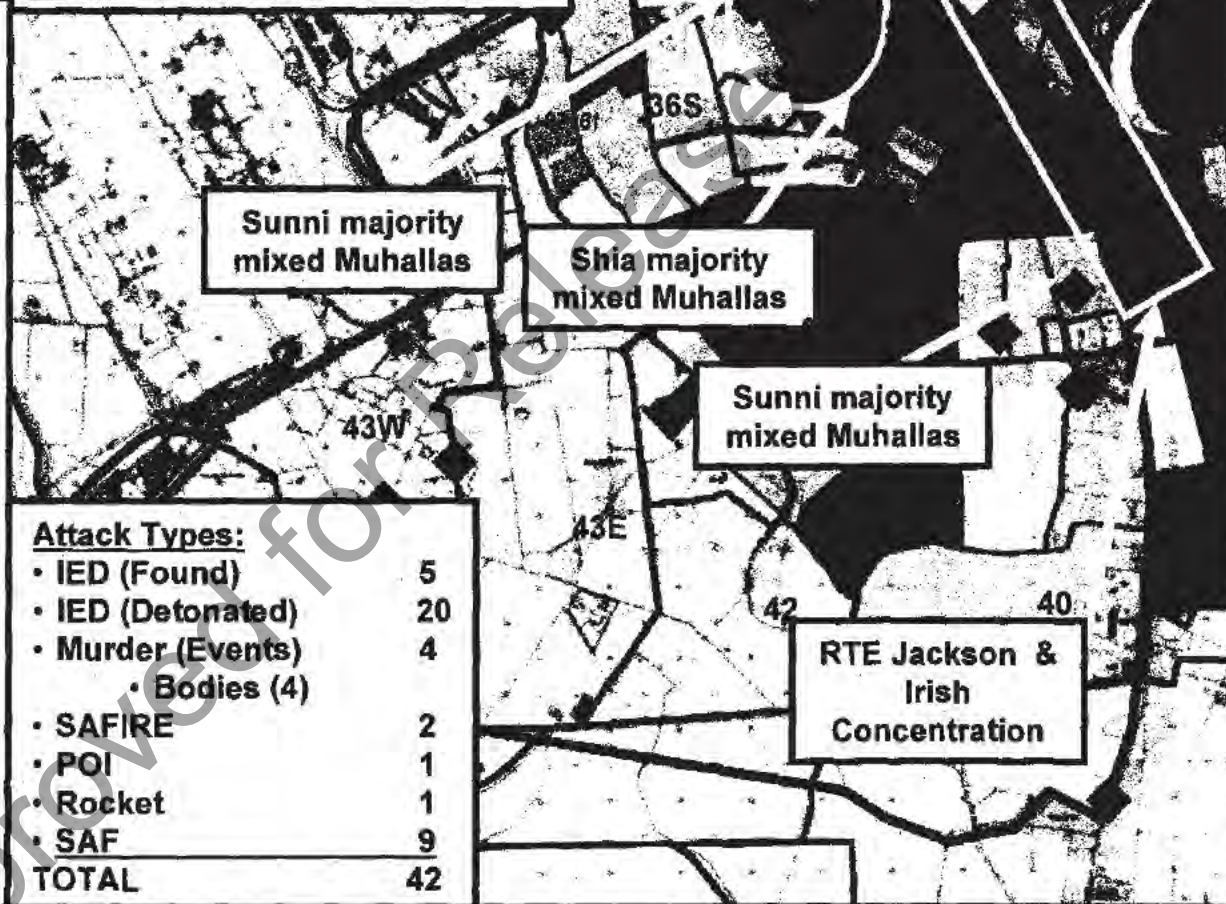
- JAM: IED / EFP
- AQI / TWJ: IED, VBIED staging
- Ansar al Sunna: IED, SAF (sniper cell)
- Victorious Sect: IED, VBIED

Enemy Analysis:

- IEDs target Coalition Forces
- Planning / meeting location for attacks in other areas of the city
- Mix of AQI / JAM murders, many dumped in other areas

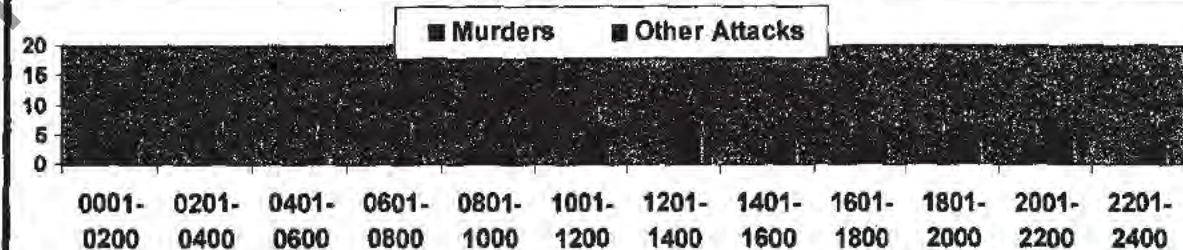
Attack Observations:

- 1 EFP where RTE Jackson becomes RTE Irish
- 1 EFP found in Zone 41
- 25 of 42 events were IEDs
- Many VBIED come from the Bayaa Car Market



Attack Types:

• IED (Found)	5
• IED (Detonated)	20
• Murder (Events)	4
• Bodies (4)	
• SAFIRE	2
• POI	1
• Rocket	1
• SAF	9
TOTAL	42



Execute Combined Iraqi / Coalition Operations Focused on Enemy Concentrations in order to Regain Initiative

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Combined Iraqi / Coalition focused on Enemy Concentration

- Simultaneous synchronized pressure to gain and maintain contact in order to deny sanctuary
- As much as possible, show on 12 June a dramatic change to the way we conduct operations by transitioning Karadah Peninsula
- Continue 1.4c Precision Operations
- Priority of effort: Adamiyah, Mansour, Doura, Bayaa
- Develop ramp-up (tiered) response checkpoints and combined patrols
 - Vary checkpoint manning levels
- Focus on Muhallas
- Coalition patrols at night, combined patrols in the day
- Denies AQI desire to intimidate certain areas / populations and establish areas of access in Baghdad
- Reinforces success of patrols and checkpoints against AQI tactics

Operations in Enemy Concentrations

Tactical Overwatch

Mansour
T1: Neutralize AIF in the Hayy of Ameriyah in COA Warrior
T2: Disrupt AIF in COA Warrior by increased manning of surrounding checkpoints

Bayaa
T1: Neutralize AIF in the Hayy of Bayaa
T2: Disrupt AIF in COA West by increased manning of surrounding checkpoints

Adamiyah
T1: Neutralize AIF in key Hayys of Adamiyah, Magrib, and Waziriya in COA North
T2: Disrupt AIF surrounding COA North by manning Checkpoints

Karadah to Iraqi Police Lead

★ East vs. Bayaa or Doura

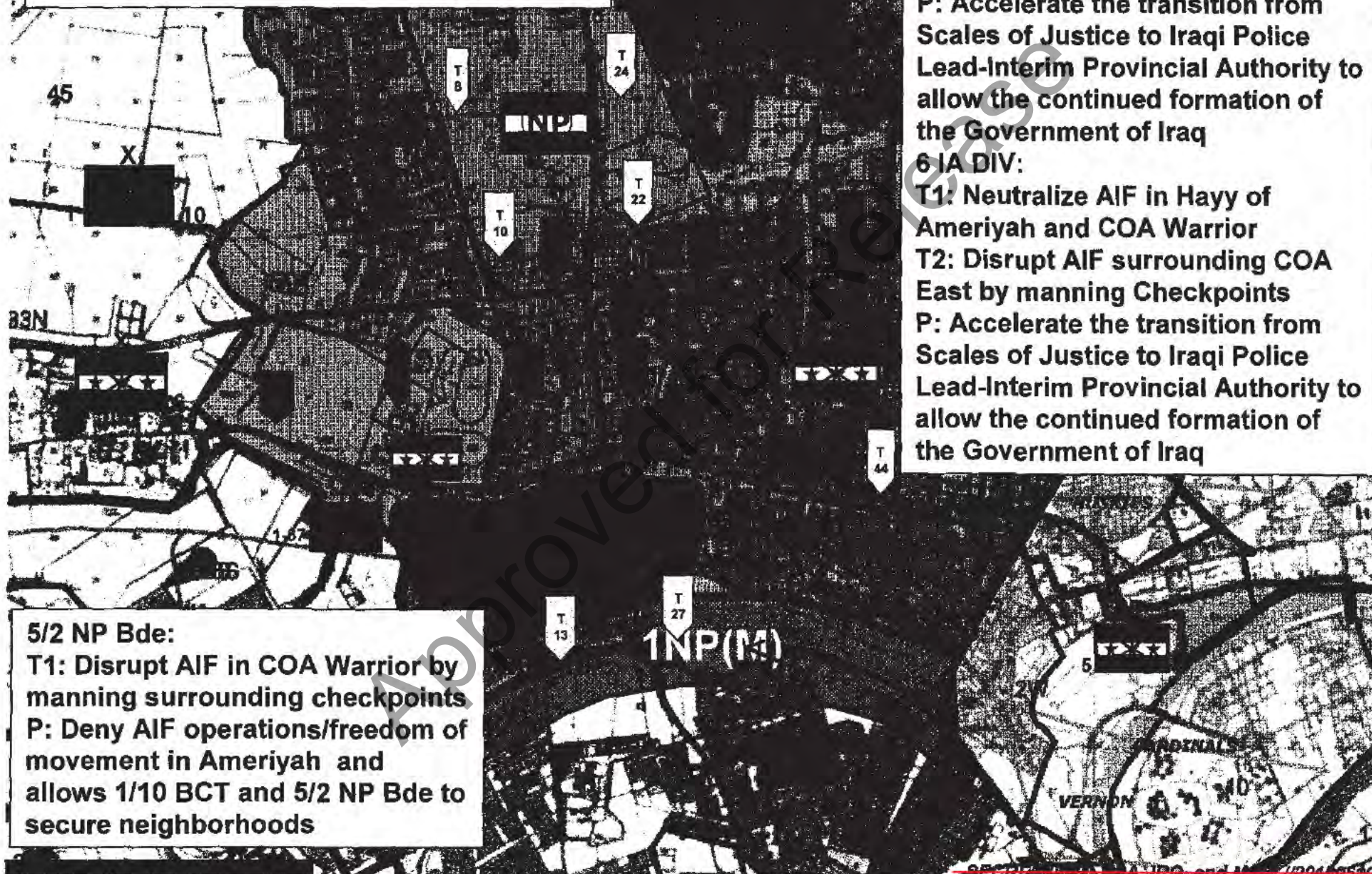
Doura
T1: Neutralize AIF in the Hayys of Jaza'ir, and Masafee
T2: Disrupt AIF surrounding COA East by manning Checkpoints

Bridging strategy between Scales of Justice and Iraqi Police Lead-Provincial Iraqi Control

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~~USA~~

Operations in Enemy Concentrations- Mansour



1/10 BCT:

T1: Neutralize AIF in COA Warrior
T2: Coordinate Operations in COA Warrior

P: Accelerate the transition from Scales of Justice to Iraqi Police Lead-Interim Provincial Authority to allow the continued formation of the Government of Iraq

6 1A DIV:

T1: Neutralize AIF in Hayy of Ameriyah and COA Warrior
T2: Disrupt AIF surrounding COA East by manning Checkpoints

P: Accelerate the transition from Scales of Justice to Iraqi Police Lead-Interim Provincial Authority to allow the continued formation of the Government of Iraq

5/2 NP Bde:

T1: Disrupt AIF in COA Warrior by manning surrounding checkpoints
P: Deny AIF operations/freedom of movement in Ameriyah and allows 1/10 BCT and 5/2 NP Bde to secure neighborhoods

~~SECRET~~ ~~USA~~ ~~IRG~~ and ~~1/10/20150510~~

Backup.