



SCROLL & SWORD

The Journal and Newsletter of the Civil Affairs Association

Daddy, Mama, What Did You Do During The War?

If your daddy—or your mama—was in the Headquarters of the 354th Civil Affairs Brigade he/she spent a year away from home—maybe a little longer. They started with three weeks at Ft Bragg. There they got chemical and NBC training. They got in shape physically. Then they took a long plane trip. If they were in the unit advance party in Kuwait when the war started, they went into action early in southern Iraq. If they were in the main body, they were at Ft Bragg on D-Day.

After the plane trip they spent two-and-a-half weeks in Kuwait. There they trained some more, driving and practicing convoy movement. Before they jumped off north, they gathered the supplies that would be needed up in Baghdad.

Service in Iraq started with a two day drive north to Baghdad, up across half the length of the country. There were over 20 vehicles in the 354 convoy. A night was spent on the road sleeping on cots in the open. Fuel came from fueling points that were along the road. The unit arrived in Baghdad on 23 April, about two weeks after the city fell. In Baghdad the working and living quarters were reasonably nice for a part of the time there. These quarters had been for the Baath party and Special Republican Guards, and were among the best in the city.

The unit initially worked along side the 422 Civil Affairs Battalion for the 3rd Infantry Division. When the 422nd returned to the United States the 354 replaced them, working for the 3rd ID and then the 1st Armored Division. The 354 had four Civil Affairs battalions under it. These were the 422nd, 490th, 414th, and the 411th. It was responsible for 55 neighborhoods and 9 districts of Baghdad.

The Civil Affairs units and teams were involved in all aspects of getting Baghdad up and running again. They

worked to restore fire protection, police, educations, food, and electricity and other utilities. Relations with the combat units were excellent. A number of Civil Affairs personnel were “drafted” to serve on combat unit staffs in the S/G-3 and S/G5s. Weekly there were “full blown” CMO meetings with the 1st Armored Division staff.

After the terrorist attacks began in Baghdad the force protection rules required that headquarters administrative Soldiers periodically go on missions with the operating Civil Affairs teams. This took them out into the neighborhoods where Civil Affairs projects were under way.

“Daddy, Mama” cont’d on page 2...



THE SWARTZ FAMILY BACK TOGETHER. Major Jeffrey Swartz with his family at the 354th homecoming. A photo of the family was in the Summer 2003 issue with the article on the departure of the 354th for Iraq.

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Issue #2

Summer 2004



354th CIVIL AFFAIRS BRIGADE

Prince George County Memorial USAR Center

Riverdale Park, Maryland



Certificate of Appreciation

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Support for our soldiers' families deployed to Iraq for 2003/2004. Thank you for your generous donations. Your efforts allowed us to support our soldiers and their families while they served our country. Your dedication, generosity, and commitment to excellence is deeply appreciated by the soldiers and families of the 354th Civil Affairs Brigade. Your efforts reflect great credit upon yourself, the 354th Civil Affairs Brigade and the United States Army Reserve.

Given This 18th Day Of April 2004

MARGO D. SHERIDAN

COL, CA, BRIGADE COMMANDER

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...“Daddy, Mama” cont’d from page 1

Security was a big issue as the result of all the weapons that Saddam Hussein had distributed to the people before the war.

Some of the most noted accomplishments were made by the unit’s Economics Team. The team helped get the Iraqi banking system up and running again. Working with the U. S. Treasury Department the Team managed the program for the exchange of old Iraqi currency for the new currency. The Team also made emergency payments to Iraqi individuals and organizations.

In late 2003 354th commander, David Blackledge, became commander of the 352nd Civil Affairs Command. In early 2004, new commander Col. Jacobs came to Iraq from Ft Bragg to assume command of the 354.

“Daddy, Mama” cont’d on page 3...

Worldwide Conference

The 2004 Worldwide Civil Affairs Conference (WWCAC)

A message announcing the 2004 Worldwide Civil Affairs Conference (WWCAC) to be held at the Hilton North Raleigh from 17 June 2004 through 20 June 2004 has been released.

This annual conference is sponsored by the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict (ASD/SOLIC) and will be co-hosted by the U.S. Army Civil Affairs and Psychological Operations Command (Airborne) (USACAPOC(A)) in coordination with the Civil Affairs Association (CAA).

This year's conference theme is: Civil Affairs Transformation in Support of the Global War On Terrorism (GWOT). The purpose of the conference is to provide a forum of exchange for both military and non-military working in the Civil Affairs (CA) arena that will generate ideas that the CA community will find useful in further supporting the Global War On Terrorism.

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... "Daddy, Mama" cont'd from page 2

The Jeffrey Swartz family was like many others. The children had earlier experienced a deployment by their dad.. Major Swartz had been to Bosnia. The deployment to Iraq was therefore not a new experience for the children. Before leaving for Iraq, Maj. Swartz spent some extra time with the family saying that this deployment would be similar to the earlier one to Bosnia, maybe a little longer. The weekly phone calls home helped all the family - Mom, children, and Dad - keep spirits up. Telephone contact back to the family in the United States was made about once a week. Many unit members returned to the United States for two weeks of R&R during the deployment period. The vigor of the 352/354/450 Family Readiness Group activities tied together the people on the home front.

What were the high points of the deployment? The extension to a one year deployment had been a big blow to morale, but it insured that the high point of the deployment was the day the unit came home. The awards ceremony in Baghdad and receipt of a Bronze Stars was a high point for many. The two week R&R was a great benefit. There are times and events that will be remembered. The day the 352 Public Health Team was ambushed is one. The day Saddam's sons were killed is another, with people all over Baghdad discharging their weapons into the air.



354th HOME COMING. Brig. Gen. Jack Kern, left, who commanded the 352nd in Afghanistan and then Iraq, with 354 members and alumni. From the left, Brig. Gen. Kern, Col Jacobs, commander of the 354th, Major Swartz, 354th member, Col. McCoy, former commander, Col Frankel, former commander, and Col Hodgkins, former member of the 352nd.

What did Dad or Mom do during the war? As a Civil Affairs Soldier or Marine in Iraq they made a difference. They made a difference by helping to restore order in Iraq. They made a difference by assisting combat commanders fulfill their responsibilities to the Iraqi people. Mom and Dad - whether in Iraq or a parent back home - were committed to these assigned missions, and they served nobly. (DAW)



Project Smile Iraq

By SFC Clarence Kugler, 478th CA BN PAO

In March a civil affairs team from the 478th Civil Affairs Battalion from Perrine, Florida visited the Iraqi Charity Society Clinic and the Al-Ziwa Clinic in Karadah District, Baghdad, as part of the Project Smile Iraq sponsored by the USA Bobsled Team and the Skeleton Corporation from Lake Placid, New York.

According to team member Specialist Halbert Thomas of Miami, Florida, “the purpose of the visits was to teach children proper dental hygiene.” Toothbrushes and other dental hygiene products were given to the children at the clinics.

Command Sergeant Major James Maree of the 350th Civil Affairs Command, Pensacola, Florida was on hand to help team members and USA Bobsled representatives hand out the dental health products. Command Sergeant Major Maree, a paramedic by civilian occupation in South Florida, said, “The clinic visits are an example of the good things that can happen when Army and non-government agencies work together for the benefit of the people of Iraq.”

Specialist Brian Coblenz of Port St. Lucie, Florida noted, “The clinics in Baghdad are in real need of children’s medicines. Our team was happy to give the children information on the proper care of their teeth. Some of the children never owned a toothbrush before our visit.” Team Sergeant, Staff Sergeant Jaime Rodriguez of Lubbock, Texas estimated 80 to 90 children in the Karadah District will be brushing regularly with their new toothbrushes and toothpaste.

Team Leader Major Danny Hassig of Blountstown, Florida said, “The clinics in Baghdad can use all the children’s medicines they can get. Most clinics don’t have the proper basic vaccines to protect the children from illnesses.” Specialist Brian Coblenz of Port St. Lucie, Florida added, “We sure hope our team will get a chance to go on more children’s health related missions. You could see in the children’s eyes how much they appreciated our visit.”

After the distribution of the dental hygiene products at Al-Ziwa Clinic, Specialist Erich Scholz of Amarillo, Texas said, “We hope the time we spent with the kids today helping teach them good dental care will produce healthy smiles for a long time to come.”

Assistant Team Leader Captain George Angle of Boynton Beach, Florida said, “Our team is looking for more opportunities to help the children of Karadah, which will help contribute to a brighter future for Iraq.” 

431st Conducts Denouncing Ceremony for Iraqi Army Officers

Thousands of former Iraqi army officers gathered in Mosul on Jan. 26 to denounce violence and their former allegiance to the Ba’ath Party of Saddam Hussein. A ceremony for former noncommissioned officers was scheduled for Jan. 27. The events help form a new, integrated society with advantages for more Iraqis, according to Lt. Col. Fred Humphrey, commander of the 431st Civil Affairs Battalion, from North Little Rock, Ark., attached to the 101st Airborne Division.

Members of the Ba’ath Party after the war couldn’t hold a civil service job of any kind or collect a pension for their service to Iraq, said Humphrey. While signing the agreement doesn’t guarantee the opportunity to regain those rights, he said it is a step in the right direction in a public forum.

The event was organized solely by Iraqis, but the civil affairs battalion provided support to help them make it possible. Soldiers from the battalion manned desks and logged the names of each former party member who came forward and signed the oath. The paperwork will be forwarded to leaders in Baghdad.

“The people came here to denounce violence and work for the reconstruction of a new Iraq,” said Brig. Gen. Safawi Mumtaz, formerly of the Iraqi army. “All of them are committed to rejecting violence and terrorism.”

Maj. Gen. David H. Petraeus, commanding general, 101st Airborne

“431st” cont’d on pg. 5...

Civil Affairs Soldiers Help Renovate Zahour Elementary School

Soldiers from the Army Reserve's 486th Civil Affairs Battalion and 171st Area Support Group teamed up to rebuild a school that had fallen into disrepair near the city of An Nasiriyah, site of some of OIF's most fierce fighting and where 17 Italian peacekeepers were recently killed.

"This is what it is all about," said LTC. Jeff Bryant of the 486th. "We are here to try and help the Iraqi people and what better way than to help provide them with a sound education." Samira Raysan Atya, headmaster for the school, praised the efforts of the Coalition troops and said the reopening of the school will provide area children a chance to learn the skills necessary to succeed in life.

"We are very happy to have a new school," Atya said through an interpreter. "Our children need to go to school." The school has five classrooms, restroom facilities and an office area. Atya said she hoped as many as 60 children would eventually attend.

"We are pleased to be a part of school," LTC Don Wadley, Commander of the 486th Civil Affairs Battalion from Tulsa, OK, said during remarks to the crowd. "These children represent the future of Iraq. Who knows, one of the these kids right here today might one day be the president of Iraq." 

...*"431st" cont'd from page 4*

Division (Air Assault) spoke to those gathered and congratulated them on their decision.

"The statements you make here are of substantial importance," Petraeus said. "You become part of the solution instead of part of the problem." 

Civilian Employer Helps CA Officer Restore Electricity

By Maj. Philip A. Govia

Electricity is a precious commodity throughout Iraq. Most Iraqi citizens lack the luxury of regular electricity in their homes and work places. SSG Ryan J. Misero, a CA specialist with the 358th Civil Affairs Brigade, Norristown, Pa., is working at improving living conditions of the Iraqis. He serves as the Coalition Provisional Authority's Task Force 4400 plant project manager for the Mussayib Power Generation Station, located approximately 50 miles southwest of Baghdad.

Task Force 4400 was created to support the CPA's goal of restoring the Mussayib and other power plant operations in Central Iraq to pre-war levels of 4400 megawatts of electrical power. At the facility, Misero has developed and implemented new administrative practices, including a reports tracking program, a project identification and scope-writing program that has increased crisis awareness. He has also initiated procedures to prevent power plant shut down, and has made safety improvements throughout the facility. A resident of Media, Pa., Misero works his civilian career as a project engineer for Gilbane Building Company in Lawrenceville, N.J.

With assistance from his civilian employer, Misero has written scopes and specifications that brought about minor rehabilitation, which has brought about increased megawatts and more reliable electricity to the Iraqi people. He said his company has also been instrumental in helping him develop the first safety program at the Mussayib Generation Station in its 23-year existence. Misero's purchases of hard hats, protective coveralls, goggles, safety shoes, hearing protection, rubber gloves and boots have made the power plant a much safer place to work for the Iraqi employees.

Col. Robert P. Stall, 358th CA Bde. commander said. "Staff Sergeant Misero is an important civil affairs Soldier who has brought special skills to a country in dire need of electricity and employment. Through his efforts and hard work, many Iraqis are working today and jobs are what a nation needs to grow and survive. I'm proud to say he's one of my soldiers."



358th Civil Affairs Brigade CAT-A Delivers

MAJ Philip A. Govia, 358th Civil Affairs Brigade

The 358th Civil Affairs Team A (CAT-A) from Norristown, PA provides direct support to MND-SE and is headquartered in Samawah, Iraq. It coordinates HA activities closely with the CPA, USAID, Iraq and the Kuwait HOC. The team operates throughout the Muthanna Governate in close cooperation with Dutch Military Forces and their CIMIC Team to assist in the reconstruction of Southern Iraq's infrastructure.

Some of the projects the team is involved in include, the Rumaytha Sewage Project, Kamidia Medical Supplies Project, the Cleaner and Brighter Iraq Project, and the Rumaitha Girl's Primary School Dental Class Project.

The Rumaytha Sewage Project is a two-phase project that should be completed within a couple months. It initially involved the installation of gravity drainage, including installing sewage pipes, manholes, and connecting the pipes to a sump pit. The second phase consists of sump pump, pressure line, and electrical back-up generation system installation followed by street repairs. Most Iraqi towns have never had modern sewer systems. This humanitarian assistance project will provide cleaner drinking water, better sewage disposal and improve the quality of life for the people of Rumatha.

"I love this country. The humanitarian work I do is why I'm here in Iraq, to help the people", says Sergeant First Class Thomas D. Bucci, the 358th CAT-A NCOIC and supervisor of the Rumaytha Sewage Project. Most of the Iraqi people that come in contact with Bucci, believe he is an Iraqi. He looks like one of their own and he speaks their language, so he has an excellent working relationship with the Rumaytha town officials and the

indigenous people throughout the Muthanna Governate, which contributes to his civil affairs, mission successes.

Sergeant Scott Bambu a civil affairs specialist assigned to the 358th Samawah CAT-A serves as the project coordinator for the Kamidia Medical Supplies Project, geared towards replenishing medical supplies, equipment and medications that are in high demand in Iraq. Bambu works closely with the Kamidia Medical Supplies facility personnel, Non Governmental Organizations (NGO's), Coalition Forces (Dutch/US/Kuwait) donators and the Coalition Provisional Authority (CPA). According to Sergeant Bambu, "The Kamidia Medical Supplies Facility plays a vital role in supplying essential supplies and equipment to medical facilities and hospitals in need. I am delighted that I am in a position to make a difference by helping the Iraqi people reconstruct their country."

The Cleaner and Brighter Iraq Project, is a CPA funded job creation program designed to temporarily employ up to 100,000 Iraqi citizens to clean up 11 communities throughout the Muthanna Governate, to include the cities of Samawah, Khider, Rumaitha, and Salman. Major Kelly Thrasher, a resident of Denver, PA, manages this project. He serves as a reporting Project Action Officer and representative to CPA and works with the Iraqi Ministry of Public Works (MPWs) to assist them in achieving their employment and community clean up goals and objectives. "This project," says Thrasher "is very popular with the Iraqi's, because it employs so many people." Major Thrasher's civilian work experience as a technical supervisor at RR Donnelly Company, Lancaster, PA provides him with experience in managing technical personnel and projects. 

BOOK SIGNING PLANNED

The former commander of the 351st, Maj Gen. Paul Valleley, will be at the conference in Raleigh for a book signing of the just released book he wrote with retired Air Force Lt. Gen. Thomas McInerney. The book, "Endgame: The Blueprint for Victory in the War on Terror", will be on sale at the conference. Valleley and McInerney have been TV military commentators since the beginning of the War on Terrorism in Afghanistan.

Legal Cultures Clash in Iraq

350th

Lieutenant Colonel Craig T. Trebilcock

In early April 2003 U.S. Army judge advocates (JAs) from civil affairs units crossed into southern Iraq to evaluate and restore the Iraqi judicial system. The situation that the civil affairs attorneys found in southern Iraq was a landscape of smoldering and looted courthouses; rampant criminal activity from thousands of criminals that the Baathist regime released immediately before the war; and a legal system that was broken from years of corruption and political influence. The arrest of looters and the physical repair of courthouses were concrete goals the Coalition accomplished over several months. Yet, the most serious challenge in returning justice to the Iraqi people remains the establishment of a judiciary that holds the interests of the Iraqi people foremost in its heart. Initial assessments of the Iraqi courts revealed that the courts of general jurisdiction within each of Iraq's eighteen provinces were widely subject to political control and influence. Although the judges in Iraq possessed strong professional credentials, they had existed for thirty-five years in a system whose primary goal was self-preservation.

Under the mantle of authority to maintain civil order, Coalition commanders had the authority to remove government officials, such as judges, who were corrupt or inextricably linked to the human rights abuses of the Baath party. This was done in almost every one of the eighteen provinces, with roughly one third of the sitting judges in Iraq being removed and replaced by local attorneys known to be of good character within their communities. Removals were done cautiously, however, and only after a careful review of any adverse evidence against the judge. This was necessary, as the Coalition learned early in the occupation that allegations of corruption were often premised on old personal grudges, inter-tribal rivalries,

or on the desire of a particular attorney to gain a judgeship position for himself.

As the military campaign against organized resistance came to an end in late April 2003, the White House established the Office of Reconstruction and Humanitarian Affairs (ORHA), which was later renamed as the Coalition Provisional Authority (CPA). Desiring to return Iraqi institutions to civilian control as soon as possible, the CPA Director, Ambassador Paul Bremer, issued CPA Order 1, in which the CPA declared that all legislative, executive, and judicial functions of Iraq were now subject to the control of the CPA.

Pursuant to that directive, the CPA established a Judicial Review Commission (Commission), comprised of Iraqi judges and Coalition civilian legal personnel to review the records of the sitting Iraqi judges. This Commission, which complemented the earlier actions of Coalition military commanders, examined the judge's fitness to remain from the perspective of judicial credentials, freedom from corruption, and their position within the Baath party prior to the war. The goal of the Commission, which continues to operate, is to leave Iraq with judges free of political influence and dedicated to the rule of law.

The pitfalls to an independent Iraqi judiciary are many. Physical danger, a culture of self-interest, and a centralized bureaucratic mentality could drag the system down despite the best efforts of the Coalition to support it. The new judges in Iraq must decide if they are willing to forego personal profit, favoritism, and the comfort of position in favor of the personal pride inherent in wresting their legal system away from its past. This is not a change that will occur in one or two years, as the roots of thirty-five years of corruption run deep. The Coalition can bring the opportunity for change to the Iraqi people, but its newly selected judges will have to embrace the difficult route to the rule of law for their judicial system to succeed. If the

courage of these new judges in standing up to armed looters and RPG attacks in order to do their job is a litmus test, then there is room for great optimism that Iraq will succeed in establishing a fair and impartial judicial system.

Lieutenant Colonel (LTC) Craig T. Trebilcock is an Army JAG reserve officer, assigned to the 358th Civil Affairs Brigade from Norristown, PA. The 358th's responsibilities during the past seven months have included oversight and restoration of the Iraqi courts in southern Iraq. 

Greetings from Afghanistan!

by LTC Steven Ford

Everything is going well in the Province of Ghazni, Afghanistan. My big milestone for the month was having my official grand opening of my Provincial Reconstruction Team (PRT) site. About three hundred people attend the ceremony/ribbon cutting including the US Ambassador, several Afghan Central Government Ministers, and many local government representatives. The idea of the Provincial Reconstruction Team is to have United States civilian and military personnel together with the Afghans provide the security and reconstruction for the area.

I now have a Ministry of the Interior Colonel who works for me as a Police & Security advisor. It is interesting having him live with us and having to translate all of our meetings. I also now have a United States Department of State Representative working for me and hopefully I will get a United States Agency for International Development representative who will be able to fund the large projects in the near future.

\$100K more being submitted for approval. We have projects including wells, sanitation, rebuilding of a power plant, and building schools. I am spending most of my time working with the Ghazni Governor and the Police Chief to development a long term plan for the province and to make sure that it is a secure environment. We are also preparing for the election registration and elections coming up in the near future. Voter registration is very difficult for many reasons to include the fact that they have never tracked who was born and who has died. Most people here don't know how old they are or when they were born.

The weather is getting much warmer but the sand storms are getting very strong. I am hoping that because we are at 7200 feet that it won't get too hot. We are starting to see the nomadic "Kucci" tribes moving north along the paved ring road. I have seen more camels in the last two days than I ever thought that I would see. We still don't have email or showers but we should have both in the near future. Our living conditions are continuing to improve on a daily basis.

Regards,
Steve

[LTC Ford can be reached at steven.j.ford@us.army.mil or by mail at LTC Steven J. Ford, Log Cell South, PRT: Ghazni, APO AE 09354] 

The Iraq National Museum: One Year Later

By MAJ Corine Wegener

As a museum professional and assistant curator in the department of Decorative Arts at The Minneapolis Institute of Arts, I was upset by the pointless looting and destruction of some of the greatest treasures of the birthplace of civilization. Meanwhile, as my unit, the 407th Civil Affairs Battalion in Arden Hills, Minnesota, was preparing for a scheduled rotation to Afghanistan, I could not help but feel my skills as a museum curator would be an asset to the mission in Iraq. On 21 April I received the call from USACAPOC to mobilize to Baghdad to assist the Iraq National Museum.

In the days immediately after the looting, Special Functions teams from the 354 Civil Affairs Brigade and the 352 Civil Affairs Command arrived at the museum. Their efforts included the recovery of over 300 water damaged paintings from the Iraq Museum of Modern Art, launching a successful program where local religious leaders encouraged members of their congregations to return looted objects to the museum, and helping to secure other cultural sites around the city.

Initial reports that more than 170,000 objects had been looted from the museum were wildly incorrect. Prior to the war, the museum staff had removed more than 8,000 items from the public galleries and hidden them in a secret storage location. The first reporters and Iraqis on the scene were not aware of this and assumed everything was taken. Several objects were left in the galleries because they were thought too large or difficult to move. In the aftermath

"Museum" cont'd on page 9...

CONFERENCE NOTE

Persons attending the 55th Annual Conference of the Association in Raleigh on 17 - 19 June are urged to bring personal checks and/or cash to the conference. Payment for the conference registration, for the luncheons and banquet, and for Association items for sale at the conference will be by check or with cash.

...*"Museum"* cont'd from page 8

it was impossible to know exactly how many objects were actually missing because many objects taken from the store rooms had never been inventoried.

Current estimates place the number of looted objects at approximately 15,000, ranging in size from large sculptures to small beads and pots. The Treasure of Nimrud, probably one of the most famous collections the museum possesses, was found to be intact in the vaults of the Iraq National Bank. Hundreds of objects were returned by ordinary Iraqis, including the famous sacred vase of Warka, brought back to the museum in the trunk of a car. Several more objects were recovered by U.S. forces. The 812th MP Company, commanded by CPT Vance Kuhner, tracked down and recovered three items from the "30 Most Wanted List": the famous head of Warka, the Bassetki statue, and a wheeled bronze firebox from Nimrud. In all, about 5,000 objects have been recovered from both inside and outside Iraq.

During our tour in Iraq a veritable army of NGOs and IOs toured the museum making assessments, taking photos, and making promises with few results. The staff became despondent. Improvements came a little at a time. Using CERP (Commander's Emergency Reconstruction Program) funds, CA personnel purchased a new 500K generator for the museum and paid for repairs to administrative offices. The U.S. Department of State sent an assessment team and provided a grant of over \$1 million for security, renovation of the air conditioning system, computers, internet, and other infrastructure repairs.

A group of young museum professionals from the Iraq National Museum recently returned from a five week training course in the U.S. sponsored by the Smithsonian. They were introduced to the latest techniques in collections and exhibition management and at the same time were able to observe the freedom and security many Americans take for granted. It is my hope that these young people will help be the driving force behind institutional change, both for their museum and for the future of Iraq. 

Conference 351st Seeks Ways to Improve Iraq's Water Supply

Soldiers from the 490th Civil Affairs Battalion, with help from the German Federal Agency for Technical Relief, hosted a conference for Iraqi representatives from government ministries, local universities, community water districts and representatives from foreign health and government agencies at the Baghdad Convention Center to discuss problems and explore solutions for Iraq's water problems.

"The first session," said 1LT Jeffery Smiley, water quality officer with the 490th CA Bn., from Abilene, Texas, "focused mostly around establishing and refurbishing water quality laboratories and distributing literature and training on water purification. The second session covered the previous years' studies and the results of those studies."

The water quality committee has established several goals with the help of the U.S. Army, said Smiley. The primary goal is to reestablish water quality laboratories, and in turn, improve and revamp water quality monitoring systems and procedures throughout the country.

"We are not trying to teach our (U.S.) standards. We are just trying to spark thought so they will develop their own standards," Smiley said. "The country's goals of water purification will be accomplished by Iraqis." 

Civil Affairs Soldier Edits “Iraqi Journal of Medicine”

Maj. John E. Padgett, the officer in charge of the public health team with the 490th Civil Affairs Battalion from Abilene, Texas, edits the “Iraqi Journal of Medicine.” The “Iraqi Journal of Medicine” is a compilation of recently published medical information from all over the world, reviewed and summarized by the Ministry of Health and then passed on to Padgett, who edits the material for language, relevancy and content. Padgett, who has published works in “Physicians Assistant Journal” and various magazines, also writes an editorial column for the Iraqi journal.

Padgett’s civilian career is as an educator at Samuel Merritt College in Oakland, CA. An important function of the editorial process is reviewing work for relevancy. Because most Iraqi physicians are not yet equipped with the latest technology, Padgett must find articles that pertain to the Iraqi physicians.

Until now, the journal was a collection of gathered information from writers outside of Iraq. The next issue, however, will contain some articles written by Iraqis.

“We are striving for relevancy, and we’re encouraging Iraqi physicians to solicit articles for the Iraqi Journal of Medicine.” said Padgett. “Although we want to offer new information to the Iraqis and stimulate their thought processes, we also want to make the information relevant. The only people who can really do this are the Iraqis.” 

Author, Author

Two former commanders of the 351st Civil Affairs Command are now published authors. Former commander Maj. Gen. Paul Valley has teamed with Lt. Gen. Thomas McInerney on a book already in the book stores, “Endgame: The Blueprint for Victory in the War on Terror”. Paul and General McInerney are both TV commentators on military action in Afghanistan and Iraq, and on the Global War on Terrorism.

Former commander Maj. Gen. Dan Helix’s book will be in the stores in June. This wartime historical fiction thriller, “The Kochi Maru Affair” comes from experiences Dan had as an Army intelligence officer in Japan during the Korean War. In this book you will find conflict and intrigue among the Korean, Soviet, and American intelligence operators.

Making a Difference in Iraq

351st

More than 250 students and teachers welcomed Soldiers at the grand opening of the Kalid Al-Walid elementary school in the Al-Yarmuk district of Baghdad Jan 26. The opening is the result of several months of work by Soldiers from the 4th Battalion, 1st Field Artillery Regiment, and the 490th Civil Affairs Battalion, from Abilene, Texas. Contract workers in the local community also worked on the project.

The CA team assigned to 4-1 FA assisted with the coordination and monitoring of the project, said Staff Sgt. Steven Ayers, team sergeant from the 490th CA Bn. “With as many schools as our teams have worked on, we were able to assist (4-1 FA) with project,” Ayers said. “We monitored the contractors’ work and made sure the sponsor got what they paid for. We are quality control.”

The Kalid Al-Walid elementary school is one of 55 schools located within the 4-1 FA area of operations. Nearly every school in the area has an ongoing project or is scheduled to be renovated by the artillerymen and civil affairs personnel in the near future.

“Fixing these schools is a big part of our responsibility because these children will eventually become the future of Iraq,” said Ayers. “In the past they were taught ‘Saddam Hussein is victory,’ but with the correct instruction, the right tools and good facilities, we can help these children grow and turn Iraq into a great country.” 

Look for more on these two books in our next issue. The Association congratulates both these authors and wishes them success with their books.

Around the 352nd

412th CA Team Focuses on Rural Djibouti; Provides Needed Care to People, Livestock

by Lance Cpl. Adam C. Schnell

Ali Sabieh District, Djibouti. During the first Combined Joint Task Force-Horn of Africa Medical and Veterinarian Civic Action Program members of the 412th Civil Affairs Battalion treated more than 450 people and more than 400 livestock in the villages of Guistir and Assamo from Feb. 8 to 12.

The battalion, while in support of CJTF-HOA, conducted missions to increase stability in the region by cooperating with host villages. The teams conducted various tasks to help provide clean water, functional schools and improved medical facilities. The sites for the MED/VETCAPs in the region were chosen for many different reasons. These were chosen

Civil Affairs Troops Help Provide Better Lives For Iraqis

Army Brig. Gen. David Blackledge, commander of the 352nd Civil Affairs Command, noted in a Baghdad briefing that U.S. civil affairs troops in Iraq are playing a vital role in operations “to improve the lives of Iraqis across the country.” Millions of dollars dispensed through a U.S. civil affairs fund have fueled myriad reconstruction projects across Iraq, improving the lives of Iraqis in the post-Saddam Hussein era, according to a senior U.S. military civil affairs officer.

The Commander’s Emergency Response Fund was established in May, the general explained, “to allow commanders to make an immediate impact and address local (Iraqi) issues.” To date, commanders have allocated more than \$126 million in CERF money, to improve schools, buy new textbooks, clean up water, provide electricity, and improve medical care and security across Iraq.

Blackledge said civil projects funded by CERF “are the grassroots effort by local commanders to quickly deal with short-term needs” of the Iraqi populace. The projects, he added, are coordinated between U.S. commanders, local Iraqi leaders and officials, the U.S. Agency for International Development and the U.S. Army Corps of Engineers. Iraqis, Blackledge noted, “see the improvements and are optimistic.” For example, the general noted that seven out of 10 Iraqis polled expect their country and their personal lives to be better five years from now. 

because of their remote location and because basic medical care is unavailable and medicines are too expensive for the people in the region.

“A lot of animals were also treated to include goats, sheep, donkeys and camels. The villagers rely very heavily on these animals, without them they wouldn’t survive,” said Army 1st Lt. Amy K. Peterson-Colwell, a Fredericktown, Ohio, native and staff veterinarian for the 412th. The villagers need healthy animals to survive, so to be able to treat the most animals, the teams stayed in the same community for two days. Staying in the villages for more than a day provides more time to build lasting impressions with the people, team members said.

Besides working with the animals to make them better, the members have to work with the villagers to better diagnose their animals. Peterson-Colwell said being a veterinarian is really about working with people. “The more you attempt to learn their language and culture, the more open they are to you,” said Peterson-Colwell. “The more open they are, the more they trust that you will help their animals.”

In addition to building lasting relationships and providing medicine to the people in the villages, the four-day long VET/MEDCAP was used as a training tool for the civic action team who arrived in Djibouti only a month ago. It helped the team become better prepared for future VET and MEDCAPs.

Across the village square, training was also a major aspect of the VETCAP. Many members of the 412th Civil Affairs Battalion were taught the ins and outs of safely handling the animals, said Dickson. 

Health Care Management

CPT Caroline Pogge, a civil affairs officer with the 411th Civil Affairs Battalion, from Danbury, Conn coordinated and organized a physicians' leadership workshop for local Iraqi doctors and other health care professionals, 3 to 11 December at the Iraqi Forum in Baghdad. Twenty-eight students attended the workshop, including doctors, pharmacists and representatives from the Iraqi Ministry of Health. The U.S. Agency for International Development and the American International Health Alliance developed the material for the workshop the for use in former Soviet republics after the fall of communism there.

"Our assessment of the health care system found that, in many cases, physicians are in charge of the clinics or hospitals, but they have no basic management skills. The intent of the workshop was to give Iraqi physicians a basic course in health care management—a topic that has rarely been emphasized in the country's health care education," according to Pogge, whose civilian job is as a hospital administrator in Sayre, Penn.

"The eight-day crash course in health care management is broken into several modules, including leadership, decision making, finance, human resources, resource allocation, and project management," she said.

"Working on problems in groups is one of the most important parts of the course. Management doesn't have to be autocratic," Pogge said. "It's often helpful to consult your staff and bring them into the process." She added, "It's all part of the civil affairs philosophy. We bring the skills from our civilian job to the conflict." 

Small Unit Achieve Huge Results

By LTC James M. Bozeman

B/411th Civil Affairs Detachment, in support of numerous units including the 82d, 101st, 3rd Infantry, and 1st Armored Divisions as well as the CPA, has performed remarkably for a 34 person detachment completing over 1,000 Civil Military Operational projects in southern, western and central Iraq worth over \$32 million.

After completing a staggering 10 city combat rotation in less than 30 days with the 82d and 101st Airborne, in the early days of the war, B/411th descended onto southern Baghdad (the Al Rashid district) where they saved the 2003 summer crop of the basket of Baghdad (which provides 30% of the food stuffs for Baghdad) by instituting a \$2 million irrigation project that tied CPA, Engineer, and USAID assets together. This reservoir project brought precious water to arid lands in the southern sector long ignored by Saddam and helped 18,000 farming families. At the same time the unit was instrumental in removing over 2,000 war hulks (the largest program in Baghdad), cleaning city streets of trash and sewage to have the

"Huge Results" cont'd on page 13...

The 401st Civil Affairs Battalion in Afghanistan

352nd

By LTC Phil Carey

The 401st CA Bn from Webster, NY has contributed to the efforts of Operation Enduring Freedom since the very first deployment. So far, the 401st has been deployed three separate times. The greatest contribution from the soldiers of the 401st CA Bn and the 364th CA Bde is their involvement in the establishment and operations of the Provincial Reconstruction Team (PRT). The CA soldiers augmented by Psyop, MP, EN, IN and FA are located throughout Afghanistan. Through the efforts of the PRT's we support the goals of the central Afghan government. "PRT's are working and they are working well," said LTC Carey, the BN CDR. "The PRT concept has been adopted by other nations and they are taking over PRT sites here. This pleases the U.S. soldier because we want to work ourselves out of a job." 

...“Huge Results” cont’d from page 12

cleanest district in Baghdad (as rated by CPA on a recurring basis), employing thousands of laborers, and distributing hundreds of thousands of dollars to civic employees. The trash removal program was so successful that CPA requested that B/411th officers write the Baghdad trash program, resulting in a 52 page operational template for all of Iraq. Simultaneously, B/411th tackled an impressive 84% of the schools in the second largest school district of Iraq (more than any other school repair program in Iraq), repairing and outfitting hundreds of schools in time for the new school year and supporting the Ministry of Education with professional soldiers and Officers. At the same time the unit repaired and outfitted the technical schools creating a true maintenance program for the schools of Iraq.

The small 5 person CMOG saw over 12,000 civilians at their gates and the combat women of our detachment have been instrumental in developing a women’s agenda for Al Rashid and helped with orphanages out of our sector. We have successfully relocated hundreds of Internally Displaced Persons (IDPs) to 3 major housing areas including “Mr. Robinson’s neighborhood”, the CAV’s IDP transitional home, and even a few to “Hillsdale”. Our soldiers have started athletic programs, established soccer and athletic fields and provided opportunities to locals to improve themselves. Our soldiers have helped restart businesses including irrigation plants, cement factories, construction programs, road side cleaning programs, greenhouses, and farm improvement programs. This kept Iraqis employed while our soldiers participated in numerous combat raids alongside Paratroopers and Cavalry soldiers to remove the negative elements in society. Our sector saw a dramatic reduction in violent crime, attacks, and threats during our stay with the 82d ABN’s 325 Airborne Infantry Regiment.

In recognition of their efforts the unit was awarded 14 Bronze Stars, 33 ARCOMS, and 9 ARCOMs w/ Valor Device. Two of the junior officers were nominated for the MacArthur Leadership Award and numerous officers and NCOs were requested by name to work at CPA, the various Ministries, the 354 CA BDE, and the 352 CA CMD. In addition the heraldic 82d ABN mentioned the unit by name in their Presidential Unit Citation nomination packet and the Meritorious Unit Citation nomination has made it’s way to Department of Army Levels.

B/411th, often referred to as the tip of the CA spear, has performed well above the capabilities of a 34 person detachment, fighting through some of the toughest resistance of the Iraqi minds, some of the toughest battles in the war, while earning repeated accolades from civilians, Iraqis, and warfighters -- bringing pride, professionalism, and performance to the CA battlefield. 

Civil Affairs 353rd Team Promotes Veterinary Care In Iraq

LTC Ami R. Sawtelle, of the 1304th Civil Affairs Brigade, from Philadelphia and a doctor of veterinary medicine, met with resource managers in Fallujah to assess the community need for assistance. Sawtelle explained that veterinary medicine, irrigation and agriculture are all intertwined. “Plants need water and animals need plants to survive. They are both dependant on water and thus irrigation,” said Sawtelle.

Because of Sawtelle’s expertise in veterinary medicine, her recommendations will help begin the recovery of the Fallujah area. Irrigation and agriculture are integral to the ongoing improvement of the Iraqi infrastructure sponsored by the Coalition Forces.

“I like working with the Iraqi people,” she said. 

DoD Identifies Army Casualty

The Department of Defense announced today the death of a soldier who was supporting Operation Iraqi Freedom.

Command Sgt. Maj. Edward C. Barnhill, 50, of Shreveport, La. , died May 14 in Baghdad, Iraq, of non-combat related injuries. Barnhill was assigned to the Army Reserve’s 431st Civil Affairs Battalion, North Little Rock, Ark.

The incident is under investigation. 

96th Civil Affairs Battalion (Airborne) Hosts First Annual Tactical Civil Affairs Battalion Commanders Symposium at Fort Bragg, North Carolina

By CPT Brian Horine

On March 27, 2004, the 96th Civil Affairs Battalion (Airborne) hosted the First Annual Tactical Civil Affairs Battalion Commanders Symposium at Fort Bragg, North Carolina. This two-day event was represented by 23 of the 28 Civil Affairs Battalions and had 14 Battalion Commanders present. The event marked the first time that Battalion Commanders had the opportunity to meet and discuss topics relevant to training, force modernization and wartime preparation.

The focus statement for the symposium was to establish lines of communication (LOC), exchange lessons learned, and recommend a training strategy that is designed to prepare Tactical CA Battalions to support the GWOT. The culmination of the symposium was a briefing to MG Altshuler following a day of small group discussions focusing on the main training distractors that CA Battalions face when preparing their soldiers for combat missions.

The agenda for the symposium covered lessons learned from commanders and staff who had recently returned from deployments to Afghanistan and Iraq, the newly developed Active Component CMF 38 Pipeline, communications and Geospatial Information Systems (GIS) displays and small group discussions.

The main topic areas for the small groups focused on the following four areas: Administrative Requirements and Personnel Reconstitution; Core Competencies and Civil Affairs Skills;

Directed and Mandatory Training; and Shoot, Move, Communicate and Survival Skills.

Commanders and staff alike, were able to discuss, gather and present specific issues, discussion points and recommendations for the final briefing to MG Altshuler. A final After Action Review (AAR) has been staffed electronically and forwarded for review by USACAPOC(A).

Comments from the attendees were very positive in nature. Some of the highlights include the following quotes:

“The cohesion of Tactical Commanders and the ability to focus on common issues and solutions was excellent.”

“The timeliness of the event was critical, the attendees were either returning from a deployment or getting ready to go down-range.”

“The symposium supported the message that the USACAPOC(A) leadership and staff are working hard to improve shoot, move and communicate capabilities for all of the CA Battalions.”

“The symposium integrated a large amount of experience, and participants were not afraid to contribute”.

“OEF and OIF Lessons Learned briefings were invaluable. The experiences of returning CA units will impact training and preparation for deploying and rotating CA units”.

Attendees also suggested that the symposium be held at least on an annual basis and that future symposiums include the following additional personnel: CAPOC G-3 (DIR TNG, DIR OPS), G-4, G-8, MUIC, SWCS, DOT-D, Division or Corps G-5s, 2125th GSU (or similar supporting unit), RC Recruiting and Marine Corps CAG representatives.

An electronic version of all briefings, additional materials and AARs has been sent to the individual Battalions, Brigades and CACOMs for historical purposes. For copies of this information, please contact CPT Brian Horine, 96th CAB(A) Assistant Battalion S-3 for Plans and Training at horineb@soc.mil or call (910) 432-9337 or DSN 239-9337.

...“Conference” cont’d from page 3

On Thursday, 17 June 2004, there will be conference registration, a CAA hosted golf tournament, a CAA Corps Regimental committee meeting (1400 hours) and Executive Board of Directors meeting (1500 hours). USACAPOC(A) will host an evening reception and icebreaker.

On Friday, 18 June 2004, registration will continue. This is the conference’s main session day 1 and will include remarks by senior OSD, DOS, NGO, IO and other keynote speakers.

On Saturday, 19 June 2004, there will be late registration. This is the conference’s main session day 2 and will include remarks from senior Army, Army Reserve, and civilian leaders. There will be a formal banquet that evening.

On Sunday, 20 June 2004, there will be a USACAPOC(A) Commander’s meeting (by invitation only).

The CAA Corps and Executive Board meetings will be held concurrently with the WWCAC. The CAA will provide information on the complete schedule of their activities separately. The Association will sponsor two luncheons, a formal banquet, refreshment breaks, and various guest speakers.

The Civil Affairs Association is organizing the programs for the awards luncheons on Thursday and Friday and the awards banquet on Saturday evening. If they have not already done so, unit commanders are urged to submit their nominations for the Civil Affairs Corps selection of the Army Civil Affairs Soldier, NCO, and Junior Officer of the Year; and the Marine Civil Affairs Marine, NCO, and Junior Officer of the year. Army nominations should be sent through command channels to USACAPOC. Marine nominations should be sent directly to the Corps Adjutant, Col. Al Grupper.

The conference site is the Hilton North Raleigh, 3415 Wake Forest Road, Raleigh, North Carolina 27609-7330. Rooms have been blocked under “2004 Worldwide Civil Affairs Conference. Room rate is \$82.00 (per diem) per night, plus 13% Occupancy tax if registered before may 14, 2004. The hotel reservations must be made directly with the Hilton North Raleigh, by calling commercial (919) 872-2323, fax (919) 876-0890 (in-house), by calling the Hilton Worldwide Reservations number at (800) 445-8667, or online at www.northraleigh.hilton.com, group code WCA. The Amerisuites Hotel, 1105 Navaho Drive, Raleigh, North Carolina 27609 (next to the Hilton North Raleigh) will be used for overflow lodging. Rooms have been blocked under “2004 WWCAC”. Room rate is \$80.00 (below per diem) per night, plus 13% occupancy tax if registered before 28 May 2004. The hotel

Worldwide Conference

reservations must be made directly with Amerisuites, by calling commercial (919) 877-9939.

USACAPOC has a web site for the conference, <http://www.samhouston.army.mil/usacapoc/cawc>. The website allows you to register on-line. However, you have to pay in two parts: 1) when you get to Raleigh at the registration desk for the CAA portion (two lunches and Saturday dinner), and, 2) for the conference (coffee, etc.). Two checks will be required as we want to prevent the co-mingling of funds. There is a \$ 20.00 registration fee and a \$ 20.00 Spouse Program fee (separate items) that fall under USACAPOC and are tied to the program. You can send those funds in advance to COL Kathy Kramer. Address is included in the website.

The uniform for military attendees is service summer uniform or service equivalent (BDU is not acceptable), appropriate business attire for nonmilitary attendees. For the formal banquet Dress Blues/Mess Dress/Black Tie is required. The conference will be unclassified in its entirety.

Advance registration for the conference is recommended, but a person can register at the conference hotel beginning at noon on 17 June.

ASD/SOLIC POC is COL Frank Romano, comm (703) 697-3319, DSN 227-3319, fax (703) 614-1679, email frank.romano@osd.mil. Civil Affairs Association POC is COL (Ret.) John Geiger, comm (803) 649-3154, email jgeiger@aol.com HQ, USACAPOC(A) POC IS COL Kathy Kramer, Conference Coordinator, comm (910) 432-9373, fax (910) 432-9820, email kramer@soc.mil. 

CA in the Philippines During OEF

by Dr. Cheryl A. Walley

As part of the ongoing effort to combat terrorism around the globe, the United States Army has recently revitalized its ties with the Armed Forces of the Philippines (AFP). Largely within the framework of the Balikatan series of joint training exercises, Army Special Operations Forces not only trained AFP troops in counterterrorism techniques, but provided considerable humanitarian assistance (HA) to the residents of Basilan Island in the southern Philippines.

In 2002, teams from the 96th Civil Affairs Battalion conducted extensive assessments and planned a number of HA projects to improve the living conditions of island residents. Arriving in Isabela, the largest city on Basilan Island, in late March, CAT-A23 (-) learned that contrary to previous reports, very little had been done in the way of an HA assessment. In the course of a whirlwind two-week tour of the island, the two-man team discovered that outside the major population centers, the islanders lacked adequate medical care, sufficient access to electricity, and educational opportunities. The most pressing need, however, was the lack of potable water. The CA teams worked to remedy that problem by planning sustainable gravity-fed pipe systems, which would be easier for the villages to maintain on their own than wells with submersible pumps.

Shortly after CAT-A23 completed its assessment, it was joined by another CA team (-), doubling the CA presence on the island and bringing the total number of CA personnel to four. Far from working alone, however, CA personnel on Basilan Island were always accompanied by Special Forces personnel per Force Protection

guidelines for that theater of operations. (The terrorist group Abu Sayyef Group (ASG), which has ties to al-Qaeda, is particularly active on Basilan Island.) Special Forces teams on the island contributed greatly not only to the CA teams' ability to complete their missions, but provided considerable HA themselves.

CAT-A23 also benefited from the invaluable assistance of the AFP Marine Civil Affairs liaison officer assigned to their team. He was able to not only interpret the local dialects for the team members, but introduce them to key political figures and help them avoid corrupted officials. One of the more significant events CAT-A23 participated in was the mediation of a violent dispute on an outlying island, which led to a medical capability (MEDCAP) opportunity for a severely underserved population.

Civil Affairs soldiers, themselves, acted as liaisons between the Navy Seabees working on infrastructure improvements and the local populace. Using their Civil Affairs training, the teams were able to smooth the way for the Seabees to store equipment on private land during bridge construction projects. They welcomed the opportunity to use their people skills to solve problems before they actually arose.

As is often the case, the MEDCAPs proved to be the most successful HA projects sponsored by Civil Affairs personnel. Being vastly outnumbered by Special Forces personnel on Basilan Island, the CA teams usually held MEDCAPs and DENTCAPs in conjunction with SF teams. Working together, in September 2002 alone, ARSOF personnel treated over seven thousand people. By April 2003, more than twenty thousand people had received treatment at MEDCAPs and DENTCAPs.

In the wake of 9/11, Civil Affairs personnel have found themselves on the frontlines of the war on terrorism. Though not as well-publicized as the work being done in Afghanistan and Iraq, the HA work accomplished in the southern Philippines in 2002 and early 2003 is a prime example of how Civil Affairs has been fighting terrorism with more than "the sword alone."

(Dr. Cheryl A. Walley is a historian in the US Army Special Operations Command History Office at Fort Bragg, NC.) 

Expansion of Civil Affairs

By: LTC Cahill

Increases in the CA force structure as a result of Total Army Analysis (TAA) -07 and -09 are progressing as programmed. These include activation of two additional AC CA companies (one in FY 04 and one in FY 05) and two RC CA battalions (one in FY 04 and one in FY 05). This brings the number of AC CA companies to six and the number of RC CA battalions to 28.

Expansion of CA as a result of TAA-11 and CSA initiatives is two-fold. First, the Army is resourcing USASOC with 283 spaces in TAA-11 to redesign the 96th CA Battalion (Airborne) – the Army’s only AC CA battalion – into a CA Brigade (Airborne) consisting of four AC battalions of three companies each. (This organization is currently going through the Force Design Update process – the companies will be smaller than currently designed.) Second, the CA Brigade (Airborne) will provide improved command and control of worldwide security cooperation/peacetime engagement CA activities. It will also provide a rapidly deployable CA capability to support strategic and operational planning of emerging operations anywhere in the world.

The CA Battalions (Airborne) will be oriented to each of the four geographic combatant commands (GCCs). They will provide each GCC commander with a dedicated CA capability for security cooperation/theater engagement programs as well as a rapidly deployable CA capability to support emerging operations in theater.

During security cooperation/theater engagement operations, AC CA teams provide continuity and project management of long-term programs. They will work closely with USAR CA teams that provide functional area expertise on short-term or rotating bases.

During emerging operations, AC CA teams provide initial CA coverage at the tactical and operational levels for at least the first 30 days, or until relieved by mobilized RC CA teams.

As the Army reorganizes into a modular force, there is inherent CA growth in the headquarters of the Units of Action (UA) and Units of Employment (UE). This growth will apply to AC, ARNG, and USAR unit designs.

Units of Action include Maneuver UAs and Support UAs (SUAs). Support UAs are further categorized as Aviation UA, Fires UA, Reconnaissance and Surveillance UA,

Maneuver Enhancement UA, and Sustainment UA. All Maneuver UAs will receive a CA staff section. As of today, details concerning whether all or selected SUAs will receive a CA staff section are still being determined.

Units of Action will generally receive a CA staff section of at least two CA soldiers (one officer/ one NCO). For most of the units that are reorganizing into UAs, this is the first time such a full-time capability existed. Units of Employment will receive two additional CA soldiers to enhance the existing civil-military operations (CMO) staff section currently known as G-5.

The roles of these CA/CMO staff sections include assessing how the various factors of the civil component can help, hinder, or be affected by UA/UE operations; advising the UA/UE commander on how to mitigate the use of military capabilities and resources for solutions to civil problems that impact UA/UE operations; and integrating interagency activities, CA team operations, and civil component factors into UA/UE plans and operations. They also provide a conduit for attached CA assets to “plug into” when conducting full spectrum operations.



The Marine Corp

A Study of Iraq

Dennis Bartow from our PSYOP Community has forwarded this internet site with a Marine Report on Iraq. Bartow writes, "This is a fascinating read with lots of info for quick reference ... kudos to the Marines for compiling it."

The United States Marine Corps has authored a 123-page publication, "Iraq: An Introduction to the Country and People." The website is cited below. Adobe Acrobat can be used to download the text. Note the appendices starting on p. 96. Appendix A on Islam has brief explanations of terms related to contemporary Islam (Osama bin Laden, Sunnis, Shiites, Wahhabism, Jihad, etc.) along with the basic ideas of Islam and the five pillars of Islam. Appendix B is Quick Facts on Iraq. Appendix C is a chronology of events in Iraq from August 1990 to August 2002. The study also contains links to other internet sites which are worthy of the reader's attention.

The USMC report "Iraq: An introduction to the County and People" is available at <https://www.mci.usmc.mil/downloads/pdf/iraq.pdf>.



Reserve Components/Army Promotion List

FY03 Colonel, RC/APL, Promotion Board Results

(Officers selected for promotion cannot be promoted until Senate confirmation has been received.)

Congratulations to the following Officers.

NAME	BR
BARRON VANESSA DAWN	CA
BENHORIN GIDEON JUDAHCA	CA
CORZINE MARK EDWARD	CA
CROSSLEY KENT MICHAEL	CA
DEADY TIMOTHY KEVIN	CA
DUFFY ROBERT JAMES	CA
ERICKSON DALE ROBERT	CA
HART RANDY AMOS	CA
HENDRIX MARK S	CA
HERCHMER MICHAEL F J	CA
MULLER WILLIAM JOSEPH	CA
OCONNOR ROBERT CHARLES	CA
OGARA CHRISTOPHER	CA
OSCAR CHRISTOPHER T	CA
REYES MARTHA	CA
WRIGHT PAUL T	CA
ZOELLER NICHOLAS EDWARD	CA



RUNNING FOR OFFICE CAN BE FUN. Col Frank Ryan, former commander of the USMCR 4th CAG and a director of the Association, at a campaign speaking engagement in Washington, DC. Col. Ryan is greeting Deloise Wilkie who maintains the Association membership records.

The Civilian Employment Information Program

By MSG Bob Haskell, USA

A new Defense Department reporting system has begun so members of all seven reserve components can register their employers. DoD decision-makers need to know the civilian employers and government agencies of the department's approximately 1.2 million National Guardsmen and reservists, officials explained. The database will, among other things, give officials a better idea of who should, and should not, be mobilized for national emergencies.

The database is called the Civilian Employment Information Program, and it is the way for all Guard and Reserve members to comply with the law that requires them to inform DoD of who employs them and how they are employed when not performing their military duties.

"This program will make it possible for defense officials, including those responsible for mobilizing our traditional Guard and Reserve members, to know who can be called up for active military duty without jeopardizing the civilian forces responsible for safeguarding our country," explained David Chu, Undersecretary of Defense for Personnel and Readiness.

Members of the Army National Guard, Air National Guard, Air Force Reserve and Navy Individual Ready Reserve can now enter their employment data on the new Defense Manpower Data Center Web site. Members of the Army Reserve, Navy Selected Reserve, Marine Reserve and Coast Guard Reserve will be able to enter their employment data on their existing personnel reporting systems.

To register their CEI information, reserve component members should go to their respective service's CEI program Web sites, officials said.

Guardsmen and reservists must register 10 specific data fields concerning their civilian employers and job skills to meet three requirements mandated by law.

Chu said the Defense Department must: give consideration to civilian workers -- including emergency responders such as police officers, firefighters and medical personnel -- necessary to maintain the national health, safety and interests when considering which Guard and Reserve members should be called to active duty; ensure more members with critical civilian jobs and skills are not retained in the reserve components than are necessary to respond to emergencies; and inform the reservists' civilian employers of their rights and responsibilities under the 1994 Uniformed Services Employment and Reemployment Rights Act.

The law also requires all members of reserve components to notify appropriate defense officials about any changes in their civilian employment. Officials said the Defense Department knows 13 percent of the Guard and Reserve work for the federal government, and that half of those are federal military technicians.

Surveys have told DoD officials the general sectors of the economy in which the other 87 percent of reserve component members work: About 60 percent work in private-sector firms, 20 percent work for state or local governments, and less than 7 percent are self-employed.

The Civilian Employment Information Program, Chu explained, will require all Guard and Reserve members to list on the database their employment status, their employer's names, their employer's complete mailing addresses, their civilian job titles, and their total number of years in their current civilian occupations.

The requirement on the part of the guardsman or reservist to provide CEI data is not a violation of the Privacy Act, added Hall. CEI is the extension of existing personnel data records, and is covered under previous Privacy Act systems notices, he said.

Unlike previous military service efforts to voluntarily gather employer data, registering employer data in the CEI program is mandatory. Guard and Reserve members who knowingly fail or refuse to provide that information, or who knowingly provide false employment-related information, may be subject to administrative action or punishment, officials said. 

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