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**CONFIDENTIAL**  
**[TEAM MEMBER NAMES WITHHELD]**

General David Petraeus  
Multinational Forces Commander-IRAQ  
APO 09316  
BAGHDAD, IRAQ

Dear General Petraeus:

Sir, Thank you very much for taking time out of your schedule to answer my concerns regarding the lack of in depth training in Civil Military Operations, and Post Conflict Stability Operations, for troops undergoing pre-deployment training before deploying to OIF/OEF.

I can fully appreciate that in your past job as Commander of the United States Combined Arms Center and Fort Leavenworth that you did have a great impact on doctrine and how we train our force. You have been the bright hope for the future of the Army. Likewise on your level I'm sure that you believe that you did make great strides towards integrating CMO & CA. There is indeed a Civil Affairs Officer organically assigned to each BCT-HQ and there are positions earmarked for CA Officers in most maneuver BTN HQs.

The ground truth presents quite a different picture. BCTs in pre-deployment training do not truly get enough training experience in how to best utilize the CA assets assigned to them, and most CA assets are not assigned until the BCT arrives in country; OIF/OEF. Experience has proven that, in those minority of cases, where the CA assets were assigned during pre-deployment training the bonding, working relationship, and end product was far better.

Unfortunately, when the CA assets are assigned to a BCT in country the bonding process almost always never really happens, the working relationship and the end product suffer greatly from battle friction. As a result the impact of the CA assets is severely minimized; and often the CA assets are assigned other duties and misused. I have a considerable collection of e-mail traffic from BCT Commanders and Staff, that I worked with at JRTC, documenting the validity of what I'm telling you. Bottom line the doctrine is well written, it exists in the offices were it needs to be, but the training required to give you BCTs that know how to effectively use CA/CMO is not happening in "The Box."

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So, since the major training centers, JRTC-NTC, seem to only want to conduct kinetic training I would respectfully offer you several viable alternatives. In 2004 we conducted two experiments, one with the 256 BCT., and one with the 2-22 Infantry. With the 256 BCT we gave them enhanced CA/CMO familiarization training, with a hand picked CA training team, before they deployed to their MOB station at Fort Hood, and more CA/CMO training, including getting their "5" shop into a shortened CA course at Fort Bragg, at their MOB station before they moved on to the NTC. We actually had the ground work laid for their CA assets to assigned to them at NTC, and to stay with them all the way through their entire OIF deployment. Unfortunately, once the BCT was assigned to a regular Division, the Division Commander killed that CA assignment; because since the 256 was a NG BCT. He didn't feel the NG merited special attention. However the end result was positive, in that the 256 BCT had a better CA/CMO training experience than most, and the BCT was better prepared to deal with the CA/CMO assigned to them when they arrived in country.

In the case of the 2-22 the BTN Commander had been an enlightened O/C at JRTC, and he believed in the pre-deployment work that we were trying to do. So when he got word that his BDE was headed for JRTC he scheduled his BTN into the NG Training area at Camp Beauregard, Louisiana, to do extra STX Lanes training, and asked me to put together a hand picked team to spend our off duty time working with his S-5 shop to get them use to working with CA/CMO. After two weeks he then moved his BTN to JRTC to join his BDE, and the 2-22 distinguished themselves in "the Box;" turning more villages "Green" than any other unit at the JRTC. They also did exceptionally well in working with the CA/CMO assigned to them in country.

Unfortunately, we were not successful in stemming the "Warfighter Insurgency" at JRTC. These isolated experiments were not repeated. However, if the Army is intent on only providing kinetic training at the JRTC/NTC, and remains steadfast in assigning CA assets to BCTs only after they arrive in country, the only other viable option is to provide remedial CA/CMO training for BCTs once they arrive on your end. If the last words they hear, on leaving the JRTC, are "Go Kinetic," as their first, last and only response, then they need an opportunity to take a second look at their other doctrinal responsibility, i.e.: "to conduct Civil-Military Operations."

To that end, if I were tasked tomorrow to provide that remedial training, I put together, what I would consider to be, the CA/CMO Dream Team that I would recommend to you, as follows:

[TEAM MEMBER: NAMES WITHHELD]

Sir; in closing, when you assume your new job, hopefully at the very best the Chairman of the Joint Chiefs of Staff, and at the very least the Chief of Staff of the Army, I hope that you will take a very hard look at this "Warfighter Insurgency," and stop it before it truly ruins the Army's capability to conduct it's first doctrinal responsibility—"to fight and win our nation's wars."

Thank you very much for your consideration in this matter. If there's anything that I can do to support you, in any way, my parachute bag is always packed.

Sincerely,

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"Soldiers are not the enemies of Peace. They go in harm's way to do our bidding, and to pay the price for our ambitions, and our mistakes."

Gwynne Dyer

\* Charter Member Friends of West Point