



**HEADQUARTERS**  
MULTI-NATIONAL FORCE - IRAQ  
BAGHDAD, IRAQ  
APO AE 09342-1400

4 April 2007

Stephen E. Henthorne  
P.O. Box 13485  
Alexandria, LS 71315-3485

Dear Mr. Henthorne,

Thank you very much for the letter you wrote me about Civil-Military Operations & Civil Affairs (CMO & CA). Your expertise in the subject matter is impressive, as is your passion to make our Armed Services better through your recommendations and comments.

I agree with you that Civil Affairs are essential to our success in full-spectrum operations. In fact, I frequently speak on fourteen observations that I learned about fighting counterinsurgency in Iraq, and one of my observations is that Civil Affairs soldiers alone are not enough and that everyone must do nation building. This should not be taken to indicate that I have anything but the greatest of respect for our Civil Affairs personnel- because I hold them in very high regard. I have personally watched them work wonders in Central America, Haiti, the Balkans, and, of course, Iraq. Rather, my point is that when undertaking industrial-strength reconstruction and development on the scale of that in Iraq, Civil Affairs forces alone will not suffice; every soldier and unit must be involved. Many of my other observations have distinct CMO & CA perspectives that you may find interesting (I have included a copy of an article that I wrote on the subject).

In my past job as the Commander of the United States Army Combined Arms Center and Fort Leavenworth, I had an opportunity to impact our doctrine and how we train our force. You will be pleased to know that we have made great strides towards integrating CMO & CA in recent years. For example, we now have a Civil Affairs officer organically assigned to each brigade combat-team headquarters and have positions for Civil Affairs officers in most maneuver battalion headquarters.

We have also significantly increased the level of CMO & CA instruction throughout the formal Army training system, including the Command and General Staff College (which also offers two courses specifically on CMO & CA), Combat Training Centers (NTC & JRTC), and our Noncommissioned Officer Education System (BNCOC, ANCOE, & USASMA). Similarly, we have started a Counterinsurgency Center at Fort Leavenworth that prioritizes CMO & CA as being essential to any successful counterinsurgency.

Finally, it is one of my priorities to ensure that the land-owning Coalition units in Iraq (typically brigade combat teams) fully integrate and prioritize CMO & CA as critical parts of their lines of operations. All this being said, the military is a learning organization, and we are all about continuing to get better. You have my word that I will always look for ways to improve how we conduct full-spectrum operations, to include continuing to improve the CMO & CA aspects of how we do business.

Army Strong,

David H. Petraeus  
General, U.S. Army  
Commanding

Keep writing -- and  
keep pushing CMO &  
CA! Thanks -