



DEPARTMENT OF THE ARMY
2nd BATTALION, 27th INFANTRY REGIMENT
3rd INFANTRY BRIGADE COMBAT TEAM, 25th INFANTRY DIVISION
FOB SUMMERALL, IRAQ APO AE 09393



APVG-ZZB-CDR

27 May 2009

MEMORANDUM FOR RECORD

SUBJECT: No Fear 6 Operational Update

1. Purpose. The purpose of this memorandum is to provide the 27th IN Regimental Historical Society "The Wolfpack" an operational update on Combat Operations in Support of Operation Iraqi Freedom Rotation 09-11 and to introduce No Fear 7, CSM Royce B. Manis.

CSM Manis hails from Dalton, Georgia, and comes to the Wolfhounds from the Operations Sergeant Major position in 3-4 Cavalry Squadron. Deployed on his 7th Combat tour, CSM Manis is an accomplished infantryman with a distinguished background of service in the Ranger Regiment, Special Operations and light infantry Community.



**Command Sergeant Major
Royce B. Manis**

2. A Changing Operational Environment: With the signing of the security agreement between Iraq and the United States, the transition of the Sons of Iraq to Government of Iraq control, and the highly successful provincial elections, the nature of the operational environment and the geopolitical landscape in Iraq changed seemingly overnight. The security agreement reinforced the tenants of the Iraqi constitution and established the supremacy of the rule of law. The



**Storm Clouds over the FOB Summerall TOC
Photo by CPT Levinson, TF 2-27 IN S4**

transition of the Sons of Iraq to governmental control reinforced the fact that the government is reaching out to disaffected groups in the spirit of inclusion. In Baiji, the people came out to participate in the provincial elections in record numbers with a voter turnout of over 80% of the registered voters, the highest in the nation. Nowhere is the emerging character of the new Iraq more evident than in their efforts to conduct provincial elections. The performance of the Iraqi Security Forces during the extended security operation for the elections was superb. The true

indicator of progress and the primacy of the rule of law was the vast participation in what truly were historic elections. As the people turned out to vote, they made a clear statement that they viewed the government, and not the insurgency, was the way forward for their nation. Through it all, your Wolfhounds stood steadfast in the face of danger, side by side with their Iraqi counterparts, determined to make a difference.

3. New Operational Concepts, Winning the Peace: With an evolving operational environment, we must continually apply agile leadership and adjust our Operational approach. With dramatic improvements to the security environment, the rise of the rule of law, and the growing capability of the local and provincial governments, TF 2-27 IN has changed its approach from one of ensuring security and building capacity to one best characterized as winning the peace and securing victory for the Iraqi people. The changes to our operational



Commando's from the 48th IA Brigade prepare for CASEVAC training during the Commando Course

approach are many. The first and most significant change to the daily routine of the average Iraqi citizen is our efforts to return Iraq's roads to Iraq's people. Gone are the days of Coalition traffic driving down the center of a two lane road, causing local nationals to wait as we pass. Gone are the days where the average citizen is afraid to drive near a Coalition Convoy for fear of being shot in an escalation of

force incident. We now apply the "Bronco rules of the road". This collection of tactics, techniques, and procedures, has our patrols driving on the right side of the road, waving Iraqi vehicles past military patrols with green flags, and warning drivers not to pass due to hazard with red flags. The response to the rules of the road was immediate and positive when discussed with local leadership. The response on the roadways can best be described as apprehensive. Over time, we have helped the local drivers overcome years of fear when approaching a military convoy. Today, Iraqi drivers feel confident approaching and passing our Soldiers on the road.

With the implementation of the security agreement, we transitioned from Security Based detentions to Warrant Based detentions. This means that before Coalition forces detain a suspected insurgent or terrorist that we must secure a warrant from an Iraqi investigative judge. This initiative strengthens the Iraqi judicial system, reaffirms the role of the policeman and the primacy of the rule of law. More importantly, it puts Iraqi police in the forefront and puts our Soldiers firmly in a supporting role. This sets the conditions for our eventual withdrawal from the country. To reinforce the rule of law, TF 2-27 IN changed the nature of its Quick Reaction Force (QRF). The QRF truly is a concept designed for the Security

Operations paradigm, a force that responds quickly to unforeseen events bringing overwhelming fire-power and fresh troops ready for any contingency. The Investigative Task Force (ITF) is similar in that it responds rapidly and has a significant amount of combat power. It differs, however, in that it is designed to integrate with Iraqi first responders, police, and investigators to secure a crime scene, preserve and collect evidence for eventual forensic exploitation, and gather eyewitness statements. The ITF is an innovation spawned out of necessity and the current operational environment. Its impact on the efficacy of the Iraqi Police Forces in Bayji was immediate and tangible.



SGT Paul completes the Log Walk, Rope Drop at the 2009 Best Ranger Competition

With the approach of the 30 June requirement to bring Coalition Forces out of major population centers and cities, the Wolfhounds are preparing to transition many of our current Combat Outposts and Joint Security Stations to Iraqi control.

This transition process typically includes building a Joint Coordination Center where Iraqi Police, Army, Emergency Services Liaison Officers, Media, and Governmental officials can meet and synchronize their activities. The primary purpose of the JCC is to coordinate actions in an emergency, but they also facilitate increased communication between the government and the average citizen as well. The district level JCCs report to and request additional resources from the



SSG Tucker, HHC TF 2-27 IN, patrols the banks of the Tigress

Provincial JCC located in Tirkrit. As we build JCCs and transition Combat Outposts and Joint Security Sites to Iraqi control, the question is where do we go, and what do we do?

4. Warm Basing, and Looking Towards Home: The simple answer to the question of what next is very well articulated in published guidance from Bronco 6. “Out of the cities’ does not mean back to the FOBs; it means out to the villages.” I know there are many Veterans out there who are asking themselves



what warm basing is, simply put, it's a new term which essentially describes a company sized patrol base. We occupy warm bases in remote regions of AO No Fear for the express purpose of spending time with disenfranchised and disassociated people and villages. We coordinate for participation from our Iraqi Security Force counterparts (ISF). We bring humanitarian aid, which is physically delivered by our ISF counterparts in order to demonstrate to the people that the Government of Iraq and its security forces will meet their needs and operate in their interests. Capitalizing on the good will generated by the delivery of Humanitarian Aid, we spend a few days interacting with local leadership to determine the deeper issues and needs affecting the people. At night we leave the village to return to the Warm Base where we plan long term projects that will meet the specific needs discussed during the day. Typically, these needs are for essential services and fall into one of several categories – Sewage, Water, Electricity, Academics, Trash, Medical, Transportation, and Agriculture (SWEAT-MTA). As we conduct and refine our SWEAT-MTA analysis for each remote area we visit, we develop a holistic view of the operational environment which enables us to prioritize where we will apply our limited resources to achieve the greatest affect.

Though we are just a little bit past the half way point of the deployment, it is already time to begin planning our redeployment and reunion with family and loved ones. We currently anticipate a redeployment window in early October. The companies are working diligently to identify all equipment that will be entered into the Army's RESET program for refurbishment and redistribution to other units based on a prioritized deployment list. There are three distinct aspects to

our redeployment plan. First, the physical movement of our personnel and equipment from their current location back to Schofield Barracks. Second, a return to normalcy and island life, which includes our long awaited reunion with family and the inevitable sorrow of saying goodbye to our Warriors as they move on to their next unit or life after the Army. Last, we are already starting to sketch out our return to readiness for our next deployment. This path includes fielding new equipment and Soldiers, conducting extensive individual and collective training, and ultimately conducting analysis of our future operational environment.

As Memorial Day approaches, on behalf of all deployed Wolfhounds, I want to take a brief moment to express our gratitude to our Veterans. Your Wolfhounds currently deployed are working very hard to honor the legacy of those who came before, and most importantly of those who paid the ultimate sacrifice in service to the Nation.



**CPL Michael J. Anaya. 9 SEP 85 - 12 APR 09.
May you forever Rest in Peace**

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//Original Signed//
RAUL E. GONZALEZ
LTC, IN
Commanding



Children pose with their new school supplies courtesy of Delta Company



CPT Wohlschlegel navigates an obstacle on the Darby Queen during the 2009 Best Ranger Competition