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**DEPARTMENT OF THE ARMY
2D SQUADRON, 3D ARMORED CAVALRY REGIMENT
AR-RUTBAH, IRAQ
APO AE 09320-1466**

AFZC-R-J-SCO

25 February 2004

MEMORANDUM FOR Commander, 3d Armored Cavalry Regiment, Al Asad, Iraq, APO AE 09320

SUBJECT: Final Operation Iraqi Freedom After Action Review (AAR)

1. Sabre Squadron's final AAR for Operation Iraqi Freedom follows.

2. [REDACTED]

(b)(2)-4

3. POC for this memorandum is the undersigned.

4. Brave Rifles!

/////Original Signed/////

[REDACTED]

(b)(6)-2

LTC, ARMOR
Commanding

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1. MANEUVER

a. TCP

(1) Issue: Conducting a Traffic Control Point (TCP) using a gun platoon in urban terrain.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(2) Issue: "Rolling" Traffic Control Points

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

b. Convoys

Issue: Convoy Operations

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

c. Stability and Security operations

(1) Issue: Integrating units into a cohesive TF for urban area operations.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

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[REDACTED]

(b)(2)-4
(b)(5)-1

(2) Issue: The language of Peace Keeping Operations (PKO)

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

(3) Issue: Urban Combat engagements

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

(4) Issue: Use of Bradley Fighting Vehicle as Breaching Device

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(5) Issue: Dismounted Capability. All soldiers should be capable of operating 'on the ground' without their vehicles.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(b)(5)-1

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[REDACTED]

(b)(5)-1

(6) Issue: Combined Arms

Discussion:

[REDACTED]

(b)(5)-1

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Recommendation:

[REDACTED]

1 - (S)(9)

(b)(2)-4

1 - (S)(9)

(7) Issue: Use urban & extended operations lessons learned in future training.

Discussion:

Recommendation:

(b)(5)-1
(b)(2)-4

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[REDACTED]

(b)(5)-1

(8) Issue: Border reconnaissance

Discussion: [REDACTED]

Recommendation: [REDACTED]

[REDACTED]

(b)(5)-1

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(9) Issue: Training not focused on missions that were actually executed in combat.

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(10) Issue: Peace making training

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(11) Issue: Small Arms Gunnery skills

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

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(12) Issue: Crossing an assault float bridge.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

d. Close Air Support:

(1) Issue: Air Ground integration

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

(2) Issue: CAS Show of Force

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

e. Raids:

Issue: Raid TTP

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

(b)(2)-4

(b)(5)-1

Recommendation: [REDACTED]

f. IED:

Issue: Clearing an IED

Discussion: [REDACTED]

(b)(2)-4

(b)(5)-1

Recommendation: [REDACTED]

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g. Deploy/Redeploy:

Issue: Deploy/Redeploy as units.

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(b)(5)-1

h. Planning:

Issue: Collaborative v.s. Parallel Planning.

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

Issue: Intelligence Estimates

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

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Issue: Intelligence Information Flow

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

2. Fire Support

a. Issue: Firing Illumination in Urban Terrain

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

b. Issue: Cross-training the Howitzer Battery on traditional cavalry skills.

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

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c. Issue: Mortars were excellent in the counter-fire role

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(b)(5)-1

3. Engineers:

a. Issue: Regiment did not receive its doctrinal engineer Go-to-War package of units.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

b. Issue: EOD Assets

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

c. Issue: AVLBs & EAPUs. Neither work, and nobody seems to be able to fix them.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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Recommendation: [REDACTED]

(b)(2)-4
(b)(5)-1

4. INTELLIGENCE

a. Issue: Regimental ACE shift battle handovers.

Discussion: [REDACTED]

[REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

b. Issue: Regimental Common Operating Picture

Discussion: [REDACTED]

[REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

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c. Issue: Detainee Release Program

Discussion: A major bone of contention for the populace of AO DOYLE was the detention of innocent people and the inability of the Regiment to release them from prison once they were deemed innocent (Habbaryah, Falcon Hunters, Radioactive Truck Guys etc.). The five layers of bureaucracy between the unit on the ground dealing with the families of the innocent detainee and the prison that releases them was extremely difficult to deal with. Detainees would often be held for two to five months after they were deemed innocent.

Recommendation: Better direct coordination between line units and Abu Ghurab/Bucca Prisons should be established in order to facilitate the release of innocent detainees and their subsequent pick up from prison.

d. Issue: Detainee personal property.

Discussion: When detainees are released from Abu Ghurab their personal belongings are often not given back to them. For example the Radioactive Truck Guys and the Habbaryah detainees were not given their money, jewelry or personal identification. Great care and emphasis is placed on cataloguing and forwarding all of their personal property when we forward a detainee up.

Recommendation: Develop and implement a detainee personal property tracking system and ensure it is incorporated into the release process.

5. COMBAT SERVICE SUPPORT

a. Property:

(1) Issue: New soldiers Weapons

Discussion: [REDACTED]

Recommendation: [REDACTED]

(b)(2)-4
(b)(5)-1

(2) Issue: Property Accountability / Inventories

Discussion: [REDACTED]

(b)(5)-1

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[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(3) Issue: Transportation of Property

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

b. Supply:

(1) Issue: Mechanized Vehicle Track.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

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(2) Issue: Resupply

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(3) Issue: Class III Bulk and Package resupply

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-4
(b)(5)-1

(b)(5)-1

(4) Issue: Class V Support

Discussion:

[REDACTED]

(b)(5)-1

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[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(5) Issue: Class I supply at FOB's

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

(6) Issue: KBR Satellite Dining Facility

Discussion:

[REDACTED]

*(b)(2)-4
(b)(5)-1*

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[REDACTED]

(b)(5)-1

c. Transportation:

(1) Issue:
Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(2) Issue: Vehicles must be mechanically reliable and able to withstand most likely weapons used.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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Recommendation:

[REDACTED]

(b)(5)-1

d. Medical:

(1) Issue: Troop familiarity and confidence with assigned medics

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(2) Issue: FIA's as a standard component to the MAS/FAS

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

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(3) Issue: Medical equipment

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(2)-4
(b)(5)-1

(4) Issue: Patient tracking

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(5)-1

(b)(2)-4
(b)(5)-1

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(5) Issue: Medical Support

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

e. Equipment:

(1) Issue: Blue Force Tracker/FBCB2

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(2) Issue: Spare tires/tow bars/fuel cans

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(b)(5)-1

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[REDACTED]

(b)(5)-1

(3) Issue: Laser Dot Pointers

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(4) Issue: Shotguns as part of Scout Platoon MTOE

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(5) Issue: Night Vision Devices

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(6) Issue: Ring mounts for wheeled vehicles.

Discussion: [REDACTED]

(b)(5)-1

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Recommendation: [REDACTED]

(b)(5)-1

(7) Issue : Dismount kits, MGs on trucks, bustle rack extensions, lubrication for weapons, fabricated armor and mounts for HMMWVs.

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(b)(2)-4
(b)(5)-1

(8) Issue: Power Distribution requirements

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

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Recommendation: [REDACTED]

(b)(5)-1

(9) Issue: Lack of Lighting/Power Distribution boxes.

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(10) Issue: TOC extensions for M577 series

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

(11) Issue: Appropriate tank main gun ammo for urban environments. AFV MOUT training.

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

Recommendation:

[REDACTED]

(b)(2)-4
(b)(5)-1

(b)(2)-4
(b)(5)-1

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(12) Issue: Mobility on the Non-linear battlefield

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(13) Issue: Weapons Allocation

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(14) Issue: Maps/Overhead Imagery

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

(b)(2)-4
(b)(5)-1

(15) Issue: AN/PAS-13 Thermal Imaging Devices

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Discussion:

Recommendation:

(b)(2)-4
(b)(5)-1

6. Maintenance:

a. Issue: Soldiers lack a sense of discernible ownership for equipment

Discussion:

Recommendation:

(b)(5)-1

b. Issue: Fault identification at operator level

Discussion:

Recommendation:

(b)(5)-1

c. Issue: DA5988e flow from the FOBs to the UMCP

Discussion:

(b)(5)-1

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Recommendation:

(b)(5)-1

7. Civil Affairs/Psyops:

a. Issue: Enabler integration

Discussion:

(b)(5)-1

Recommendation:

b. Issue: Establishing local trust and confidence

Discussion/recommendation:

(b)(2)-4
(b)(5)-1

c. Issue: Interpreters

Discussion:

Recommendation:

(b)(5)-1

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d. Issue: Communications with the local Iraqi leaders

Discussion:

Recommendation:

[REDACTED]

(b)(5)-1

e. Issue: Civil Military Operations at the troop level

Discussion:

Recommendation:

[REDACTED]

(b)(5)-1

(b)(2)-4

f. Issue: Point engagement

Discussion:

Recommendation:

[REDACTED]

(b)(5)-1

g. Issue: Competing local security forces

Discussion:

Recommendation:

[REDACTED]

(b)(5)-1

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h. Issue: Establishment of local security forces

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

[REDACTED]

(b)(5)-1

(b)(2)-4

i. Issue: Security Force Training

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

j. Issue: Field Ordering Officer Operations

Discussion: [REDACTED]

(b)(2)-4

(b)(5)-1

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[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

(b)(5)-1

k. Issue: Military Sponsored Civil Construction Projects

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

l. Issue: Haji Bus Arrival at the POE

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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[REDACTED]

(b)(5)-1
(b)(2)-4

Recommendations:

[REDACTED]

(b)(2)-4
(b)(5)-1

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n. Issue: National Identification System for Iraqi People needed

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

o. Issue: Civilian Military Relations

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

p. Issue: Training with and understanding the capabilities of force multipliers such as CA, CI, and TPT assets.

Discussion:

[REDACTED]

(b)(5)-1

Recommendation:

[REDACTED]

8. Signal:

a. Issue: Segovia Internet/Voice over IP Phones

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

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Recommendation:

[REDACTED]

(b)(5)-1

b. Issue: TACSAT/THURAYA CELL Phones

Discussion:

[REDACTED]

Recommendation:

[REDACTED]

(b)(2)-4
(b)(5)-1

c. Issue: Long Range Communications Capability

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

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d. Issue: Telecommunication with Local Nationals

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

f. Issue: Limited communication between mounted and dismounted elements.

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

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g. Issue: Computers

Discussion:

[REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation:

[REDACTED]

9. Family Readiness Group:

a. **Issue:** Many family members are not connected to their FRG

Discussion: [REDACTED]

Recommendation: [REDACTED]

(b)(5)-1

b. **Issue:** There is not adequate information on soldiers who are new to the unit and redeploy later.

Discussion: [REDACTED]

(b)(5)-1

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Recommendation: [REDACTED]

c. **Issue:** Family members create numerous web sites for family members of soldiers and post inappropriate (OPSEC, FRG information).

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

d. **Issue:** FRG leaders have been asked to identify to the command soldiers who may have an at-risk family situation upon redeployment.

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

e. **Issue:** Squadron and Troop FRG Conference calls

Discussion: [REDACTED]

(b)(2)-4
(b)(5)-1

Recommendation: [REDACTED]

f. **Issue:** Baby Calls

Discussion: [REDACTED]

(b)(5)-1

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Recommendation: [REDACTED]

(b)(5)-1

g. **Issue:** Taking care of families of killed and wounded soldiers

Discussion: [REDACTED]

(b)(5)-1

Recommendation: [REDACTED]

(b)(5)-1

10. Rear Detachment:

a. Issue: Property remaining in the rear

Discussion: [REDACTED]

Recommendation: [REDACTED]

(b)(5)-1

b. Issue: Selection of Rear Detachment Commanders

Discussion: [REDACTED]

Recommendation: [REDACTED]

(b)(5)-1