

**THE GLOBAL WAR ON TERRORISM  
OPERATION IRAQI FREEDOM**

**114th CHAPLIAN DETACHMENT**

**(A TEAM)**

**(Dublin, California)**

**February 2003- March 2004**



**Office of Army Reserve History  
United States Army Reserve Command  
Fort McPherson, Georgia**



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**Dennis M. Hatcher**

**Kathryn Roe Coker**

**Introduction/lessons Learned**

**Editor**



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United States Army Reserve Command  
Fort McPherson, Georgia  
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**DESCRIPTION:** On a dark blue disk the bust of a Minuteman (Captain John Parker) in cocked hat on a pedestal, between two branches of olive or within a dark blue designation band with gold inner and outer borders inscribed UNITED STATES ARMY RESERVE in gold.

**SYMBOLISM:** The minuteman has traditionally been used to represent the citizen soldier. The wreath signifies achievement and accomplishment. Gold is symbolic of honor and excellence and dark blue signifies loyalty.

**BACKGROUND:** The emblem was approved for use as a plaque in 1972 and is used as an unofficial identification device of the United States Army Reserve. (US Army Institute of Heraldry.)

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## Foreword

*The Global War on Terrorism-Operation Iraqi Freedom: 114th Chaplain Detachment (A-Team)* is one in a series of histories of Army Reserve units deployed in the Global War on Terrorism (GWOT). This includes Operations Noble Eagle, Enduring Freedom, and Iraqi Freedom. The histories are based on primary sources collected by the Office of Army Reserve History's GWOT Military History Task Force. The task force provides program management, central collection, and archiving of unit histories. The former Chief, Army Reserve Lieutenant General James Helmly, stated the importance of this collection effort:

The Army Reserve is experiencing a time of great transition to meet present and future challenges to our national security. The events of this transition, while still fresh, must be captured and documented to preserve the story of the Army Reserve's contribution to this unprecedented war. The result will be a unique archive of the wartime accomplishments of all mobilized Army Reserve units, not only of this war, but for all future defense commitments. Nowhere else within the United States Government does an official archive of the Army Reserve exist.

The records collected include narratives with a mission statement, after action reviews or lessons learned, personnel rosters, mobilization orders, demobilization orders, unit briefing slides, photographs, and autobiographical sketches. This information is used to record and to preserve the Army Reserve's contributions to GWOT. This volume and other unit histories included in the series, as compiled from these records, provide an invaluable resource for the Army Reserve and its Soldiers to

learn from their own experiences and retain lessons learned for future operations.

Fort McPherson  
Atlanta, Georgia  
November 2008

LEE S. HARFORD, JR., Ph.D.  
Army Reserve Historian  
United States Army Reserve

## Introduction

*"Through their service, Reserve personnel play an important role in our efforts to advance democracy, peace and freedom across the Nation and around the world. These dedicated men and women train vigorously and work closely with our active duty forces, serving as equal partners in our integrated Armed Forces."* President George W. Bush (11 August 2002)<sup>1</sup>

11 September 2001 was a watershed in the history of the United States. The terrorist attacks had a profound affect on the country. In his address to the nation that night, President George W. Bush said the attacks had moved "a great people . . . to defend a great nation." Bush set the tone for his evolving doctrine by stating the US "will make no distinction between terrorists who committed these acts and those who harbor them." On 20 September 2001 in a joint session of Congress, Bush further defined his policy by stating, "Either you are with us, or you are with the terrorists. From this day forward, any nation that continues to harbor or support terrorism will be regarded by the United States as a hostile regime."<sup>2</sup>

On 15 September, Bush ordered a partial mobilization of reserve forces with the first call-ups starting on 22 September. The Army Reserve quickly reacted to the largest deployment since Operation Desert Storm. Even before the official call-ups, eighty-five Soldiers from one Army Reserve unit, the 311th Quartermaster Company (Mortuary Affairs), were on the scene at the Pentagon by 17 September 2001.<sup>3</sup>

In New York after the attack on the World Trade Center, Army Reserve Soldiers aided in the recovery efforts. Emergency Preparedness Liaison Officers were quick to answer the call for assistance. Army Reserve Soldiers provided equipment, reserve center space, and other logistical support. Like the Pentagon recovery effort the actions of Army Reserve Soldiers at the World Trade Center preceded official mobilization.<sup>4</sup>

Military intelligence determined that Osama bin Laden's Islamic al Qaeda was responsible for the 11 September attacks. Al Qaeda's base of operations was in Afghanistan where the fundamentalist Taliban regime

controlled the country and harbored al Qaeda. A loose coalition, the Northern Alliance, opposed the Taliban. On 7 October 2001, less than a month after the 11 September attacks, the US, with support from Great Britain, launched an air and naval attack as part of Operation Enduring Freedom. The campaign pinpointed airfields and air defenses along with command and control centers. In a national address Bush said the military action was aimed to "cut the military capability of the Taliban regime." Secretary of Defense Donald Rumsfeld explained that the assault was intended to "make it increasingly difficult for terrorists to use Afghanistan as a base of operations."<sup>5</sup>

The ground war or "boots on the ground" began on 19 October 2001 with a number of twelve-man Special Forces Operational Detachment A teams who joined the Northern Alliance in fighting the Taliban and al Qaeda. By November 2001 over 50,000 American forces involving ground, sea, and air operations were in the theater. "The fighting in Afghanistan," wrote Brigadier General John Brown, director of the US Army Center of Military History, "fractured into several miniature campaigns as each allied Afghan warlord advanced on his own objectives, carefully protecting the tiny contingent of Americans who gave him . . . awesome firepower."<sup>6</sup> The fall of Kabul and Kandahar and the "destruction of organized resistance in Tora Bora" spelled doom for the terrorists. By late 2001, American Soldiers working with Afghan forces were successful in "decisive[l]y defeating the Taliban and their al Qaeda allies and in liberating Afghanistan."<sup>7</sup> Operation Enduring Freedom "marked the first commitment of American forces in what would become simultaneous combat operations across multiple theaters of war since World War II."<sup>8</sup>

In his state of the union address on 29 January 2002, President Bush told the American people "in four short months," the country had "rallied a great coalition, captured, arrested, and rid the world of thousands of terrorists, destroyed Afghanistan's terrorist training camps, saved a people from starvation, and freed a country from brutal oppression."<sup>9</sup>

But, as seen later the terrorists rallied, albeit in a weakened state. By January 2002, the US and its allies began to set the stage for Operation



Anaconda which lasted from 2 March through 19 March 2002. Its mission was to destroy remaining al Qaeda forces. Although the operation was successful, a number of al Qaeda fled into the nearby mountains and into Pakistan. While the terrorists suffered substantial losses, fighting still persists in Afghanistan.<sup>10</sup> Operation Enduring Freedom continues as does the mobilization of Army Reserve Soldiers.

The Army Reserve played and is playing a vital role in these operations. According to Lieutenant General James Helmly, then Chief, Army Reserve, "What was once a force in reserve has become a full partner across the spectrum of operations to satisfy the demand and need for Army Reserve Soldiers and units around the world. Wherever the Army committed forces in the world . . . Army Reserve Soldiers are an integral part, providing critical specialized capabilities and augmentation."<sup>11</sup> Army Reserve Soldiers were there in Afghanistan serving alongside active component Soldiers. For example, the 911th Forward Surgical Team supported the 10th Mountain Division during medical assistance missions in Afghanistan. The 310th Psychological Operations Battalion served in the isolated mountain regions of Afghanistan determining the needs of the people and organizing the delivery of non-perishable food, bottled water, and medical aid.<sup>12</sup> The 345th Military Intelligence Detachment assisted the Coalition Forces Land Component Command (CFLCC) in intelligence operations leading to the identification, location and targeting of the Taliban and al Qaeda. What Army Reserve Soldiers accomplished proved "vital to the war on terrorism." "We," said one Soldier, "helped out the active duty forces that were there and needed the augmentation." Some civil affairs units, known for their distribution of humanitarian aid and assisting in rebuilding projects, found themselves on the front lines working on combat operations with the infantrymen.<sup>13</sup> In fighting terrorists there often was no clearly defined front line.

The concept for what later became Operation Iraqi Freedom was long in the making dating back some viewed to 1 March 1991, the day after Desert Storm. Based on intelligence that Saddam Hussein had developed weapons of mass destruction President Bush decided that a regime change

in Iraq was warranted. He also based his decision on Iraq's probable connection with terrorists and the belief that Iraq posed a danger to the stability of the Middle East. As some of America's allies questioned the threat of Saddam, Bush was prepared to act alone to crush what he included in his "axis of evil." Others wanted to wait on the results of recently readmitted UN weapons inspectors. Britain sided with Bush as his determination for a regime change in Iraq increased.<sup>14</sup> In a statement to the United Nations General Assembly on 10 September 2002, Bush said:

My nation will work with the UN Security Council to meet our common challenge. If Iraq's regime defies us again, the world must move deliberately, decisively to hold Iraq to account. We will work with the UN Security Council for the necessary resolutions. But the purposes of the United States should not be doubted. The Security Council resolutions will be enforced -- the just demands of peace and security will be met -- or action will be unavoidable. And a regime that has lost its legitimacy will also lose its power.<sup>15</sup>

Seven days later on 17 September 2002, Bush released his administration's National Security Strategy which, in short, set forth the reformulation and posture of America's foreign policy. It was a major shift from a "shape, respond, prepare" posture to the new posture of "assure, dissuade, deter forward, and decisively defeat." It affected how the Army was to reshape itself and went hand in hand with the Army's ongoing transformation. The new posture included preemption to handle rogue states and terrorists with weapons of mass destruction. As Bush said, this was "a matter of common sense and self defense."<sup>16</sup> It would set the stage in 2003 for the invasion of Iraq.

When Bush made this address to the UN plans were already in the making for a campaign against Iraq. In fact on 4 December 2001 General Tommy Franks, commander of the US Central Command (CENTCOM),

briefed the secretary of defense on the first draft war plan. By 1 February 2002, Franks had plans for a four-phased war involving deployment of troops into theater, air strikes, a ground war, and reconstruction.<sup>17</sup>

On the eve of the campaign, the Turkish parliament decided not to allow the 4th Mechanized Infantry Division to pass through the country and thereby set up a front in northern Iraq. "This obviated a major feature of the preferred war plan, left the division's equipment out of play as it hastily transshipped from standing offshore from Turkey to Kuwait, and perturbed deployment schedules because the ships carrying the 4th Mechanized Infantry Division equipment were not available for other purposes for a prolonged period of time."

Franks and the ground forces commander, Lieutenant General David McKiernan, had to reassess their strategy in the light of the impending conflict. Franks had several contingency plans. One called for a "rolling start." According to this plan, the campaign would begin by using forces already in theater and supplementing them as needed with "reinforcements as they arrived. Iraqi dispositions and circumstances," wrote Brown, "did not suggest significant resistance much south of Baghdad, so why not sweep up relatively uncontested terrain with a lesser force and feed in further forces as they arrived?"<sup>18</sup> The plan was tactically driven given a twelve-year air campaign dating from Desert Storm with the no fly zones, American ground forces "acclimatized for operations in Iraq" with experienced defensive operations protecting Kuwait, and intelligence reportedly pinpointing Saddam's location.<sup>19</sup>

Operation Iraqi Freedom began with an air assault on 19 March 2003 in the "shock and awe" phase. Within twenty-four hours the 3rd Mechanized Infantry Division, 1st Marine Division, and the British 7th Armored Division were on the move. They quickly traversed the theater without much opposition, moving along the west side of the Euphrates River toward Baghdad, reaching the vicinity of Al Najaf with minimal resistance, overrunning the Rumaila oil fields and securing the facilities "virtually unscathed," capturing Umm Qasr and mounting other offensive operations. Western and northern Iraq had virtually been neutralized.<sup>20</sup>

However, "the campaign did not stay easy." The Fedayeen, special Republican Guards, and other forces mounted a counterattack "with a vengeance." They proved to be "wily and ruthless opponents," ambushing US forces, sniping, attacking the extended supply lines, firing shoulder air defense weapons, and using suicidal tactics. "They knew the American rules of engagement and exploited them to their advantage." An Nasiriyah was one of the most "hotly contested" areas. The expected moral support from the Iraqi Shiites did not materialize as they "seemed to present an overall attitude of sullen indifference." Lieutenant General William Wallace, the V Corps commander, responded to the "troubling surprises" when he remarked that the Iraqis were "'not the enemy we war-gamed against.'" Strategy and tactics had to change to combat the "dynamic battlefield."

The Army Reserve responded by mobilizing primarily combat service and combat service support units. Army Reserve Soldiers were involved in providing military police protection, operating ports and ammunition facilities, repairing equipment, building bridges, hauling fuel, and supporting the theater on a broad-spectrum.<sup>21</sup> Army Reserve units like the 114th Chaplain Detachment (A-Team) received mobilization orders and deployed to Kuwait and then to Iraq.

By the end of 2003, the Army Reserve had mobilized a total of 2,322 units (AA UIC's and derivative UIC's).<sup>22</sup> The total number of Army Reserve Soldiers serving on active duty for the Global War on Terrorism was 71,587 incorporating Operations Noble Eagle (home front), Enduring Freedom, and Iraqi Freedom.<sup>23</sup> Helmly described the mobilization as "for percentage wise the largest mobilization we've had since World War II."<sup>24</sup> In a message to Army Reserve Soldiers and their families, Helmly told them: "Today the nation is asking Army Reserve Soldiers to be prepared to serve on active duty when called. Just as the generation of World War II answered the call to service, we are being called upon to sacrifice in defense of our Nation in the Global War on Terrorism."<sup>25</sup> "The nation has called," said Lieutenant General Jack Stultz, the current Chief, Army Reserve, "so we've answered the call, and we're going to continue to answer the call."<sup>26</sup>

Major combat operations in Iraq officially ended on 1 May 2003 when President Bush declared "mission accomplished."<sup>27</sup> However, as with Operation Enduring Freedom, the insurgents were relentless. The Global War on Terrorism continued with the nonstop mobilization and deployment of Army Reserve Soldiers. The Army Reserve remained committed to the warfight and to the warrior ethos. For the 114th Chaplain Detachment (A-Team) that meant providing religious support, such as individual and group counseling, across the full spectrum of military operations.



## **About Chaplain Detachments**

Chaplain Detachments (CDs) provide flexibility, robustness and specific liaison functions for religious support. CDs represent a supplemental capability for conducting religious support operations and for providing/performing religious support across the full spectrum of military operations. When mobilized, these detachments increase the commander's ability to meet the religious support needs of Soldiers. There are four types of detachments:

Chaplain Detachment–Alpha (CD-A), General Support (GS)

Chaplain Detachment–Bravo (CD-B), (GS)

Chaplain Detachment–Corps (CD-C), Direct Support (DS)

Chaplain Detachment–Division (CD-D), (DS).

When mobilized, the CDs will normally come from the reserve components. It is important to note that these detachments are augmentation resources, not replacements for active component unit ministry teams (UMTs or “teams”).

A and B teams offer maximum religious support flexibility for utilization primarily in major combat operations, but may also be utilized in homeland security and non-major combat operations. If directed by the chief of chaplains or Forces Command, A and B teams may coordinate and/or provide religious support to first-responders, units without organic UMTs, Department of Defense civilians, federal agencies, and other personnel as directed during military assistance to civil authorities operations, weapons of mass destruction or other homeland security incidents. However, the C and D teams address specific critical religious support operational requirement shortfalls needed for the accomplishment of religious missions in the corps and division area of operations. These detachments are aligned to support a specific corps or division. The C and D teams have a habitual relationship for training and operational missions.

All CDs will rely on the unit to which assigned or attached for all life support and logistical support. Support may also be provided by other

appropriate elements within the area of operation. This support includes, but is not limited to, legal, combat health support, finance, personnel and administrative services, field feeding, unit maintenance, and logistical support.

A CD-A is used to augment religious support capabilities in rear areas from the division rear boundary through the communications zone in units and geographic areas where UMTs are not available or are unable to handle the religious support requirement, particularly areas such as ports of debarkation, marshaling areas, logistic support areas, combat support hospitals and other locations where there is a high concentration of Soldiers. CD-As will be deployed as part of port opening packages to conduct religious support operations in major ports for port operational elements which do not have organic UMTs. Additionally, teams can be used with force provider or the containerized chapel to provide religious support to units in transit and to support personnel replacements arriving in theater. A CD-A can perform "spiritual reconstitution/recollection" activities for soldiers and members of other UMTs. If required, CD-As can divide into two teams to provide expanded area support.

CD-As require 100 percent mobility. Each detachment must have all required TOE (table of organization and equipment), the blueprint for Army units, showing authorized personnel and equipment to do its assigned mission; equipment; supplies and personnel when mobilized in order to have complete operational capability once deployed. All detachments are required to operate independently throughout the theater, from the port(s) of debarkation (POD) to the division rear boundary while maintaining communication with the UMT of the unit to which assigned/attached. It must be able to provide technical control and coordination of up to five CD-Bs throughout the theaters area of operation. They must be able to move all personnel and equipment in a single lift with its authorized organic vehicles.

Chaplain detachment teams are required to be fielded with the latest technology in both secured voice and digital data communications equipment. Detachments are required to communicate digitally and by voice with the unit(s) they are supporting, CD-B UMTs, and back to home



station from anywhere on the battlefield. In order for any detachment to meet its minimum mission essential wartime requirements, it must have communications equipment that is compatible and interoperable with the equipment used by the command UMT element of the unit to which assigned and units supported.<sup>28</sup>

## **Lineage and Honors**

Constituted 11 February 1997 in the Army Reserve as the 114th Chaplain Detachment

Activated 16 September 1998 at Dublin, California

Ordered into active military service in February 2003 at Dublin, California; released from active military service 24 May 2004 and reverted to reserve status<sup>29</sup>

(Date unknown) Assigned to the 63rd Regional Support Command, Camp Parks, Dublin, California; home station is Mare Island, California

24 March 2003: Assigned to V Corps; reported to headquarters at Camp Victory, Balad, Iraq

March, 2004: Reassigned to 63rd Regional Readiness Command upon completion of mobilization

March 2004: Unit members are authorized to wear the V Corps insignia on the right shoulder sleeve as recognition of wartime service and two Overseas Service Bars (OSB) for two consecutive six month periods of service in Iraq. This is the first ever wartime honor accorded the 114th Chaplain Detachment<sup>30</sup>

Ordered into active military service 24 August 2005 at Dublin, California; released from active military service 19 February 2007 and reverted to reserve status.<sup>31</sup>

# Heraldry

## 63rd Regional Readiness Command



### Distinctive Unit Insignia

**Description:** A silver color metal and enamel device 1 3/16 inches (3.02 cm) in diameter consisting of a silver chevron on a red background bearing seven blue wavy vertical bands; in base a black embattled area with two merlons; encircling all, a continuous silver scroll of four folds inscribed on the upper three folds, "PRIDE" "HONOR" "SERVICE" in black letters. Overall, a yellow vertical sword, the tip charged with a scarlet drop.

**Symbolism:** The elements of the design reflect the history of the 63rd Infantry Division. The silver chevron simulates a spearhead and is indicative of the aggressiveness displayed by the 63rd Infantry Division during the crossing of seven European rivers - the Saar, Rhine, Neckar, Jagst, Kocker, Rems, and Danube - during World War II. The rivers are represented by the seven blue wavy bands. The breaching of the Siegfried line at St. Ingbert and Hassell is symbolized by the two black merlons of the embattled area surmounted by the yellow sword with the scarlet drop taken from the shoulder sleeve insignia of the organization.

**Background:** The distinctive unit insignia was originally approved for the 63d US Army Reserve Command on 8 May 1970. It was reassigned

on 16 April 1996 when that command was renamed the 63rd Regional Support Command. The insignia was again redesignated when that command, in turn, was renamed the 63rd Regional Readiness Command effective 16 July 2003.<sup>32</sup>



### **Shoulder Sleeve Insignia**

**Description:** On a pear-shaped olive drab background 2 1/4 inches (5.72 cm) in width and 3 1/2 inches (8.89 cm) in length a scarlet flame of five rays superimposed by a gold sword in pale charged with a scarlet drop.

**Background:** The shoulder sleeve insignia was originally approved for the 63d Infantry Division on 27 March 1943. It was redesignated for the 63rd US Army Reserve Command on 22 Apr 1968. On 16 April 1996 the insignia was reassigned when that command was renamed the 63rd Regional Support Command. The insignia was again redesignated when that command, in turn, was renamed the 63rd Regional Readiness Command effective 16 July 2003.<sup>33</sup>

# V Corps, United States Army, Europe



## Shoulder Sleeve Insignia

**Description:** A pentagon whose points lie on an imaginary circle  $2 \frac{1}{8}$  inches (5.40cm) in diameter whose edges are white lines  $\frac{3}{16}$  inch (.48cm) in width and whose radial lines are white  $\frac{1}{8}$  inch (.32cm) in width. The triangles thus outlined in white are flag blue.

**Background:** The shoulder sleeve insignia was approved on 3 December 1918.<sup>34</sup>



## Distinctive Unit Insignia

**Description:** A silver color metal and enamel insignia 1 1/8 inches (2.86 cm) in height overall consisting of a blue enamel pentagon with silver outline and five radial lines one to each angle, the lower four separated by three five-pointed silver stars, with the vertical one extending beyond the edge of the pentagon and forming an arrowhead between two silver demi-fleurs-de-lis, issuing obliquely from the upper sides of the pentagon, all above a circumscribed silver scroll from the fleur-de-lis, bearing the inscription "It Will Be Done" in blue enamel letters.

**Symbolism:** The design is based upon the authorized shoulder sleeve insignia of the organization. The first demi-fleur-de-lis is used to represent France where the unit was activated in 1918, during World War I, and the three stars are used to refer to the Lorraine, St Mihiel, and Meuse-Argonne campaigns in which the unit participated during that war. The second fleur-de-lis represents World War II and the five radial lines are used to denote the Central Europe, Ardennes-Alsace, Rhineland and the Northern France campaigns, the one with the arrowhead symbolizing the assault landing in Normandy.

**Background:** The distinctive unit insignia was approved on 29 May 1969.<sup>35</sup>

## **Mission**

The primary mission of the Chaplain Detachment – Alpha Team (CD-A) was to provide religious area support across the full spectrum of military operations, and spiritual reconstitution/recollection (SR2) in a port of debarkation (POD), Army, theater, corps, or equivalent separate task force. The CD-A also provided command and control (C2), operational planning and coordination support of Chaplain Detachment – Bravo (CD-B). The CD-A had the following capabilities:

(1) Planning, supervision, coordination, and provision of religious support for units operating in major ports of debarkation.

(2) Providing religious support for replacements and force reception, onward movement operations in marshaling areas and ports of debarkation (PODs).

(3) Planning for and providing operational, specialized religious support and spiritual reconstitution/recollection activities in rest, stand down, and convalescent/recovery areas. This detachment can conduct up to two activities per day.

(4) Planning for and providing area and denominational support for unit concentrations.

(5) Providing religious, indoctrination, and acclimatization support to incoming personnel, UMT (Unit Ministry Team) replacements and UMTs during the reception, training, and acclimatization phase of the mobilization.

(6) Planning and providing religious support activities for units undergoing reconstitution.

(7) Providing religious support during NEOs (noncombatant evacuation order); the removal of noncombatant civilians from theater of war or place of imminent danger].

(8) Conducting religious support operations in a joint task force (JTF) headquarters during operations other than war.

(9) Providing technical command and control supervision, control, and coordination of up to five chaplain detachment-bravo (general support) (CD-B) UMTs.



(10) Planning and coordinating CD-B religious support operational missions.

(11) Providing the Army Service Component Command (ASCC), Theater Support Command (TSC) or Corps chaplain with plans and recommendations for integrating specialized religious support and spiritual reconstitution/recollection into contingency plans (COPLANs), operational plans (OPLANs) and operation orders (OPORDs) to enable support to unit/task force personnel.

(12) Performing other area and denominational religious support missions as required.<sup>36</sup>

## **Chronology**

- 7-10 February 2003      Reported to Mare Island, Vallejo, California for annual training (AT); received mobilization orders.
- 10 February 2003      Reported to power projection platform (mobilization station), Fort Lewis, Washington.
- 23 March 2003      Departed Fort Lewis at approximately 0030 hours en route to Kuwait.
- 24 March 2003      Arrived at Camp Wolf, Kuwait; sent to Camp Doha for two days awaiting transport to Camp Virginia.
- 27 March-15 May 2003      Split operations; CH Hermann, SFC Hopson, SPC Chow stay at Camp Virginia, Kuwait.
- 27 March 2003      CH Beach (till 28 May 03) and SPC Pullen sent to Camp Victory
- 4 February 2004      Base, Baghdad, Iraq.
- 15 May – 12 June 2003      CH Hermann, SFC Hopson, SPC Chow sent to Camp Anaconda, Balad, Iraq.
- 28 May- 10 June 2003      CH Beach sent to Doha for treatment; ordered redeployed to Fort Lewis, Washington, for medical treatment.
- 12 June 2003 to  
4 February 2004      CH Hermann, SFC Hopson, SPC Chow join SPC Pullen at Victory Base.

6 February to -  
March 2004

CH Hermann, SFC Hopson, SPC Chow,  
SPC Pullen depart Victory Base by convoy,  
en route to Camp Doha, Kuwait.

4 March 2004

Detachment departs Kuwait for  
redeployment.

6 March 2004

Detachment arrives at Fort Lewis,  
Washington.

# **Operations In Iraq and Kuwait**

## **Mobilization and Training, Fort Lewis, Washington**

The 114th Chaplain Detachment is “one of only six A Teams in the US military’s spiritual corps . . . called up to minister to the men and women preparing for war in Iraq”<sup>37</sup> and reportedly “the first unit of its kind to be deployed in the nation’s history. . . .”<sup>38</sup> The 114th, which is organized and administrated at Camp Parks, Dublin, California, received its mobilization orders on 7 February 2003. The five members comprising what is known as an A-Team (as opposed to a B-team consisting of one chaplain and one assistant), was the main element of the 114th Adjutant General Detachment and carried that “AA” designation in the unit identification code (UIC). Another team, Detachment 1, would mobilize later. The unit reported to its assigned home station at Mare Island, California.

Mare Island is the site of the former Naval Shipyard, the oldest in the US Navy, located in San Francisco Bay, near the city of Vallejo. Closed in 1996 as part of the government’s Base Realignment and Closure (BRAC), parts of Mare Island were reopened to accommodate the influx of mobilized military from the West Coast regions. By 10 February 2003, the team flew out of nearby Sacramento on its way to Fort Lewis, Washington, some 600 miles to the north, adjacent to the city of Tacoma. That same day, all five members reported to the power projection platform, more commonly known as the mobilization station, to begin their deployment training.

Two chaplains, Team Commander Lieutenant Colonel Richard Beach and his deputy, Major John Herrmann; Senior Chaplain’s Assistant, Sergeant First Class Rhonda Hopson; and Assistants, Specialists Alfred Chow and Sarah Pullen, underwent seven weeks of training in the combat and lifesaving skills required of all US Soldiers. Although technically classified as non-combatants, everyone but the chaplains was trained to handle M-16 rifles for self defense. The Soldiers received training in nuclear, biological and chemical protection and in combat first aid. Training for the chaplains had very little, if anything, to do with their

assigned tasks as clergymen. While the enlisted assistants trained on the firing ranges, the chaplains attended briefings and class room training on counseling techniques. Regardless, the detachment remained together throughout its certification training, the members forming a strong bond among themselves. They worked together to pack and ship their two HMMWV,<sup>39</sup> three night vision goggles, and three M-16 rifles.

While at Fort Lewis, the chaplains and their assistants became acutely aware of the subtle, and often not so subtle, differences between the active Army and the Army Reserve. “We were housed in the old [World War II] barracks which were pathetic,” Chaplain Herrmann recalled. “Meanwhile, all active duty of low rank had fine billets. [Reserve] officers and enlisted lived together. We had consistent meal service but it wasn’t as nice as the active duty folks in their new, modern difac [*sic*, dining facility] so we would, sometime later, venture over there instead. Nobody bothered us about it.”<sup>40</sup>

After becoming qualified for deployment, the team gathered at Gray Army Airfield, located on the military reservation before traveling to McChord Air Force Base which was adjacent to the fort. “There was a ceremony in a hanger [on Fort Lewis],” Chaplain Herrmann wrote. “A band played and there was a speech by an I Corps general. At the time, it seemed inconsequential and almost phony. It was a bit of a dream. I thought we’d either never really leave, or be sent back soon.”<sup>41</sup> Later that night, they boarded Air Force busses for the short ride to McChord. “We waited for some hours [in the terminal]. Earlier, I had flown into McChord and knew they had a USO [United Services Organization] in the building next to the terminal. I went over there and got a bunch of crates of cookies, etc., for the deploying Soldiers because there wasn’t anything, otherwise. We were excited to be finally leaving after nearly two months of waiting, and boredom.” Finally, late into the night, the Soldiers were allowed to board the chartered Omni Air International DC-10. Around midnight, 22 March 2002, the huge craft rolled down the runway into the darkness of the cool, crisp spring night, carrying their entire office equipment: an outdated laptop computer which was almost useless for their needs, but it was all they had.

“The pilots and crew were very kind and were flying on their own time, I heard.”<sup>42</sup> It is good they were kind, for it would be a very long and very boring twenty-six hours in the air. But the trip was not as difficult as it could have been, for the team earned comfortable seats in the airplane’s first class section as a reward for helping the crew load baggage into the cargo hold.

Eastward the aircraft flew, non-stop to New York’s John F. Kennedy Airport where they deplaned to stretch and move around a bit before starting the next leg of their journey. Not a sound could be heard when, in silent respect and awe, the men and women aboard looked down and saw in the early morning light what remained of ground zero: the World Trade Center.

They were allowed to get off the plane and stretch, for this would be the last opportunity to do so for nearly half a day. Back aboard the plane they settled in, dozing whenever possible, but it was almost never possible. As they flew the long, monotonous route across the Atlantic, with each mile bringing them closer to danger as they had never before seen in their young lives, the adrenalin began to build. After reaching the coast of Europe, the plane turned southward then east again across the south of France, eventually landing, at Rome, Italy, some ten hours after leaving New York. The plane refueled there, but no one was allowed to deplane for security reasons. Rome was often a favorite location for terrorists to play out their deadly attacks against NATO (North Atlantic Treaty Organization) forces. After refueling, the plane again took to the air, heading across Turkey, then southeastward to Saudi Arabia and its final destination, Kuwait City, Kuwait. Chaplain Herrmann had some flight instruction and was allowed to ride in the cockpit several times during the flight. He made this observation as the plane flew over Kuwait for landing: “It looked pretty dry and desolate below. We looked for U.S. installations. We were pretty tired by now.”<sup>43</sup>

After an exhausting flight spanning two continents and one very large ocean, the team descended from the heavens for the last time in the year to come, at Kuwait International Airport, home to the in processing station known as Camp Wolf. “I remember,” Pullen wrote later, “just after we

down-loaded our plane, there was a siren that went off alarming the base of a possible NBC [nuclear biological chemical] attack. We quickly learned the procedures: Stop what you're doing, put on a gas mask, and run to the nearest bunker for shelter. I remember amongst the chaos and claustrophobia, thinking to myself, 'wow, welcome to war...this is what it's like.'"<sup>44</sup> That same day, after receiving further assignment orders, the weary team boarded the contracted bus that would take them first to Camp Doha, Kuwait, before moving on to V Corps' main headquarters.

### **V Corps and Iraq**

The team's time at Camp Wolf was short and there had been no time to rest properly before they were hustled onto a bus for the ride to Camp Doha, site of the Coalition Forces Land Component Command, for more administrative wrangling. They were there for two days before being transported to the command chaplain's headquarters at Camp Virginia, Kuwait, home to the V Corps' main headquarters at that time. There, the team met the V Corps senior Chaplain (Colonel) Douglas Carver, and his deputy, Chaplain (Lieutenant Colonel) Stephen Cook, both of whom arrived from Heidelberg, Germany, about a month prior. There were the usual introductions and polite small talk as the chaplains sized each up and down. Early on, while at Fort Lewis, Chaplains Beach and Herrmann saw for themselves there was an attitude that seemed to permeate and separate Army Reserve Soldiers from the active Army. They could sense it here as well, and it bothered them. Instead of becoming members of the brotherhood of chaplains, they felt just the opposite beneath the handshakes and sideward glances. They gathered for cigars, all of them, for a tradition of camaraderie among chaplains. But when the smoke cleared, Beach and Herrmann saw what was in store.

The camaraderie, like the smoke, seemed to have all but disappeared in the following days. Herrmann noted the lack of enthusiasm by anyone to take them on an orientation tour of the camp and show them what they needed to know to stay out of trouble.<sup>45</sup>

While at Camp Virginia, the detachment was "responsible for battle tracking and doing research on the Islamic religion. The Chaplains,"

wrote Pullen, “had to brief the CG on the effects our unit’s missions had on religious matters. This became important as we invaded some cities with mosques and how to handle certain situations . . . We were able to minister to the soldiers of our unit and support them as they ran missions.”<sup>46</sup>

It did not help matters when Carver broke the detachment, which had always stayed together and trained together, into two smaller teams, known as B-Teams. One team consisted of Herrmann, Hopson, and Chow. Beach and Pullen comprised the other team. For the next couple of months, the detachment would be split, with Beach and Pullen moving immediately to Victory Base, just outside Baghdad, Iraq.<sup>47</sup>

As for Pullen, she was eager to be closer to the action.<sup>48</sup> “As we crossed the Kuwait-Iraq border,” Pullen recalled, “my alertness peaked. The safety of a host nation was gone, and the uneasiness of new territory was surrounding us. . . . Throughout the southern part of Iraq there was very little vegetation. It closely resembled Kuwait, but with remnants of fresh battle scars. Blown up tanks and Iraq vehicles littered the barren scenery. It was apparent where the heavy fire fights had taken place days, or even hours, prior to our convoy rolling through.” It was late in the night when the convoy stopped. “We set-up a perimeter,” continued Pullen, “with vehicles and designated guard shifts. . . . I volunteered to cover the first shift. There I was in the middle of nowhere. I had my M-16, wearing my night vision goggles, scanning the area for possible enemy. Never before had I felt more like a soldier that at the moment. There was small arms fire heard from a distance. . . . That was the closest I had been to a ‘front-line’ soldier.”

The convoy came under enemy attack as it entered the city limits of Baghdad. They later arrived at the palace grounds on the outskirts of Baghdad located a few miles from Baghdad International Airport. Pullen recalled “the stench of death was present.” Due to the bombings, there was no electricity or running water. The Soldiers quickly set to “work trying to piece together a perimeter and set up more permanent operations. This turned out to be where we called home for the next year (Camp Victory).”



She and Chaplain Beach were the “battle trackers at night and briefed the COL Chaplain [Carver] in the morning of the night events.”

Pullen and Chaplain Beach ministered to the 3rd Infantry Soldiers coming back through Camp Victory. They were involved in most of the major combat operations. “Many of them,” wrote Pullen, “were spiritual and emotional scarred from their experiences. We were able to talk with them and help counsel many of them while they were with us. CH Beach did an outstanding job ministering to all of them. We set up individual and group counseling sessions and helped give them an opportunity to call home. That was some of the most rewarding work we did.”<sup>49</sup>

As for Herrmann and his team, they stayed where they were for six more weeks, at Camp Virginia, Kuwait, before moving on to Camp Anaconda, Balad, Iraq.

For more than two months while Beach and Pullen were at Camp Victory, there was no fresh food available due to the rapid fighting and uncertainty taking place all around them. Everyone subsisted on MREs—Meals, Ready to Eat—and endured a chronic lack of life-sustaining water. While this diet barely met the nutritional needs of mostly younger Soldiers, older men like Chaplain Beach suffered from a lack of roughage that real food provided. Beach knew the solution was simply to augment his diet with more water and fresh food containing fruits and vegetables. He wanted to stay and continue his mission, but after recovering considerably at the medical facility at Doha, Kuwait, Carver stepped in, ordering him to redeploy to the place from where he came, Fort Lewis. Beach later recalled, “We never had meals until I left, in June 2003,” he wrote. “We only had mre’s (*sic*) until the end. This, and lack of water caused my illness, the internal bleeding which got me released because at the time, there was no other food source.”<sup>50</sup>

The previous months saw the teams stabilized at separate camps with very little contact with each other. At times while at Camp Virginia, Herrmann’s team was bored from lack of meaningful work. Later, after being transferred to Camp Anaconda, there were more than enough suicide prevention classes, counseling, and funeral services to keep them occupied. The sweltering desert heat and fatigue played heavily upon

them, requiring rest periods and catnaps whenever they could be had. Their only shower was a commercial bug sprayer, complete with holding tanks, hand pump and spray wand attached to a six foot long hose. A nearby Army Reserve water supply unit produced water using a reverse osmosis system, but the chaplain and his assistants had to fill five gallon cans from water bags, and then transport the cans by Humvee to their bug sprayer. “We always tried to make sure that others were left with water for their shower, and not leave the green spray can empty,” Herrmann remembered.<sup>51</sup>

With the absence of Chaplain Beach, Specialist Pullen was left on her own at Victory Base, where she continued to perform her mission. She was not alone for long. Chaplain Herrmann took command of the detachment and on 12 June 2003, he, Hopson, and Chow joined Pullen in Baghdad. For the first time since being split into teams, the detachment was once again together. “All of the [114th] staff worked in the Coalition Joint Task Force Operations Command Center in Baghdad, Victory Base,” Chaplain Herrmann wrote: “We received briefings [each evening and morning] from the top generals running the war . . . We tallied up WIAs and KIAs [wounded/killed in action] for the day, put [the report] in another format, and sent them (*sic*) . . . to the 300 other chaplain units in the war. We were the highest level Chaplain Unit (*sic*). . . of the whole OIF.” To Herrmann the mission of the 114th’s other chaplain detachment, which deployed later that year to Camp Arifjan, Kuwait, was anticlimactic and not very interesting compared to his mission.<sup>52</sup>

Unlike Camp Virginia, there was little, if any, chance of becoming bored. “We counseled suicidal Soldiers, the depressed and the angry,” Herrmann recalled. “Angry Soldiers, we noted, were far fewer when the weather starting cooling down.” This observation seemed to be an important factor on the behavior of US Soldiers, most of whom were unaccustomed to the extremely high heat in that part of the world, frequently reaching 140 degrees Fahrenheit, and sometimes higher.

Other behaviors may have seemed odd at the time, but anyone with knowledge of premonitions experienced by Soldiers in past wars would not be surprised by an incident related by Herrmann concerning a military

intelligence officer. “I recall one Army MI [military intelligence] Major who was afraid of traveling to the Green Zone from Victory Base along what was later known as Route Irish. He periodically sought me out about [his fears]. . . I don’t know that he ever did travel it. At the time, I thought it wasn’t that dangerous but later it was called The Most Dangerous Road in the World by Time Magazine.”<sup>53</sup>

The chaplains also stayed busy conducting daily power point presentations for redeploying units on suicide prevention and reunion issues. They helped lead mass casualty exercises and conducted chapel services weekly. The chaplains welcomed USO celebrities and chief of chaplains from all the services.<sup>54</sup>

There was no way for any of the V Corps chaplains to know they would play a peripheral part on the path to infamy. For a short while, Herrmann and other V chaplains were called upon to minister to Brigadier General Janice Karpinski and her Soldiers serving at Abu Grahیب prison, some of whom were at Victory Base. Karpinski had asked Herrmann to minister to Soldiers at the former palace of Saddam Hussein. Later, when he spoke to Karpinski telling her he had done as she asked, she seemed unresponsive. “She seemed disinterested and preoccupied and I believe it was because of the situation at the prison that was just now coming to light. I personally do not hold her responsible. I feel,” added Herrmann, “Gen. Sanchez with whom I spoke on rare occasion (and quickly) had too many things on his plate to know perfectly what was going on. He was a dedicated Christian officer and faithfully attended Roman Catholic Services each Sunday at our Chapel at Victory Base.”<sup>55</sup>

Tragedy did not start, nor stop there. There was a time when Herrmann was assigned as the V Corps artillery chaplain when the chaplain normally assigned to that position was medically evacuated, permanently, to Heidelberg, Germany. During Herrmann’s interim assignment as the replacement chaplain, a horrific incident took place when two artillerymen were kidnapped and executed by insurgents. Their bodies were found along the banks of the Euphrates River. Herrmann and his team were immediately dispatched to a remote site in the Iraqi desert for the express purpose of attending the memorial service and to minister

to that unit's assigned chaplains, as well as to others. To the disgust and frustration of Herrmann and his team, the command's guide failed to easily find the site; they arrived too late for the service. "It was a very remote area—[and] a bit dangerous . . . There was a very somber spirit in the camp," he said.<sup>56</sup> On another occasion he conducted a memorial service at Victory Base for two explosive ordinance disposal civilians killed when their convoy was ambushed around Fallujah. "The crowd of Iraqi insurgents," he recalled, "were raising their arms and fists in triumph after the killings, as the remaining soldiers and paramilitary tried to regroup."<sup>57</sup>

If the 114th became an unwilling partner with infamy, it balanced that condition with willful charity and legendary American kindness. Hopson, Pullen and Chow greatly assisted V Corps' Task Force Neighborhood, a reconstruction effort to help rebuild local Iraqi homes and schools. Teams of engineers repaired buildings and restored essentials for hygiene and life support. "We delivered much needed food, candy, school and hygiene supplies to hundreds of Iraqi children and families," wrote Pullen. "We visited schools where our team[s] of engineers were fixing broken plumbing and rewiring electricity so the schools could reopen."<sup>58</sup>

In September, 2003, Herrmann, who had been in command of his detachment for four months, was sent to Germany for a hearing loss and subsequent evaluation for a hearing device. For a brief time, the detachment's assistants performed without benefit of their own chaplain, but Hopson took charge of things as if nothing had happened. Herrmann returned to Victory Base, but left once more for a few days in December to return to the Army's Landstuhl Station Hospital for fitting of a hearing aid.

The specter of unequal treatment of Army Reserve Soldiers continued long into the deployment, yet the members of the 114th soldiered on without complaint. "Our unit was probably known for working the night (graveyard) shift during the better part of our tour of duty. It was nice," Herrmann, wrote, "to [finally] be relieved of that, but I think we were assigned it because we were reservists." In the end, only the enlisted

chaplain's assistants would take the night shift in the command center with the chaplains being on call for emergencies.<sup>59</sup>

In the last days of February, nearly a year since the start of hostilities, the team was ordered to Camp Doha once again, in preparation for redeployment. A year after the cessation of combat, it was on this trip from Victory Base to Doha that these tired but happy Soldiers would face their greatest danger to life and limb.

As part of a convoy of fuel trucks, the unit's two Humvees dutifully followed the trucks in front of them, starting midday along Main Supply Route Tampa, the primary north-south traffic route for military vehicles moving in and out of Iraq. About an hour later on the road from Baghdad, the convoy halted. For two hours they sat in their vehicles in the ever-growing heat of day. Rumors passed along the line of stationary vehicles, rumors that spoke of IEDs—improvised explosive devices--ahead. When the convoy was again allowed to proceed, the ever more cautious Soldiers saw for themselves. As they drove, they eventually came upon three large, blackened pits, dug by US Army explosive ordnance disposal personnel; ample evidence the rumors were indeed true.

The convoy overnighted at a safe haven for convoys, Logistic Supply Area Cedar, located some six driving hours north of the safety of the Kuwaiti border, about midway between Baghdad and the safety of Kuwait. In the morning, the convoy continued southward, eventually arriving at Convoy Service Center Navistar, just over the border in Kuwait. From here, the two women and two men were on their own as the fuel trucks turned in different directions, leaving the chaplain detachment behind. Undaunted, but with a little confusion at first, the pair of vehicles eventually pulled into Camp Doha without incident.

## **Going Home**

In a reversal from when they arrived the previous year, the detachment members made arrangements to have their trusty Humvees and other equipment packed and shipped back to the United States. That completed, the team loaded onto a bus which took them to Camp Wolf where they would board their plane home. On 4 March 2004, four war-

weary Army Reserve Soldiers said goodbye to Camp Wolf and took their last look at the brown desert landscape that had been home to them for the past year. As Pullen later recalled, “It all seemed surreal. The whole concept of leaving the place we had been for so long seemed like [a] long sought dream.”<sup>60</sup> The next stop was Rhein Main Air Base, and from there, home to the United States.

When they finally landed at McChord/Fort Lewis, a rousing cheer erupted from the plane. After several days of briefings informing them of their Veterans Administration rights and benefits, they were released to fly back to Mare Island, their home station in golden California, where they were met by loved ones. They were home now; home to peace and quiet; home where plentiful food and water awaited them. Iraq and the horror of war was a memory now, but one not soon forgotten.

## **From A Soldier's Perspective**

“Emotionally, it was all too fast. Our mission was never what we ended up doing and there was no support for family back home.”<sup>61</sup>

“I felt a sense of purpose in our duty.”

“I was 54 years old. I was three times the age of most of the Soldiers if you figure they were eighteen [years of age].”

“[My birthday celebration in Iraq] was probably my best memory, and practically brings tears to my eyes. . . It is for these things, I would go back.”

“We looked out for each other.”

“You had to be strong. You were either strong or weak. I felt the prayers of folks back home supporting me.”<sup>62</sup>

## Lessons Learned/Observations

Beach made a number of observations. One of them concerned the mobilization station. The detachment completed training at Fort Lewis in two weeks, but was there for five to six weeks “waiting to go; all equipment was packed for shipment. Little training took place.” During this time, the Soldiers were not allowed to return home. They “did not know when . . . [they] would deploy.” Fort Lewis provided support “as needed.” He recommended spending less time at the mobilization station.

The detachment “received the old body armor . . .” Later when in country it was equipped with new armor only to have it taken back as unneeded. The Soldiers then “had to do with the old body armor.” The Humvees were never equipped with the required armor.

V Corps did not provide more training “to get . . . [them] ready for the move forward.”

According to Beach, the Soldiers received “poor treatment as reservists; we did not count; our rank meant nothing. The V Corps chaplain . . . had no real idea of what we could do . . . I let him know of our training [and] abilities, but we were given the task of night clerks. . . [I] was battle Cpt [captain] for V Corps night shift. The same, wrote Beach, was true for Hermann. Twice he and Pullen “volunteered for a new mission; one was a forward combat hospital [and] the other [for] the civil affairs hq [headquarters] in Baghdad. Both requests were denied. In both cases there were needed vacancies.” There was, he opined, ‘little time to deal with the needs of soldiers.’<sup>63</sup>

Hermann also made a number of observations. He, too, commented on the detachment’s treatment from the active component. “We were largely taken for granted,” he wrote, “by those in the Active Army.” He attributed “this disparity between active and reserve” in the unit’s receipt of a Joint Task Force Achievement Award instead of a Joint task Force Accommodation Award. “That higher medal,” he stated, “was awarded to all active duty counterpart Chaplain and Asst’s [assistants] who arrived much later than we, and left earlier. I don’t know that there is anything that will ever be done about this kind of thing. We were also given more of the ‘gopher’ work by default.”



He believed some of that attitude may have affected their treatment at the hands of V Corps. When the corps departed for Germany, the detachment was “left behind.” This resulted in the detachment’s extension in country. V Corps “handed” them off to III Corps who handed them off to the Coalition Forces Land Component Command (CFLCC) in Kuwait “who waddled in bureaucratic indecision. The next time the unit is attached to some other unit, they should leave with that unit, as it was tough on morale to be left behind. . . We had to convoy from Baghdad back to Camp Doha, Kuwait which was probably not the safest thing to do, and, in fact, were stopped on the highway for two hours while “IED’s [improvised explosive devices] that had not been discovered were destroyed, just a half mile ahead of us. When we hit the Kuwait border, we were two completely unescorted Humvees responsible for finding the way back alone to Camp Doha.”

According to Hermann, the detachment “learned that ‘customer service’ was important.” He attributed fatigue for a slow response “to those who would walk up to the Chaplain’s area in the Coalition HQ [headquarters] to inquire about something or asking for help or counseling.” Their “body language” may have falsely conveyed a message of disinterest. “Looking back,” he wrote, “we could have used some simple training on ‘customer service.’”

A “business posture” for the office was not always maintained. Protocol, he observed, was sometimes swept away in an effort to “meet any and all needs of ‘weary soldiers.’. . . [W]e would ‘beak the rules’ depending on our frame of mind, out of concern for an individual tired soldier.”

Despite these observations Hermann concluded, “I wouldn’t trade the experience for anything, and was particularly grateful to work in a Coalition/Joint environment at the very ‘top’ of the flagpole, with those who were running the war.”<sup>64</sup>



## Photographs



L to R: Specialist Sarah Pullen; Chaplain (Major) John V. Herrmann; Chaplain (Lieutenant Colonel) Richard Beach; Sergeant First Class Rhonda Hopson; Specialist Alfred Chow at Fort Lewis, Washington, mobilization station, March 2003.



Leaving Fort Lewis, Washington, 23 March, 2003.



Chaplain Detachment's sleeping tent. Camp Virginia, Kuwait, April 2003.



Sergeant First Class Rhonda Hopson inside chaplain's office, V Corps headquarters, Camp Virginia, Kuwait, April 2003.



Chaplain (Major) John Herrmann, far right, with V Corps chaplains, January 2004, Victory Base, Baghdad, Iraq.



Personal awards, L to R: Specialists Chow and Pullen, Army Commendation Medal; Chaplain Herrmann and Sergeant First Class Hopson, the Bronze Star. Victory Base, Baghdad, Iraq, July 2003.



Chaplain Herrmann, far left; Chaplain Cook, Deputy V Corps Command Chaplain, far right. Camp Anaconda, Balad, Iraq, June 2003.



Specialist Sarah Pullen with Iraqi children near Baghdad.



Chaplain Herrmann conducts services at Victory Base chapel



## NOTES

- <sup>1</sup> Article, Notable Quotables, *Army Reserve Magazine*, Volume 49, Number 1, 03, p. 6.
- <sup>2</sup> Statement, President George W. Bush, Statement by the President in His Address to the Nation, 11 Sep 01,  
<http://www.whitehouse.gov/news/releases/2001/09/20010911-16.html>.
- <sup>3</sup> Testimony, Lieutenant General Thomas Plewes, "Army Reserve Overview," Statement Before the Subcommittee on Personnel, Committee on Armed Services, US Senate, 13 Feb 02; Article, Linda Kozaryn, "Army Reserve Duty Has 'Changed Forever,'" 22 Jan 02, <https://isarcintra/CdrsCorner/ArmyResDutycgmsg.htm>; and Email, Sergeant First Class Christina Steiner with attached article, Gina Cavallaro, *Times* "Army Reserve deploys greater percentage of soldiers," 19 Mar 03.
- <sup>4</sup> Testimony, Statement of Lieutenant General James Helmly Before the Subcommittee On Defense, Committee on Appropriations, US Senate, National Guard and Reserve Programs, 7 May 03.
- <sup>5</sup> Coordinating Draft, Brigadier General John S. Brown, *American Military History* (Washington, DC: US Army Center of Military History, 26 Nov 03), chapter 29, p. 8; Pamphlet, Dr. Richard Stewart, *The United States Army in Afghanistan: Operation Enduring Freedom, October 2001-March 2002* (Washington, DC: US Army Center of Military History, no date), p. 7; Article, author unknown, "Afghanistan wakes after night of intense bombings," 7 Oct 2001, [http://archives.cnn.com/2001/US/10/07/gen.america.under\\_attack/index.tml](http://archives.cnn.com/2001/US/10/07/gen.america.under_attack/index.tml); and Article, author unknown, no date, "Defense officials Air Operations to last several days," <http://archives.cnn.com/2001/US/10/07/ret.attack.pentagon/>.
- <sup>6</sup> Coordinating Draft, Brown, *American Military History*, chapter 29, pp. 10-12 and Pamphlet, Stewart, *The United States Army in Afghanistan*, p. 10.
- <sup>7</sup> Pamphlet, Stewart, *The United States Army in Afghanistan*, pp.27, 45.
- <sup>8</sup> Fontenot, et al, *US Army in Operation Iraqi Freedom*, p. 24.
- <sup>9</sup> Address, President George Bush, "President Delivers State of the Union Address," no date,  
<http://www.whitehouse.gov/news/releases/2002/02/20020129-11.html>.
- <sup>10</sup> Coordinating Draft, Brown, *American Military History*, chapter 29, pp. 9-17; Pamphlet, Stewart, *The United States Army in Afghanistan*, pp. 30, 44-45; and News Story, Joe Burlas, subject: Shinseki pins on medals on Anaconda heroes, 10 Apr 02. Also see Charles Briscoe, Richard Kiper, James Schroder, and Kalev Sepp, *Weapons of Choice: U.S. Army Special Operations Forces in Afghanistan* (Fort Leavenworth, Kansas: Combat Studies Institute, 03).
- <sup>11</sup> Testimony, Statement of Lieutenant General James Helmly Before the Subcommittee On Defense, Committee on Appropriations, US Senate, National Guard and Reserve Programs, 7 May 03.
- <sup>12</sup> News Release, Lieutenant General James Helmly, "The Army Reserve Engaged in the Global War on Terrorism," Apr 04,  
<http://ww4.army.mil/USAR/news/word-01.php>; Photo caption, "Cpl. Dominic M. Pileri, *Army Reserve Magazine*, Volume 49, Number 1, 03, p. 27; and Article, no author, "Units That Serve," *Army Reserve Magazine*, Volume 49, Number 1, 03, p. 18.
- <sup>13</sup> Article, no author, "The Units That Serve," *Army Reserve Magazine*, Volume 49, Number 1, 03, pp. 19-20 and Photograph, *New York Newsday*, 8 Feb 02, <http://www.neynesday.com>.

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<sup>14</sup> Fontenot, et al., *US Army Operations in Iraqi Freedom*, p. xxii and Coordinating Draft, Brown, *American Military History*, chapter 29, p. 27.

<sup>15</sup> Address, President George Bush, President's Remarks at the United Nations General Assembly, 10 Sep 02,  
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<sup>16</sup> Statement, *The National Security Strategy of the United State of America*, 17 Sep 02; Article, anonymous, subject: "Chronology: The Evolution of the Bush Doctrine," no date,

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<sup>17</sup> Study, Lieutenant Colonel Paul Pierett, subject: Outline of Mobilization-Draft, p.1, 21 Jan 05 and General Tommy Franks, *American Soldier* (Harper Collins: New York, 04), p. 366.

<sup>18</sup> Coordinating Draft, Brown, *American Military History*, chapter 29, pp. 27-29.

<sup>19</sup> Ibid, pp. 29-30.

<sup>20</sup> Ibid, p. 31 and Article, author unknown, "Operation Iraqi Freedom: A Chronology, May 03,

[http://www.ausa.org/www/army\\_mag.nsf](http://www.ausa.org/www/army_mag.nsf).

<sup>21</sup> Fontenot, et al., *US Army in Operation Iraqi Freedom*, pp. 72-73, 91.

<sup>22</sup> Email, Sergeant First Class Charron Jones, USARC G-3 to Dr. Kathryn Roe Coker, subject: Mobilizations Stats, 8 Feb 05.

<sup>23</sup> Battle Update Brief, USARC G-3, subject: Mobilization of Army Reserve Units and Soldiers, 30 Dec 03. This is the total Headquarters, Department of the Army mobilized Army Reserve Soldiers. There are discrepancies in the number of mobilized soldiers according to different sources. Email, Lieutenant Colonel Bill Davidson to Dr. Coker, USARC G-1, subject: Data for Historian, 27 Apr 05. According to the USARC's G-1 there were 53,555 Army Reserve Soldiers mobilized. This is the number of Soldiers who were actually being paid. Email, Colonel James Shoenhard to Dr. Coker, subject: Noble Eagle/Enduring Freedom/Iraqi Freedom RC Daily Update, 2 Mar 05. According to the Office of the Assistant Secretary of Defense for Reserve Affairs, which obtains its statistics from the G-3, the number was 89,629. That figure represents mobilization authorization -- how many members a unit is authorized to be mobilized for a given event. It does not represent people directly.

<sup>24</sup> Interview with Lieutenant General James Helmly by Dr. Coker, 11 Mar 04.

<sup>25</sup> News Release, Lieutenant General James Helmly, "The Army Reserve Engaged in the Global War on Terrorism," Apr 04,

<http://ww4.army.mil/USAR/news/word-01.php>.

<sup>26</sup> Article, Michelle Tan, "'Warrior citizen', New Reserve chief thrives on 'intensity' of Army Life," *Army Times*, 26 Jun 06, p.23.

<sup>27</sup> Article, Kathleen Rhem, "President Bush proclaims end to major combat operations in Iraq," 2 May 03.

<http://www.af.mil/news/story.asp?storyID=123004771>.

<sup>28</sup> FM 1-05 *Religious Support*, April 2003, Appendix G, pg G-3 and Email, Matthew Horne to Mr. Dennis Hatcher, subject: 114th Chaplain Det History, 14 Dec 06, unit

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history file, Global War on Terror Collection (GWOTC), US Army Reserve Historical Research Collection, (USARHRC), Office of Army Reserve History (OARH) US Army Reserve Command. (USARC). Unless otherwise stated, all information is from the unit history file, GWOTC, USARHRC, OARH, USARC.

<sup>29</sup>Email, Ms Kathleen Fargey to Dr. Kathryn Roe Coker, subject: 114th Chaplain Detachment, 3 May 07. This information is available from the Center of Military History (CMH). Ms. Fargey, a historian at CMH, explained that CMH is not “authorized to add War on Terrorism Campaigns (including Iraq and Afghanistan) to any unit’s lineage until the unit has applied to the Army’s Human Resources Command’s Military Awards Branch and been approved to receive campaign credit.

<sup>30</sup> This information is not part of the official lineage but rather is based on unofficial sources and should be judged accordingly. Army Regulation 670-1, and Headquarters, Department of the Army Message, 011853Z Feb 02, subject: Shoulder Sleeve Insignia for Former Wartime Service (SSI-FWTS) and Overseas Service Bar (OSB).

<sup>31</sup> Email w/attachment, Ms. Kathleen Fargey to Dr. Kathryn Roe Coker, subject: 114th Chaplain Detachment, 06 Jul 07. The attachment is an official Statement of Service showing the lineage of the detachment.

<sup>32</sup>US Army Institute of Heraldry, Fort Belvoir, Virginia

<sup>33</sup>Ibid.

<sup>34</sup>Ibid. Combat theater insignia of V Corps was officially authorized for wear on the right shoulder of members of the 14th Chaplain Detachment.

<sup>35</sup>Ibid.

<sup>36</sup> FM 1-05, Religious Support, Appendix G, Apr 03, p. G-3.

<sup>37</sup>Article, “The Units That Serve,” *Army Reserve Magazine*, Vol 49, Number 1, p. 16.

<sup>38</sup> Ibid.

<sup>39</sup>High Mobility Multipurpose Wheeled Vehicle; also called “HUMMER” or “HUMVEE” in military vernacular.

<sup>40</sup>Email, Chaplain (Lieutenant Colonel) John Herrmann to Mr. Dennis Hatcher; subject: Questions about Deployment, 26 Dec 06.

<sup>41</sup>Email, Chaplain (Lieutenant Colonel) John Herrmann to Mr. Dennis Hatcher, subject: Some questions, 4 Jan 07.

<sup>42</sup> Ibid.

<sup>43</sup> Ibid.

<sup>44</sup> Email, Specialist Sarah Pullen to Mr. Dennis Hatcher, subject: Operations, 25 Jan 07.

<sup>45</sup>Telephone interview, Chaplain (Lieutenant Colonel) John Herrmann with Mr. Dennis Hatcher, 22 Dec 06.

<sup>46</sup> Email, Pullen to Hatcher, subject: Operations, 25 Jan 07.

<sup>47</sup> Email, Chaplain (Lieutenant Colonel) John Herrmann, to Mr. Dennis Hatcher, subject: More data, 4 Jan 07.

<sup>48</sup> Email, Pullen to Hatcher, subject: Operations, 25 Jan 07.

<sup>49</sup> Email, Pullen to Hatcher, subject: Operations, Part 2, 26 Jan 07.

<sup>50</sup>Email, Herrmann to Hatcher, subject: More data, 4 Jan 07.

<sup>51</sup> Email, Chaplain (Lieutenant Colonel) John Herrmann to Mr. Dennis Hatcher; subject: Questions about deployment, 4 Jan 07.

<sup>52</sup> Email, Chaplain (Lieutenant Colonel) John Herrmann to Mr. Dennis Hatcher, subject: More from the 114th Chaplain, 10 Jan 07

<sup>53</sup> Ibid.

<sup>54</sup> Ibid.

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<sup>55</sup> Email, Herrmann to Hatcher, subject: More from the 114th Chaplain, 10 Jan 07.

<sup>56</sup> Ibid.

<sup>57</sup> Ibid.

<sup>58</sup> Email, Specialist Sarah Pullen to Mr. Dennis Hatcher, no subject, 22 Jan 07.

<sup>59</sup> Email, Herrmann to Hatcher; subject: More from the 114th Chaplain, 10 Jan 07

<sup>60</sup> Email, Pullen to Hatcher, subject Operations, 25 Jan 07.

<sup>61</sup> These are excerpted anonymously from several emails, telephone interviews, and reports contained in the unit's historical file. Most of the dates are recorded on the documents, however, some are not. In those cases, authorship was verified telephonically and the document annotated.

<sup>62</sup> Ibid.

<sup>63</sup> Email, Chaplain (LTC) Richard Beach to Kathryn Roe Coker, subject: 114th CD Deployment, 8 May 07.

<sup>64</sup> Email, CH (LTC) John Hermann to Dr. Kathryn Roe Coker, subject: Lessons Learned," 18 May 07.