# FIRST ARMY OVERVIEW, TRENDS, OBSERVATIONS, AND RECOMMENDATIONS

**FIRST ARMY**

FORSCOM Fortress Training Day Two

**11 DEC 2024**

**Vision:** The finest warfighting advisors delivering a lethal Total Force ready for combat.

# First Army Overview

- Mission: First Army partners with the Army National Guard and Army Reserve to enable leaders and deliver trained and ready units for Combatant Commands. On order, executes large scale mobilization and [re]constitution to build America's Army for combat!
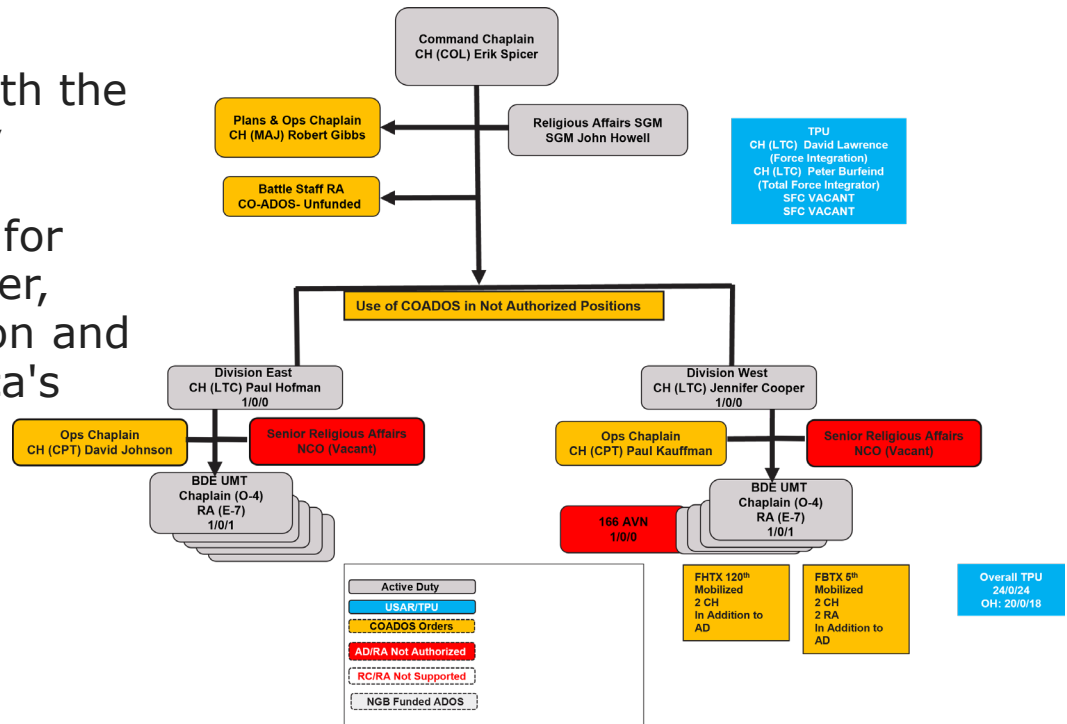


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# TRENDS

- Units who move through the MFGIs struggle to nest a RS COP with their Unit's COP

- Running Estimates are still a challenge for junior UMT members

- Training UMTs demonstrate anxiety/lack of surety IRT SLEs/KLEs

- There is lack of staff integration with most UMTs

- Poor identity creates a lack of training desire
  - "I am only here to provide real world ministry and my commander agrees/approves"
  - Excel at direct ministry

- Highly coachable and make good improvements through the course of an exercise

- UMTs lack or do not bring required equipment (TOE/MTOE/TDA)
  - Transportation, computers, radios, etc.

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**POC: CH (COL) Erik Spicer**

**As of 08 NOV 24**    **3**

# OBSERVATIONS

- Best Practices in MFGI training
  - Leveraging SLE experiences of Compo 1

- Religious Support Partnership Platform (RSP2) utilization
  - OCCH endorsement
  - Synchronizing with Generating Force capabilities
  - Compo 1 Contributions to RSP2 have enhanced its usefulness for Compo 2/3
    - Thanks to the following DIVs who contributed: 101st, 4ID, 1ID, 1AD and 3ID
    - Compo 2/3 SR CH buy-in seems to be a critical component in junior UMT's utilization of the platform

- Establishing better Pre-Mobilization tracking and communication across First Army is creating better trained UMTs upon arrival to the CTEs

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# RECOMMENDATIONS

- Synchronize feedback from HS training with CTCs and/or 1A

- Utilize the 1A Partnership Platform in order to gain value added HS training

- Parent units reach out to deploying UMTs as early as possible in order to shape training

- Deployed UMTs need to maintain contact with OC/Ts to provide real world feedback to training

- UMTs need to participate in the MCJAs as the first point of contact with OC/Ts, this allows for partnership opportunities and development pre-exercises and pre-deployment to synchronize training and communication from training partner OC/Ts to CTE OC/Ts

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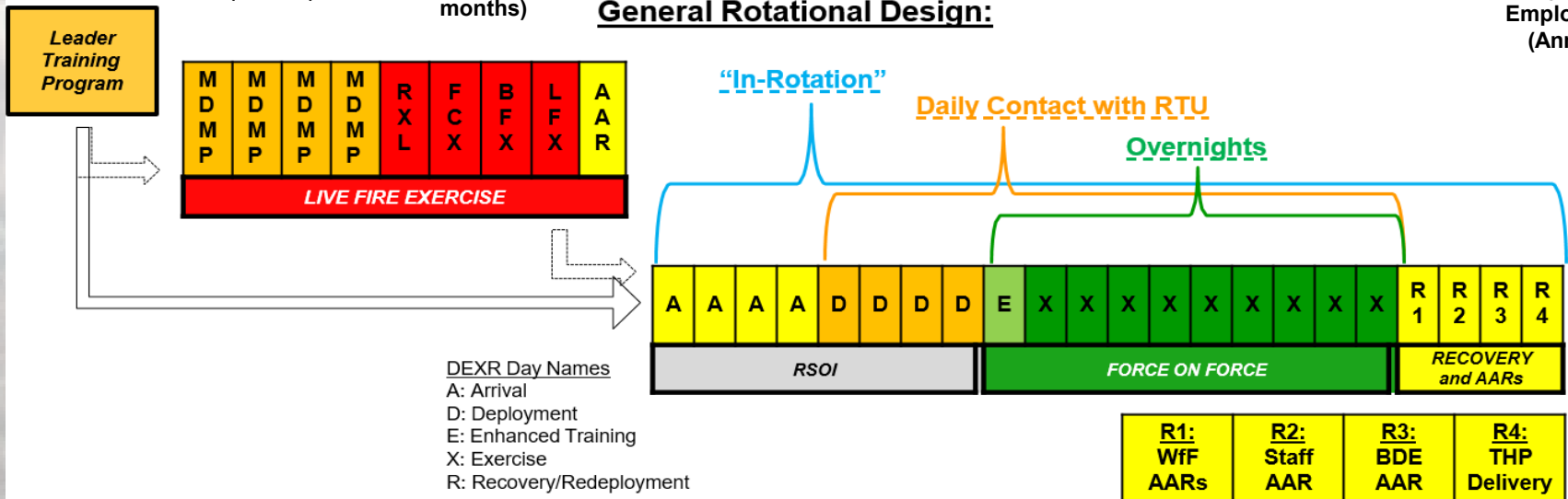
# Joint Multinational Readiness Center (JMRC)
## Mustang 77 "Europe's Tactical Religious Support Training Team"

| Senior Chaplain OC/T Senior JMRC Chaplain | Senior NCO OC/T Senior JMRC Religious Affairs NCO | Deputy Chaplain OC/T MND-H Chaplain | Religious Affairs NCO OC/T Operations NCO |
|---|---|---|---|
| M77 CH (MAJ) Anthony Foxworth | M77D SFC Ralph Hershberger | M77A CH (CPT) Joshua Hughes | M77B SSG Cynita Worthington |

## Major Rotation Types: "Home" and "Away"

| Bayonet / Dragoon Ready | Saber Junction | Combined Resolve | Allied Spirit | KFOR | Operation Trident Ready | Swift Response | Defender / Saber Guardian / Saber Strike |
|---|---|---|---|---|---|---|---|



| USAREUR-AF "Home Station" Training (Annual) | USAREUR-AF CTC Rotation (Annual) | Regionally Aligned Forces (RAF) CTC Rotation (9 months) | NATO Tactical Interoperability Rotation (Annual) | KFOR Mission Readiness Exercise (9 months) | Ukraine BDE staff and BG Training | NATO Airborne Exercise (Annual) | USAREUR-AF / V Corps Force Deployment and Employment (Annual) |

## General Rotational Design:

**Leader Training Program**

| M D M P | M D M P | M D M P | M D M P | R X L | F C X | B F X | L F X | A A R |
|---|---|---|---|---|---|---|---|---|

**LIVE FIRE EXERCISE**

"In-Rotation"

Daily Contact with RTU

Overnights

| A | A | A | A | D | D | D | D | E | X | X | X | X | X | X | X | X | X | R1 | R2 | R3 | R4 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

| RSOI | FORCE ON FORCE | RECOVERY and AARs |
|---|---|---|

DEXR Day Names
A: Arrival
D: Deployment
E: Enhanced Training
X: Exercise
R: Recovery/Redeployment

| R1: WfF AARs | R2: Staff AAR | R3: BDE AAR | R4: THP Delivery |
|---|---|---|---|

# JMRC Trends/Observations/Recommendations

TREND: Lack of external advisement religious support planning.

OBSERVATION: Few Rotational Training Units (RTUs) actively advise their commanders externally. Battalion Unit Ministry Teams (UMTs) are often reluctant to develop Religious Area Analysis (RAA) or Religious Impact Assessments (RIA) unless requested by their commanders.

RECOMMENDATION: UMTs should view themselves as essential planners for religious support, proactively providing commanders with professional RAAs and concise RIAs during mission analysis. Do not wait for a commander to ask for external advisement (it won't happen). Division Chaplain Sections and Brigade UMTs can support by training Battalion UMTs to confidently develop these assessments beyond a Wikipedia type document.

TREND: Limited Multinational Religious Support Interoperability (MRSI)

OBSERVATION: UMTs lack knowledge and experience in planning, preparing, and executing religious support with allied or partner nation units. There is minimal training in MRSI, and many UMTs do not proactively plan for multinational religious support needs.

RECOMMENDATION: Enhance UMTs' skills in the fundamentals of MRSI. Encourage learning about allied chaplaincy practices and incorporate proactive planning for religious support in multinational contexts. This training will help us integrate seamlessly with allies in joint operations.

CUI

# JMRC Trends/Observations/Recommendations

TREND: Insufficient religious support planning

OBSERVATION: UMTs often lack a phase-based approach to religious support planning, resulting in inconsistent presence and development of priorities of religious support/effort. This limits their effectiveness, as they are not positioned at the "right place" or "right time." They conduct "ministry of presence" or stay at the Role 1/CTCP the entire rotation.

RECOMMENDATION: UMTs should develop expertise in aligning religious support with each operations. Gaining a deeper understanding of the advisement in the operations process and applying this to their religious support roles will enhance their impact.

**Joint Readiness Training Center**
**UMT Trends, Observations, and Recommendations**

CH (LTC) Michael Krog
CH (CPT) Byron Denman
SFC Dannell Bing
SSG Malik Carrigan
Fort Johnson, Louisiana

# JRTC UMT ROTATIONAL TRAINING UNIT REPORT

| | ~85-100% | ~50-84% | ~0-49% | Not Enough Data |
|---|---|---|---|---|

| REQUIREMENTS & PRODUCTS | RTN 24-03 | JPMRC RTN 24-04 | RTN 24-05 | RTN 24-06 | RTN 24-07 | RTN 24-08 | RTN 24-09 | RTN 24-10 | RTN 24-11 | JPMRC RTN 25-01 | RTN 25-02 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Chaplain Status | 6/6 | 9/10 (1 CAN) | 7/8 | 1/2 | 8/9 | 10/10 (2 56X) | 6/9 | 10/10 (2 56X) | 9/9 (1 UK) | 8/8 | 9/10 |
| RAS Status | 6/6 | 8/9 (1 SD) | 7/8 (2 SD) | 1/2 | 7/9 (1 SD) | 10/10 (3 SD) | 8/9 (2 SD) | 8/8 | 8/8 | 7/8 | 9/10 (2 SD) |
| PACE/Comms Access | | | | | 7 ATAKs | | | | | | |
| Communication with Higher/Adjacent UMTs | | | | | | | | | | | |
| MTO&E Equipment (Vic, weapon, nods, etc.) | 3/6 Vic | 6/9 Vic | 2/8 Vic | 0/2 Vic | 1/9 Vic | 9/10 Vic | 6/9 Vic | 5/8 Vic | 4/8 Vic | 6/8 Vic | 7/10 Vic |
| Religious Resources / Supplies (30 DOS) | 30 DOS | 15 DOS | 30 DOS | 15 DOS | 30 DOS | 60 DOS | 30 DOS | 30 DOS | 20 DOS | 10 DOS | 30 DOS |
| Religious Preference Profile | | | | | | | | | | | |
| Running Estimate (Analog & Digital) | | | | | | | | | | | |
| Common Operational Picture (Analog & Digital) | | | | | | | | | | | |
| Religious Support Plan | | | | | | | | | | | |
| RAA / RIA | | | | | | | | | | | |
| UMT Battle Rhythm | | | | | | | | | | | |
| Staff Integration (CUB/BUB/MDMP/WGs, etc.) | | | | | | | | | | | |
| UMT TACSOP | | | Best BTL Book | | | | | | | | |
| MASCAL SOP | | | | | | | | | | | |
| Battle Drills / Doctrinal References | | | | | | | | | | | |
| **BATTLE FOCUSED TASKS** | | | | | | | | | | | |
| Conduct CMD Post Operations | | | | Comms. | | | Comms. | | | | |
| Advise Commander and Staff | RAA/RIA | RAA/RIA | | RAA/RIA | | | RAA/RIA | | | | |
| Integrate RSP into Higher/Adjacent | | MNF Canada | | | | | | | MNF UK | | |
| RS to MASCAL / Honor the Fallen | | | | | | | | | | | |
| Assess and Synchronize RS during sustained LSCO | L2A2 | Arctic | ABN JFE | ARSOF | AASLT | ARNG | ARNG | L2A2 | ABN JFE | Jungle / Island "Hop" | Stryker |
| Supervise and Support Subordinate UMTs | | | | | | | | | | | |
| Integrate Force Protection Plan | | | | | | | | | | | |
| Integrate Rel Logistics into Sustainment Ops | | Arctic RS | | | | | | | | | |

# JRTC *Trends*

## PURPOSE

- **Our Army, My Calling:** ~90 UMTs provided World-Class RS ISO over 49,500 SMs during 11 RTNs of the JRTC Crucible Experience (includes 2 supported JPMRC RTNs).
- **Preparing for LSCO/MDO:** UMTs consistently proved to be agile IOT operationalize RS at the tactical-level ICW with challenges of LSCO/MDO Battlefield geometry (contiguous and non-contiguous AOs).
- **FORSCOM BFT:** 100% of BDE-level UMTs understood FORSCOM BFT enduring core capabilities, but not all BN UMTs trained on these prior to JRTC RTN.


**Jungle Field SVC After ENY ATK**

## PEOPLE

- **DIV as Tactical Unit of Action:** 4 DIV TACs involved in JRTC JFE (FoF) and 2 DCSs "had the fight" throughout entire RTN (JPMRC).
- **RS Priorities:** UMTs maintained a focus of Core Capabilities (Provide, Advise) and Core Competencies (Nurture, Care, Honor) as a methodology to prioritize RS Activity into tactical Task-Purpose.
- **TF UMTs Composition / Disposition:** Army Structure 2030 caused RS friction as units reorganize (e.g., FA, EN, BSB, etc.). Non-organic BN UMTs arrived to JRTC with limited interoperability with the BDE UMT.


**Arctic Pre-Convoy Prayer**

## PRODUCTS

- **Analog & Digital RS "Fighting Products":** 7 of 11 BDE UMTs trained subordinate UMTs with a "base line" of RS products provided to BN UMTs.
- **RS Supplies & Equipment:** UMTs arrived to JRTC with an average of 27.27 DOS RS supplies per RTN. 65.5% of UMTs had a dedicated vehicle for the RTN.
- **Unit Training Cycle:** 7 of 11 BDEs (COMPO 1 & 2) had confirmed annual TNG plans prior to JRTC RTN. An average of 3 CHs attended LTP.


**AVN CH Analog RS Product**

## PROCESSES

- **Operations Process:** Increased intentional use of RS RXHL in preparation for JFE. 9 of 11 BDEs executed a RS RHXL ICW multiple RS Synchs at RSOI.
- **Communication Process:** Significant increase of effective communication using the Integrated Tactical Network (ITN). 8 of 11 BDEs fielded the ITN.
- **Force Protection:** Increased UMT survivability. Avg 2.13 UMT KIAs (CY23) VS Avg 1.4 UMT KIAs (CY24) per RTN. Decrease attributed to UMTs arriving with a heightened "tactical mindset."


**ABN UMTs' RS RXHL on TMK**

# JRTC *Observations*

## PURPOSE

- **Our Army, My Calling:** Observed countless field SVCs with a higher sense of "Everyday is Sunday," an increase of Jummah SVCs (5 of 11 RTNs), and 3 real-world baptisms in "the box."
- **Preparing for LSCO/MDO:** Observed an increase of UMT integration into L2A2 operations. For example, one RTN had all 3 IN UMTs JFE via AASLT. ABN JFEs still have UMTs across Alpha/Bravo/Charlie Echelon.
- **FORSCOM BFT:** External advisement is consistently underutilized. BDE UMTs also struggled to 'Integrate Religious Logistics into Sustainment Ops' (4 of 11 UMTs struggled here).


**Pre-AASLT Mission Baptism**

## PEOPLE

- **DIV as Tactical Unit of Action:** BDE UMTs are learning to ask, "Is this a DIV 'fight' or a BDE 'fight'?"
- **RS Priorities:** UMTs rightfully still prioritize expectants in their triage even as LSCO medical triage changes. We've observed an increase in UMTs providing TEMs to ROLE 1 & 2 medical personnel.
- **TF UMTs Composition / Disposition:** BDE UMTs consistently co-locate different CPs based on their respective BDE CDR's intent. 90+% of BN UMTs are co-locating their Role 1 and/or CTCP. UMTs understand that their disposition is always METT-TC dependent (mission variables).


**RS to Expectant (Chem ATK)**

## PRODUCTS

- **Analog & Digital RS "Fighting Products":** Daily use of a RE and COP are the best predictors for UMTs being at the "right place, at the right time, with the right ministry, in the right way."
- **RS Supplies & Equipment:** UMTs are finding creative solutions to OE RS requirements. 6 of 7 Arctic UMTs fielded Ice Fishing Tents to create sacred space (2-4 min. setup, ~10 SMs).
- **Unit Training Cycle:** 4 of 11 BDE UMTs did not optimize BDE CPXs/FTX to field and/or refine their RS products.


**Sacred Space (Ice Fishing Tent)**

## PROCESSES

- **Operations Process:** BDE UMTs who struggle with battle-tracking have a diminished capacity to coordinate relevant area RS accordingly.
- **Communication Process:** One TF had 7 of 7 UMTs field ATAK EUDs and demonstrated 100% comms throughout the entire RTN.
- **Force Protection:** UMTs demonstrate more MDO awareness by intentionally minimizing their respective unit's electro-magnetic footprint. Many UMTs do not have clear BFC TTPs before arriving to JRTC.


**56M Using ATAK EUD**

# JRTC *Recommendations*

## PURPOSE

- **Our Army, My Calling:** DCS can refine how they assist BDE UMTs to identify and certify DRGLs at home station.
- **Preparing for LSCO/MDO:** Bolster MNF interoperability by identifying if MNF RSTs are participating in an upcoming CTC and attempt to engage beforehand.
- **FORSCOM BFT:** DCS can develop templates for RAA/RIA and train BDEs accordingly. Emphasize "Stress Testing" ecclesiastical resupply processes during home station training. The CTC is not the ideal place to figure out how to resupply or cross-load RS supplies.



**Canadian Padre at RS RHXL**

## PEOPLE

- **DIV as Tactical Unit of Action:** DCS should attempt to get more "sets and reps" by integrating into the Operations Process ISO BDE UMT CPXs/FTXs.
- **RS Priorities:** Intentional training on the RS implications of LSCO to persistent casualties and how UMTs address "scaled down" Memorial Events at-echelon in a tactical environment (e.g., FTPs).
- **TF UMTs Composition / Disposition:** Train UMTs to understand CMD Relationships relative to the TASK-ORG (Annex A) and how this impacts reporting requirements/tasking authorities at-echelon.



**SLE with "Mayor" ISO IDPs**

## PRODUCTS

- **Analog & Digital RS "Fighting Products":** DCS should establish a DIV-level TACSOP so that BDE/BN UMTs can adapt it to the way their respective unit's train & fight at-echelon. BN UMTs were tracking a DIV-level TACSOPs in only 6 of 11 RTNs and a BDE-level TACSOP in 7 of 11 RTNs.
- **RS Supplies & Equipment:** Require/validate a minimum UMT load plan of RS supplies.
- **Unit Training Cycle:** DCS should publish an annual training plan that preps BDEs for a CTC.



**Field SVC After BDE CAR**

## PROCESSES

- **Operations Process:** Train UMTs to view everything as a training opportunity to exercise the operations process (plan, prepare, execute, assess). This will improve their capacity to balance CUOPs-FUOPs at JRTC.
- **Communication Process:** DCS should communicate early and often with the JRTC UMT OCTs and provide their RS products. We are here to serve you!
- **Force Protection:** 56Ms should participate in cross-functional training that enhances their understanding of ENY threats relevant to LSCO/MDO.



**56M vs ENY Drone Swarm**

# HERO OF THE BATTLEFIELD

JOINT READINESS TRAINING CENTER

## PRESENTED TO:

**SSG Justin Peterson**
**CH (MAJ) Alfred Matthews**

**1/82 Airborne Division (Airborne)**

"FORGING THE WARRIOR SPIRIT"

## FY24:  8 Rotations = 77 UMTs

| UMT | Total |
|---|---|
| 56A Authorized | 77 |
| 56A Present | 70 |
| % | 91% |
| 56M Authorized | 77 |
| 56M Present | 51 |
| % | 66% |

**7x BDE Rotations**
- All BCTs deployed with a BDE CH/56A
- 1x BCT deployed without a BDE RA NCO/56M30

  **60x BN UMTs**
  - 7x BNs deployed without BN CH/56A
  - 21x BNs deployed without RAS/56M

**1x DIV Rotation, deployed with:**
- DIV HQ:  2x CH/56A, 2x NCO/56M, and 1x HHBN CH with 0x HHBN 56M
- SUS BDE:  1x BDE UMT, and 1x BN CH with 0x BN 56M
- DIVARTY:  1x BDE CH with 0x BDE RA NCO, and 1x BN UMT
- CAB:  1x BDE UMT, and 2x BN CH with 1x BN 56M

| Metric | % of UMTs | |
|---|---|---|
| | FY23 | FY24 |
| Religious Preference Profile | 60 % | 58 % |
| 90 Days Religious Supplies | 53 % | 56 % |
| Religious Support Plan (Tab D) Published | 41 % | 45 % |
| TACSOP BCT/BN | 63 % | 67 % |
| Running Estimates | 67 % | 82 % |
| Battle Book | 77 % | 83 % |
| Map | 67 % | 81 % |
| Abbreviated/Field Memorial Plan | 48 % | 85 % |
| Battle Rhythm | 59 % | 67 % |
| Battle Tracking Tool | 33 % | 46 % |
| Workspace | 52 % | 47 % |
| RAA (Complete) | 67 % | 60 % |
| Attended & Participated in MDMP | 50 % | 71 % |
| Direct Access to CMD (CDR/CSM) | 77 % | 92 % |
| Sustainment Rehearsal | 48 % | 79 % |
| Combined Arms Rehearsal | 17 % | 71 % |
| Religious Support Rehearsal | 16 % | 47 % |
| Religious Support COMEX / comms RXL | 12 % | 32 % |

% in red are less than 50 %    **10% or more increase from FY23**

## Sustain

- **Staff Products.** A best practice is BCTs deploying with standardized staff products shared among all UMTs (running estimate, battle rhythm, SOP, battle book, etc.). See ATP 1-05.01 chapter 2 outlining expected products.

- **UMT Battle Books.** BCTs are arriving at NTC with updated and developed battle books relevant to the LSCO OE. Battle books, ideas, and products are also being shared across formations.

- **Abbreviated/Field Memorials.** UMTs are prepared with field memorial templates/scripts to honor the dead in LSCO. UMTs are also advising leadership on the best timing and abbreviated means to honor the dead on the battlefield.

- **Unit Planning Rehearsals.** OC/Ts see increased UMT attendance and participation at unit combined arms rehearsals (CAR) and sustainment rehearsals at echelon. This UMT staff integration builds shared understanding among warfighting functions and enables UMTs to ensure their RS plan is nested with upcoming operations.

## Improve

- **PACE Plan.** A good PACE plan is one that is established, resourced, and trained. Many UMTs do not practice and/or validate their PACE plan at home station and prior to rollout into the box. UMT **comms checks/rehearsals** prior to rollout result in successful UMT communication in the box.

- **RS Plan (Tab D).** Most BDE UMTs develop a RS plan but it does not always reach BN UMTs. Less than half of BN UMTs create a RS plan. Effective UMTs deploy with RS plan synced with the unit's operational phases and prioritizing RS efforts that are flexible, iterative, and adaptable to LSCO.

- **RS Rehearsal.** Less than half of the BCTs conducted a RS rehearsal (i.e., all UMTs, BDE and BN, rehearse the RS plan together using a terrain model). BCTs that rehearse their RS plan are more likely to execute RS that is flexible, iterative, adaptive, and effective on the battlefield.

- **RS COP.** UMTs that do all of the above well and are integrated with their unit's staff, understand the battlefield and provide RS at the right time and place and with the right purpose/priority of effort.

**MISSION COMMAND TRAINING PROGRAM
"WARFIGHTERS!"**

# What is a Warfighter?

Warfighter is a *tailorable, scalable, simulation-based capstone training event* for Divisions and Corps, exercising *Large Scale Combat Operations* against a *peer, free-thinking opposition force*

• Leverages technology to exercise and certify Division and Corps formations

• Challenges the U.S. and partners to deploy into an expeditionary fight and to *solve challenges* like:
- *Interoperability* – Human, Technological, and Procedural
- Political considerations – Transitioning between kinetic operations and stability operations
- Contested airspace
- *Peer, free thinking and unscripted threats*
- Cyber, Information, Electromagnetic threats
- Logistics

• Provides the commander and the Army with *real-time feedback* through observation, embedded mentors, after-action reviews, and lessons learned

• Integrates Army Battle Command Systems (C4I: Command, Control, Communication, Computers & Intelligence)

• Incorporates real world Command Nodes in field or garrison simulating static/mobile, at sea, or over the horizon capabilities

• Includes ESC, BDEs (Functional, Multi-Functional) in various command relationships

# MISSION COMMAND TRAINING PROGRAM "WARFIGHTERS!"

# Wins

**Austere Challenge 24**

**EUROPE**

## Conduct Command Post Operations and Direct Religious Support

- Effective communication / synchronization / direct RS across 6 time zones, 5 countries, 2 allied nation CSs, and all 3 compos!

- DIV CSs coordinated CD augmentation through Corps to USARC. Coordination was initiated up to 365 days prior to and sustained through routine communication.

- DIV order (1ID) postured all BN UMTs at BSAs, enabled BDE UMT to react quickly to emergent RS needs while ensuring the availability of UMTs at Role 2 medical facilities. Represents one possible answer to challenge of Sustained Casualty Ministry at Echelon (SCME) in LSCO.

## Analyze, Integrate and Supervise

- 3RD UK DIV, 1ST EST DIV, task organized to VC for AC24 with Lithuania and Polish Territorial Defense Forces in the AO. Using the USAREUR-AF Religious Support Interoperability Assessment Tool, Multinational Religious Support Interoperability assessed as "compatible" in human, procedural, technical dimensions.

- Robust integration with B2C2WGs allowed for detailed anticipation of RS needs beyond 72 hours. Employment of a daily DOWNREP . . . narrative capturing actions over last 24 hours and anticipated RS needs for the next 72 hours (3ID) enabled shared understanding and effective response at echelons below DIV.

## Advise the Commander and Staff

- Advisement concerns were sundry, included movement and care of Human Remains (HRs), recommendations regarding deployment of additional UMTs, religious impact on operations, and the 'will to fight.'

- All CSs effectively advised the command and staff during the WFX, predominately through participation in B2C2WGs and BUB / BUA.

- Advisement extends beyond scope of exercise, as demonstrated by the VC CS. VC Commander signed commendatory notes to the chaplains and staff supervisors of 1EST and 3UK.

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# MISSION COMMAND TRAINING PROGRAM "WARFIGHTERS!"

## Wins

**Avenger Triad 24**

**EUROPE**

### Conduct Command Post Operations and Direct Religious Support

- US Army, NATO with 10 participating countries: Estonia, France, Germany, Great Britain, Italy, Latvia, Lithuania, Netherlands, Poland, and Spain.

- CPs in multiple locations across Europe. Office of the USAREUR-AF Chaplain (OCHAP) staffed multiple CPs – including those at Joint Forces Land Component Command (JFLCC), Multi-national Corps Land Component Command (MCLCC), and with responsibility to JFC Brunssum. Developed keen understanding of relationship between these commands. Sustainment architecture through JFLCC, M2C2 through MCLCC.

- Met Commander's Intent – By, With, Through ("Support the Alliance" – GEN Cavoli, EUCOM / SACEUR) five allied corps and partners. Conducted RS Synchs with allied partners via the Mission Partner Environment (MPE)!

- Robust OCHAP Execution Checklist guided plan, prepare, execute. Refinement of all OCHAP warfighting products for application across the competition to conflict continuum.

### Analyze, Integrate and Supervise

- Multinational Religious Support Integration (MRSI) primarily concerned with 2 of 3 required capabilities, shared by all ally and partner nations: Care for the wounded / honor the fallen. OCHAP identified health services as "golden thread" through all.

- Soldier care at echelons above BDE, in most ally / partner nations directed by senior NCO. MRSI requires routine commo between OCHAP / subordinate US CSs and international allied / partnered senior NCOs.

### Advise the Commander and Staff

- Advisement to command and staff across multiple layers of command, in multiple nodes provided almost exclusively though participation in B2C2WGs.

- OCHAP pressed for the development of a Mortuary Affairs WG, became critical WG – developing authorities for partner nation

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# MISSION COMMAND TRAINING PROGRAM "WARFIGHTERS!"

# Wins

## WFX 24-5 INDO-PACIFIC

## Conduct Command Post Operations and Direct Religious Support

- Corps CH Section creative use of beta test C2 platform. VR 'rooms' for religious support, counseling, etc.

- Corps wide application of "Operation Honorable Warrior" – an effort to address moral injuries that manifest in LSCO as a comprehensive community concern, requiring the involvement of leaders, UMTs, Soldiers, and Families – and occurring before, during, and after operations. Significant positive reception, unit level and media.

## Analyze, Integrate and Supervise

- Frequent use of Artificial Intelligence (101st). Applied to consideration of challenges concerning Mortuary Affairs, development of the Religious Area Analysis and Religious Impact Assessment, among other applications.

- Progressive, sequential plan for integration of DIV / Operational RS with Garrison support functions to enable comprehensive training that stressed ALL aspects of RS (101st). RS training in the AOR, at home-station, including compo 2,3, and civilian ministry support to Soldiers and Families impacted by LSCO.
    - Training included Vignette / Scenario discussion with local civilian clergy who support the FCKY *Clergy Crisis Contingency Plan (C3P)*, conducted concurrently with WFX 24-5.

- Thorough pre-exercise RAA and RIA discussion supported by SOF RST with theater responsibility and chaplain with extensive missionary experience in the AOR. Near complete participation from task-org units and enabling partners.

- Both Corps and DIV used 24-5 as an opportunity to conduct LPDs with T.O. units at FLNC / FCKY. Conducted informal AARs throughout the exercise, site-visits to CPs, train by familiarization, exposure and discussion.

## Advise the Commander and Staff

- Advisement through B2C2WGs – and – by, with, through interface with WFfs. Not pursuing credit builds staff trust and interest in RS contribution.

- Messaging at BUA / CUA essential. WoDs captured command messaging and reinforced desired command tenor. Hard to overstate significance of this at / above DIV echelon.

## 1. Sustained Casualty Ministry at Echelon

- Chaplain Sections (CSs) at echelon are increasingly executing detailed and integrated plans to surge Religious Support (RS) personnel to role 2 brigade support medical companies (BSMC) to provide Sustained Casualty Ministry at Echelon (SCME).

- SCME requires close management of RS personnel in support of the corps and division effort to provide area v. organic RS to Soldiers and authorized civilians in LSCO.

- ATP 1-05.05 directs the Division CS to develop the RS plan for casualty care across the AO (5-9).

- Paradigms developed in two decades of counterinsurgency consider MASCAL operations as primarily occurring for limited duration. Therefore, planners have maintained a bias for organic RS. RS planners in LSCO consider MASCAL operations as a state of persistent casualty flow that will routinely overwhelm organic RS assets, especially during critical operational phases.

- With limited assets, RS planners must prioritize RS to area-based Army Health System (AHS) operations. In the recently published CALL article, Religious Support During Large Scale Combat Operations (August 19, 2024), SCME addresses this shift in thinking and planning.

## Recommendations

- ✓ *Sustain RS planning that demonstrates careful consideration of the demand for SCME. Corps and Division RS planners should include this consideration in the development of initial running estimates and provide advisement to commanders NLT the mission analysis brief. Additionally, Corps and DIV CS should ensure that Unit Ministry Teams at echelon discuss with commanders a RS posture that permits SCME without neglecting care to Soldiers in the fight.*

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# FY24 Key Observations

## 2.  Operations in the Rear Area

- RCPs lack clarity of structure, authorities, and COP necessary to synchronize all warfighting functions in the support area.

- Corps and DIV HQs don't achieve shared understanding of rear, close, and deep boundaries.

- Lack of AOR clarity by phase results in lack of clarity WRT tasks and purposes in the rear area.

- Complexity of Mortuary Affairs (MA) problems generally under addressed. Sustainment Board inconsistently includes MA concerns: collection, transport, storage, processing, further transport of Human Remains (HR). Most do not seriously consider until after Midpoint AAR.

## Recommendations

- ✓ *RS TACSOP clearly define RCP manning, duties, responsibilities, procedures to enable the integration of task-organized and tenant RSTs in the rear area. Are MEB UMTs manned, equipped, enabled to lead RS at the RCP? If not, who 'owns' RS in the rear area?*

- ✓ *Are there means by which we can replicate RCPs / MCPs roles and responsibilities in a garrison environment?*

- ✓ *RS support to MA includes advisement to B2C2WG addressing HR care. May include pressure to establish a Casualty Working Group or similar WG to address concerns.*
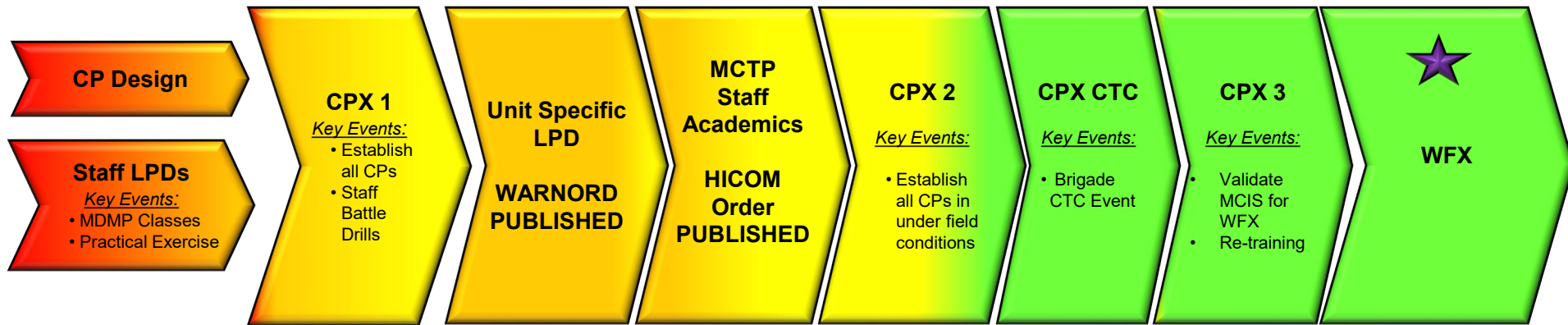
7

# 3. Plan. Close the distance with purpose.

- Corps and Division staffs are limited by garrison and other (real-world) enduring problem sets before and during WFXs.

- TNG plans increasingly prioritize road to WFX / LSCO prep. and capabilities development.

- Expanding interest in aligning garrison and DIV TNG plan to support integrated participation in WFX.

# Recommendations

- ✓ *WFX planning and preparation begins 365 days before execution.*

- ✓ *An NCO with strong tactical and technical skill can cover a multitude of sins. (Battle Staff)*

- ✓ *Understand the Command, Control, Communication, Computers, and Intelligence (C4I) architecture.*

- ✓ *Early integration of Compo 2 and 3 teammates (MCPOD, CDs, etc.)*

- ✓ *Progressive approach to Training Objectives (TOs) for CPX 2, 3, and WFX ensures efficiency, gives the DCS opportunity to continually test and refine warfighting products.*

- ✓ *Treat WFX as an opportunity to train subordinate and garrison UMTs.*

- ✓ *Consider integrating with Senior Command Chaplain and Garrison Chaplain to develop a comprehensive training plan that incorporates / stresses garrison functions in divisional WFXs.*

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# Road to War Sample

**CP Design**

**Staff LPDs**
*Key Events:*
• MDMP Classes
• Practical Exercise

**CPX 1**
*Key Events:*
• Establish all CPs
• Staff Battle Drills

**Unit Specific LPD**

**WARNORD PUBLISHED**

**MCTP Staff Academics**

**HICOM Order PUBLISHED**

**CPX 2**
*Key Events:*
• Establish all CPs in under field conditions

**CPX CTC**
*Key Events:*
• Brigade CTC Event

**CPX 3**
*Key Events:*
• Validate MCIS for WFX
• Re-training

**WFX**

## Staff Tasks

**Staff LPD Focus:**
- Establish the C2 System (CPs, Network, Processes, People)
- Familiarize with SOPs
- Familiarize with how a Division Fights

**CPX 1 Focus:**
- Validate the C2 System from CP Redesign (CPs, Network, Processes, People)
- Familiarize drills and SOPs
- Practice deployment of CPs into tactical environment

**CPX 2 Essential Tasks:**
- Execute operations process as part of a Corps Operation in LSCO
- Execute targeting process
- Integrate with higher, adjacent, and UA partners

**CPX 3 Essential Tasks:**
- Execute operations process as part of a Corps Operation in LSCO
- Commander's Re-assessment

**WFX:**
- Conduct Operations Process for DIV
- Conduct Fires for DIV
- Execute Tactical OPNs
- Conduct logistics support for DIV

W-360    W-180    ⭐W-90    W-7 to W-1    W to W+14

## Chaplain Section Tasks

**Chaplain Section Focus:**
- Review & Update SOP/TACSOP
- Validate System/Equipment Requirements
- Request Chaplain Detachment Augmentation

**CPX 1 Chaplain Section Tasks:**
- Develop Training Objectives
- Review, Update and Rehearse Battle Drills
- Religious Area Analysis
- Train on Systems (e.g., CPCE)

**CPX 2 Chaplain Section Tasks:**
- Develop Tab D
- Create Staff Estimates
- Religious Impact Assessment
- Execute Training Plan

**CPX 3 Chaplain Section Tasks:**
- Refine Running Estimate, COP, Digital & Analog Products
- Validate Internal Battle Rhythm
- Conduct RS Rehearsals

**WFX:**
- Continue to Refine TACSOP and Products
- After Action Reviews
- Capture Lessons Learned

⭐ It is highly recommended that the Division Chaplain and Master Religious Affairs NCO attend academics at FLKS.

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# Questions?