**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum
"FORTRESS"**

Tuesday, 10 Dec 2024

The overall classification of this briefing is
CUI.
UNCLAS when separated from **CUI slides**

CUI

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Welcome

Chaplain (Colonel) Gary T. Fisher
FORSCOM Command Chaplain

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

FORSCOM OPERATIONS

Lieutenant General Stephen G. Smith
Deputy Commanding General, FORSCOM

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

FORSCOM READINESS

Major General Richard Johnson
Deputy Commanding General, Army National Guard

Chaplain John Hurt

"To be prepared for war is one of the most effectual means of preserving peace."

General George Washington

Break
Next Session
at 1015

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Total Army Forces Religious Support

Chaplain (Major General) William Green, United States Army Chief of Chaplains
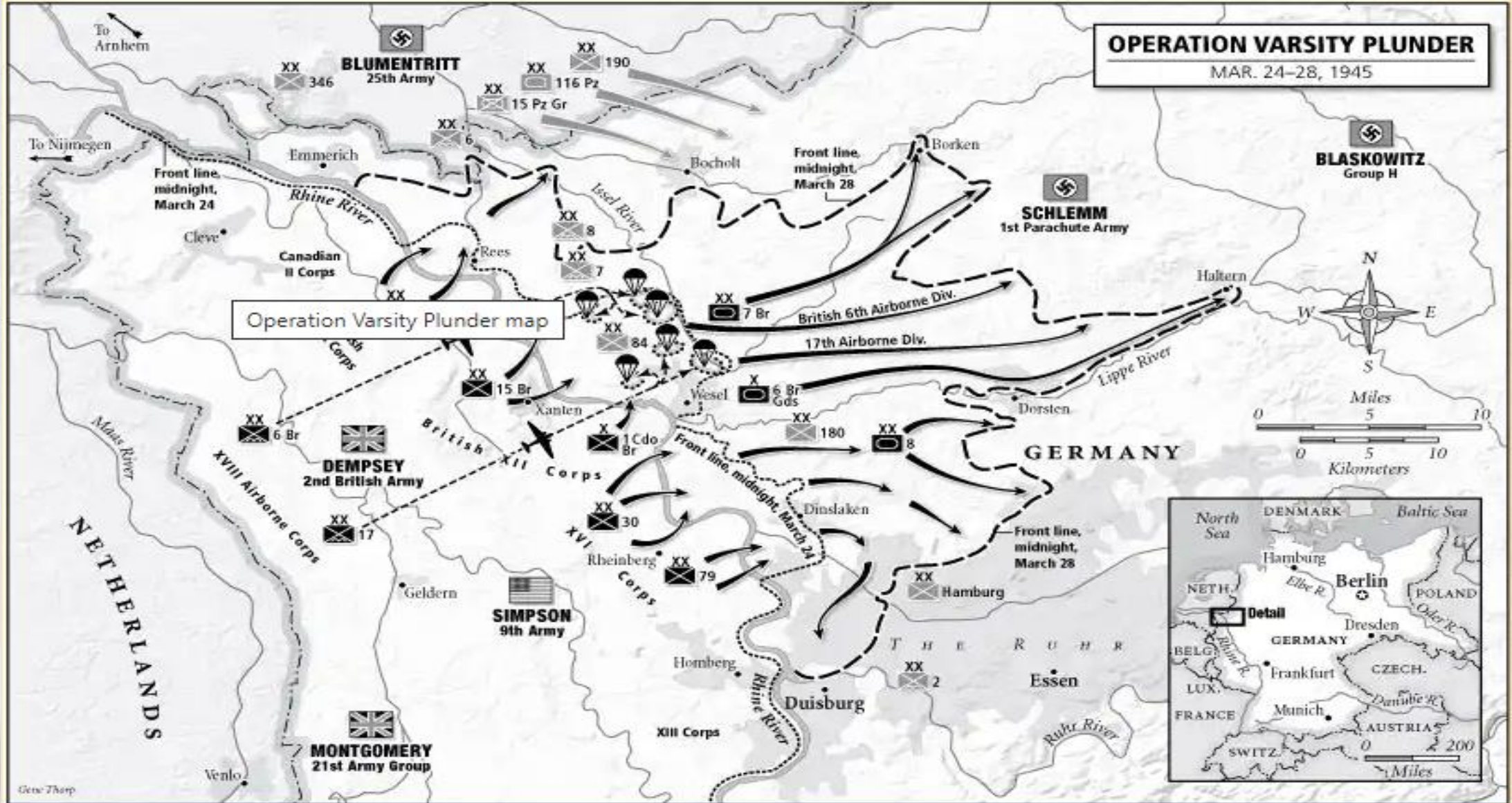Sergeant Major Meaghan Simmons, Chaplain Corps Regimental Sergeant Major

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

FORSCOM Vision

Chaplain (Colonel) Gary T. Fisher, FORSCOM Command Chaplain
Sergeant Major Keisha Archer, FORSCOM Chief Religious Affairs NCO
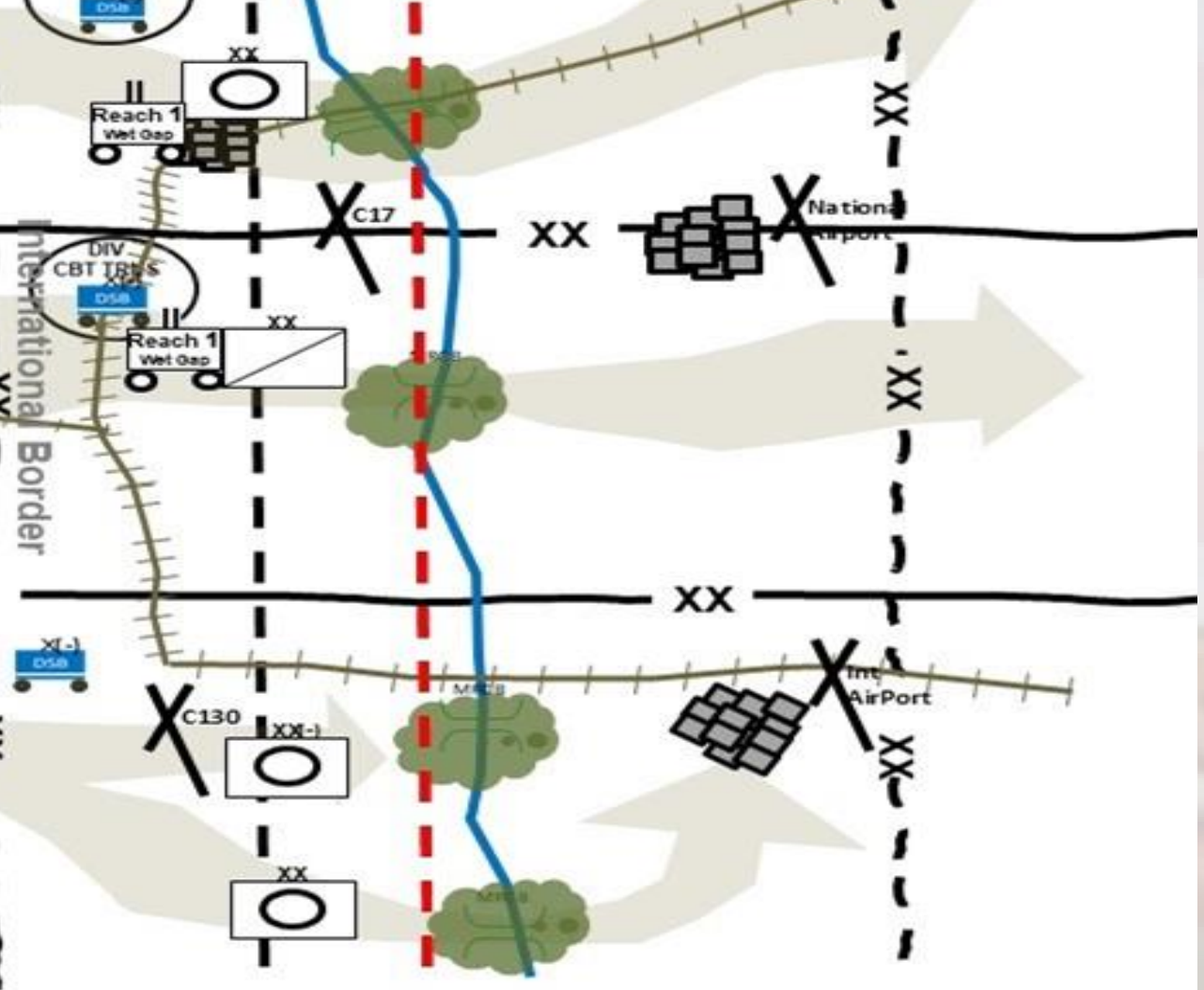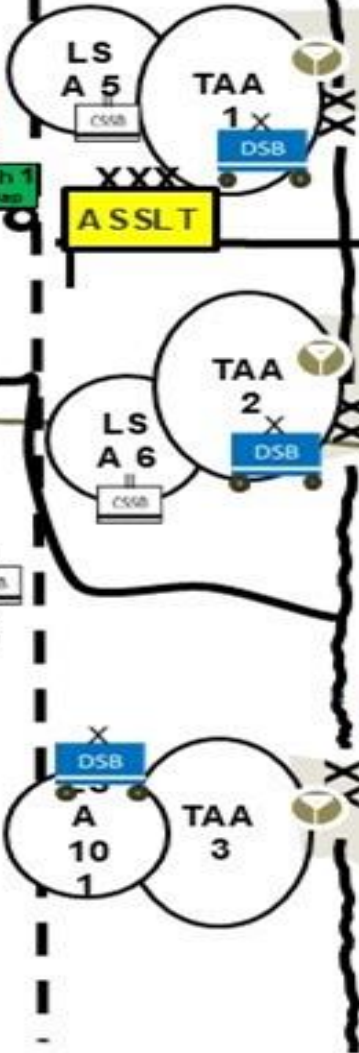
CUI

WWII Operation Varsity Plunder

OPERATION VARSITY PLUNDER
MAR. 24–28, 1945
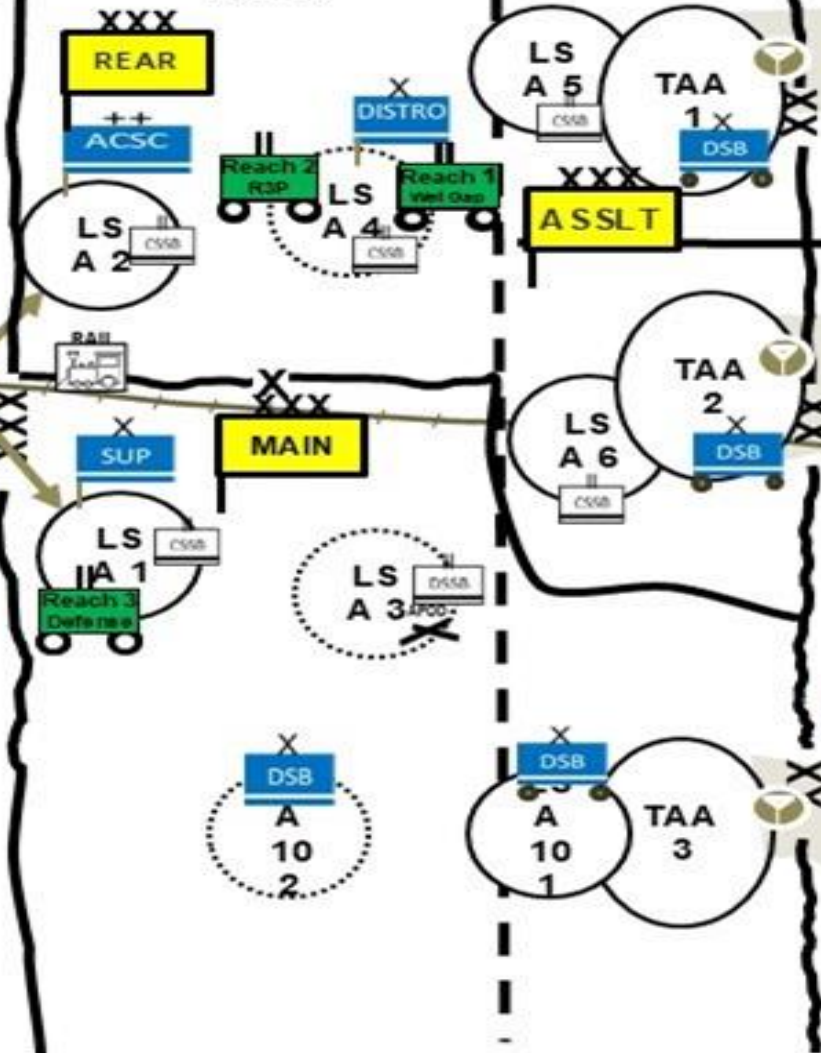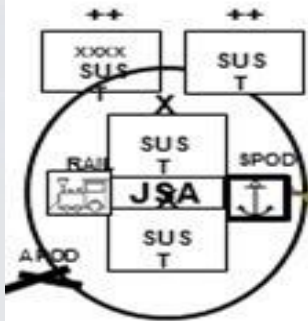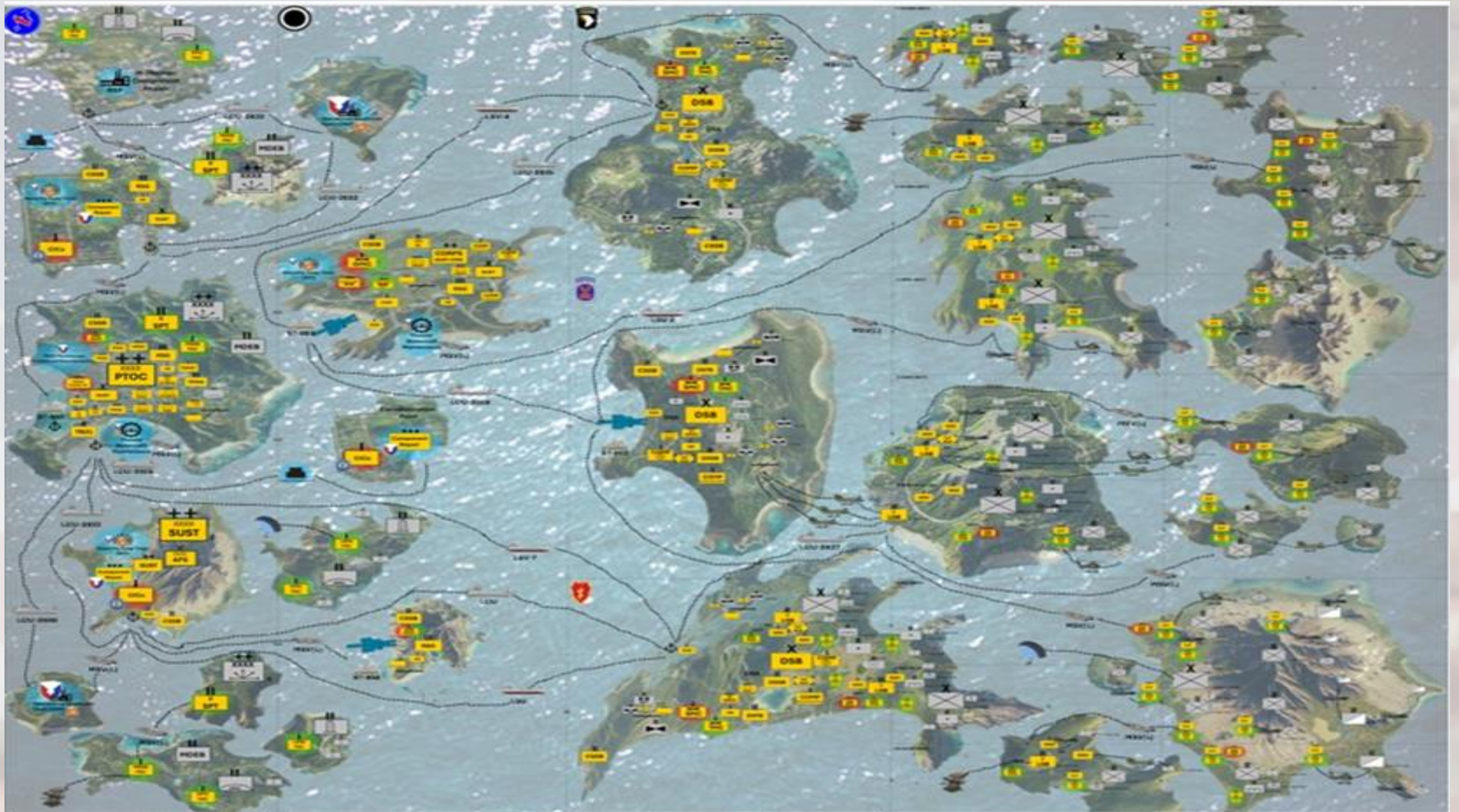
The Four Chaplains

LUNCH

Next Session at 1300

"The toll on the human Soul will be substantial, and sometimes crippling. Our preparation in strength and resiliency beings now – Physically, Emotionally, and Spiritually."

Major General (Retired) William Rapp

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

USAREUR-AF

Chaplain (Colonel) Thomas Helms, USAEUR-AF Command Chaplain
Sergeant Major Desir Faustin, USAREUR-AF Chief Religious Affairs NCO

US Army Europe and Africa (USAREUR-AF)

10-12 DEC 2024 FORSCOM OC/T RS Synchronization Symposium

Purpose: Information Brief
Agenda: Overview: Orient audience to USAREUR-AF OCHAP
End State: Audience is oriented to USAREUR-AF AOR.

Controlled by: USAREUR-AF
Controlled by: OCHAP
CUI Category(ies): identification of the categories contained in the document
Distribution Statement: B
POC: CH (LTC) John L. Crave, Deputy Command Chaplain.
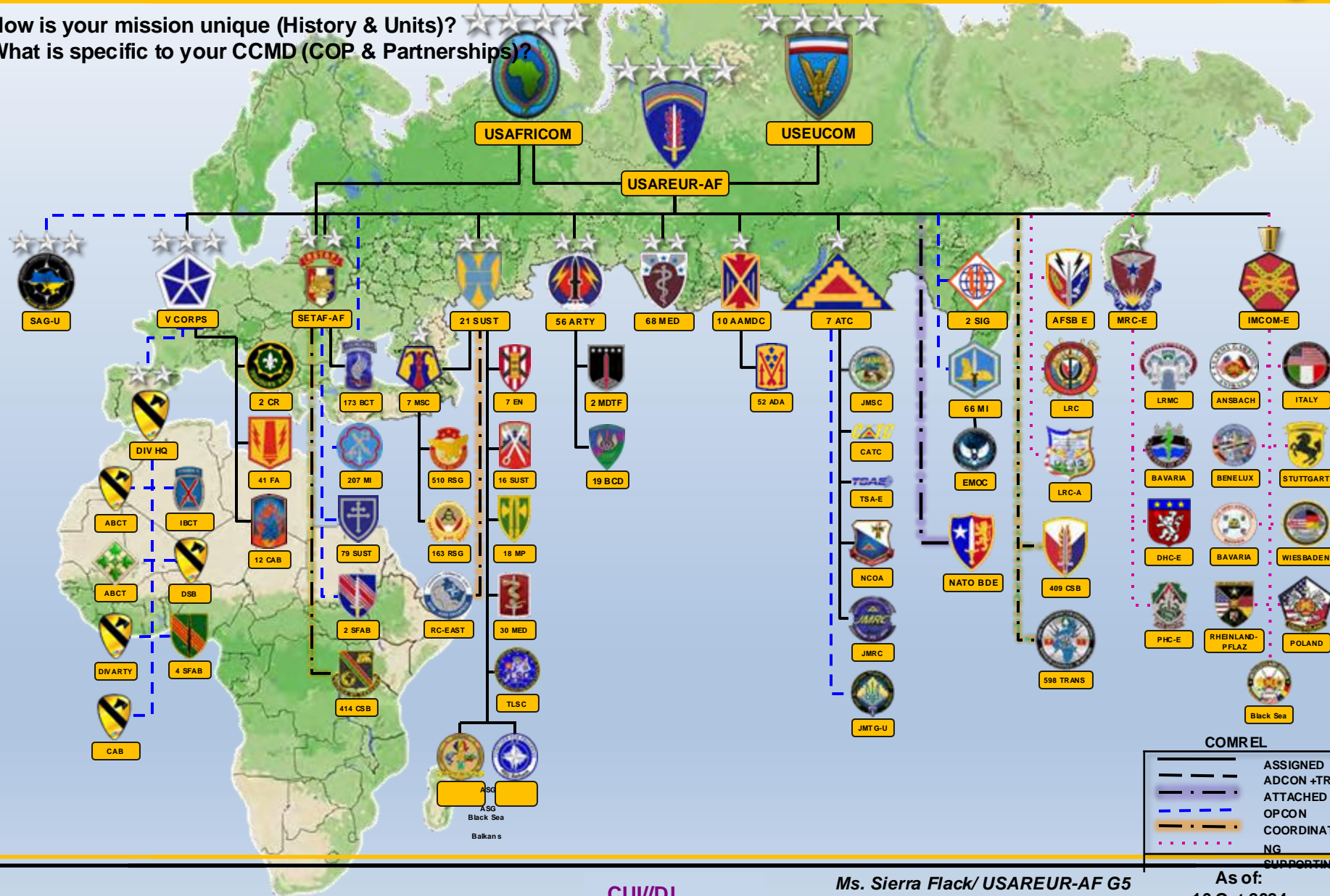John.l.craven4.mil@army.mil.

U.S. Army Europe and Africa

1st Quarter FY25 - Unit Shadow Charts

How is your mission unique (History & Units)?
What is specific to your CCMD (COP & Partnerships)?

USAFRICOM

USEUCOM

USAREUR-AF

SAG-U

V CORPS

SETAF-AF

21 SUST

56 ARTY

68 MED

10 AAMDC

7 ATC

2 SIG

AFSB E

MRC-E

IMCOM-E

2 CR

DIV HQ

41 FA

12 CAB

ABCT

IBCT

ABCT

DSB

DIVARTY

4 SFAB

CAB

173 BCT

207 MI

79 SUST

2 SFAB

414 CSB

7 MSC

510 RSG

163 RSG

RC-EAST

7 EN

16 SUST

18 MP

30 MED

TLSC

ASG
ASG Black Sea
Balkans

2 MDTF

19 BCD

52 ADA

JMSC

CATC

TSA-E

NCOA

JMRC

JMTG-U

66 MI

EMOC

NATO BDE

LRC

LRC-A

409 CSB

598 TRANS

LRMC

BAVARIA

DHC-E

PHC-E

ANSBACH

BENELUX

BAVARIA

RHEINLAND-PFLAZ

ITALY

STUTTGART

WIESBADEN

POLAND

Black Sea

COMREL

———	ASSIGNED
– – –	ADCON +TRA
–·–·–	ATTACHED
– – –	OPCON
–·–·–	COORDINATI
······	NG
	SUPPORTING

Ms. Sierra Flack/ USAREUR-AF G5 FMD

As of:
16 Oct 2024

2025 UKRAINIAN CHAPLAIN TRAINING EVENTS HOSTED BY US AND UK				
9-Sep-24	20-Sep-24	AFU-MCS Training (UK AFCC) June iteration	Shrivenham, UK	UK (AFCC)
10-Feb-25	21-Feb-25	AFU-MCS Training (UK AFCC) June iteration	Shrivenham, UK	UK (AFCC)
12-May-25	23-May-25	AFU-MCS Training (UK AFCC) June iteration	Shrivenham, UK	UK (AFCC)
11-Aug-25	22-Aug-25	AFU-MCS Training (UK AFCC) June iteration	Shrivenham, UK	UK (AFCC)
20-Oct-25	31-Oct-25	AFU-MCS Training (UK AFCC) June iteration	Shrivenham, UK	UK (AFCC)
24-Mar-25	4-Apr-25	AFU-MCS Training (7 ATC)	Grafenwoehr, Germany	USA (USAREUR)
9-Jun-25	20-Jun-25	AFU-MCS Training (7 ATC)	Grafenwoehr, Germany	USA (USAREUR)
14-Jul-25	25-Jul-25	AFU-MCS Training (7 ATC)	Grafenwoehr, Germany	USA (USAREUR)
8-Sep-25	19-Sep-25	AFU-MCS Training (7 ATC)	Grafenwoehr, Germany	USA (USAREUR)

NATO Land Forces Command Structure

Allied Command Operations, ACO
Supreme HQ Allied Powers Europe, SHAPE
(SACEUR dual hatted as USEUCOM CCDR)

Land Command (LANDCOM)
(Commander dual hatted as CG USAREUR-AF)
[Land Forces Force Provider & MCLCC]

US Only.

MCLCC:
Multi Corps
Land
Component
Command

Regional Operational Commands

Joint Force Command- Brunssum
Joint Force Command-Naples

OCHAP Grade

LOE 1: Set the Theater

OCHAP LOE 1:

Position Religious Support Resources.

B+

LOE 2: Present Combat-Credible Army Forces

OCHAP LOE 2:

Ready UMTs for Religious Support in Conflict.

A

LOE 3: Transform the Force

OCHAP LOE 3:

Provide/Advise Religious Support to Formations and Families.

B+

LOE 4: Increase …Interoperability of Allied and Partners

OCHAP LOE 4:

Build relationships with Allied and Partner Chaplaincies.

A-

What Have We Done!

Operational Religious Support Leadership Training 2024 (now, CAST 25)

USAG-Poland Basing and supporting RAF.

High Demand/Low Density Chaplains Coverage

Interoperability (MRSI) Initiatives

EMM/CMM Training UMTs and Allies (GBR and NDL)

Kosovo Mission and JMRC Rotation

Operational Religious Support Senior Leaders Training, 3-6 SEP 2024

Where Are We Going?
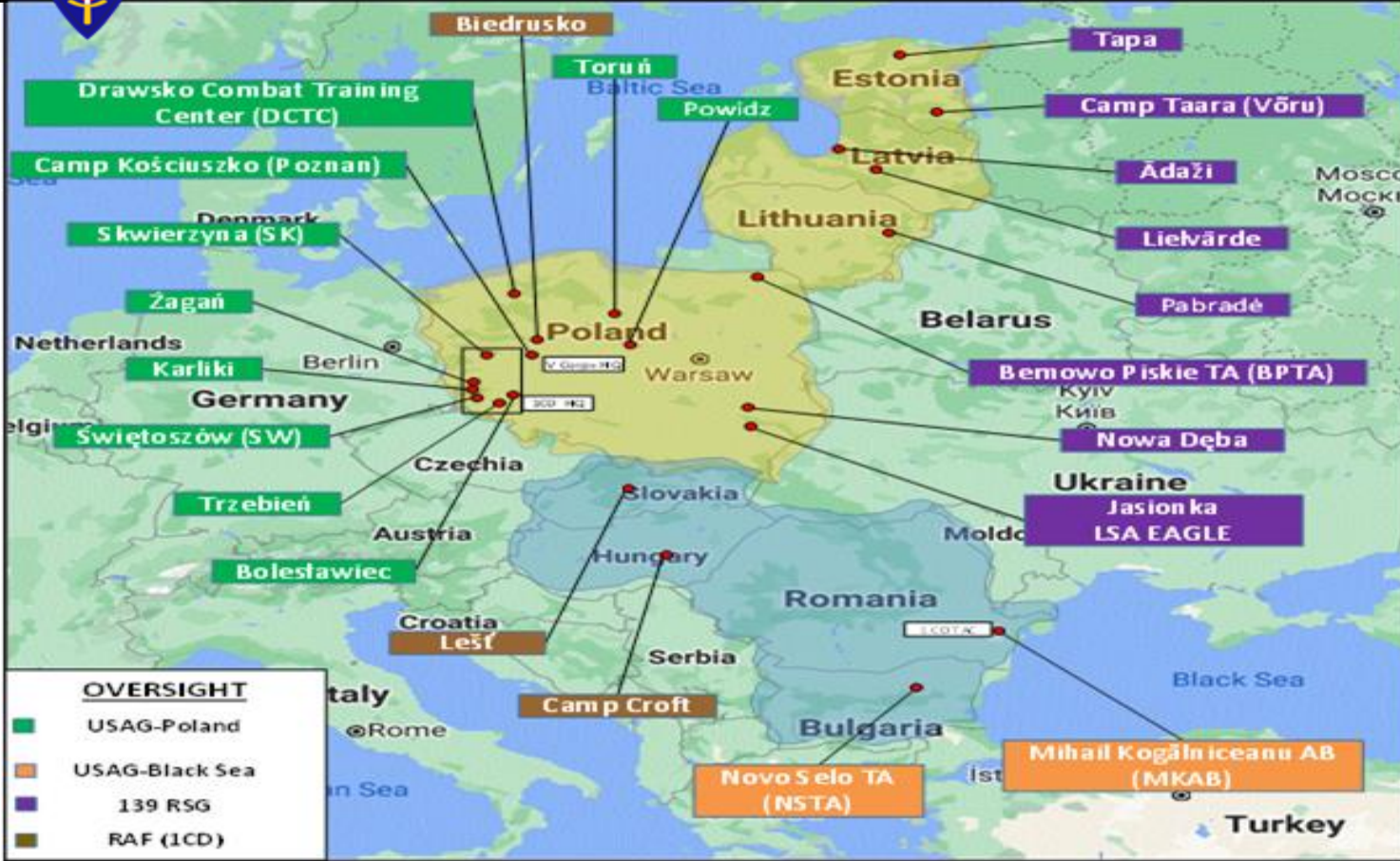
Avenger Triad 2024 Exercise, 09-20 SEP 2024

Continued Poland Support and RAF Units with HD/LD

Chaplain Senior Majors Training Rome – JAN 2025

Chaplaincy Annual Sustainment Training (CAST25), Garmisch-Partenkirchen, DEU, 10-14 MAR 2025.

U.S. ARMY V CORPS

ROAD TO WARFIGHTER WFX 26-03

Avenger Triad 24
September 2024

Defender 25
May/June 2025

Avenger Triad 26
Oct/Nov 2025

Warfighter 26-03
March 2026

Map labels:
- Biedrusko
- Drawsko Combat Training Center (DCTC)
- Camp Kościuszko (Poznan)
- Skwierzyna (SK)
- Żagań
- Karliki
- Świętoszów (SW)
- Trzebień
- Bolesławiec
- Leśt (Croatia)
- Camp Croft
- Toruń
- Powidz
- Tapa
- Camp Taara (Võru)
- Ádaži
- Lielvärde
- Pabradé
- Bemowo Piskie TA (BPTA)
- Nowa Dęba
- Jasionka LSA EAGLE
- Novo Selo TA (NSTA)
- Mihail Kogălniceanu AB (MKAB)

OVERSIGHT
- ▮ USAG-Poland
- ▮ USAG-Black Sea
- ▮ 139 RSG
- ▮ RAF (1CD)

- ☐ VCM Headquarters / Fort Knox, Kentucky
- ☐ VCF Headquarters / Poznan, Poland
- ☐ Regionally Aligned Forces
  1 DIV / 5 BDEs / 34 UMTs
  14K Personnel / 22 Forward Operating Sites
- ☐ 3 DRUs in Germany / 16 UMTs
- ☐ 1 RSG / 1 MP BN / 2 UMTs

Operational Focus: Task Force Victory in coordination with Allies and Partners focuses on building operational warfighting capability and capacity to secure US interests in Eastern Europe and create strategic flexibility.

AN ASCC IN EVERYWAY EXCEPT BY NAME

USEUCOM ★★★★

USAFRICOM ★★★★

U.S. Army Europe & Africa

ASCC

USAREUR-AF ★★★★

SETAF-AF ★★

SETAF-AF'S 3x Core Missions

1. **Synchronize** U.S. Army operations, activities, and investments in Africa

2. Provide **scalable contingency response** options from the platoon to 2-star Joint Task Force Headquarters

3. Serve as **Senior responsible command** for all Army personnel and facilities in Italy

Africa Matters

"Africa will shape the future– and not just the future of the African people, but of the world."
-Secretary of State Anthony Blinken, 2021

1.3 billion people currently in Africa -will double **to 2.5** billion by 2050

60% of the population under the age of 25

Pan-African GDP is **$3.1 trillion** - projected **$29 trillion by 2050**

The African rainforest is the world's **largest carbon sink**

¨ **Geo-Strategy:** Territorial waters control access to Indian Ocean, Atlantic Ocean, and Mediterranean Sea.

¨ **Economics:** As labor costs in China increase, 100 million labor-intensive jobs will flow to Africa by 2030.

¨ **Politics:** 28% of UN Member States – 3 on Security Council – each with unique interests.
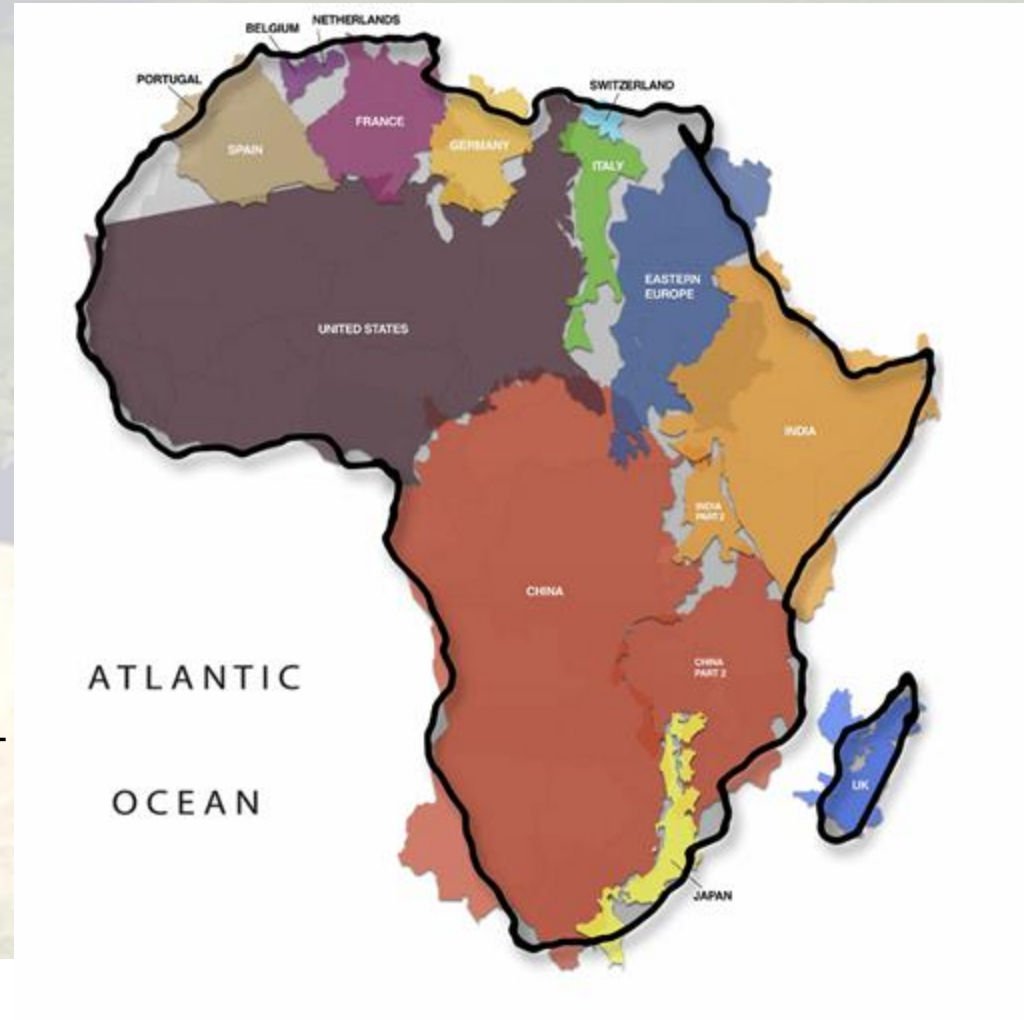
Chaplain Directorate African Engagement Strategy

End state:
- Strong, healthy military chaplaincies in African partner nations ("African solutions to African problems.")
- Assist establishment of regional chaplain training centers in areas of high strategic value.
- Interoperability – African Chaplains postured to provide RS to US and potentially NATO forces.

Ways:
- Align Mil to Mil (M2M), Theater Security Cooperation (TSC) strategy with AFRICOM and SETAF-AF Campaign Objectives.
- Nest with AFRICOM Chaplain Directorate' strategy and goals for unified effort.
- African partners will 'own' the chaplain training mission with support from AFRICOM and US Military Chaplain training centers.

Discussion / Questions

CH (COL) Khallid Shabazz PhD

SGM Andrew Hagemann

UNCLASSIFIED

"What we're doing here is integrating and binding together the joint and multinational forces in a way where our interoperability, our readiness, our confidence is enhanced."

- General Clark

Mission: USARPAC Chaplain Directorate organizes, generates, applies, and builds Religious Support to land power in competition across the Indo-Pacific theater. By ensuring spiritual readiness land forces have capacity to fight and win in a combined, joint, and multidomain operational environment.

Vision: USARPAC Chaplain Directorate invests in the DoD's most precious resource, "People" by enhancing the spiritual fitness/readiness/resiliency of the joint force to improve security and transregional cooperation to counter state and non-state actors posing threats to U.S. interests.

UNCLASSIFIED

Strategic Methods

ORGANIZE

Apply persistent engagements strategies by leveraging key capabilities; providing RS and strengthening partnerships.

GENERATE

Generate Collaborative teams that build strength throughout the force to promote overall well-being through spiritual readiness.
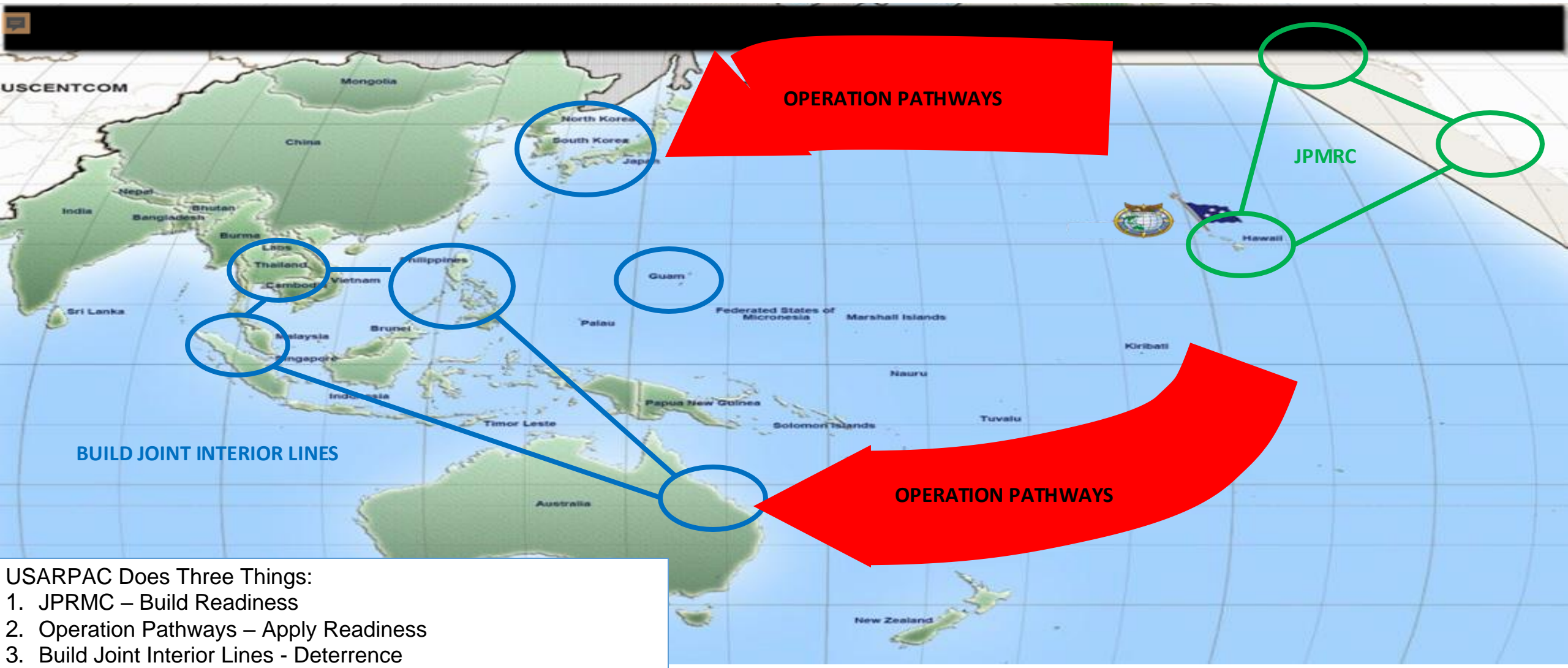
APPLY

Apply interoperability principles with our Joint team, allies, and partners through participation in Pathways Exercises, and humanitarian support.

BUILD

Build Warfighting Capacity through winning opportunities to shepherd the soul of our Forces.

Lines of Effort

USARPAC Does Three Things:
1. JPRMC – Build Readiness
2. Operation Pathways – Apply Readiness
3. Build Joint Interior Lines - Deterrence

Joint Pacific Multinational Readiness Center (JPMRC)
The Army's first Regional Combat Training Center in the Indo-Pacific

➢ Keep trained and ready forces aggregated and available to the Combatant Commander.

➢ Generate ready, combat credible forces to project west of the IDL.

➢ Train in environments and conditions where Soldiers and equipment are most likely to operate.

➢ Rehearse warfighting at echelon with Joint Teams and Multinational Partners.

➢ Experiment with system prototypes, emerging organizations, and multi-domain partners.

➢ Train alongside Allies and Partners in environments that reflect their home nations.

➢ Integrate Joint and Service warfighting concepts with Multi-Domain Operations.

Operation Pathways - The annual tying together of our operations, activities, and investments to:

➢ **Create Interoperability** with our allies and partners and increased confidence in our relationships
➢ Increase **Joint Readiness** because we are training forward as a Joint Force
➢ **Deny Key Terrain** – both human and physical terrain – so we can dominate the area and enhance and assure our allies and partners in the work that we're doing together to improve their positioning and improve their readiness.

COBRA GOLD is a Thailand-U.S. led multilateral joint exercise and the longest running in SE Asia – consisting of a staff exercise, HA/DR, and field training with upwards of 10,000 troops from 30 countries.

SUPER GARUDA SHIELD is an annual joint and multilateral training exercise between the U.S. and Indonesia military (TNI) that has expanded to 10 participating nations and over 4,000 troops in 2024.

BALIKATAN is the most prominent joint exercise between the U.S. and the Philippines with nearly 18,000 troops conducting a wide range of training from long range strike to urban operations.

TALISMAN SABRE is a biennial field training exercise held every odd year in Australia. Talisman Sabre 2025 promises to be the largest to date with over 30,000 personnel from 13 nations.

ULCHI FREEDOM SHIELD is a computer simulated; defense-oriented training event designed to enhance the ROK-U.S. combined defense posture on the Korean Peninsula.

YAMA SAKURA is the largest Japan-U.S. bilateral and joint command post exercise allowing for the exchange of techniques and experience while exercising simulated capabilities in defense of Japan.

Joint Interior Lines largely consist of the following four warfighting areas:

COMMAND AND CONTROL
- ➢Distributed forward command posts for strategic, operational, and tactical echelons
- ➢Forward-staged equipment sets for operational and tactical headquarters to rapidly fall in on resilient, redundant, and accessible communications networks

SUSTAINMENT
- ➢Joint Theater Distribution Centers to provide operational endurance to the Joint Force
- ➢Army Watercraft Systems to perform intra-theater distribution and inland/shore operations
- ➢Persistently forward and persistently utilized Army Prepositioned Stocks and Activity Sets

COLLECTION
- ➢Terrestrial Sensor Layer allows us to *See, Sense, and Understand* the environment
- ➢Combined Information Effects Fusion Cells improve partners' Maritime Domain awareness
- ➢Joint Processing Exploitation and Dissemination support at the Pacific PED Center

PROTECTION
- ➢Upper, mid, and lower tier Integrated Air and Missile Defenses to defend critical areas
- ➢Engineering, counter-mobility, and survivability to enable freedom of action
- ➢Defensive cyber capabilities and network hardening to safeguard critical networks
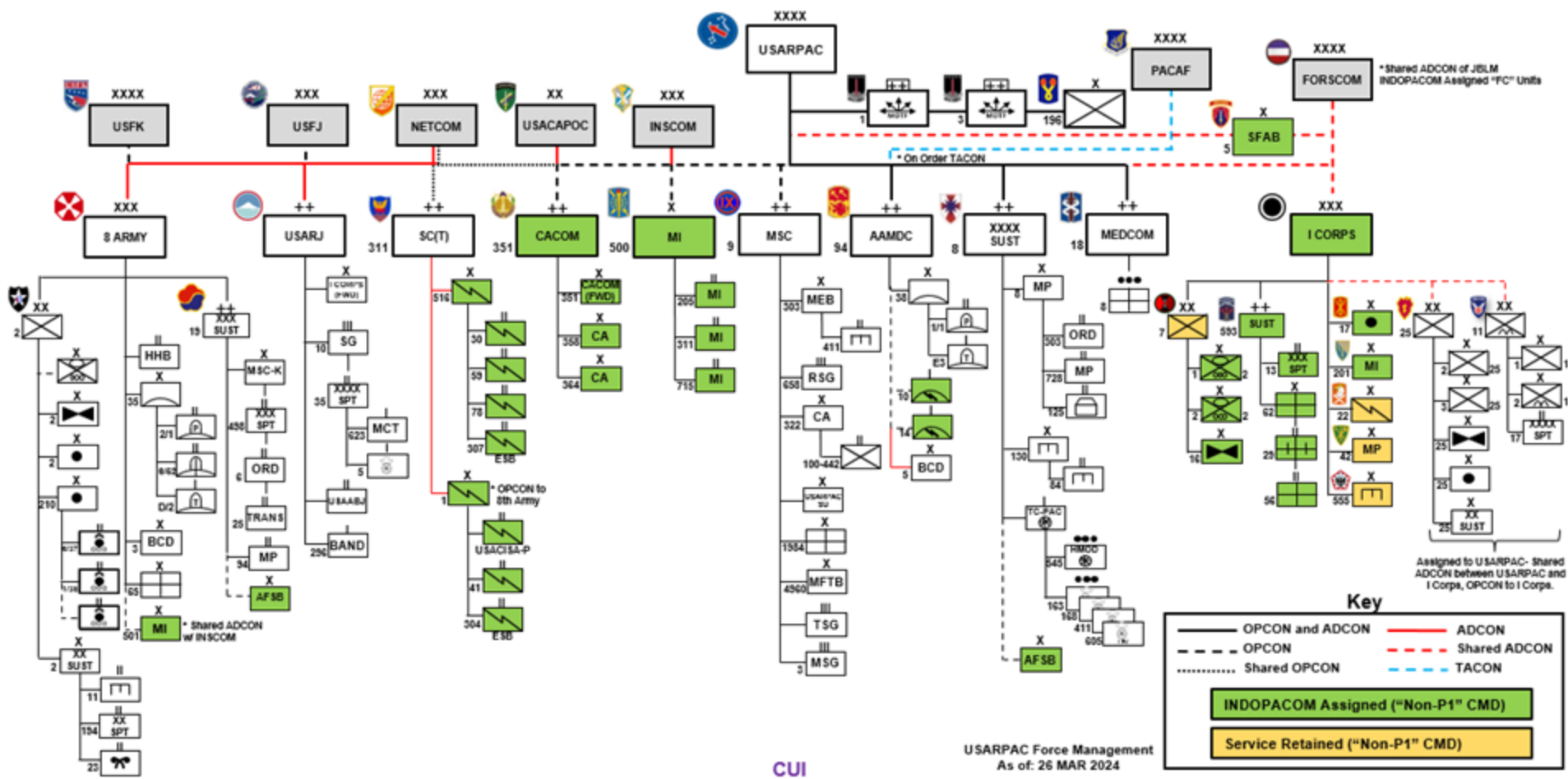
Capabilities

COMPONENT	CH	RAS	TOTAL UMT
USARPAC HQ	3	2	5
8 ARMY	61	49	110
USARJ	11	9	20
8 TSC	8	7	15
9 MSC	12	9	21
I Corps	44	46	90
25 ID	27	23	50
11 ABN	19	17	36
94 ADA	3	2	5
18 MEDCOM	1	1	2
500 MI BDE	4	3	7
1 MDTF	4	6	10
3 MDTF	1	0	1
311 SIG	4	4	8
TTL USARPAC	**202**	**178**	380

COMPONENT	CH	RAS	TOTAL UMT	CPE	AASLT	ABN	EMM/ CMM	Resource Management	Family Life	Ethics Instructor	Battle Staff	CGSC	C4	ESB
USARPAC HQ	3	2	5	1	2	1	0	1	0	1	0	3	3	0
8 ARMY	61	49	110	18	10	11	38	12	4	1	6	15	56	1
USARJ	11	9	20	1	3	6	2	5	1	0	0	3	11	0
8 TSC	8	7	15	1	2	1	6	0	0	1	1	2	3	0
9 MSC	12	9	21	0	0	0	5	1	0	0	1	3	3	0
I Corps	44	46	90	14	8	13	18	4	2	1	5	9	24	1
25 ID	27	23	50	4	3	5	21	1	3	1	1	6	14	1
11 ABN	19	17	36	2	6	17	7	0	0	0	2	3	15	0
94 ADA	3	2	5	1	0	0	2	1	1	0	0	1	3	0
18 MEDCOM	1	1	2	1	1	1	1	0	0	0	0	1	1	0
500 MI BDE	4	3	7	1	0	0	2	0	0	1	0	0	1	0
1 MDTF	4	6	10	2	2	1	1	0	0	0	0	1	3	0
3 MDTF	1	0	1	1	1	0	0	0	0	0	0	0	0	0
311 SIG	4	4	8	3	1	1	2	0	0	0	0	1	2	0
TTL USARPAC	**202**	**178**	380	50	39	57	105	25	11	6	16	48	139	3

USARPAC Force Management
As of: 26 MAR 2024

CUI

Key

—— OPCON and ADCON	—— ADCON
– – – OPCON	– – – Shared ADCON
·········· Shared OPCON	– – – TACON

INDOPACOM Assigned ("Non-P1" CMD)

Service Retained ("Non-P1" CMD)

Hawaii Chaplains

Legend:
- Fort Shafter
- Schofield Barracks
- JBPHH
- Camp Smith
- Tripler AMC

CH (COL) Khallid Shabazz USARPAC

- CH (LTC) Tim Crawley — Dep USARPAC
- CH (MAJ) Jameson Williams — Plans & Ops
- CH (LTC) Bill Breckenridge — 18th Medcom

COMPO 2 & 3
- CH (COL) Steven Yarber — 9 MSC
- HI-ARNG

CH (COL) Shareen Fischer — 8 TSC
- CH (LTC) John Sneed — Deputy 8 TSC
- CH (CPT) James Keanureichel — 8STB Bn
- CH (MAJ) Michael Rumschik — 130 EN Bde
- CH (MAJ) Ronald Marshall — 8 MP Bde
- VACANT — 84 EN Bn
- CH (CPT) Jeremiah Verdin — 728 MP Bn
- VACANT — 303 OD Bn

CH (COL) Robert Marsi — IMCOM-P
- CH (MAJ) Andrew Calvert — Resource Manager
- CH (LTC) Matt Hamrick — 94 AAMDC

CH(COL) Robert Crowley — 311 Theatre Sig Cmd
- CH (MAJ) Jonathan Seacrest — 516 Sig Bde
- VACANT — 307 Sig Bn
- CH (CPT) Piotr Koziolkiewicz — 30 Sig Bn

CH (LTC) Byung Min — TAMC
- CH (LTC) Joshua Ade — Deputy TAMC
- CH (MAJ) David Ravenscraft — Chaplain Clinician
- CH (MAJ) Joonhyuk Lim — Chaplain Clinician
- CH (CPT) Eric Reynolds — Chaplain Clinician
- CH (CPT) Austin Bowler — Transition Services

Separates / Other:
- CH (CPT) Richard Baldwin — 6 MP Bn
- CH (MAJ) Jason McKinney — 500 MI Bde
- CH (LTC) Chip Satterlee — SOCPAC
- CH (CPT) Jose Espadaperez — 715 MI Bn
- CH (CPT) John Bazal — 205 MI Bn

Color Key:
- Separates
- 25 ID
- Garrison
- USARPAC
- TAMC/RHP
- IMCOM-P
- 8 TSC
- 311 Signal
- 94 AAMDC

Hawaii Chaplains

Legend (left):
- Fort Shafter
- Schofield Barracks
- JBPHH
- Camp Smith
- Tripler AMC

Chaplain Strength
COL – 6
LTC – 9
MAJ – 17
CPT - 26

CH (COL) Steve Shin — Sr. Command Chaplain

CH (LTC) Daniel Kang — Division Chaplain

CH (LTC) Joel Panzer — Garrison Chaplain

CH (MAJ) Abram Staten — Dep Division Chaplain

2nd IBCT	3rd IBCT	25th CAB	DIVARTY	25th Sustainment
CH (MAJ) Jonathon Melendez	CH (MAJ) Cheonchong Kim	CH (MAJ) Murray James	CH (MAJ) Andrew Spriensma	CH (MAJ) Daniel Isfan
CH (CPT) Joshua Miller 1-21 Infantry	CH (CPT) Adam Cavalier 2-27 Infantry	CH (CPT) Juan Castro 2-6 CAV	CH (CPT) Cam Spencer 3-7 FA	CH (CPT) Abraham Christian 25 STB
CH (CPT) Matthew Compton 1-27 Infantry	CH (CPT) Terrance Umali 2-35 Infantry	VACANT 2-25 AVN	CH (CPT) Seungho Yu 2-11 FA	CH (CPT) Dale Jokinen 524 DSSB
CH (CPT) Justin Vogel 2-14 Cav	CH (CPT) Yonghwan Kim 3-4 Cav	CH (CPT) Jarrod Foerster 3-25 AVN	CH (CPT) Lee Lee HHBN, 25 ID	
CH (CPT) Mitchell Sutton 225 BSB	CH (CPT) David Henshaw 325 BSB	VACANT 209 BSB	CH (CPT) Jeremiah Cullett 125 MI	
CH (CPT) Joey Quilty 65 BEB	CH (CPT) Gregory Clark 29 BEB			

Garrison (right column):
- CH (MAJ) Brian Hargas — N. Pastoral Coord.
- VACANT — AO South Chaplain
- CH (MAJ) Stephen Kim — Family Life Chaplain
- CH (MAJ) Jacob Lawerence — Chaplain RM
- VACANT — S. Pastoral Coord.

Bottom legend:
Separates | 25 ID | Garrison | USARPAC | TAMC/RHP | IMCOM-P | 8 TSC | 311 Signal | 94 AAMDC

- ➢ Leverage Joint Multinational Military exercises by providing key capabilities of RS, advisement to Commanders, and strengthened partnerships.

- ➢ Ensure that RSTs conduct realistic analysis of mission essential tasks and design training that improves upon weaknesses while building upon strengths.

- ➢ Integrate 56M low density training with training calendars.

- ➢ RSTs train alongside their units at every step, preparing to deploy to the most remote corners of the Pacific.

- ➢ Support all training that revitalizes and strengthens garrison chapel programing to create relevant, healthy, and engaged religious communities.

Requirements	Leader Development	Engagement Strategy
➢ Synchronize Component RS ➢ Encourage Human Rights ➢ Prepare for LSCO challenges	➢ Foster Confidence ➢ Trust in our Credibility	➢ Train agile RSTs ➢ Position Forward ➢ Accentuate Relationships
➢ Pathways Integration ➢ Humanitarian Support ➢ Unity of Effort	➢ Build Understanding ➢ Warfighter Capacity ➢ Shepherd the Soul	➢ Scheduled Functions ➢ Mitigate detrimental behaviors with creative RS
COBRA GOLD	➢ Spiritual readiness ➢ Combat-credible RSTs ➢ Quality-of-life	Leverage Joint Multinational military exercises and provide the key capabilities of providing RS, advising commanders, and strengthening partnerships.
YAMA SAKURA	Build Warfighting Capacity through winning opportunities to shepherd the soul of our forces.	Build understanding of the region through efforts in key human terrain.
TALISMAN SABRE	Generate collaborative relationships with quality-of-life enablers to provide common understanding about available services for Solders and Families.	Apply Interoperability principles with our Joint team, allies, and partners through participation in exercises and humanitarian support.
SUPER GARUDA SHIELD	Generate teams that build strength throughout the force and promote individual overall well-being through spiritual readiness that is steeled for challenging environments and harsh conditions.	Apply persistent engagements with Religious Leaders throughout the Pacific that builds trust in our credibility.
BALIKATAN	Apply RS that creates unity of effort alongside our teammates and positions RS assets in the best positions.	Generate combat-credible, tested RS teams.

45

UNCLASSIFIED

Leader Development Plan

Topic	Trainer	Training Objective	Location	Nested with CGs Priority
USARPAC Training Plan	USARPAC Chaplain	Introduction & Way Ahead	Army Reserve Chaplain Battle Focused Training event	Build
Senior Enlisted LPD	USARPAC SGM	Resilience	Hale Ikena Banquet BLDG 711 Morton Dr.	Apply
Major LPD	USARPAC Chaplain	Field Grade Mentorship!	Schofield Barracks	Build
CPT LPD	USARPAC Chaplain/ SGM	Company Grade Mentorship	Schofield Barracks	Build
Site Visit	USARPAC Chaplain/ SGM	Site visit/ LPD	Alaska, Guam Korea, Japan, Jblm	Apply
OP SYNC	USARPAC Chaplain/ SGM	SYNC/ To ensure teams are providing RS in AOR	USARPAC/ HQ	Build
Women's Peace and Security	USARPAC Chaplain	Women to seek and have a fundamental right to participate in the political process	FIJI	Organize Generate Build Apply

Leader Professional Development

**40 Exercises
Across the Theater**

Standards and Discipline

> ➤ Engaged Leadership

> ➤ Empower Leaders

➤ Shoulder to Shoulder Training

➤ Religious Leader Implications

Touch Points

- Daily Treadmill Wisdom
- Weekly Warfighter Talks
- Monthly Newsletter
- Lunch, Laugh, Learn (L3)

Operations

- RS SYNC
- RST/MRT
- Deputy Huddle
- Deputy Ops

Key Engagements

- Special Staff Sync
- CUBS
- BFC
- Bi-monthly Visits

Leader Development

- Coaching
- Mentoring
- Training
- Advocacy

What types of training should a DIV conduct now to prepare for LSCO/MDO RS in your OE?

- ➤ Mass Casualty Coordination
- ➤ Religious Leader Engagements

Describe the critical gaps unique to your OE for the following:

- ➤ Casualty Flow
- ➤ Mortuary Affairs
- ➤ Interoperability with Allies and Partners

What are the RS risks in your OE that keep you up at night?

- ➤ Distance and Communication
- ➤ Responsiveness of RS
- ➤ Increased risk for moral injury and multiplies loss of life in crisis

Discussion / Questions

Chaplain (Captain) Emil J. Kapaun

"Never forget who called you, never forget who came with you, never stop loving and learning about both."

Chaplain (Colonel-Retired) Glen Bloomstrom

**Break
Next Session
at 1445**

2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum

ARCENT

Chaplain (Colonel) Willie Mashack, ARCENT Command Chaplain
Sergeant Major Thomas Davis, ARCENT Chief Religious Affairs NCO

U.S. ARMY

HQDA

USCENTCOM

CJTF-OIR

USARCENT

82 CAB | TF Spartan | 3 SFAB | 513 MI BDE | 32 AAMDC | 160 SIG | 261 SIG | 3 MCDS | 1 TSC | ASG-K | ASG-J | 4 BCD

655 RSG | 169 FA | 411 ENG | 108 ADA | 13 MDB | 348 FH | 364 ESC

TF Sinai

401 AFS | 34 DSB | 1108 TASMG

Legend

COCOM		Assigned
OPCON		Attached
TACON		
Coordinating Authority		
ADCON		
OPCON/ADCON		
DIRECT		

CUI

LOE 1: Posture (Iran/LH/Proxies Deterred)

LOE 2: Contain (Prevent Escalation/Spread)

LOE 3: Protect the Force (Reduce Risk to the Force)

LOE 4: Support (To Israel)

OCHAP LOE 1:

Position Religious Support Resources

OCHAP LOE 2:

Build relationships with Allied and Partner Chaplaincies and religious leaders

OCHAP LOE 3:

Ready UMTS for Religious Support in Conflict

OCHAP LOE 4:

Initial comprehensive RS through the CCP
Ready UMTS for Religious Support in Conflict

CUI

TRAINING:

- MAVEN
- MASCAL Integration
- EMM/CMM
- Hasty Memorials
- Communication Platforms
- Position Religious Support Resources

RS RISKS:

- LD/HD casualties
- Joint RS integration
- Critical personnel/shortages
- RS personnel offensive/inappropriate behavior
- Moral failures
- Accidents/Miscommunications/Miscalculations

GAPS:

Pre-mobilization Training

- Rear Detachment/Home station RS
- Combat Mindset; Integration
- Self-Care

Casualty Care

- Movement; Backfills; host nation support
- Sustained Casualty Ministry; medical staff support
- Coordination of RS casualties

Mortuary Affairs

- Limited infrastructure; Islamic Environment
- Transportation (air/ground mobility)
- Host nation support

Interoperability with Allies and Partners

- Lack of joint RS training; language & culture
- RS personnel in non-U.S. facilities
- Integration of RS into theater casualty plans

CUI

RECOMMENDATIONS for CS/UMTs:

- **Cross Talk Early**
- **Limit Battlefield Tourism (Movement)**
- **Educate Commanders on UMT Technical Nuances**
- **Utilize MAVEN**
- **Area Coverage**
- **Think Purple/Joint**
- **Redeployment Briefs**

CUI

USARCENT

U.S. ARMY

Q & A

CUI

FORSCOM TRNG Day 1 AAR!

2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum

Release

Chaplain (Colonel) Steven Bryant
FORSCOM Chief Operations and Sustainment Chaplain

2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum
"FORTRESS"

Wednesday, 11 Dec 2024

The overall classification of this briefing is
CUI.
UNCLAS when separated from **CUI slides**

CUI

2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum

Welcome

Chaplain (Colonel) Steven Bryant
FORSCOM Chief Operations and Sustainment Chaplain

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

The Operational Environment 2024-2034

Mr. Jerry Leverich
TRADOC G2

CUI

The OE, LSCO, & What Adversaries Are Learning

Implications for Nurture, Care and Honor

TRADOC G2

Authorized for disclosure to the following specified foreign governments and international organizations: Australia, Canada, Chile, Finland, France, Germany, Israel, Japan, Netherlands, New Zealand, South Korea, Singapore, and United Kingdom on September 6, 2023, by TRADOC FDO.

Release of this information does not imply any commitment on the part of the U.S. Government to provide additional information. This information is provided with the understanding that the recipient government will make similar information available to the U.S. Government upon request.

- *Complexity of RS Priorities*

- *Causalities, Enduring Stress and Duress of the Force*

- *Ethical Considerations, Polices and Authorities*

- *Providing RS while in continual danger. No "physical" safe place enhances need for spiritual safety*

- *...Across the expanded battlefield from the fort to the close battle*

Nurture the living, care for the wounded, and honor the fallen

Large-Scale Combat Operations (US)

Large-scale combat operations *are extensive joint combat operations in terms of scope and size of forces committed*, conducted as a campaign aimed at achieving operational and strategic objectives (ADP 3-0).

- During ground combat, they *typically involve operations by multiple corps and divisions, and typically include substantial forces* from the joint and multinational team
- Large-scale combat operations *often include both conventional and irregular forces* on both sides

Operational categories and the spectrum of violence
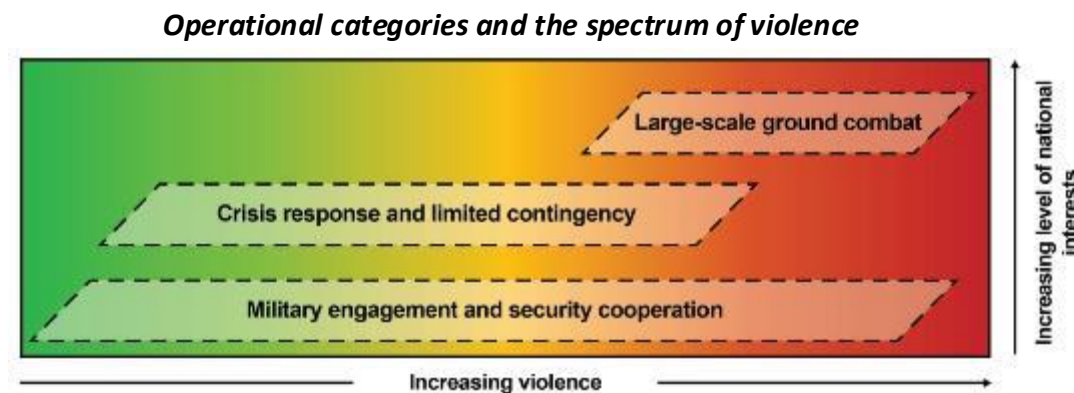
Conflicts encompassing *large-scale combat operations are more intense and destructive than limited contingencies, often involving heavy casualties*. During large-scale combat operations, *Army forces focus on the defeat and destruction of enemy ground forces* as part of the joint team, and they *contribute to the defeat of forces in other domains.*

The Army must be manned, equipped, and trained to operate in all operational scenarios or categories, starting with the most lethal conditions first—large-scale combat against a peer threat.

-FM 3-0, 01 October 2022

Armed Conflict

Armed conflict...limited scale between state or opposing sides of the territory of one state

Local War

War ... conducted within the border of combating states... which [affects] the interests of just these states.

Regional War

...al states from one region, led by national or coalition armed forces

Large-Scale War

War between coalitions of states or largest states ...could be the result of escalation ... involving significant number of states from various regions of the world... demands mobilization of all available resources

-*"Military doctrine of the Russian Federation," Военная доктрина Российской Федерации, Rossiyskaya Gazeta, Dec. 30, 2014*

Chinese Large-Scale Combat Operations?

Small-scale, low-intensity counter terrorism, stability-maintenance, and rights- protection operational activities

1. The "three strands/evils" [of terrorism, separatism, and extremism
2. Rights-protection military activities beyond China's borders

Small-to-medium-scale, low-to-medium intensity self-defense and counterattack operations

1.Armed conflicts and local wars triggered at sea by disputes on islands
2. Counterattack operations on the border
3. Blockade and control activities triggered by war along border countries

Relatively large-scale, relatively high-intensity anti-separatist war

Taiwan, with foreign support, crosses a "red line" and China "is forced to attack" to ensure reunification.

Large-scale, high-intensity defensive war

"[A] hegemonic nation provokes a war with the goal of delaying or interrupting the progress of China's rise". ... might arise through gradual escalation or a premeditated plot

- Academy of Military Science (AMS), 2013 Science of Military Strategy

CUI

Operational Environment 2024-2034

Conditions Contributing to Large Scale Combat Operations (LSCO)
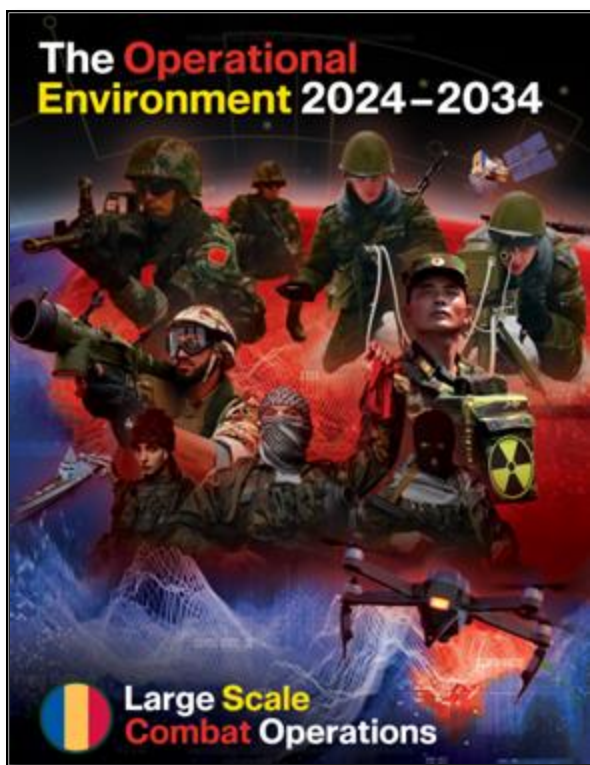
All-Domain Competition Warfare

Transparent Battlefield

Homeland Defense

Mass vs/ Precision

Increased Lethality

Contested Logistics

Proliferation of Uncrewed Systems

Anti-Access/Area Denial (A2/AD)

Weapons of Mass Destruction

Magazine Depth and Range

Dense Urban Warfare

Information Advantage

LSCO Implications to the Army

The Art vs. The Science of War

People Are The Advantage

Annihilation vs. Attrition

Maneuver, Fires, and Protection

Rapid Adaptation

"To achieve victory, we must know the enemy and that starts with knowing the Operational Environment"
– GEN Gary M. Brito, TRADOC Commander

All-Domain Competition Warfare
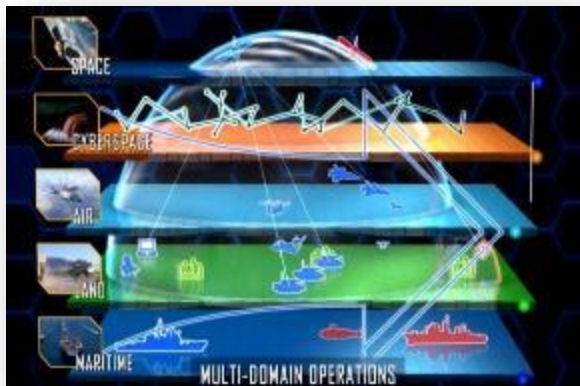
LSCO will feature **all-domain competition and warfare** involving multiple interconnected domains and dimensions.

Tactical units will contend with the full range of multi-domain challenges, impacting C2, ISR, Targeting and use of Space

Mass vs Precision

VS

Mass and precision are complimentary in LSCO; the right mix provides combatants' advantage.

Units will need to find the right balance between massed fires and precision targeting
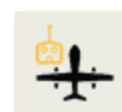
Proliferation of Uncrewed Systems *

Uncrewed systems will proliferate across the breadth and depth of the LSCO battlespace.

Counter-UAS will be a mission for every formation and unit type, throughout the depth of the battlefield

What it means for the division...

Magazine Depth and Range

LSCO will require massive amounts of munitions, challenging the Army's *magazine depth and range.*

Transparent Battlefield *

During LSCO, advanced technology and hyperconnectivity will create an increasingly *transparent battlefield.*

Increased Lethality *

Sensor ubiquity, automation, precision strike, and massed fires will *increase lethality* in LSCO.

What it means for the division...

Magazine and range challenges will limit tactical endurance, targeting effectiveness, and ability to maneuver

Units of all types and throughout the depth of the battlefield will survive based on displacement, concealment and signature management

Range, concentration and precision will increase losses in all unit types in the close and rear areas

Anti-Access/Area Denial (A2/AD) *

In LSCO, U.S. forces will face **anti-access/area denial** denying deployment and preventing freedom of action.

Dense Urban Warfare *

Increasingly urban OE means LSCO includes **dense urban warfare** with challenging warfighting conditions.

Homeland Defense

LSCO features **Homeland defense**, as adversaries have conventional hybrid, and irregular capabilities to conduct operations against it.

What it means for the division...

Adversary A2/AD will restrict maneuver and sustainment and place most battlefield functions at risk from increasingly longer ranges

Units may be forced to maneuver in complex urban terrain and conduct close quarters combat

Commanders will face delayed mobilization and deployment, while increasing the demand on forces to secure critical infrastructure

Contested Logistics *

LSCO will increase **logistics** requirements while adversaries target sustainment from port to JOA.

Weapons of Mass Destruction

Adversaries view **weapons of mass destruction** as an asymmetric advantage and will likely seek to employ in LSCO.

Information Advantage

Adversaries can rapidly influence information and human dimensions challenging the Army's **information advantage** in LSCO.

What it means for the division...

Sustainment will encounter reduced efficiency and effectiveness due to continuous displacement, dispersion of nodes, and increased depth of positioning

Units should expect to operate in contaminated environments, with widespread damage and mass casualties

Units will increasingly experience network and cyber attacks that target their ability to maintain information advantage

The Art vs. The Science of War

LSCO requires combatants to understand the dichotomy between the *art and science of war*.

Annihilation vs. Attrition

Human and material costs of LSCO suggest combatants benefit from understanding *annihilation vs. attrition.*

Maneuver, Fires, and Protection

Transparency, lethality, and challenges to movement in LSCO may require a reassessment to *maneuver, fires, and protection.*

People Are The Advantage

People are the advantage in LSCO, a primacy long held by the U.S. Army over our adversaries.
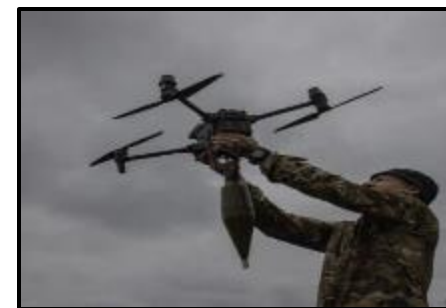
Rapid Adaptation

Rapid adaptation in LSCO is fundamental, combatants who prioritize this will be better able to exploit fleeting opportunities.

Large Scale Combat Operations Observations

What's Different About LSCO

- *Hard to Maneuver*

- *Fires Tactical Center of Gravity*

- *High Casualties / Loss of Leaders*

- *Extensive Logistic Expenditures & Sustainment Challenges*

- *Transparent Battlefield*

- *Information Advantage*

- *Contested Air*

- *Deception & OPSEC*

- *Protection*

- *EW Disruption*

THE GAZE

FRONTLINE REALITIES

UAVs…UAVs…UAVs…

Lethality, Speed, and Protection Key Aspects of LSCO

CUI

Ukraine Conflict UAV Evolution

UAVs in Ukraine are constantly evolving, forcing rapid innovation within small windows of advantage

Fixed Wing	**Quadcopter**	**One Way Attack (OWA)**	**First Person View (FPV)**	**Autonomy**
TB2 / Forpost	"Baba Yaga" / DJI Mavic 3	KUB-BLA / Shahed – 136	FPV w/RPG / FPV pilot	Saker Scout / Zala 421-16E

Start of Conflict	**Early 2022**	**Mid – Late 2022**	**Mid – Late 2023**	**Late 2023 – Early 2024**
Real-time forward observation, fires direction/adjustment, & cueing of strike systems	Engage dismounted or defiladed troops, armored systems, & other targets w/dropped munitions	Expendable w/integrated warhead to detonate upon target impact, providing accurate, long-range strikes	Enabling hunter-killer teams to destroy targets by delivering munitions via virtual "kamikaze" strike missions	Operates autonomously...intelligent detection & recognition of objects by class & type in real time

Fixed Wing

Platform Characteristics
- Fixed Wing
- Medium – Large
- Long-range, longer duration
- Military

TTPs
- Battlefield Transparency – Observed/Directed fires
- Reusable

Innovations
- Comms link for constellations of lo-alt UAVs
- Laser Target Designator

Quadcopter

Platform Characteristics
- Quadcopter & Multi-rotor
- Small – Medium
- Short-range, limited duration
- Commercial

TTPs
- Battlefield Transparency
- Daytime/Nighttime
- Top attack
- Repeaters extend range & mitigate EW jamming
- Reusable

Innovations
- "Motherships"
- Thermal Imagers
- Teaming – ISR/Strike/Repeaters

One Way Attack (OWA)

Platform Characteristics
- Fixed wing
- Small – Medium
- Longer-range, longer duration
- GPS Waypoint
- Military

TTPs
- Battlefield Transparency – Precision fires
- Daytime/Nighttime
- Loitering Munition/OWA
  - Fixed Targets
  - Small – Medium Targets

Innovations
- Military Import (Iran)
- Loitering Munition/OWA
- Counter Jamming

First Person View (FPV)

Platform Characteristics
- Quadcopter
- Small & Fast
- VR Guided
- Commercial

TTPs
- Battlefield Transparency – Precision fires
- Daytime/Nighttime
- Loitering Munition/OWA
  - Moving targets/Vulnerable points
  - Enter small, confined areas

Innovations
- "Cottage Industry" Manufacturing
  - 3D Printed
- Laser Target Designator

Autonomy

Platform Characteristics
- Multi-rotor & Fixed Wing
- All sizes
- Military & Commercial
- Longer-range, longer duration

TTPs
- Battlefield Transparency
- Kill-box – Targeting
- Daytime/Nighttime
- Repeaters extend range & mitigate EW jamming
- Reusable & Loitering Munition

Innovations
- AI-enabled Machine Vision & Learning
  - Target/Terrain recognition
- Fully autonomous lethality
- Immune to EW jamming

Evolution driven by EW, attrition, munitions shortages, precision, & cost-effectiveness

UAVs' continued evolution towards greater autonomy & interconnectivity within kill chains represents a major shift in the character of war -- proliferating precise & massed strike capability
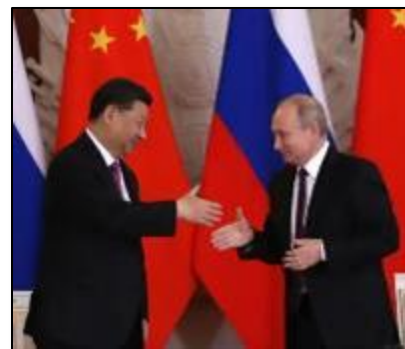
PLA Lessons from the War in Ukraine

Surprised by Russia's challenges; identifying where it might be already ahead

Strategic

- Ukrainian success with partners shaping global opinion, implications for Taiwan
- Necessity of 'economic hardening' to insulate PRC from the West

Operational

- Complexity and lack of Russian unity of command in early invasion
- War dominated by ground forces, lack of "joint" Russian actions
- Insufficient use of fires to shape conflict in initial stages

Tactical

- Russian forces poorly equipped; lack of UAV integration, night vision, tactical proficiency and discipline

In several areas Chinese capabilities already outmatch Russia

The PLA is a learning organization and will take lessons learned from the Ukraine War IOT improve future operations.

Building the Army's Threat Knowledge

One, centralized location, for all-things threat…

Threat Doctrine, Multi-Media Training, G2 Analysis, & more!

China Landing Zone

Russia Landing Zone

Iran Landing Zone

Learn about the threat, in minutes…

PLA Playlist

OPFOR Playlist

Use GTAs for equipment ID & orders of battle

PLA OB Book

"The Big Seven" – Coming Soon

Army's GTA Registry

Russia OB Book

Apply the Threat to your Training

OE Integration Network (ODIN)

Worldwide Equipment Guide (WEG)

Information Operations Network (ION)

Decisive Action Training Environment (DATE)

OE/Threat Apply

Strengthening the Army Profession and Warfighting: Know the Threat, LSCO, and Changing Character of War

Victory Starts

CUI

China

https://oe.tradoc.army.mil/how-china-fights/

Iran

https://oe.tradoc.army.mil/iran-landing-zone-how-iran-fights/

Russia

https://oe.tradoc.army.mil/how-Russia-fights/

One, centralized location, for all-things threat

- *Complexity of RS Priorities*

- *Causalities, Enduring Stress and Duress of the Force*

- *Ethical Considerations, Polices and Authorities*

- *Providing RS while in continual danger. No "physical" safe place enhances need for spiritual safety*

- *...Across the expanded battlefield from the fort to the close battle*

Nurture the living, care for the wounded, and honor the fallen

Discussion

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Religious Support Training ISO Large Scale Combat Operation and Multi-Domain Operations

Chaplain (Colonel) Doug Ball
Chief, Personnel Branch (OCCH)

AGENDA

1. VISION

2. BATTLEFIELD FRAMEWORK

3. OPERATIONAL CREATIVITY

4. TACTICAL GRANULARITY

(Reference: WFX 23-4 IIIAC LSCO RS Products & Concepts)

VISION

CLEAR OBJECTIVES

EARLY GUIDANCE

TIMELY BASIC PRODUCTS

DIRECTED ASSIGNMENTS

MULTI-ECHELON / MULTI-COMPO INVOLVEMENT
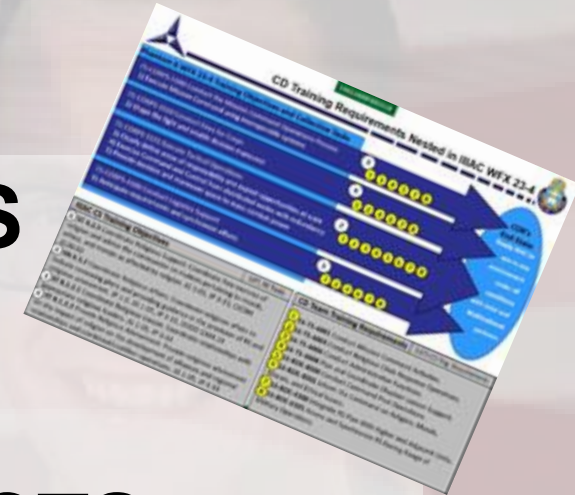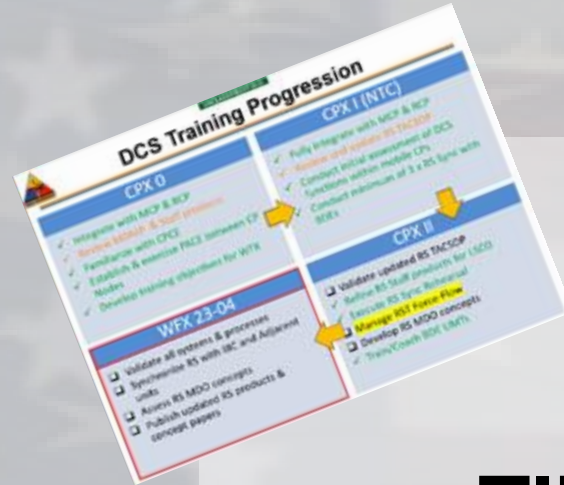
(See IIIAC CS TRAINING GUIDANCE in WFX 23-4 Product Package)

BATTLEFIELD FRAMEWORK 1

BATTLEFIELD FRAMEWORK 2

RST Disposition during LSCO
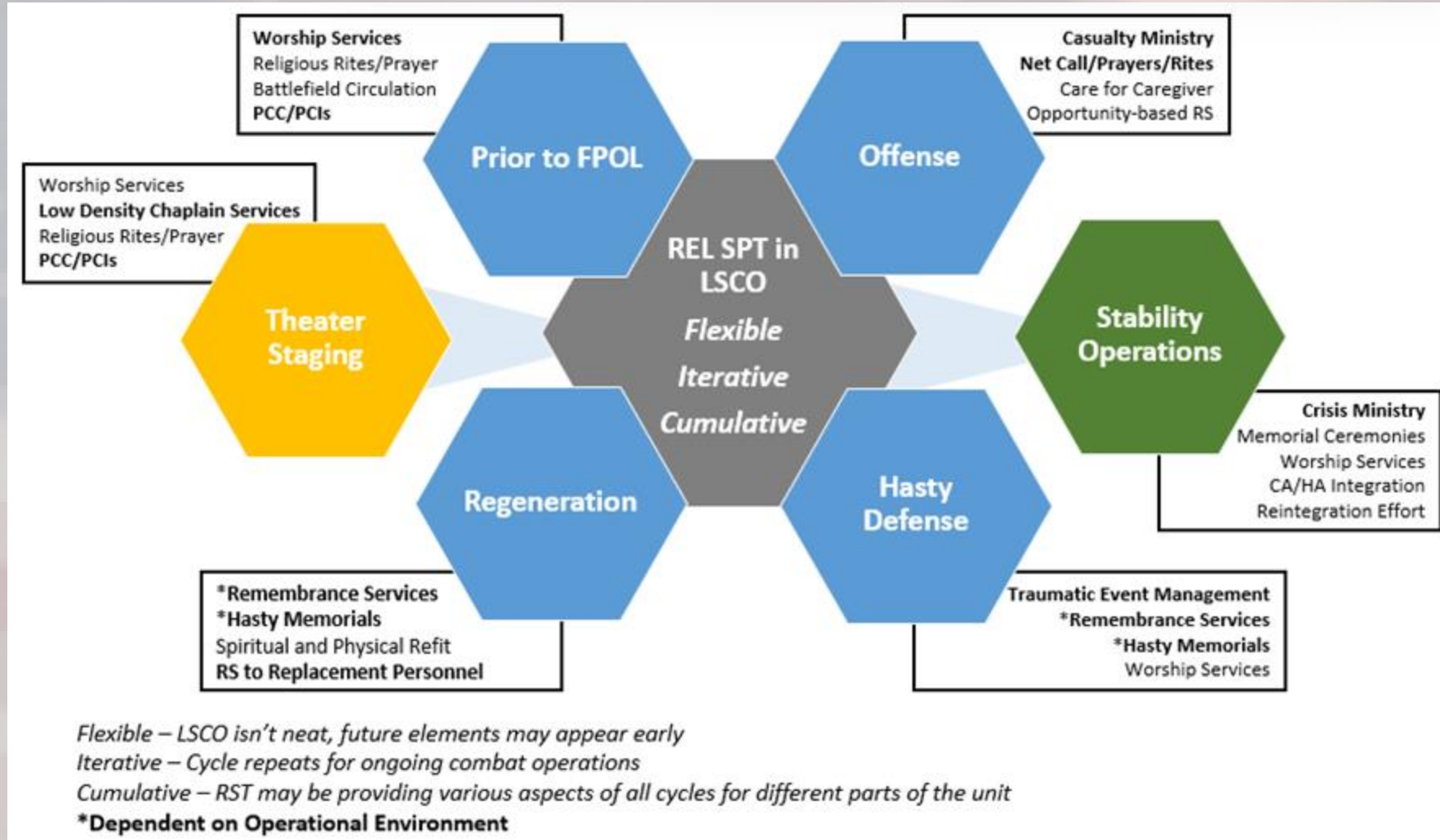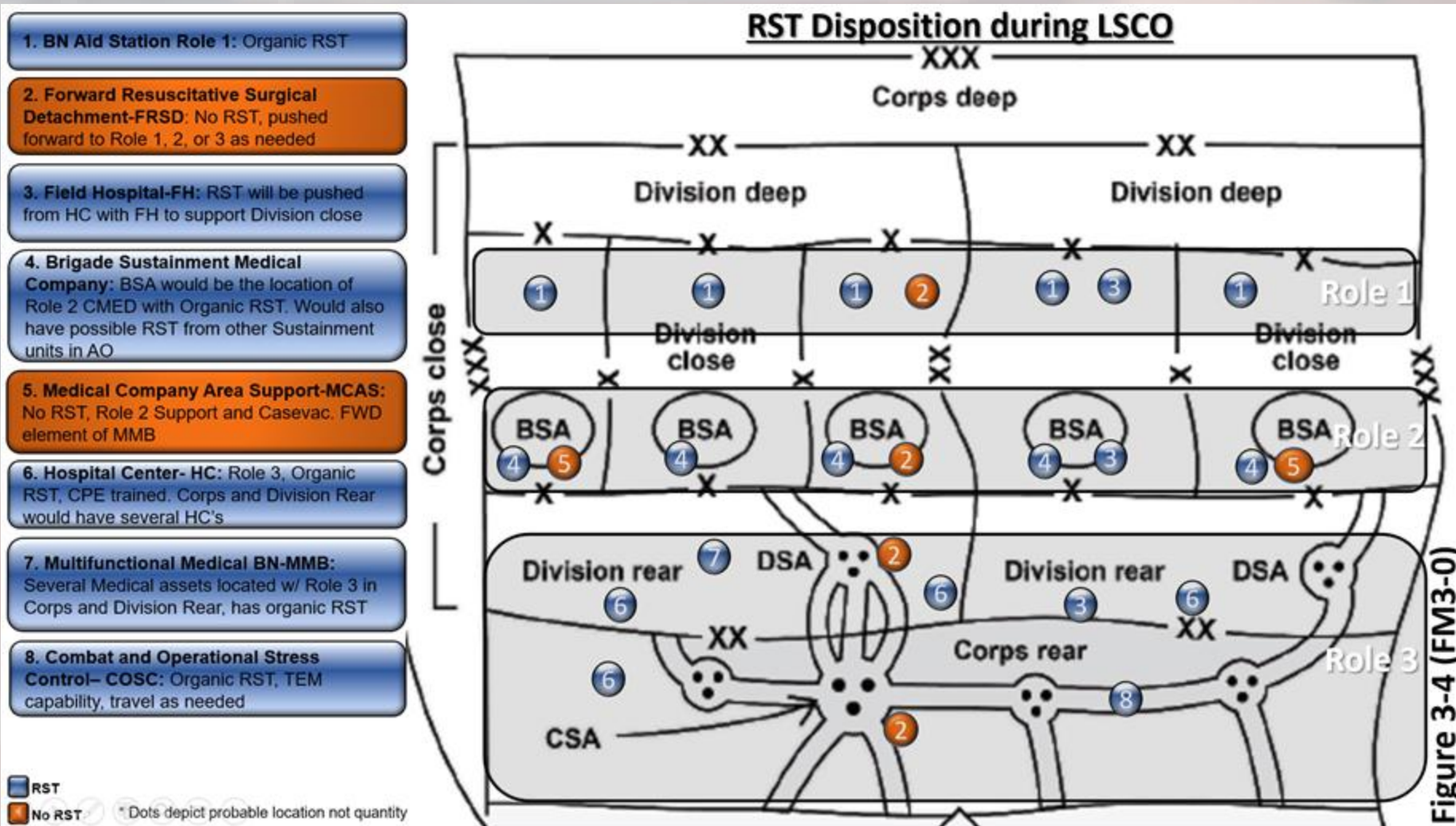
1. **BN Aid Station Role 1:** Organic RST

2. **Forward Resuscitative Surgical Detachment-FRSD:** No RST, pushed forward to Role 1, 2, or 3 as needed

3. **Field Hospital-FH:** RST will be pushed from HC with FH to support Division close

4. **Brigade Sustainment Medical Company:** BSA would be the location of Role 2 CMED with Organic RST. Would also have possible RST from other Sustainment units in AO

5. **Medical Company Area Support-MCAS:** No RST, Role 2 Support and Casevac. FWD element of MMB

6. **Hospital Center- HC:** Role 3, Organic RST, CPE trained. Corps and Division Rear would have several HC's

7. **Multifunctional Medical BN-MMB:** Several Medical assets located w/ Role 3 in Corps and Division Rear, has organic RST

8. **Combat and Operational Stress Control– COSC:** Organic RST, TEM capability, travel as needed

RST
No RST   * Dots depict probable location not quantity

Figure 3-4 (FM3-0)

OPERATIONAL CREATIVITY

III. Religious Support Doctrines and Concepts. The WFX provides a great opportunity to explore new concepts and further develop the existing doctrines.

1. UMT Movement in MDO Battlefield. CH (MAJ) Malcolm Rios, 1AD DIVARTY Chaplain, has explored some creative options for conducting battlefield circulation in Multi-Domain Operation.

"They carried no weapons, only holy books and rudimentary vestments, a crucifix, or a Star of David and sometimes a little Communion kit. But they were towering figures on the battlefield, symbols of something eternally good in a pitiless world of cruelty, horror, and death."

~ Robert Barr Smith[1]

Tactical Memorial

Time: <5min   Audience: <5 Soldiers as theater dictates

Choose one option from each of the three sections below

Remember: 1) 1-2 min reflection/story about the Fallen
or 2) Ask those present what adjective they would use to describe/remember the Fallen.

Reflect: 1) Prayer: May focus on thankfulness for the Soldier, comfort for their family, comfort for those that remain, or any combination. 1-2 min.
or 2) Scripture- Being mindful of the Fallen's religious preference, read a comforting scripture. Psalm 23, Ecclesiastes 7:1, Havamal 76-77, and Quran 2 156 are appropriate for their respective traditions. 1-2min.
or 3) Poem- Recite a poem that is appropriate about loss, comfort, or that some way honors the Fallen. Example: Scouts may use the Fiddler's Green or NCOs may use the NCO creed.

Refocus: SENIOR leader reorients Soldiers by reminding them and helping them to answer the question:
1) Why are we here? To protect the vulnerable, stop the aggressor.
or 2) How can we honor the Fallen? Protect those around us, remember the Fallen and accomplish the mission.
or 3) Ask them what gives them strength in hard times. Mental, spiritual, and emotional sources.

Transition to Post-Conflict Competition (Stability Operations) – RS Planning Priorities

TACTICAL GRANULARITY

DISCUSSION / QUESTIONS

LUNCH

Next Session at 1300

"The Soldier's heart, the Soldier's spirit, the soldier's soul, are everything. Unless the soldier's soul sustains him he cannot be relied on and will fail himself and his commander and his country in the end."

General George

C. Marshall

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

First Army, NTC, JRTC, JMRC

Trends, Observations, and Recommendations

Chaplain (Colonel) Erik Spicer, Chaplain (Major) Loren Omer,
Chaplain (Lieutenant) Michael Krog, Chaplain (Major) Anthony Foxworth

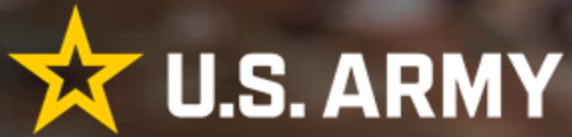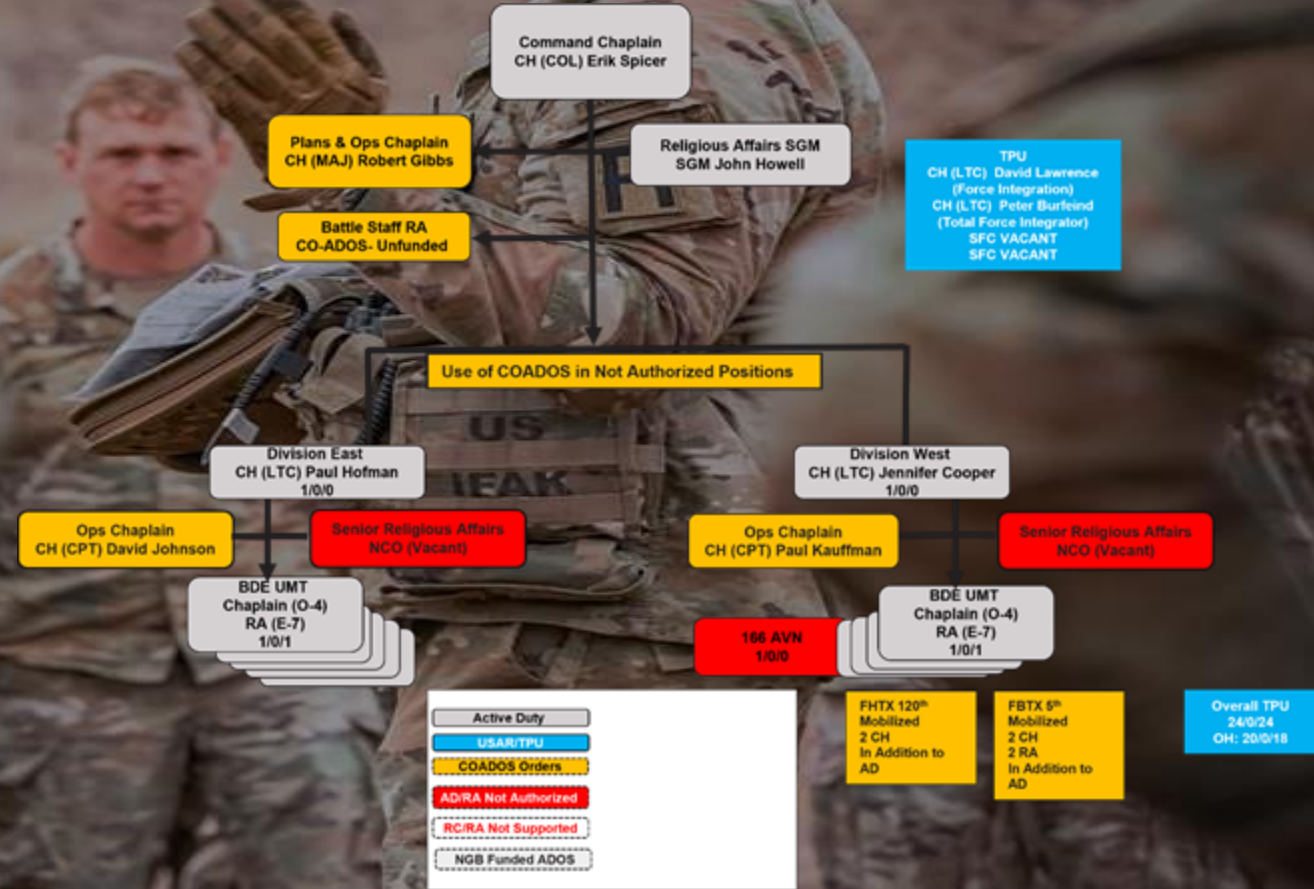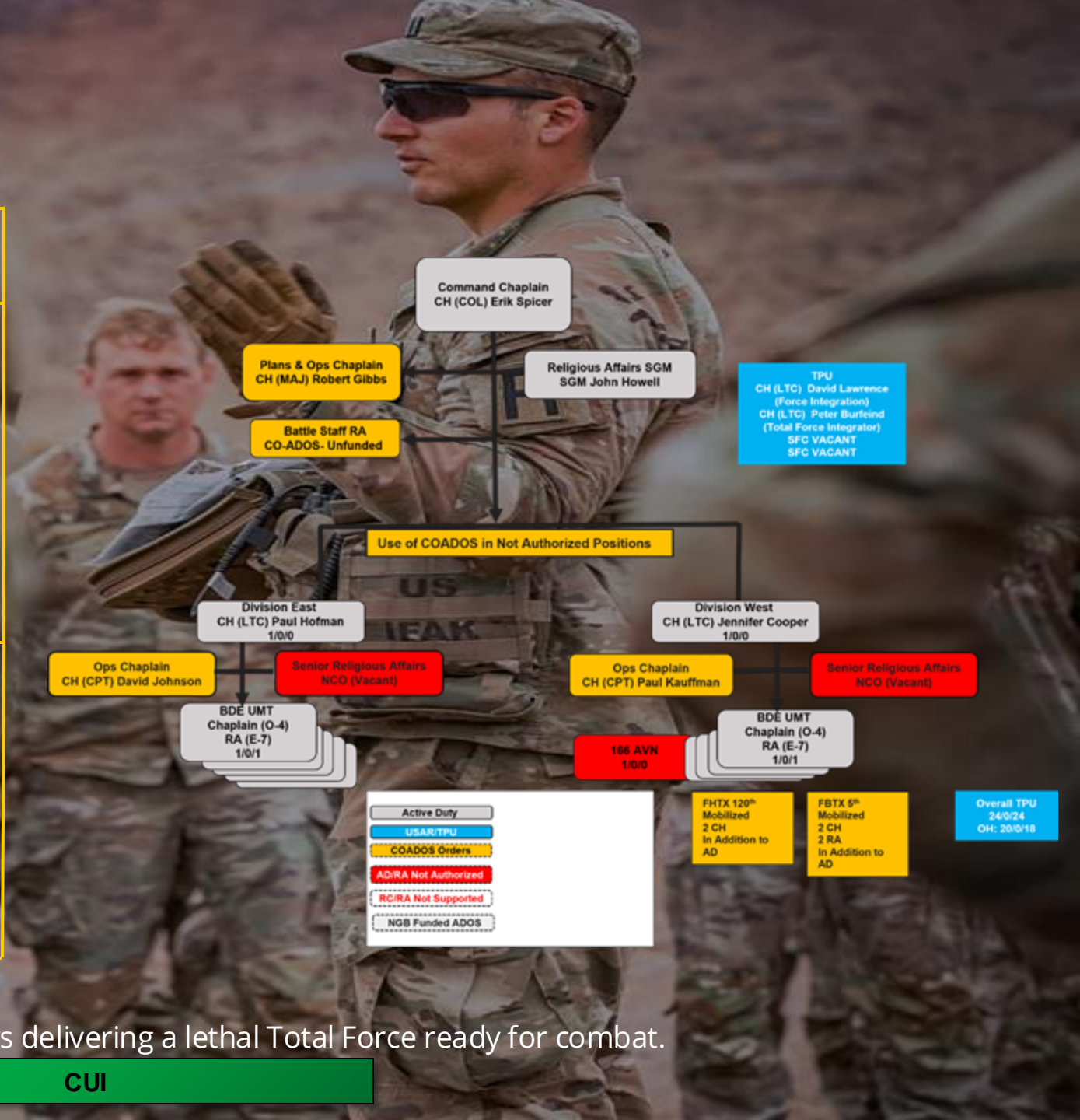# First Army Overview

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!

Chaplain (Colonel) Erik Spicer
FORSCOM FORTRESS
Training
11 December 2024

FIRST ARMY

Command Chaplain
CH (COL) Erik Spicer

Plans & Ops Chaplain
CH (MAJ) Robert Gibbs

Religious Affairs SGM
SGM John Howell

TPU
CH (LTC) David Lawrence
(Force Integration)
CH (LTC) Peter Burfeind
(Total Force Integrator)
SFC VACANT
SFC VACANT

Battle Staff RA
CO-ADOS- Unfunded

Use of COADOS in Not Authorized Positions

Division East
CH (LTC) Paul Hofman
1/0/0

Division West
CH (LTC) Jennifer Cooper
1/0/0

Ops Chaplain
CH (CPT) David Johnson

Senior Religious Affairs
NCO (Vacant)

Ops Chaplain
CH (CPT) Paul Kauffman

Senior Religious Affairs
NCO (Vacant)

BDE UMT
Chaplain (O-4)
RA (E-7)
1/0/1

166 AVN
1/0/0

BDE UMT
Chaplain (O-4)
RA (E-7)
1/0/1

FHTX 120th
Mobilized
2 CH
In Addition to
AD

FBTX 5th
Mobilized
2 CH
2 RA
In Addition to
AD

Overall TPU
24/0/24
OH: 20/0/18

Active Duty
USAR/TPU
COADOS Orders
AD/RA Not Authorized
RC/RA Not Supported
NGB Funded ADOS

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

CUI

**National Training Center
Fort Irwin, CA**

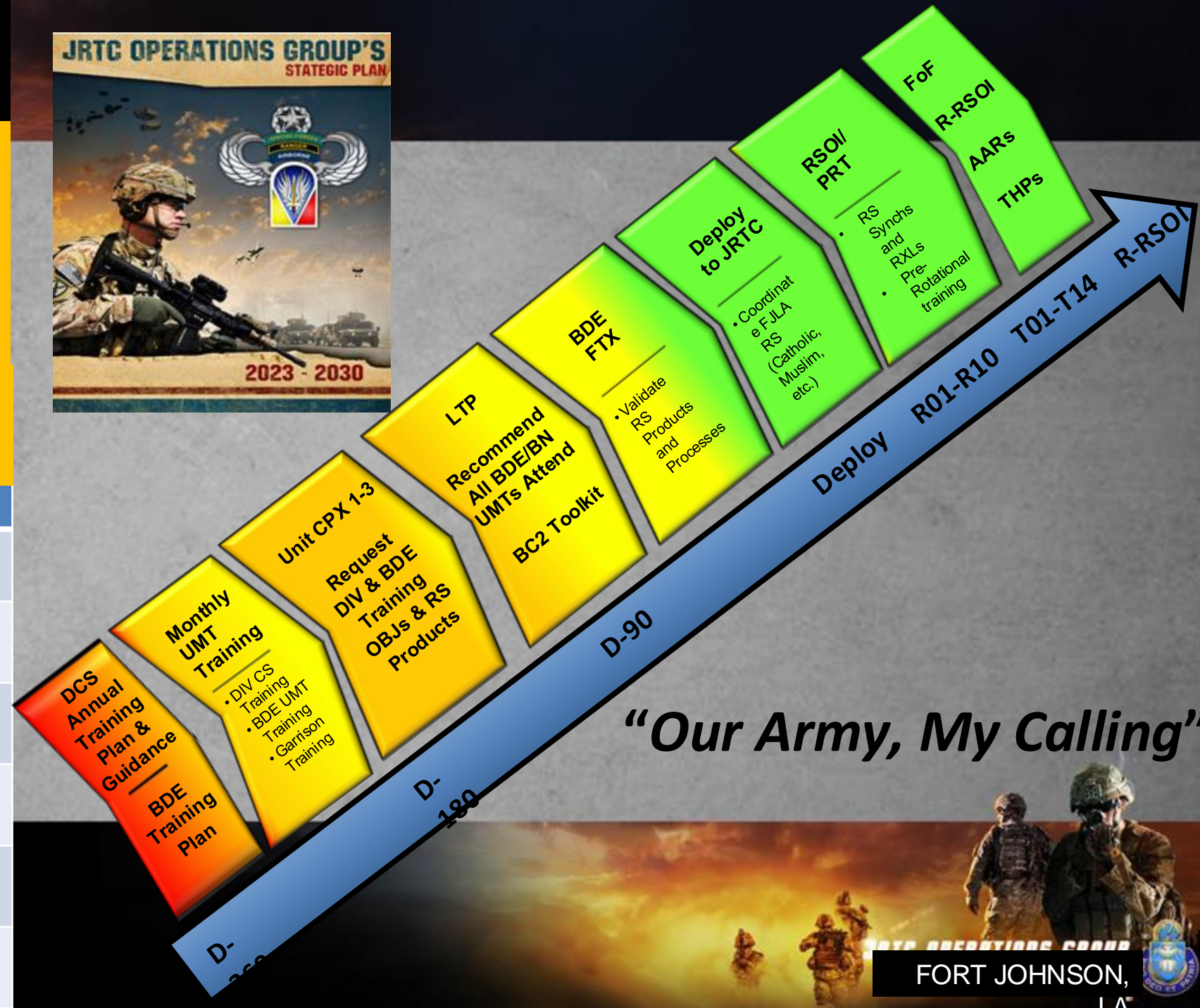**UMT Observer, Coach/Trainers (OC/Ts) - Bronco 77 Team**

- **Mission:** Observe, coach, and train rotational Brigade Combat Team (BCT) Unit Ministry Teams (UMTs) across all brigade and battalion level religious support (RS) in preparation for Large-Scale Combat Operations (LSCO) in a multidomain environment at the National Training Center (NTC). Provide battle focused task feedback enabling home station training that builds on lessons learned while at the NTC.

- With a Combat Training Center (CTC) training area the size of Rhode Island, the NTC provides a realistic battlefield across the range of military operations for heavy brigade and battalion task forces.

- **Personnel:**

  - CH (MAJ) Loren Omer
    - Bronco 77
    - Senior UMT Observer Coach/Trainer

  - SFC Mario Oliver
    - Bronco 77A
    - Senior UMT Observer Coach/Trainer

  - CH (CPT) Jay Henderson
    - Bronco 77B
    - UMT Observer Coach/Trainer

  - SFC Bronson Shipp
    - Bronco 77D
    - UMT Observer Coach/Trainer

CUI

JRTC OPS GRP UMT MISSION

The JRTC OPS GRP Unit Ministry Team enhances the US Army Chaplain Corps' readiness to provide dynamic operational and world-class religious support within a LSCO and MDO OE by providing innovative coaching and training while simultaneously influencing emerging doctrine, tactics, techniques, and procedures.

BLUF: We seek to minister to and with RTU UMTs while refining their tactical-level UMT "tradecraft" within the JRTC crucible training experience

UMT Member	Position	Callsign
CH (LTC) Michael Krog	Senior UMT OCT	Oscar 08
SFC Dannell Bing	Senior UMT OCT NCOIC	Oscar 08N
CH (CPT) Byron Denman	Deputy UMT OCT	Oscar 081
SSG Malik Carrigan	Deputy UMT OCT NCOIC	Oscar 081N
CH (CPT) Tyson Yapias	1-509 IN BN CH (OPFOR)	Gulf 08
SSG Breanna Jessop	1-509 IN BN RAS (OPFOR)	Gulf 08N

JRTC OPERATIONS GROUP'S STRATEGIC PLAN 2023 - 2030

DCS Annual Training Plan & Guidance — BDE Training Plan (D-180)

Monthly UMT Training
- DIV CS Training
- BDE UMT Training
- Garrison Training

Unit CPX 1-3 / Request DIV & BDE Training OBJs & RS Products

LTP Recommend All BDE/BN UMTs Attend / BC2 Toolkit (D-90)

BDE FTX
- Validate RS Products and Processes

Deploy to JRTC (Deploy / R01-R10)
- Coordinate FJLA RS (Catholic, Muslim, etc.)

RSOII PRT
- RS Synchs and RXLs Pre-Rotational training

FoF / R-RSOI / AARs / THPs (T01-T14 / R-RSOI)

"Our Army, My Calling"

FORT JOHNSON, LA

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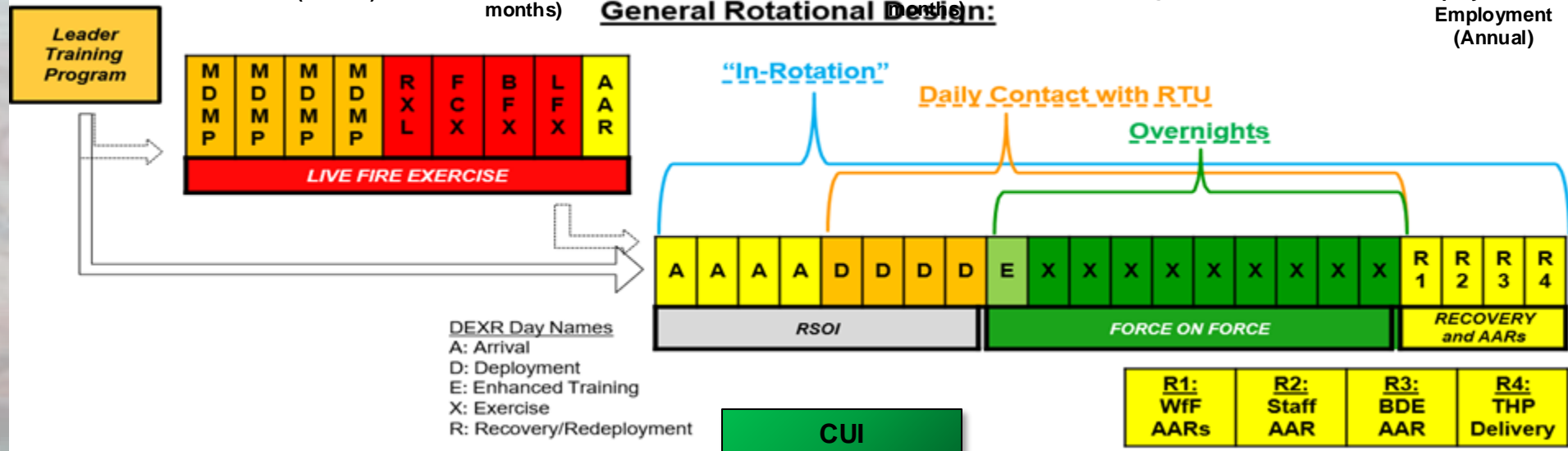## Mustang 77 "Europe's Tactical Religious Support Training Team"

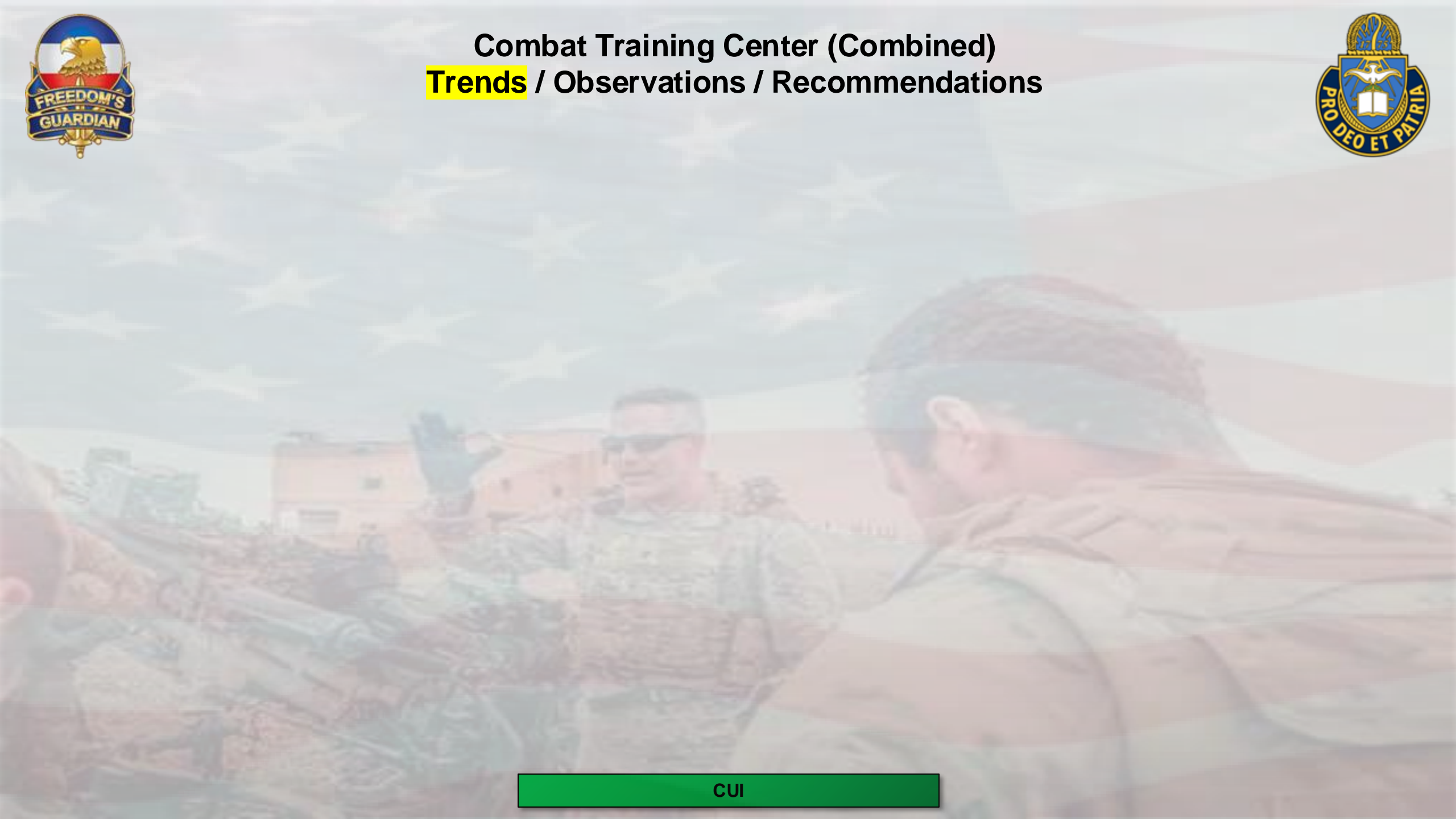| Senior Chaplain OC/T Senior JMRC Chaplain	Senior NCO OC/T Senior JMRC Religious Affairs NCO	Deputy Chaplain OC/T MND-H Chaplain	Religious Affairs NCO OC/T Operations NCO
M77 CH (MAJ) Anthony Foxworth	M77D SFC Ralph Hershberger	M77A CH (CPT) Joshua Hughes	M77B SSG Cynita Worthington

Major Rotation Types: "Home" and

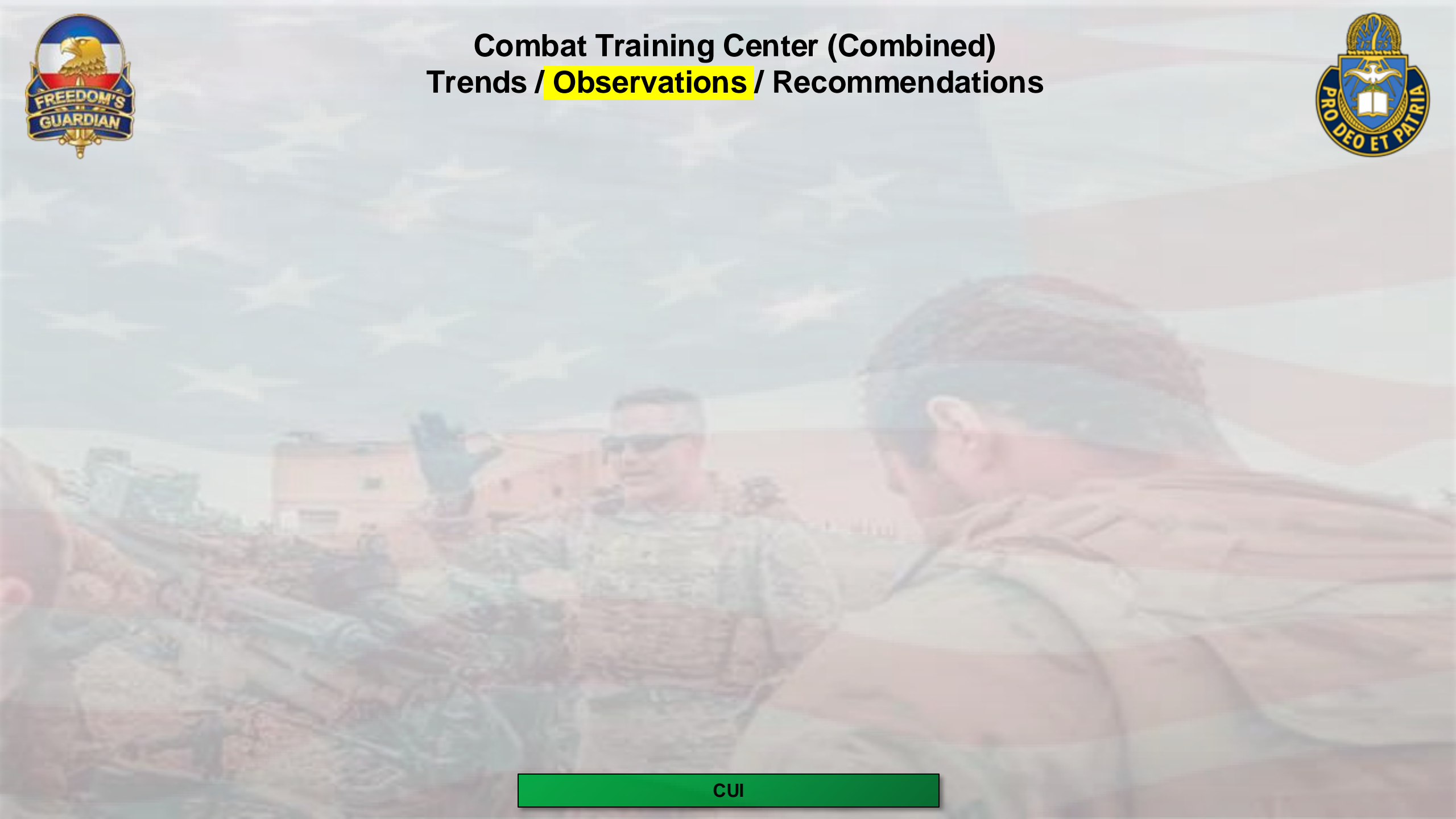| Bayonet / Dragoon Ready	Saber Junction	Combined Resolve	Allied Spirit	KFOR	Operation Trident Ready	Swift Response	Defender / Saber Guardian / Saber Strike
USAREUR-AF "Home Station" Training (Annual)	USAREUR-AF CTC Rotation (Annual)	Regionally Aligned Forces (RAF) CTC Rotation (9 months)	NATO Tactical 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

CUI

Combat Training Center (Combined)
<mark>Trends</mark> / Observations / Recommendations

CUI
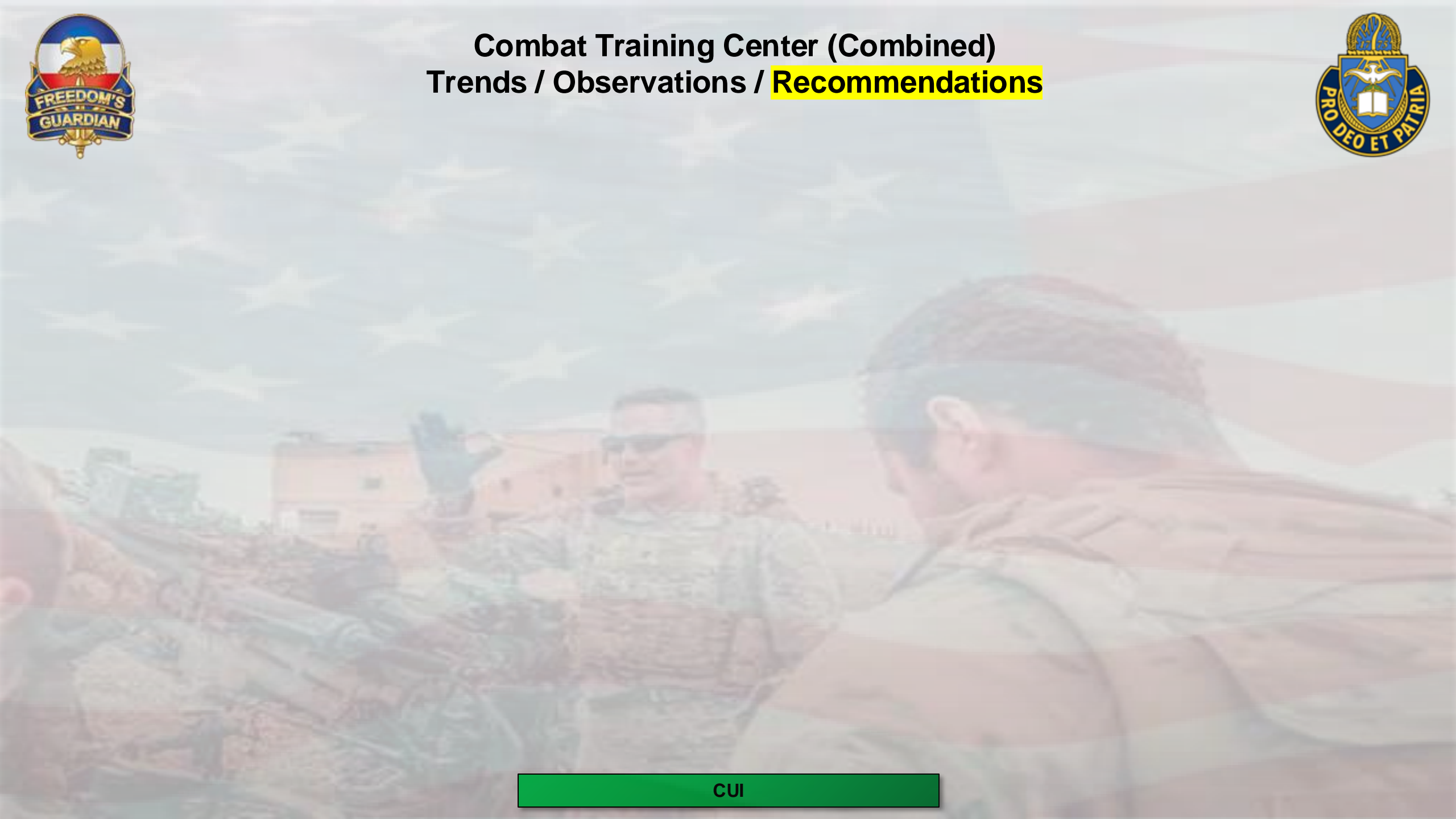
Chaplain (Major) Charles J. Watters

Break
Next Session
at 1445

"There is a soul to an army as well as to the individual man, and no general can accomplish the full work of his army unless he commands the soul of his men as well as their bodies and legs."

General William

T. Sherman

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Army National Guard

Religious Support Priorities

Chaplain (Colonel) Brad Hanna - Chief, Army National Guard Religious Affairs
SGM Roy Sayward - SGM, Army National Guard Religious Affairs

Army National Guard Religious Support Priorities

ARNG

- ❑ **NATIONAL GUARD HISTORY**

- ❑ **NATIONAL GUARD'S MISSION**

- ❑ **ARNG BY THE NUMBERS**

- ❑ **ARNG FORCE STRUCTURE**

- ❑ **ARNG LOEs**

- ❑ **ARNG RS LSCO CHALLENGES**

- ❑ **ARNG TRAINING**

- ❑ **SUMMARY**

- ❑ **QUESTIONS**

Army National Guard Religious Support Priorities

NATIONAL GUARD HISTORY

- **Early Militias**

  - Founded in 1636

- **The Militia Act of 1903-**

  - Made it easier for the President to federalize the militias.

  - Established the National Guard Bureau.

- **The 1908 Militia Act-**

  - Authorized the use of militias overseas.

- **The National Defense Act of 1916-**

- Made the term, "National Guard," mandatory for the militias and gave increased authority to the President to mobilize the National Guard for national emergencies at home or abroad.

CUI

Army National Guard Religious Support Priorities

NATIONAL GUARD'S MISSION

The National Guard has a Unique Dual Mission

Federal Mission: "Maintain properly trained and equipped units available for prompt mobilization for war, national emergency or as otherwise needed"

State Mission: "To provide trained and disciplined forces for domestic emergencies or as otherwise required by State laws"

Army National Guard Religious Support Priorities

ARNG BY THE NUMBERS

FORCE STRUCTURE

- 14 Command & Control HQs
- 2 Special Forces Groups
- 10 Special Operations Detachments O-6 CMD
- 1 Security Force Assistance Brigade
- 27 Brigade Combat Teams
- 44 Multifunctional Support Brigades
- 58 Functional Support Brigades & Groups
- 491 MTO

ARNG TODAY

Personnel Strength
323,100 Soldiers (11 June 2024)
- 1,895 T10 AGR Soldiers (NG
- 31,314 T32 AGR Soldiers
- 20,938 T32/ Technicians
- 6,709 T5/ Technicians
- Will increase to 328,000 in the next 3 years.

39% OF THE ARMY'S OPERATIONAL FORCE

ENGAGEMENTS & OPERATIONS

Total Engagement
- 35,982 ARNG Engagements

International Engagement
- 1165 Soldiers from 44 States/Territories supporting
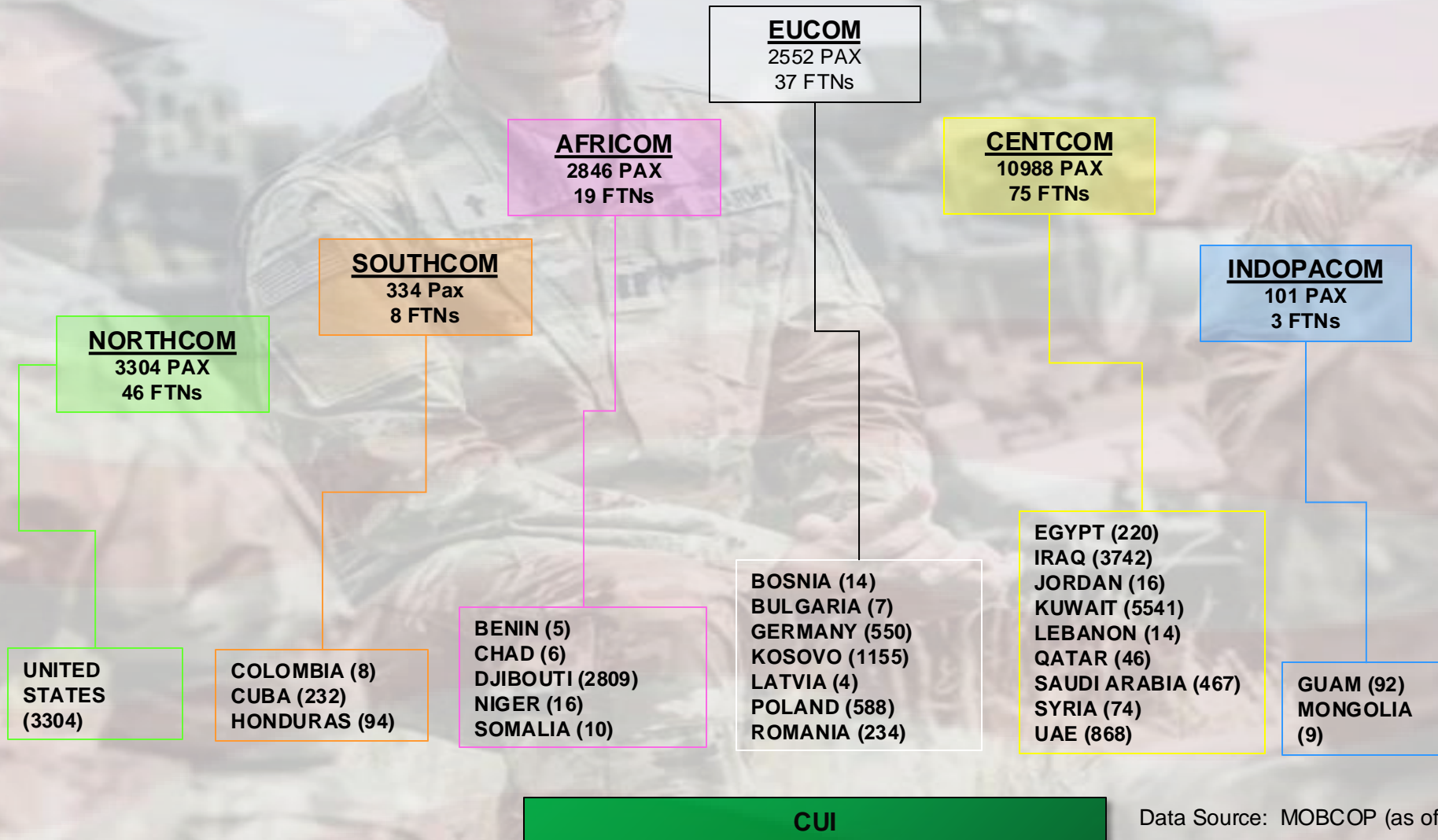- ODT and overseas SPP events across the GCCs.

Operations
- 24,117 Federal Operations
- 11,865 Domestic Operations

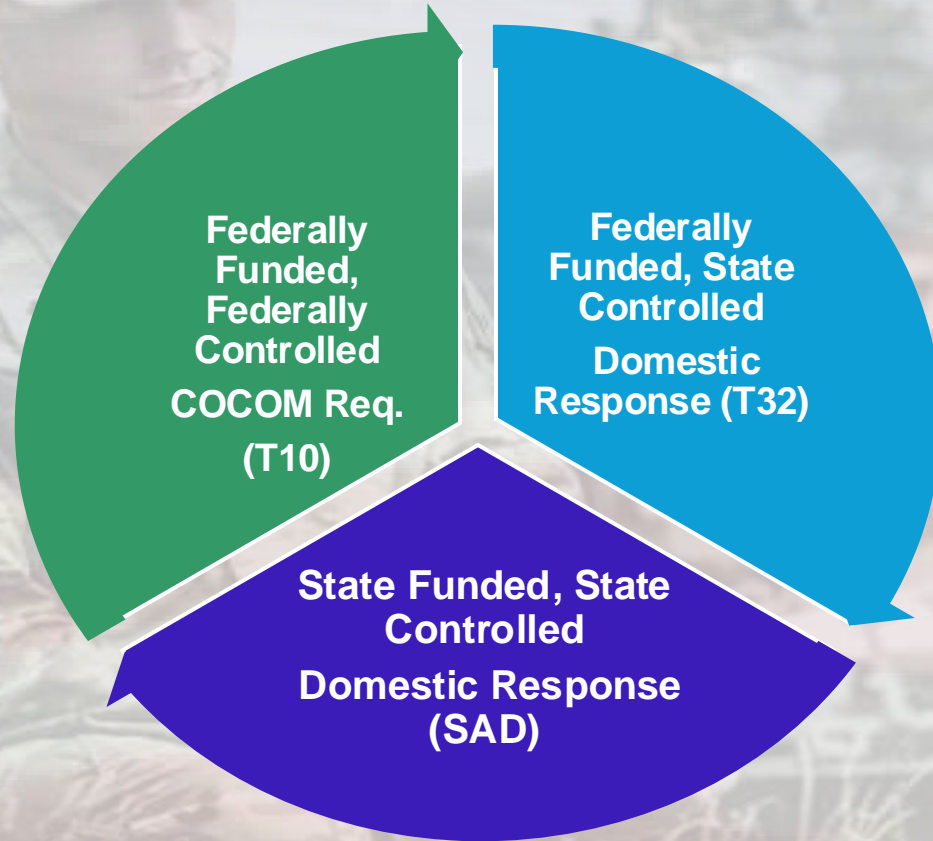# Army National Guard Religious Support Priorities

ARNG BY THE NUMBERS

EUCOM
2552 PAX
37 FTNs

AFRICOM
2846 PAX
19 FTNs

CENTCOM
10988 PAX
75 FTNs

SOUTHCOM
334 Pax
8 FTNs

INDOPACOM
101 PAX
3 FTNs

NORTHCOM
3304 PAX
46 FTNs

EGYPT (220)
IRAQ (3742)
JORDAN (16)
KUWAIT (5541)
LEBANON (14)
QATAR (46)
SAUDI ARABIA (467)
SYRIA (74)
UAE (868)

BOSNIA (14)
BULGARIA (7)
GERMANY (550)
KOSOVO (1155)
LATVIA (4)
POLAND (588)
ROMANIA (234)

BENIN (5)
CHAD (6)
DJIBOUTI (2809)
NIGER (16)
SOMALIA (10)

COLOMBIA (8)
CUBA (232)
HONDURAS (94)

UNITED STATES (3304)

GUAM (92)
MONGOLIA (9)

CUI

Data Source: MOBCOP (as of 10/28/2024)

Army National Guard Religious Support Priorities

ARNG FORCE STRUCTURE

- 8 Divisions
- 10 CDs
  - 2 CD-A
  - 2 CD-C
  - 6 CD-D
- 2 SF Groups

Federally Funded, Federally Controlled
COCOM Req. (T10)

Federally Funded, State Controlled
Domestic Response (T32)

State Funded, State Controlled
Domestic Response (SAD)

- CBRNE FP
  - HRF
  - CERF-P
  - CASE
  - CST-WMD
- Civil Disturbance
- Counterdrug
- Cyber
- NG Reaction Force
  - Super Bowl
  - Inauguration
  - State of the Union
- Disaster Response

- Border Mission
- School Teachers
- Wildfire Response
- Bus Drivers
- Pandemic Response
- Snow Removal

CUI

The U.S. Army National Guard

Divisions, BCTs and Joint Force Headquarters

Army National Guard Religious Support Priorities

ARNG LOEs
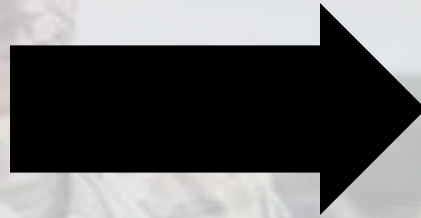
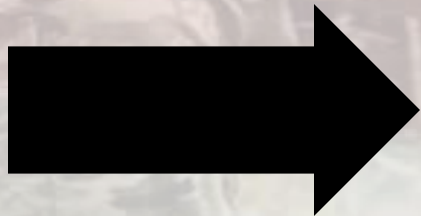|	
READINESS	Ensuring our teams have the training, resources, support needed to prepare their teams for combat.
RECRUITING	Manning our teams so that we can fully be ready combat.
REPRESENTATION	Nesting the ARNG within the Total Army Chaplain Corps National Guard.
REFORM	Manning our own staff with highest quality team members organizing our staff to support the 54.
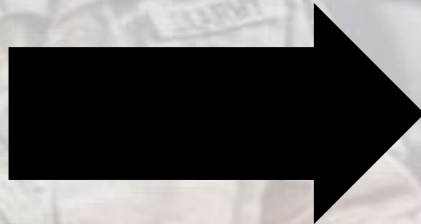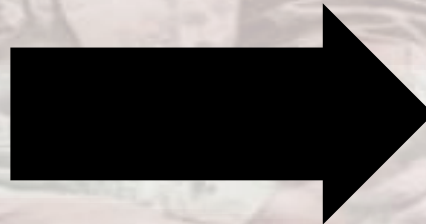
Army National Guard Religious Support Priorities

ARNG RS LSCO CHALLENGES

- **Large-Scale Mobilization Operations (LSMO)**

- **Ongoing Homeland Response Mission**

- **Limited Training Days**

Army National Guard Religious Support Priorities

ARNG TRAINING

REQUIREMENTS

- LSCO Focused Training
- COMPO 1 Engagement Creativity
- Advanced Planning for Training Events
- Reps & Sets

OUTCOMES

- ARNG & CCH Priorities
- Nested in ARNG Initiatives

ARNG UMTs are ready to deploy, survive, maneuver, and communicate IOT provide RS that sustains the souls of our nation's warriors.

Army National Guard Religious Support Priorities

SUMMARY

- **ARNG is composed of 323K Soldiers and is the combat reserve of the Army**

- **Time & fiscal constraints requires planning & creativity in building ready ARNG Chaplain teams**

- **ARNG stands ready to continue building partnerships across the Total Army Chaplain Corps**

QUESTIONS

"The National Guard represents the way in which Americans have always stood ready to serve their communities in times of need."

-John F. Kennedy

CUI

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

United States Army Reserve Command

Religious Support Priorities

Chaplain (Colonel) Michael DuCharme, USARC Command Chaplain
Sergeant Major Joe Burch, USARC Chief Religious Affairs NCO

United States Army Reserve Religious Support Priorities

- The US Army Reserve generates combat ready units and Soldiers for the Army and Joint Warfighter that are trained, equipped, and lethal to win our nation's wars.
  - Build/deliver combat ready Soldiers/Formations
  - Mobilize and deploy on time and scale
  - Adapt, transform and modernize
  - Invest in our Soldiers, Civilians, and Families

- The USAR is a Title 10 force comprising half of the Army's maneuver support and sustainment capabilities and 25% of its mobilization base-expansion capacity. Includes Medical, Transportation, Engineer, Quartermaster, and Military Police Units.

- The USAR normally provides monthly weekend Battle Assemblies and an annual 15-day Annual Training (AT). USAR CHC generates RS Assets for RFFs, TOD requests and provides CD rotations to CCs.

United States Army Reserve Religious Support Priorities

- USARC CH LOEs:
  - BFT, BSRT, CDs, Talent Management, Institutional Training
  - Spiritual and Solder Readiness

- CS/UMT BFT training increases Core capability and competency proficiency through task training, leadership development, survivability, and resilience.

- In LSMO, the USAR is responsible to move Soldiers from the HOR to their Unit's Home Station and then to the MFGI. This gives the average Soldier and family 30 days to prepare for the transition from part-time to full-time mobilized Soldier along with all the conceivable disruptions.

United States Army Reserve Religious Support Priorities

- Multi-COMP Training for LSCO/MDO RS?
  - CD RA Training partnerships with A,C,D CDs are critical now to prepare both RA CSs and USAR CDs for LSCO augmentation.
  - B CD rotations to NTC/JRTC would provide critical "reps" for LSCO augmentation of USAR personnel to RA Units

- Critical USAR gaps affecting readiness
  - USAR Units are significantly understrength, how will consolidation affect LSMO/LSCO RS?
  - Army/USAR/OCCH/Leadership responsibilities far exceed drill days
  - RS Supplies for USAR CS/UMTs is an unknown – how will we supply
  - A contested homeland could have critical impacts on USAR LSMO

- RS risks in USAR that keep me up at night?
  - The resiliency and survivability of our UMT personnel.
  - The integration of our UMTs with staff and staff skill proficiency.
  - The RS task proficiency of UMTs in a high tempo combat environment.

Discussion / Questions

FORSCOM TRNG Day 2 AAR!

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Release

Chaplain (Colonel) Steven Bryant
FORSCOM Chief Operations and Sustainment Chaplain

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum
"FORTRESS"**

Thursday, 12 Dec 2024

The overall classification of this briefing is
CUI.
UNCLAS when separated from **CUI** **slides**

CUI

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Welcome

Chaplain (Colonel) Steven Bryant
FORSCOM Chief Operations and Sustainment Chaplain

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

Army Synchronization Tool

Mr. Patrick Day
Army Synchronization Tool (AST) Program Manager

https://ast.forscom.army.mil/

2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum

Total Force Partnership Program (TFPP)

Major Derek George
FORSCOM Force Requirements Planner

Total Force Partnership Program (TFPP)

- **Total Force Partnership Program (TFPP):** Provides a framework to partner BDE size, DIV size and select EAB units within the AC, ARNG, and USAR. Partnership is defined as: an established relationship of *mutual cooperation* between two units with the purpose of promoting *informal leader development, sharing training opportunities, developing staff functionality, and communicating best practices/ lessons learned*. TFPP is managed by FORSCOM HQ and codified in the FY23-25 MAO Annex Y. All the partnerships are approvedby the Reserve component and the FORSCOM G3.

  - **Three Categories of Partnerships:**

    - *Peer-to-Peer partnerships* are relationships between two units of the same command echelon.

    - *Hierarchical partnerships* are relationships between units of different command echelons, for example, Division with Brigade. For hierarchical partnerships, the AC unit will be the higher echelon unit.

    - *Special Case* partnerships are relationships directed by authority external to FORSCOM as delegated by issuance of an HQDA EXORD. Special Case partnerships are documented as partnerships under the TFPP, but they may be supplemented with additional direction for the conduct of partnership activities that exceed the scope of the TFPP. Special Case partnerships can be either peer-to-peer or hierarchical IAW the authoritative guidance that established the partnership.

Increasing Formality

Published in FORSCOM REG 220-2 and FORSCOM Mission Alignment Order

CUI

140

TFPP Regional Alignment Overview

CORPS Total Force Partner (TRA over AC Div)

Echelon Above Division Partner (RC)

Division Total Force Partner (AC/RC)

AC/ARNG/RC BDEs

*III CORPS has TRA over 1CD and 4ID.

**XVIII CORPS has TRA over 3ID and 101ID.
101ID is partnered with 38ID who is regionally aligned to INDOPACOM.

National Guard division aligned units.
COMPO III units regionally focused.
COMPO III unit partnered with COMPO I unit

****TFPP also includes the partnering of BDE and above capabilities as well as select special capabilities (i.e. MCP-ODS, DLDs).
See Appendix 1 and 2 of Annex Y to FORSCOM's Mission Alignment Order.****

EUCOM

GLOBAL

GLOBAL

INDOPACOM

CUI

Total Force Partnership Program (TFPP)

TFPP KEY POINTS

➤ **Expectation:** Collaboratively develop individual unit training plans
  – Approved by chain of command
  – Funded by unit training resources/OPTEMPO (no additional funding)

➤ *Does not establish:*
  – Command relationships
  – Training and Readiness Oversight (TRO)
  – Alignment for training
  – Supported or supporting relationship

➤ **Other Attributes:**
  – All partnerships at BDE/BCT/GP level or above
  – Corps ID backfill if AC partner unavailable for planned training (no primary / alternate partnerships)
  – No hierarchical partnerships with AC as lower echelon

Constraints:
  - ARNG DIV alignment
  - Avoid primary/secondary partnerships (Corps manage)

CUI

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

**Total Army
Chaplain Detachment Integration**

Chaplain (Lieutenant Colonel) James A. Laker
FORSCOM Reserve Component Training and Readiness Chaplain

Total Army Chaplain Detachment Integration

Statement: WIN AS A TOTAL BALANCED ARMY

- **Doctrinal definition and use of Chaplain Detachments**
    - **Component, Numbers, and Echelon**

- **TA Chaplain Detachment Integration**
    - **Enhance Global Force Management**
    - **Increase Multi-Compo Training Partnerships**

Sources: AR 165-1, FM 1.05, AR 34-1. FORSCOM Reg 220-2. USARC Annex K-002.

Total Army Chaplain Detachment Integration

"Chaplain detachment teams provide the Army CHC (Chaplain Corps) a force tailoring capability to respond to expeditionary requirements usually identified through the global force management process. The detachments represent a supplemental capability for religious support functions and for providing religious support across the range of military operations. The chaplain detachment teams are an augmentation capability, by Rule of Allocation, not a replacement for organic religious support or force structure. A chaplain detachment is comprised of mobilized RC chaplains and religious affairs specialists that, when mobilized, increase the commander's ability to meet religious support requirements (see FM 1–05)."

AR 165-1 Paragraph 2-3

CUI

Total Army Chaplain Detachment Integration

Type	Echelon	COMPO 2	COMPO 3	Total
Alpha	Theater Army, port, or equivalent separate task force HQ.	2	6	8
Bravo	Expeditionary Sustainment CMD or sustainment BDE	0	26	26
Charlie	Corps or Joint Task Force HQs	2	2	4
Delta	Division HQ	6	10	16
Total Numbers		10	44	54

* 5 USAR CDs are permanently aligned with 9th and 7th MSC and are non-rotational.

CUI

Total Army Chaplain Detachment Integration

Total Army Integration
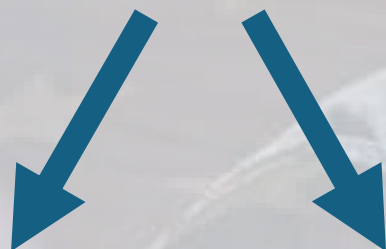
Global Force Management

Multi-Compo Training Partnerships

Global Force Management
• Joint Chiefs of Staff Global Force Management Allocation Plan (GFMAP)
• CCDR Rotational Requirements
• Priority Manning

TRNG Partnerships
• LSCO/MDO Training
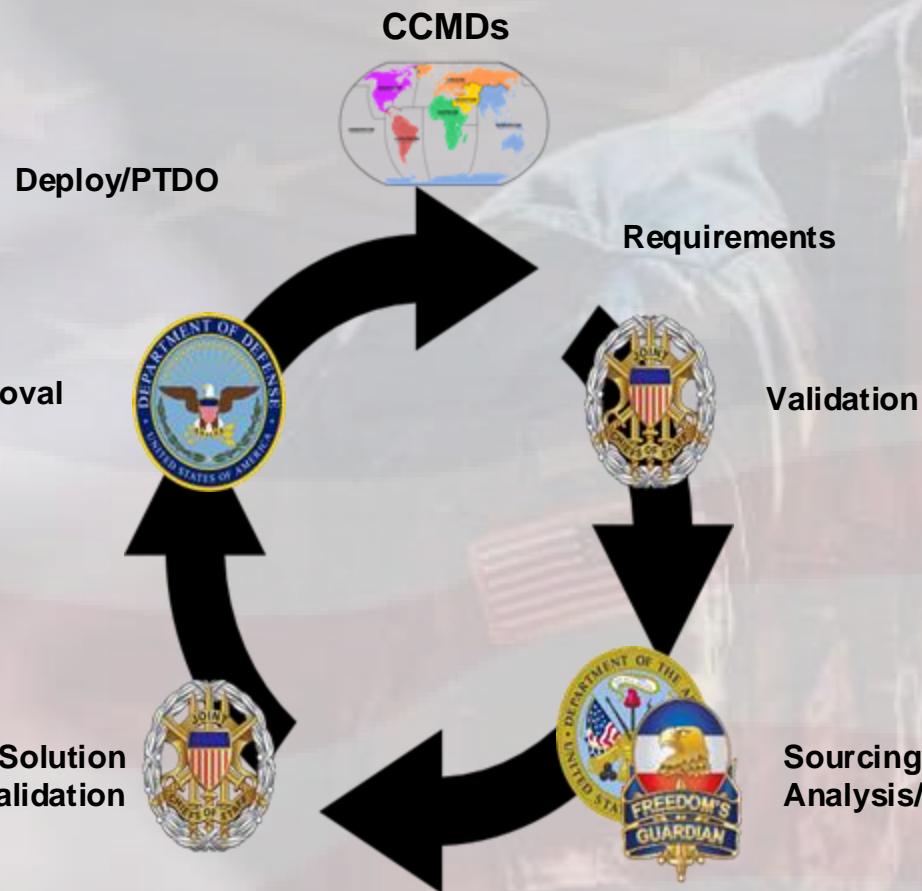• Total Force Partnership Program

Total Army Chaplain Detachment Integration

Global Force Management

CCMDs

Deploy/PTDO

Requirements

Sourcing Approval

Validation

Sourcing Solution Validation

Sourcing Analysis/Solutions

COMPO 2/3 - ReARMM DOCTEMP

	FY 1	FY 2	FY 3	FY 4	FY5
Unit 1	MOD	TRN 1	TRN 2	TRN 3	MSN (P/D)
Unit 2	TRN 1	TRN 2	TRN 3	MSN (P/D)	MOD
Unit 3	TRN 2	TRN 3	MSN (P/D)	MOD	TRN 1
Unit 4	TRN 3	MSN (P/D)	MOD	TRN 1	TRN 2
Unit 5	MSN (P/D)	MOD	TRN 1	TRN 2	TRN 3

12 months

60 months

COMPO 1 - ReARMM DOCTEMP

Unit 1	MOD	TRN	MSN
Unit 2	TRN	MSN	MOD
Unit 3	MSN	MOD	TRN

8 months

24 months

CUI

Total Army Chaplain Detachment Integration

Global Force Management

Sourcing Factors

- **Availability**
  - D2D/M2D
- **Sustainability**
  - ReARMM
- **Capability**
  - Mission Requirements
  - Rank Structure
  - Denominational Requirements
- **Capacity**
  - Inventory (1:8 RC Units)
  - FMC Units

Total Army Chaplain Detachment Integration

Global Force Management

Sourcing Factors

- **Availability**
  - D2D/M2D
- **Sustainability**
  - ReARMM
- **Capability**
  - Mission Requirements
  - Rank Structure
  - Denominational Requirements
- **Capacity**
  - Inventory (1:8 RC Units)
  - FMC Units

Sourcing Recommendations

- Review and update CCDR RS requirements for CD FTNs.
- Clarify MSN details and communicate priority w/ FC in advance.
- Doctrinal use at echelon.

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

- The Army Total Force comprises the Regular Army, the Army National Guard of the United States, and the U.S. Army Reserve which are organized, trained, sustained, and equipped to a common standard and employed as integrated, interoperable, and decisive-action ready units to support combatant command requirements.

  10 USC § 7062

- **Win as a balanced Total Army** – Build Multi-COMPO Interoperability and Capitalize on ARNG and USAR Strategic Depth and Operational Capability.

  Forces Command, Operational Framework

- Conduct training that both explores the components of interoperability and fosters it across the Total CHC. As conditions allow seek out opportunities to learn from others (Multi-COMPO). Training events may allow for discovery, understanding, and development.

  Chief of Chaplains of Chaplains, Training and Leader Development Guidance

- Corps and Division CS will partner with United States Army Reserve Chaplain Detachments (CDs) and develop working relationships with Army national Guard CDs. CDs should be invited and

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

Partner	STATE	CD	STATE	COMPO	RC CMD
1 CORPS	WA	123-C	WA	3	88th RD
7IN	WA	126-D	OR	3	88th RD
11ABN	AK				
25ID	HI	124-D	PAC	3	9th MSC
2ID	KO	124-D	PAC	3	9th MSC
38ID	IN	135-D	IN	2	IN
40ID	CA	142-D	CA	2	CA
III CORPS	TX	122-C	TX	3	63rd RD
1CAV	TX				
1AD	TX				
1ID	KS				
4ID	CO	125-D	CO	3	88th RD
36ID	TX	141-A	TX	2	TX
35ID	KS	137-D	KS	2	KS

Partner	STATE	CD	STATE	COMPO	RC CMD
XVIII CORPS	NC	59-C	SC	2	SC
82ABN	NC	143-D	SC	3	81st RD
		136-D	NC	2	NC
101AA	KY	128-D	TN	3	81st RD
10MTN	NY	129-D	NY	3	99th RD
3ID	GA	143-D	SC	3	81st RD
		139-D	GA	2	GA
29ID	VA	134-A	VA	2	VA
42ID	NY	138-D	NY	2	NY
7th MSC w/		88-D		3	7th MSC
V Corps		47-C	MN	2	MN
		89-D	--	3	7th MSC
28ID	MN				
34ID	MN				
EUCOM		177-D	--	3	9th MSC
9MSC		124-D		3	9th MSC
INDOPACOM		127-D	--	3	9th MSC

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

Theater SPT CMDs w/ CD-A's
79th TSC (USAR) with 114-A (CA) (USAR)
167th TSC (ARNG) with 141-A (TX) (ARNG) and 46th MP CMD with 134-A (VA) (ARNG)
1st TSC (KY) or 8TSC (HI) with 113-A (LA) (USAR) and 112-A (AR) (USAR)
21st TSC (GE) or 377TSC (LA) with 111-A (NC), 104-A (SC), 110-A (AL)

Bravo Detachment Flex
99th Readiness Division – 130 (VA), 133 (PA)
88th Readiness Division – 116 (WA), 117 (UT), 118 (IA), 120 (IN), 131 (IN), 93 (CO)
63rd Readiness Division – 105 (CA), 107 (TX), 121 (TX)
81st Readiness Division – 100 (NC), 101 (LA), 102 (LA), 90 (GA), 91 (FL), 92 (TN), 94 (GA), 103 (FL), 106 (NC), 108 (SC), 109 (NC), 115 (FL), 119 (FL), 132 (KY), 140 (NC)

- Bravo Detachments are not aligned to a single RA partner.

- Request for Bravo Detachment support or training partnerships should take into consideration CD geographic locations, be requested 18-24 months prior to TRNG event, and be coordinated through the USAR RD Mission Command Support Group and Readiness Division (RD) Chaplain Section POC.

- Training opportunities with CD Teams are contingent on global sourcing demand, CD manning status, and funding.

CUI

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

Contact Joint Force Headquarters or Division CS POC
--
Notify ARNG Religious Affairs Team of request.
(A, C, D)

Contact Readiness Division or Mission Support Command MCSG POC and RD CS POC to establish relationship with CD.
(A, B, C, D)
--
Notify USARC POC of request.

A, C, D Chaplain Detachments contact RA Corps, Div, CS POC upon approval from RC CMD CS POC.
--
Bravo Detachments work through RD MCSG and RD CMD CS POCs for partnership opportunities.
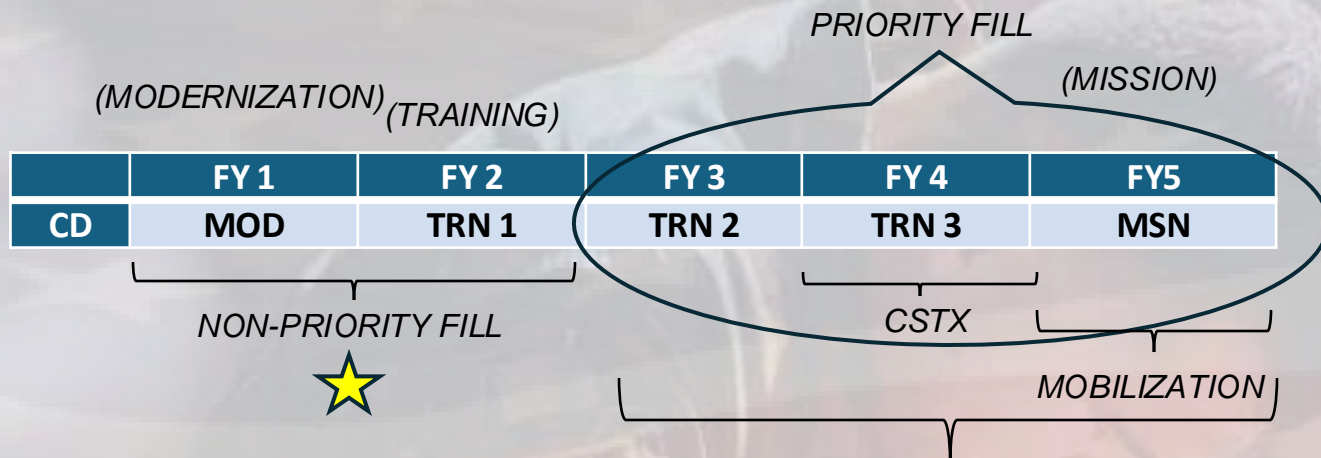--
Notify FORSCOM CS POC of request.

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

PRIORITY FILL

(MODERNIZATION) (TRAINING) (MISSION)

	FY 1	FY 2	FY 3	FY 4	FY5
CD	MOD	TRN 1	TRN 2	TRN 3	MSN

NON-PRIORITY FILL

CSTX

MOBILIZATION

Coordination with RC CMD (State / JFHQ / RD / MCSG) for CD CTC suoort 18-24 months in advance

Best WINDOW FOR Multi-COMPO PARTNERSHIP (NTC, JRTC, WFX in lieu of WAREX/CSTX)

- **Priority manning for RC CDs are in prep years 3-5.**

- **Request for CD partnership at CTC and WFX rotations should be 18-24 months in advance.**

- **Home station training, Field Training Exercises, etc may take less lead time to execute.**

	FY 1	FY 2	FY3
Unit	MOD	TRN	MSN

CUI

Total Army Chaplain Detachment Integration

Multi-COMPO Training Partnerships

Port	Theater	Corps	Division	Brigade Combat Team
• REL CH DET A	• REL CH DET A	• REL CH DET C	• REL CH DET B	• REL CH DET B
	• REL CH DET B		• REL CH DET D	

Rule of Allocation

CD Alpha – 1 Per Sr. Army HQs

CD Bravo – 1 per ESC, 1 per DIV SUS BDE, 2 per SUS BDE

CD Charlie – 1 per Corps HQs

CD Delta – 1 per DIV HQs

Exercise Training Alignments by Chaplain Detachment Type

CD Alpha – WFX

CD Bravo – CSTX and CTC

CD Charlie – CSTX and WFX

CD Delta – WFX, or JRTC, NTC with a DIV and above echelon

Total Army Chaplain Detachment Integration

Why Total Army Chaplain Detachment Integration?

WIN AS A TOTAL BALANCED ARMY

Build Multi-COMPO Interoperability

Capitalize on ARNG and USAR Strategic Depth and Operational Capability

Religious Support

- Optimize Total Army Religious Support
- Improve Multi-Compo RS Interoperability
- Increase Total Army CTC Training
- Balance CD Partnership and Utilization

Total Army Chaplain Detachment Interoperability Guidebook

Total Army Chaplain Detachment Integration

Discussion / Questions

Chaplain (Captain) Leo Peter Craig

"To the American Soldier with whom it has been my privilege to serve in peace and in war, with deep admiration for his steadfast courage and tenacity, deep respect for this sacrifices, and deep affection for his warm, human qualities, and unfailing sense of humor."

General

M.B. Ridgway

Break
Next Session
at 1445

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

**Religious Leader Academy
Institutional to Operational Domain (LSCO/MDO)**

Chaplain (Colonel) James Kline, Director of Training and Leader Development, Religious Leader Academy
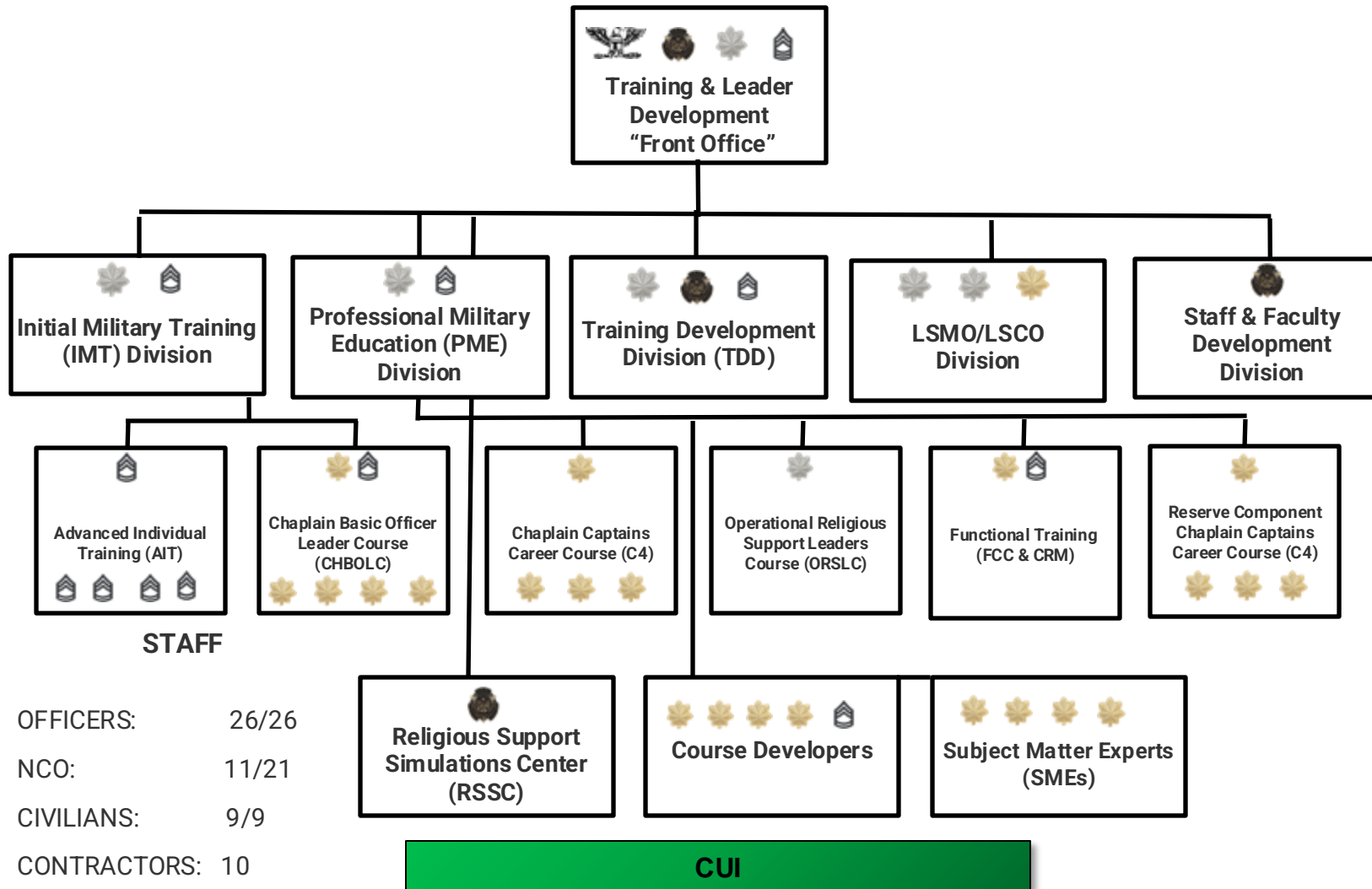Master Sergeant Angelica Caraballo Ponce, Training Director NCO

CUI

Religious Leadership Academy Organization

Training & Leader Development "Front Office"

- **Initial Military Training (IMT) Division**
- **Professional Military Education (PME) Division**
- **Training Development Division (TDD)**
- **LSMO/LSCO Division**
- **Staff & Faculty Development Division**

Advanced Individual Training (AIT)

STAFF

Chaplain Basic Officer Leader Course (CHBOLC)

Chaplain Captains Career Course (C4)

Operational Religious Support Leaders Course (ORSLC)

Functional Training (FCC & CRM)

Reserve Component Chaplain Captains Career Course (C4)

Religious Support Simulations Center (RSSC)

Course Developers

Subject Matter Experts (SMEs)

OFFICERS: 26/26

NCO: 11/21

CIVILIANS: 9/9

CONTRACTORS: 10

CUI

CHAPLAIN CORPS CAMPAIGN PLAN 23-30

CHCCP Draft Work - SPR Strategy/ Approved Draft

LOE	People	Transformation	Readiness
CHCCP 23-30 Priorities	Prioritize Soldiers, Civilians, & Families	Transform on a Sustainable Strategic P...	Remain Ready to Support the Fight & Win Now to 2030

Transformation sub-boxes: Deliver CHC 2030 | Position CHC 2030 | Design CHC 2040

Campaign Objectives

- **2 ... 3** 1. Adapt CHC Recruiting & Retention (1)
- **2 ... 4** 2. Develop CHC Leaders (2)
- **3 ... 4** 3. Build Positive CMD Climates / Prevent-Reduce Harmful Behaviors (3-4)
- **3 ... 2** 4. Deliver Installations and Services for Army 2030 (RS) (5)
- **1 ... 1** 5. Maneuver at Speed & Scale (9)
- **3 ... 1** 6. Sustain Army 2030 & Joint Force (11)
- **1 ... 1** 7. Set the Theater (12-19)
- **1 ... 3** 8. Design the Future CHC (22)
- **3 ... 1 2** 9. Generate Readiness (24-26)

Supporting Objectives

- **2 ... 2 4** 1.1 Market CHC
- **2 ... 4** 2.1 Educate, Train, & Credential CHC
- **3 ... 4** 3.1 MLT ISO Army Profession
- **3 ... 1** 4.1 Conduct LSMO ISO LSCO
- **1 ... 2** 5.1 Deliver MDO Capable Maneuver UMT/CS at Echelon
- **1 ... 1** 6.1 Integrate RS Logistics within Sustainment
- **1 ... 1 2** 7.1 Interoperability (Joint, Allies & Partners, COMPOs, Organizational)
- **1** 8.1 Assess Army 2040 Concept Required RS Capabilities **3**
- **3 ... 2 4** 9.1 Institutional Readiness

- **2 ... 4** 1.2 Recruit & Retain Total CHC
- **2 ... 4** 2.2 CHC Talent Management
- **3 ... 4** 3.2 H2F SRT BSRT
- **3 ... 3 4** 4.2 Create Vibrant Chapel Communities
- **3 ... 1 2** 9.2 Generate SOT RS Readiness

- **2 ... 4** 2.3 Total CHC Assessments & Professional Development
- **3 ... 3 4** 4.3 Upgrade RS Facilities

(X) = ACP 23-30 Campaign Objective

Strategic Guidance →

CSA Focus Areas
1. Warfighting
2. Deliver Ready Combat Formations
3. Continuous Transformation
4. Strengthening the Profession

CCH Focus Areas
1. Transform
2. Lead/Leader Development
3. Readiness

Nurture the Living   Care for the Wounded   Honor the Fallen

RLA OPERATIONAL APPROACH

People

LOE 1: Permanent Party (PP)
  1.1: Develop Leaders: Certification, Observation, LPDs, Counseling
  1.2: Develop Content: ADDIE, Collaboration, Maintenance, CTSSB
  1.3: Lead/Support: Intent, Guidance, Accountability, Presence, Advocacy, Predictability

How^T

Transformation

LOE 2: Student Population (SP)
  2.1: Deliver Content:
  2.2: Develop Leaders
  2.3: Prepare UMTs to Develop & Deliver/Develop

What^T How^O

What^O

How: Means
What: Ways
Why: Ends

T: Tactical (RLA)
O: Operational (Op Domain)
S: Strategic (OCCH/Army)

Readiness

LOE 3: Alignment & Integration (A & I)
  3.1: **A:** RLA ☐   USA-IRL ☐   OCCH
  3.2: **A:** RLA ☐   CIMT/CAC ☐   TRADOC
  3.3: **I:** Institutional ☐   Operational & Self-Development
  3.4: **I:** AC ☐   NG ☐

Why$^{T/O/S}$

Strategic Guidance

CSA Focus Areas
1. Warfighting
2. Deliver Ready Combat Formations
3. Continuous Transformation
4. Strengthening the Profession

CCH Focus Areas
1. Transform
2. Lead/Leader Development
3. Readiness

MISSION: Deliver Trained & Educated UMTs

END STATE: Provide/Advise ISO The Will to: Fight, Live, & Endure

Nurture the Living   Care for the Wounded   Honor the Fallen

FY24   Graduates

1,103 Officers
  479   Enlisted

19%   Active Army
52%   USAR
29%   ARNG

1 Foreign National
4 Army Civilian
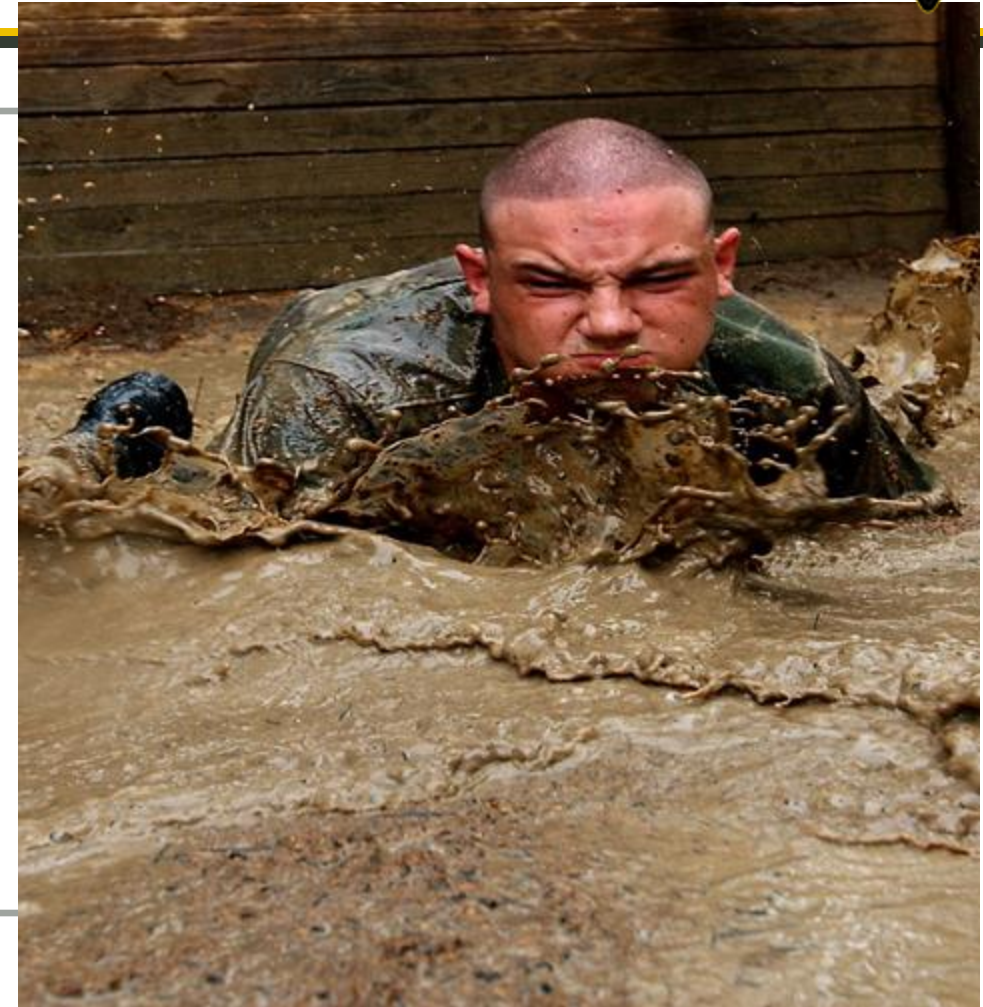
What was your experience of reinforcement training of critical tasks in the operational domain during your first assigned unit following CHBOLC or AIT?

Overview

Operational Training Products & Army Systems of Record

Updating Tasks, Knowledges, Skills, and Attitudes

Accessing Tasks, Performance Measures, Support Packages and other learning content

CUI

Training Products for the Operational Domain

CUI

Operational Training Products

CATS
WTSPs
Collective Tasks
Drills
Individual Tasks
STPs
TSPs

Coming Soon: KSAs

System of Record and Delivery

COEs/schools and Army proponents deliver learning products to the operational force through the Central Army Registry (CAR) and the Army Training Management System (ATMS), which includes both the Army Training Network (ATN) and the Digital Training Management System (DTMS) for inclusion in unit training plans and training assessment processes.

The Development of training Products for the Operational Domain
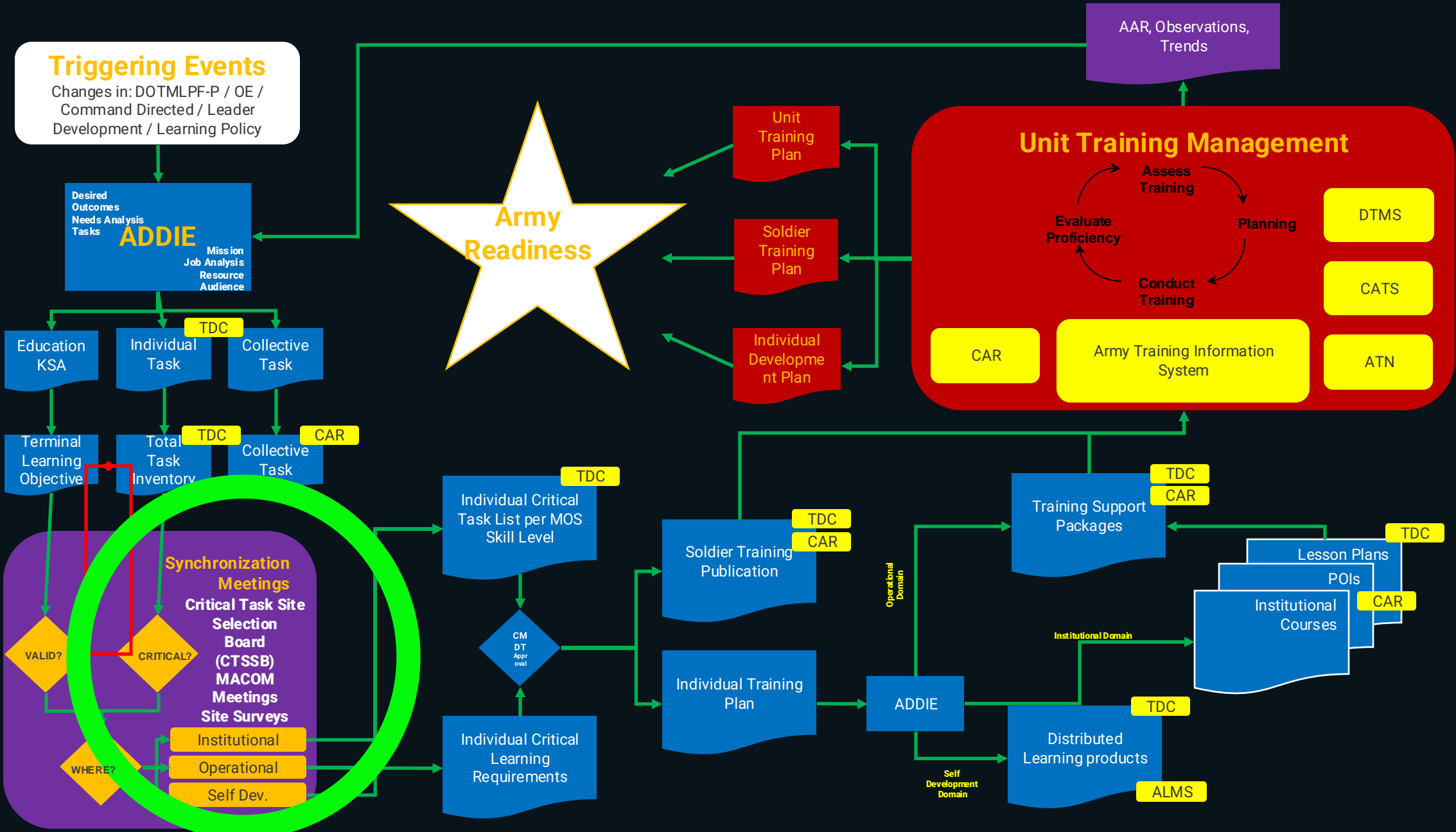
Learning Products Process Flow

"There are two basic approaches to lesson design. One approach is to design lessons based on approved individual critical tasks taken from the ICTL. **The second approach is to design lessons based on a knowledge, skill, or an attitude."** **TP 350-70-14**, **7-5.a**.

CTSSB and KSA-RB POAM

Legend
- 🟣 Main Event
- 🟢 Complete
- 🟡 On Track
- ⚪ Planning

🟣 **22 Apr 2026 – CTSSB Execution**

⚪ 22 Sep 2025 – CTSSB planning and preparation

🟡 June 2025 – KSA Revision Complete

⚪ **April 2025 - KSARB Phase 3: Total Force External Review**

🟣 **25 Jan 2025 - KSARB Phase 2: USAIRL Internal Review**

🟡 JAN 2025 – KSA Revision– Target 60% complete

🟣 **21 Nov 2024 – KSARB Phase 1: TDD Intra-KSARB**

🟡 01 Oct 2024 – 1st batch of revised K-element in TDC & 1st batch of K-element deleted in TDC

🟣 **28 Aug 2024 – ICTLs 56A & 56M uploaded to the CAR**

🟢 26 Aug 2024 – Complete initiate scrub of KSAs (Initiated 22 July)

🟢 26 July 2024 – ICTLs in TDC & ArmyU Compliant (10 tasks approved ready for CAR, 4 being revised)

🟢 22 July 2024 – Initiated KSA scrub in TDC)

🟢 14 June 2024 – ICTL Signed and Approved by Commandant

🟣 **22-26 April – CTSSB execution**

⚫ 15 Sept 2023 – CTSSB planning and preparation

174

ARMY LEARNING MODEL

"The operational, institutional, and self-development (OISD) domains for Army learning…develop the knowledge, skills, and attitudes needed to understand the operational environment (OE). In the Army, **learning is the act of acquiring, maintaining, or improving knowledge, skills, and attitudes to achieve required performance.** Army learning is a combination of training, education, and experience." (TR 350-70, 1-2c)

Train Tasks/KSAs*	Train & Develop Tasks/KSAs	Develop KSAs

As Army experience is gained ↑

Emphasis on training decreases ↓

While emphasis on education increases ↑

Entry   Exit

Career Progression
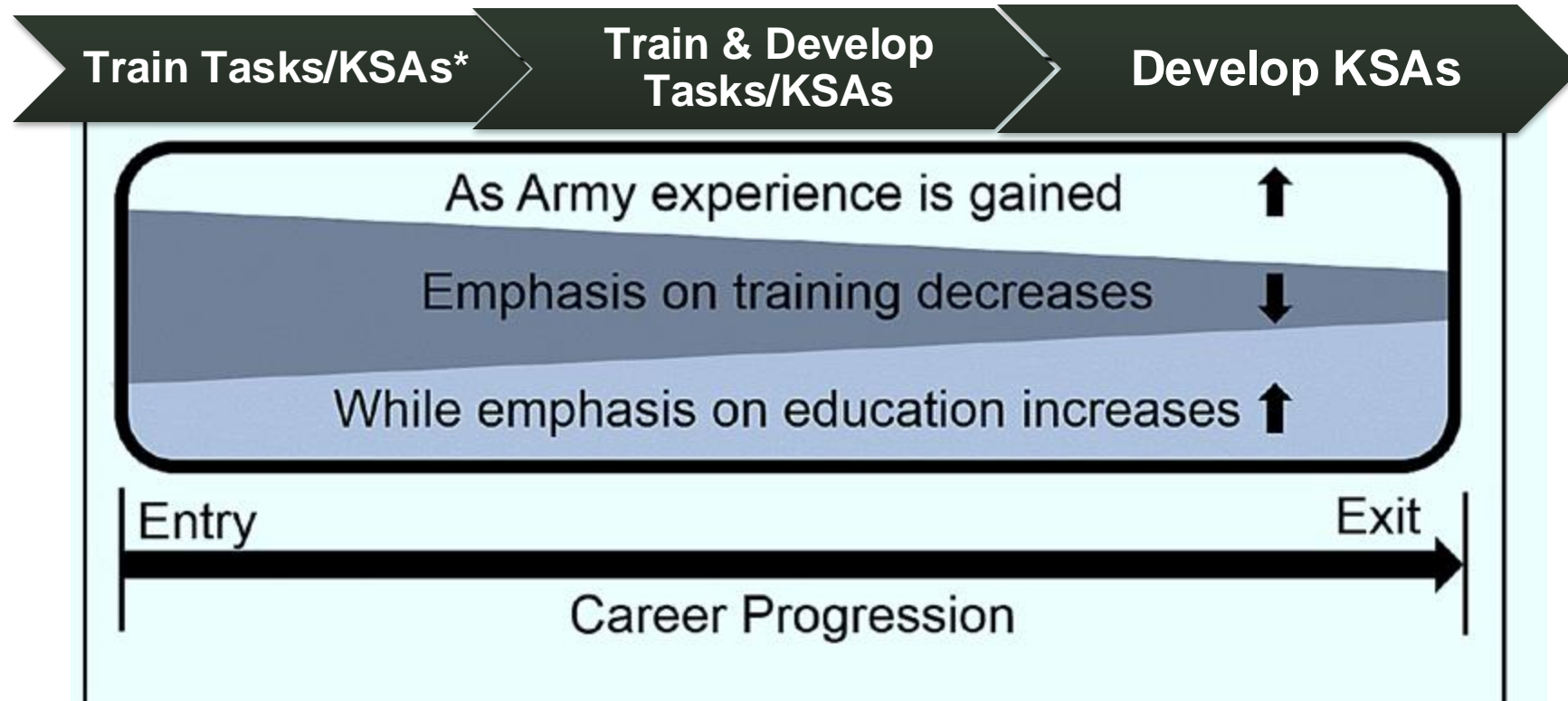
Figure 3-1. Relationship of Experience, Training, and Education

*Added to TRADOC graphic

ARMY LEADER DEVELOPMENT MODEL
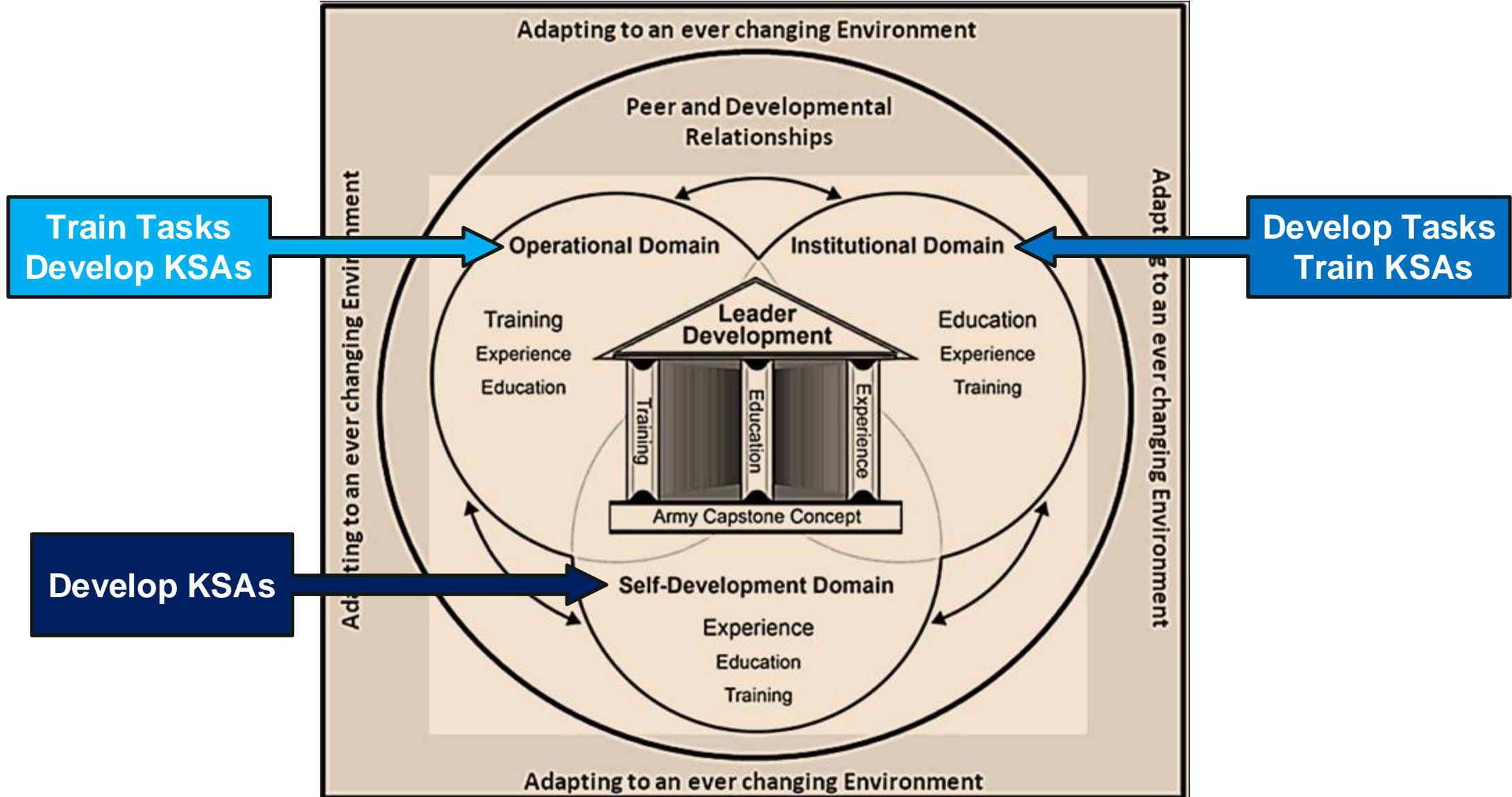
Glossary of Terms
Highlighting KSAs and the Affective Domain

Attitude

Attitude is a way of thinking about a person, place, thing, or event and the behavior displayed that reflects the Soldier's and DA Civilian's **way of thinking** and defined largely through affective learning. In a learning setting, an attitude is a quality, property or characteristic of an individual that **moderates how well learning and performance occur.**

Knowledge

Knowledge is job-related information analyzed to **provide meaning, value, and understanding** to perform skills, activities, or job functions. Knowledge is defined as comprehension gained by deliberate, systematic, sustained effort through study, experience, practice, and human interaction that provides the basis for expertise and skilled judgment. A knowledge is an element of critical learning requirements that may be used to facilitate learning content design and development. Knowledge may also be classified into four different types, which can assist the TNGDEV in articulating effective learning objectives. These four types of knowledge **are factual knowledge** (terminology, specific details and elements); **conceptual knowledge** (classifications, categories, principles, generalizations, theories, models and structures); **procedural knowledge** (subject-specific skills and algorithms, subject-specific techniques and methods, criteria for determining when to use appropriate procedures); and **metacognitive knowledge** (strategic knowledge, knowledge about cognitive tasks, including appropriate contextual and conditional knowledge, self-knowledge).

Skill

A skill designates one's ability to perform a job-related activity, which contributes to the effective performance of a task performance step. Skill is an element of critical learning requirements that may be used to facilitate learning content design and development. **There are three types of skills: physical (psychomotor), mental (cognitive), and emotional (affective).**

Active learning

An approach to instruction in which learners engage the material they study through reading, writing, talking, listening, and reflecting. Active learning focuses the responsibility of learning on the learners.

Army Learning Model (ALM)

ALM describes the framework, required capabilities, and on-going actions to implement a learner-centric, technology enabled, and career-long institutional learning model.

Affective domain

The domain examines a student's ability to internalize what is learned in the form of feelings and attitude. (TP 350-70-7)

Attitude

Attitude is a way of thinking about a person, place, thing, or event and the behavior displayed that reflects the Soldier's and DA Civilian's way of thinking and defined largely through affective learning. In a learning setting, an attitude is a quality, property or characteristic of an individual that moderates how well learning and performance occur.

Collective Task

A clearly defined, discrete, and measurable activity or action which requires organized team or unit performance and leads to accomplishment of the task to a defined standard. A collective task describes the performance of a group of Soldiers in the field under actual operational conditions, and contributes directly to mission accomplishment.

GLOSSARY – KSA (EXTENDED)

Common task An individual task performed by all Soldiers (and all Army Civilians in selected positions).

Educational outcome

Educational outcomes are the knowledge, skills and attitudes required for performance and attained as the end state educational experience in a course. Educational outcomes are observable and measurable and indicate the level and depth of learning individuals are required to know or to be able to do.

Experiential learning

The assumption is learners bring experience and knowledge to the classroom. Learners construct knowledge by synthesizing their real-world experiences and their experiences in the classroom. Learners receive both formative and summative assessments from faculty and peers throughout the course. **Experiential Learning creates learning that lasts by balancing both cognitive and affective domains. It allows learners to exercise critical reasoning and creative thinking by identifying problems and working collaboratively to develop possible solutions.**

Individual critical task

An individual critical task is a task that a Soldier and/or a DA Civilian performs to accomplish their mission and duties and to survive in battle and during other military operations. It is a subset of the total task inventory.

Individual critical task list

An ICTL is the list of critical tasks that job incumbents must perform to accomplish their missions and duties. A CTSSB develops the ICTL from a list of all tasks identified during a job analysis.

Individual task

A clearly defined and measurable activity accomplished by individuals. An individual task supports one or more collective tasks or drills and often supports another individual task. An individual task must be specific and have a definite beginning and ending. Use the construct of action, condition(s), and standard(s) to produce an individual task to ensure the task can be assessed against established performance standards that are observable, measurable, and achievable. An individual task is the lowest behavioral level in a job performed for its own sake.

Job

A job is a collection of unique, specific, and related activities (tasks or skills) performed by a unique, defined set of personnel.

Knowledge

Knowledge is job-related information analyzed to provide meaning, value, and understanding to perform skills, activities, or job functions. Knowledge is defined as comprehension gained by deliberate, systematic, sustained effort through study, experience, practice, and human interaction that provides the basis for expertise and skilled judgment. A knowledge is an element of critical learning requirements that may be used to facilitate learning content design and development. Knowledge may also be classified into four different types, which can assist the TNGDEV in articulating effective learning objectives. These four types of knowledge are factual knowledge (terminology, specific details and elements); conceptual knowledge (classifications, categories, principles, generalizations, theories, models and structures); procedural knowledge (subject-specific skills and algorithms, subject-specific techniques and methods, criteria for determining when to use appropriate procedures); and metacognitive knowledge (strategic knowledge, knowledge about cognitive tasks, including appropriate contextual and conditional knowledge, self-knowledge).

GLOSSARY – KSA (EXTENDED)

Learning objective

Learning objective consists of a three-part statement with an action, condition, and standard. This statement clearly and concisely describes learner performance at the prescribed level of learning required to demonstrate proficiency in the instructional material. Derive learning objectives from task/proficiency performance specifications. Objectives serve as the foundation for instructional design, provide the basis for instructional strategy decisions and criterion tests, establish clear and concise learner goals, and determine content.

Mission-essential task

A collective task on which an organization trains to be proficient in its designed capabilities or assigned mission. Also called MET. (FM 7-0)

Learning outcome

A statement that indicates the level and type of competence a learner will have at the end of a course. The specification of what a learner should learn as the result of a period of specified and supported study.

Operational domain

The training activities organizations undertake while at home station, at maneuver combat training centers, during joint exercises, at mobilization centers, and while operationally deployed. (ADP 7-0).

Practical exercise

A technique used during a training session that permits students to acquire and practice the knowledge, skills and attitudes necessary to successfully perform one or more training objectives.

Skill

A skill designates one's ability to perform a job-related activity, which contributes to the effective performance of a task performance step. Skill is an element of critical learning requirements that may be used to facilitate learning content design and development. There are three types of skills: physical (psychomotor), mental (cognitive), and emotional (affective).

Task

A clearly defined and measurable activity accomplished by individuals and organizations. It is the lowest behavioral level in a job or unit performed for its own sake. It must be specific; usually has a definite beginning and ending; may support or be supported by other tasks; has only one action and, therefore, is described using only one verb; generally, is performed in a relatively short time (however, there may be no time limit or there may be a specific time limit); and must be observable and measurable. The task title must contain one action verb and an object and may contain a qualifier.

Training support package

A TSP is a complete, exportable package that integrates training products, materials, and/or information necessary to train one or more tasks or learning objectives. The contents will vary depending on the training site and user. A TSP for collective training is a package used to train critical collective and supporting individual critical tasks (including leader and battle staff).

CUI

Employ Central Army Registry for Finding Tasks

System of Record: CAR

Central Army Registry (CAR)

https://rdl.train.army.mil/catalog/dashboard

CAR Search | Type here to search the CAR... | 🔍

Dashboard   🔍 CAR Search

Refinements:

Showing 1-25 of 190 Results

🔍 Start New Search

✕ 805D

▶ Mobile Apps by Device:

Product Type:

ATP - Army Techniques Publication (4)

CTASK - Collective Task (26)

FM - Field Manuals (2)

ICTL - Individual Critical Task List (11)

ITASK - Individual Tasks (134)

JCSPub - Joint Chiefs Of Staff Publication (1)

MISC - Miscellaneous Publications (2)

Mobile-App - Mobile Device Application (2)

TATS - Tats (1)

VID - Video Clip (7)

▶ **Proponent**/Knowledge Center:

▶ Distribution Restriction:

▶ Approval Type:

▶ Status:

▶ File Type:

▶ Modified Since:

805D-56M-4501 - Determine Unit Ministry Team Training Requirements

Determine Unit Ministry Team Training Requirements

🔍 UMT_Training

ⓘ Info & Alt Formats ▾

16-TM-1001 - Conduct Religious Services

Conduct Religious Services

🔍 ch_pappe

ⓘ Info & Alt Formats ▾

805D-208-7086 - Supervise the Development of the BDE Command Master Religious Plan (CMRP)

Supervise the Development of the BDE Command Master Religious Plan (CMRP)

ⓘ Info & Alt Formats ▾

805D-56A-6712 - Develop Chaplain Identity

Develop Chaplain Identity

🔍 chaplain   🔍 ChaplainIdentity

ⓘ Info & Alt Formats ▾

805D-56M-3419 - Establish a Leader Development Program

Establish a Leader Development Program

ⓘ Info & Alt Formats ▾

805D-56M-3418 - Monitor The Status of Subordinate Unit Ministry Team

Monitor The Status of Subordinate Unit Ministry Team

ⓘ Info & Alt Formats ▾

805D-56A-6613 - Provide Religious Support Utilizing Traumatic Event Management (TEM) Support Activities

Provide Religious Support Utilizing Traumatic Event Management (TEM) Support Activities

Refinements:

✕ 805D　✕ ITASK

▶ Mobile Apps by Device:

Product Type:

ITASK - Individual Tasks (134)

▶ Proponent/Knowledge Center:

▶ Distribution Restriction:

▶ Approval Type:

▶ Status:

▶ File Type:

▶ Modified Since:

Showing 1-25 of 134 Results　　🔍 Start New Search

805D-56M-3419 - Establish a Leader Development Program

Establish a Leader Development Program

ⓘ Info & Alt Formats ▾

805D-56M-3418 - Monitor The Status of Subordinate Unit Ministry Team

Monitor The Status of Subordinate Unit Ministry Team

ⓘ Info & Alt Formats ▾

805D-56A-6613 - Provide Religious Support Utilizing Traumatic Event Management (TEM) Support Activities

Provide Religious Support Utilizing Traumatic Event Management (TEM) Support Activities

ⓘ Info & Alt Formats ▾

805D-56M-3201 - Provide Advisement on the Ethical Climate

Provide Advisement on the Ethical Climate

ⓘ Info & Alt Formats ▾

805D-56A-6805 - Conduct a Military Memorial Service

Conduct a Military Memorial Service

ⓘ Info & Alt Formats ▾

805D-56M-1303 - Extract Pertinent Information from Plans or Orders

Extract Pertinent Information from Plans or Orders

ⓘ Info & Alt Formats ▾

805D-56M-1601 - Provide Religious Support to Wounded or Dying Soldiers

Provide Religious Support to Wounded or Dying Soldiers

ⓘ Info & Alt Formats ▾

805D-56M-2101 - Advise Soldiers on Process for Accommodation of Religious Practice

805D-56M-1601
Provide Religious Support to Wounded or Dying Soldiers
Status: Approved

Conditions: In a tactical environment, required to provide religious support to wounded or dying soldiers. Given reports of casualties at a Battalion Aid Station (BAS) or tactical Casualty Collection Point (CCP), given assigned weapon, helmet, body armor, tactical load bearing equipment, medical gloves, eye protection, a Chaplain with chaplain kit, Soldiers with ID tags who are casualties, copies of DD 1380 (Field Medical Card) or DA 7656 Tactical Combat Casualty Care (TC3) card, printed emergency prayers from a variety of religious traditions and secure digital or voice communication. This task should not be trained in MOPP 4.

Standards: Provide religious support to wounded or dying Soldiers during operations, ensure all required information on the SITREP is completed accurately, and submitted in a timely manner using the task Go / No-Go checklist, IAW FM 1-05 without error.

Performance Steps

1. Inform the chaplain that casualties are arriving.

2. Assess the tactical situation.

    a. Determine with the chaplain whether or not it is safe for the UMT to move to the casualty location.

    b. Secure the chaplain and needed ministry items, take cover and return fire as necessary.

    c. Observe if others are responding to the event. If medical personnel and other responders are moving, it is appropriate for the UMT to move.

3. Proceed to Triage area of the Aid Station as tactical situation allows.

    a. If your chaplain is with you, move tactically as a buddy team to the aid station.

    b. If you are separated from your chaplain, execute a pre-arranged plan for movement and rendevous at the triage area.

4. Observe BSI protocols by donning medical gloves and eye protection. Ensure other UMT members don gloves and eye pro.

5. Assist the chaplain in assessing the situation and establishing priorities for religious support.

    a. Determine the religious support personnel assets available.

    b. Plan and Coordinate execution of religious support with chaplain, using available assets.

    c. Prioritize religious support to casualties with the least chance of survival.

        (1) Expectant Patients (casualties who are so badly injured that only complicated or prolonged treatment can improve life expectancy) If the chaplain does not need your assistance here, assess other triage areas for next priority.

        (2) Delayed (casualties who have less risk of loss of life or limb if treatment is delayed) Check on patients in this category to reassure them.

        (3) Minimal (walking wounded; can be treated by self-aid or buddy aid).

        (4) Immediate (casualties whose conditions demand immediate treatment to save their life) Life-saving resuscitative treatment is more critical now to immediate casualties than ministry. As casualties are prioritized for treatment and evacuation, notify the chaplain for religious support opportunities before or after the wounded Soldier receives medical care.

PERFORMANCE MEASURES	GO	NO-GO	N/A
1. Informed the chaplain that casualties are arriving.			
2. Assessed the tactical situation.			
3. Proceeded to Triage area of the Aid Station as tactical situation allowed.			
4. Observed BSI protocols by donning medical gloves and eye protection. Ensured other UMT members donned gloves and eye pro.			
5. Assisted the chaplain in assessing the situation and in establishing priorities for religious support.			
6. Provided religious support to casualties.			
7. Obtained the services of another chaplain and or Religious Affairs Specialist or other qualified individual, if those assets were available.			
8. Annotated the name(s) of responding UMT members, their faith groups, the date and time of the incident, and the nature of the religious support provided on a DD 1380 (FMC) or DA 7656 (TC3) in the event the casualty is deceased.			
9. Updated situational assessment and re-evaluated initial religious support plan ICW the chaplain.			
10. Shifted ministry focus to ministration of human remains with special attention to the requirements of their religious tradition and to caring for providers ICW with the chaplain when the medical emergency is over.			
11. Observed the medical providers and informed the chaplain of any exhibiting signs of distress.			
12. Compiled initial SITREP for the chaplain's review and sent it to supervisory Unit Ministry Team or chaplain section using secure communication.			

Employ Central Army Registry for Finding Training Support Packages

CAR Search   [Type here to search the CAR...] 🔍   📋 Dashboard   🔍 CAR Search

Refinements: Showing 1-25 of 196 Results   🔍 Start New Search

✕ 805D

▶ Mobile Apps by Device:

Product Type:

[Search Product Types:]

ATP - Army Techniques Publication (4)

CTASK - Collective Task (27)

FM - Field Manuals (2)

ICTL - Individual Critical Task List (11)

ITASK - Individual Tasks (134)

JCSPub - Joint Chiefs Of Staff Publication (1)

MISC - Miscellaneous Publications (2)

Mobile-App - Mobile Device Application (2)

TATS - Tats (1)

TSP - Training Support Package (5)

VID - Video Clip (7)

▶ Proponent/Knowledge Center:

▶ Distribution Restriction:

▶ Approval Type:

▶ Status:

▶ File Type:

▶ Modified Since:

COLLECTIVE TASK

16-5-3002 - Perform Religious Administrative Support

Perform Religious Administrative Support

ⓘ Info & Alt Formats ▾

INDIVIDUAL TASK

805D-56M-3418 - Monitor The Status of Subordinate Unit Ministry Team

Monitor The Status of Subordinate Unit Ministry Team

ⓘ Info & Alt Formats ▾

INDIVIDUAL TASK

805D-56A-6711 - Demonstrate Basic Counseling Interventions

Demonstrate Basic Counseling Interventions

ⓘ Info & Alt Formats ▾

FM

FM 1-05 - Religious Support   **Get ePub**

This publication is also available in ePub format. Click Info & Alt Formats link. FM 1-05 provides a cohesive understanding of the fundamentals of religious support. It is the Armys doctrinal sourc...

🏷 more ▾   🔍 fm_1-05_religious_support   🔍 important   🔍 ch_pappe

ⓘ Info & Alt Formats ▾

COLLECTIVE TASK

16-BDE-4300 - Integrate Religious Support (RS) Plan(Unit, Area & Denominational) With Higher and Adjacent Units

Integrate Religious Support (RS) Plan(Unit, Area & Denominational) With Higher and Adjacent Units

ⓘ Info & Alt Formats ▾

INDIVIDUAL TASK

805D-56A-7006 - Analyze the Impact of Religion on Operations

Analyze the Impact of Religion on Operations

🔍 important

ⓘ Info & Alt Formats ▾

TSP

805D-56-CH2 - Spiritual Readiness Training

Institutionally vetted learning products on the topic of spiritual readiness for Chaplains and Religious Affairs Specialists.

CAR Search   Type here to search the CAR...   🔍   🖥 Dashboard   🔍 CAR Search

Refinements: Showing 1-5 of 5 Results   🔍 Start New Search

× 805D   × TSP

☑ Mobile Apps by Device:

☑ Product Type:

☑ Proponent/Knowledge Center:

☑ Distribution Restriction:

☑ Approval Type:

☑ Status:

☑ File Type:

☑ Modified Since:

805D-56-CH2 - Spiritual Readiness Training

Institutionally vetted learning products on the topic of spiritual readiness for Chaplains and Religious Affairs Specialists.

ⓘ Info & Alt Formats ▾

805D-56-CH1 - Confidential Communications

Training support package of institutionally vetted lesson plans for confidential communications

ⓘ Info & Alt Formats ▾

805D-56-CH3 - Spiritual Care for UMTs

Institutionally vetted learning products on the topic of spiritual care for Chaplains and Religious Affairs Specialists.

ⓘ Info & Alt Formats ▾

805D-56-CH4 - Religious Support Advisement

Institutionally vetted learning products on the topic of religious support advisement for Chaplains and Religious Affairs Specialists.

ⓘ Info & Alt Formats ▾

805D-56-CH5 - Leader Development for Unit Ministry Teams

Institutionally vetted learning products on the topic of Leader Development for Chaplains and Religious Affairs Specialists.

ⓘ Info & Alt Formats ▾

Full Description:

Institutionally vetted learning products on the topic of Leader Development for Chaplains and Religious Affairs Specialists.

Information:

Proponent/KC:	805D - Chaplain Center and School
Approval Type:	Commandant Approved
Distribution Restriction:	A - Approved for public release: distribution is unlimited
Foreign Disclosure:	FD1
Status:	Released
Approval Date:	11/06/2023
Effective Date:	11/07/2023
Classification:	unclassified
Download Package:	805d-56-ch5.zip (79967533)

Name	Type	Compressed size	Password ...	Size	Ratio	Date modified
158-IMT0004v_2	File folder					11/7/2023 3:49 PM
158-IMT0011v_1	File folder					11/7/2023 3:49 PM
181-BOLC1810v_1	File folder					11/7/2023 3:49 PM
181-BOLC1810v_2023	File folder					11/7/2023 3:49 PM
805D-56A6ETH2v_22_0	File folder					11/7/2023 3:49 PM
805D-56A6L80v_22_0	File folder					11/7/2023 3:49 PM
805D-56A7E01v_23_0	File folder					11/7/2023 3:49 PM
805D-56A7E04v_21_0	File folder					11/7/2023 3:49 PM
805D-56A7SLD1v_23_0	File folder					11/7/2023 3:49 PM
805D-56A7SLD2v_23_0	File folder					11/7/2023 3:49 PM
805D-56A7SLD3v_23_0	File folder					11/7/2023 3:49 PM
805D-56A7SLD4v_23_0	File folder					11/7/2023 3:49 PM
805D-56A7SLD8v_23_0	File folder					11/7/2023 3:49 PM
805D-56M3LDDv_22_0	File folder					11/7/2023 3:49 PM
805D-56-CH5v_23_0.pdf	Adobe Acrobat Document	6 KB	No	7 KB	21%	11/7/2023 3:49 PM

CONTENTS

Every lesson in the TSP zip file contains the following sections:

Section I. Administrative Data
Section II. Introduction
Section III. Presentation
Section IV. Summary
Section V. Student Evaluation
Appendix A - Viewgraph Masters
Appendix B - Test(s) and Test Solution(s) (N/A)
Appendix C - Practical Exercises and Solutions
Appendix D - Student Handouts

Lesson	Lesson ID	Version	Title
1	805D-56M3LDD	22.0	ALC Leader Development for Highly Effective Leadership
	Transition Statement:	N/A	
2	805D-56A7E04	21.0	Advanced Moral Leadership Training
	Transition Statement:	None	
3	805D-56A7SLD2	23.0	Army Direct Leadership from a Chaplain's Perspective
	Transition Statement:	None	
4	805D-56A7SLD1	23.0	Army Leadership from a Chaplain's Perspective
	Transition Statement:	None	
5	805D-56A7SLD3	23.0	Army Organizational Leadership from a Chaplain's Perspective
	Transition Statement:	None	
6	805D-56A7SLD4	23.0	Army Strategic Leadership from a Chaplain's Perspective
	Transition Statement:	None	
7	805D-56A7SLD8	23.0	Chaplain Leadership Philosophy Presentations
	Transition Statement:	None	

Questions?

**2024 FORSCOM Command Chaplain
Religious Support Capabilities Training Forum**

**Office of the Chief of Chaplains
Strategy Overview**

Chaplain (Colonel) Sam Kim
Assistant Director for Strategy, Office of the Chief of Chaplains

CUI

OCCH Strategy Overview

FY24-25 Short Version

12 DEC 2024

OCCH STRATEGY

POC: CH (COL) Sam Kim

Classification – CUI
BRIEFING PURPOSE:
- ❑ Information
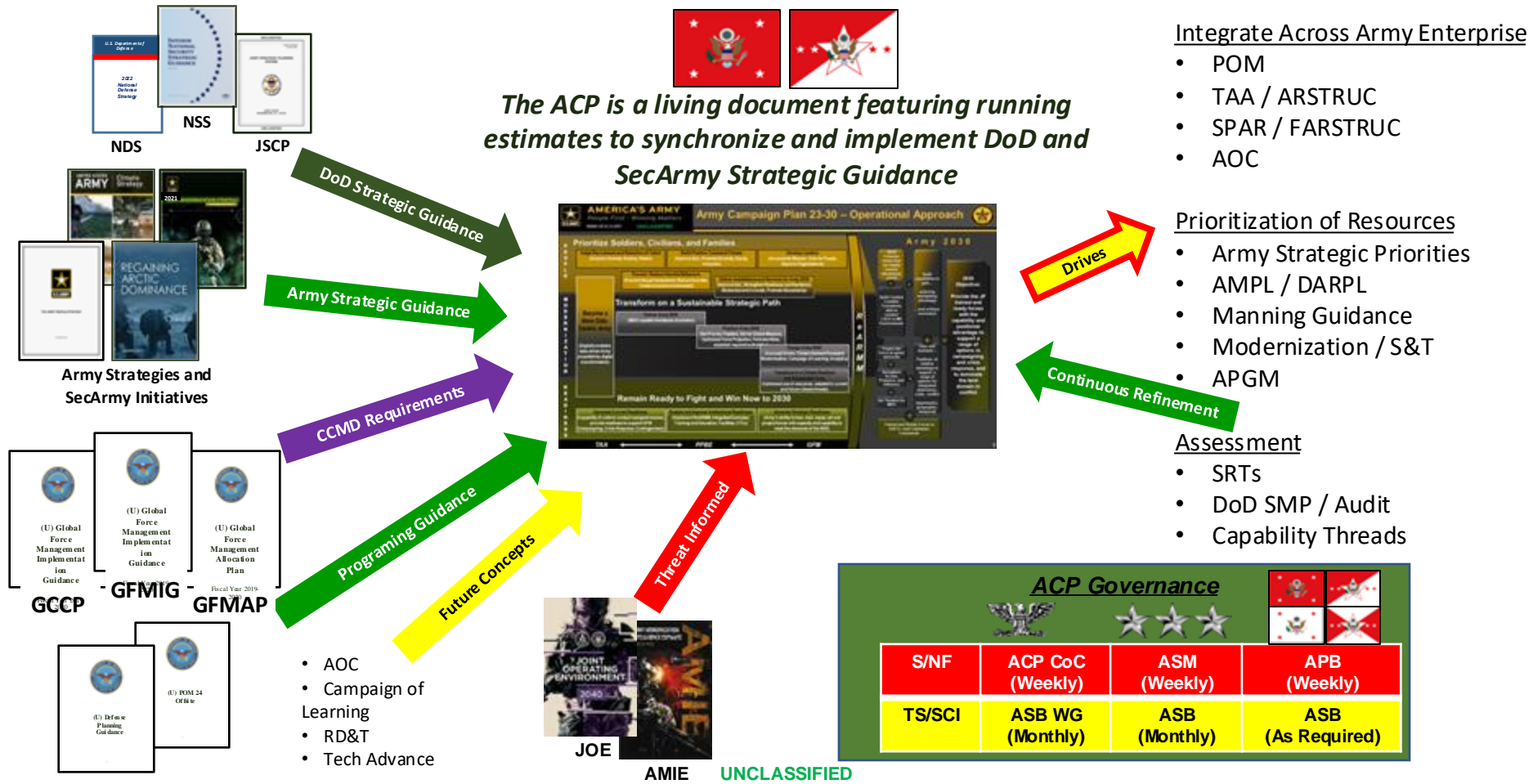- **X** ❑ Update
- ❑ Decision
- ❑ Other____
____

CUI

1. Strategic Guidance to HQDA

2. HQDA Army Campaign Plan (ACP) 23-30

3. Chaplain Corps Campaign Plan (CHCCP) 23-30

4. Governance – CHC Strategic Architecture & Governance (CHCSAG)

5. FY25 Chief of Chaplains (CCH) Training and Leader Developmental Guidance (TLDG)

6. FY25 CCH TLDG – FORSCOM (CO #5, #9)

7. Questions

UNCLASSIFIED

The ACP is a living document featuring running estimates to synchronize and implement DoD and SecArmy Strategic Guidance

NDS   NSS   JSCP

Army Strategies and SecArmy Initiatives

GCCP   GFMIG   GFMAP

DoD Strategic Guidance

Army Strategic Guidance

CCMD Requirements

Programing Guidance

Future Concepts

Threat Informed

- AOC
- Campaign of Learning
- RD&T
- Tech Advance

JOE   AMIE   **UNCLASSIFIED**

Army Campaign Plan 23-30 – Operational Approach

Drives

Continuous Refinement

Integrate Across Army Enterprise
- POM
- TAA / ARSTRUC
- SPAR / FARSTRUC
- AOC

Prioritization of Resources
- Army Strategic Priorities
- AMPL / DARPL
- Manning Guidance
- Modernization / S&T
- APGM

Assessment
- SRTs
- DoD SMP / Audit
- Capability Threads

ACP Governance

S/NF	ACP CoC (Weekly)	ASM (Weekly)	APB (Weekly)
TS/SCI	ASB WG (Monthly)	ASB (Monthly)	ASB (As Required)

CUI

Nesting with NDS and ASL Guidance

PEOPLE

Prioritize Soldiers, Civilians, and Families

Strategic Messaging	1. (U) Adapt Recruiting and Retention	2. (U) Develop Leaders	3. (U) Build Positive Command Climates	4. (U) Prevent / Reduce Harmful Behaviors	5. (U) Deliver Installations and Services for Army 2030

27A. (U) Data-Centric Army – People

MODERNIZATION

Transform on a Sustainable Strategic Path

Deliver Army 2030

Strategic Messaging	6. (U) Gain and Maintain Decision Dominance A. Unified Network B. Information Advantage	7. (U) Execute Multidomain Intelligence & Targeting	8. (U) Conduct Precision Strike in Depth Across Domains	9. (U) Maneuver at Speed and Scale	10. (U) Survivable/ Resilient A. IAMD B. Enhance CBRN Readiness C. Protection	11. (U) Sustain Army and Joint Force A. MDO Sustainment Capability B. Sync & Integrate Army 2030 Sustainment

27B. (U) Interoperability, Lethality, and Convergence in Contested Environments

(CUI) Protect and Inform

(U) Provide Test and Evaluation to Enable Deliver Army 2030

Position Army 2030

Strategic Messaging	12. (U) Set USAREUR-AF	13. (U) Set USARPAC	14. (U) Set USARNORTH	15. (U) Set USARCENT	16. (U) Set USARSOUTH	17. (U) Set USASOC	18. (U) Set USASMDC	19. (U) Set ARCYBER

20. (U) Optimize Force Projection

27B. (U) Interoperability, Lethality, and Convergence in Contested Environments

(CUI) Protect and Inform

(U) Strengthen Access, Presence and Influence with Allies and Partners

Design Army 2040

Strategic Messaging	21. (U) Identify Transition Points Beyond 2030	22. (U) Design the Future Force

27B. (U) Interoperability, Lethality and Convergence in Contested Environments

(CUI) Protect and Inform

(U) Conduct Army Continuum of Analysis

(U) Conduct Campaign of Learning

READINESS

Ready to Fight and Win Now to 2030

Strategic Messaging	23. (U) Transform to Climate Resilient and Sustainable Army	24. (U) Generate Current Readiness	25. (U) Sustain and Improve Institutional Readiness	26. (U) Generate Strategic Readiness

27C. (U) Optimize Business Data to Speed Decision Making
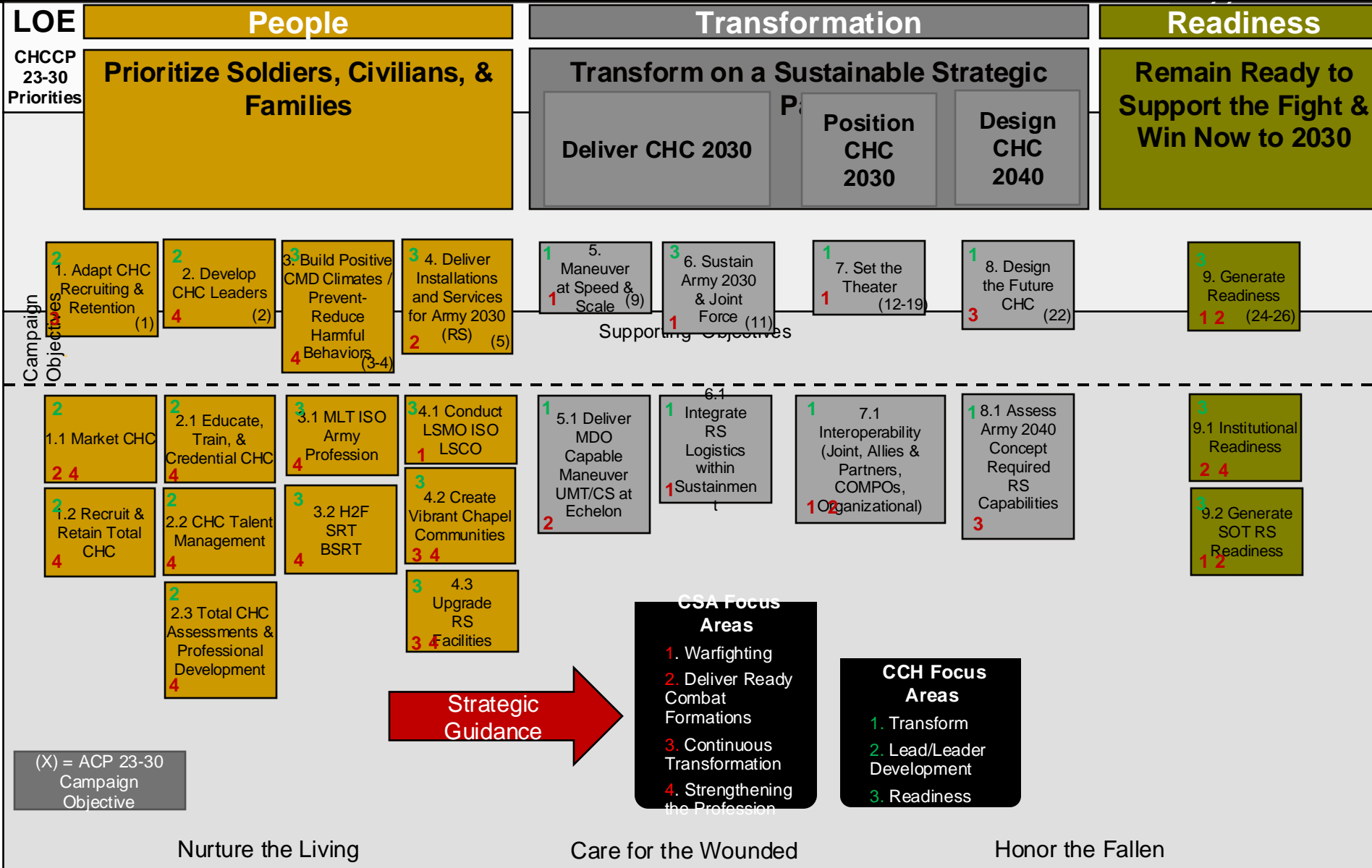
CUI

ACP 23-30 – CAMPAIGN & SUPPORTING OBJ
SPR-Strategy

CUI

CHAPLAIN CORPS CAMPAIGN PLAN 23-30

CHCCP Draft Work - SPR Strategy/ Approved Draft

LOE	People	Transformation	Readiness
CHCCP 23-30 Priorities	Prioritize Soldiers, Civilians, & Families	Transform on a Sustainable Strategic Pace Deliver CHC 2030 / Position CHC 2030 / Design CHC 2040	Remain Ready to Support the Fight & Win Now to 2030

Campaign Objectives

2 1. Adapt CHC Recruiting & Retention (1) **2 4**

2 2. Develop CHC Leaders (2) **4**

3 3. Build Positive CMD Climates / Prevent-Reduce Harmful Behaviors (3-4) **4**

3 4. Deliver Installations and Services for Army 2030 (RS) (5) **2**

1 5. Maneuver at Speed & Scale (9) **1**

3 6. Sustain Army 2030 & Joint Force (11) **1**

1 7. Set the Theater (12-19) **1**

1 8. Design the Future CHC (22) **3**

3 9. Generate Readiness (24-26) **1 2**

Supporting Objectives

2 1.1 Market CHC **2 4**

2 2.1 Educate, Train, & Credential CHC **4**

3 3.1 MLT ISO Army Profession **4**

3 4.1 Conduct LSMO ISO LSCO **1**

1 5.1 Deliver MDO Capable Maneuver UMT/CS at Echelon **2**

1 6.1 Integrate RS Logistics within Sustainment **1**

1 7.1 Interoperability (Joint, Allies & Partners, COMPOs, Organizational) **1 2**

1 8.1 Assess Army 2040 Concept Required RS Capabilities **3**

3 9.1 Institutional Readiness **2 4**

2 1.2 Recruit & Retain Total CHC **4**

2 2.2 CHC Talent Management **4**

3 3.2 H2F SRT BSRT **4**

3 4.2 Create Vibrant Chapel Communities **3 4**

3 9.2 Generate SOT RS Readiness **1 2**

2 2.3 Total CHC Assessments & Professional Development **4**

3 4.3 Upgrade RS Facilities **3 4**

(X) = ACP 23-30 Campaign Objective

Strategic Guidance →

CSA Focus Areas
1. Warfighting
2. Deliver Ready Combat Formations
3. Continuous Transformation
4. Strengthening the Profession

CCH Focus Areas
1. Transform
2. Lead/Leader Development
3. Readiness

Nurture the Living   Care for the Wounded   Honor the Fallen

CHCCP 23-30 Overlay of ACP 23-30

PEOPLE

ASA(M&RA) G-1 TRADOC	ASA(M&RA) G-9 TRADOC	ASA(M&RA) G-9 TRADOC	ASA(M&RA) G-1 TRADOC	ASA(IE&E) G-9 AMC

1. (U) Adapt Recruiting & Retention
- 1.1 (U) Market the Army
- 1.2 (U) Recruit the Total Army Soldier and Civilian
- 1.3 (U) Engage and Retain Talented Soldiers and Civilians

2. (U) Develop Leaders
- 2.1 (U) Educate, Train and Credential the Army
- 2.2 (U) Inculcate and Normalize Talent Management
- 2.3 (U) Assessments and Professional Development

3. (U) Build Positive Command Climates
- 3.1 (U) Enhance Climate Mechanism
- 3.2 (U) Enhance Climate Feedback to Leaders & ORGs
- 3.3 (U) Enhance LDR Knowledge & Skills to Shape Climate & Culture
- 3.4 (U) Drive Commitment & Engagement of Army-Wide Inclusive Culture

4. (U) Prevent/ Reduce Harmful Behaviors
- 4.1 (U) Establish Integrated Primary Prevention Infrastructure
- 4.2 (U) Execute Primary Prevention (Implement DoD IRC & FHIRC Recommendations)
- 4.3 (U) Become Learning Organization Optimized for Prevention
- 4.4 (U) Fully Implement Holistic Health and Fitness (H2F) Programs

5. (U) Deliver Installations & Services for Army 2030
- 5.1 (U) Installations Support to People
- 5.2 (U) Strengthen Readiness & Resilience
- 5.3 (U) Modernize & Innovate
- 5.4 (U) Promote Stewardship

MODERNIZATION

Deliver Army 2030

USA G-6 AFC	ASA(ALT) G-6 AFC	ASA(ALT) G-2 AFC	ASA(ALT) G-3/5/7 AFC	ASA(ALT) G-3/5/7 AFC

6. (U) Gain & Maintain Decision Dominance A) Unified Network B) Information Advantage
- 6A1 (U) Establish the Unified Network
- 6A2 (U) Posture the Force for Multidomain Operations
- 6A3 (U) Provide Network Security & Survivability
- 6A4 (U) Reform Process and Policies
- 6A5 (U) Network Sustainment
- 6B1 (U) Enable Decision Making
- 6B2 (U) Protect Friendly Information
- 6B3 (U) Inform & Educate Domestic Audiences
- 6B4 (U) Inform & Influence International Audiences
- 6B5 (U) Conduct Information Warfare

7. (U) Execute Multidomain Intelligence and Targeting
- 7.1 (U) Intelligence Foundation Modernization
- 7.2 (U) Terrestrial Layer Modernization
- 7.3 (U) Aerial Layer Modernization
- 7.4 (U) Space Layer Modernization
- 7.5 (U) Organize AISE Formations for Army 2030
- 7.6 (CUI) Modernize the Intelligence Process
- 7.7 (CUI) Drive Intelligence & Security Processes ISO Protection of Army
- 7.8 (CUI) Execute Army Targeting Action Plan

8. (U) Conduct Precision Strike in Depth Across
- 8.1 (U) Penetrate Enemy A2/AD
- 8.2 (U) Enable DI VARTY
- 8.3 (U) Improve Artillery Survivability & Mobility

9. (U) Maneuver at Speed & Scale
- 9.1 (U) Deliver MDO Capable Maneuver Formations at Echelon
- 9.2 (U) Deliver Multidomain Operations Capability & Capacity
- 9.3 (U) Deliver Wet Gap & Breaching Capability & Capacity
- 9.4 (U) Enable Recon & Surveillance at Echelon

10. (U) Deliver Survivable/Resilient Army: A) IAMD B) Enhance CBRN Readiness C) Protection
- 10A.1 (U) Deliver Increased AMD Capability & Capacity
- 10A.2 (U) Deliver Increased C-sUAS Capability & Capacity
- 10B.1 (U) Develop Staff Integration of CBRN Across WfF
- 10B.2 (U) Build CBRN-D Readiness in Maneuver Units
- 10B.3 (U) Modernize WMD Survivability
- 10B.4 (U) Biological Medical & Warfare Integration
- 10B.5 (U) Homeland CBRN Response
- 10C.1 (U) Improve EOD Capability & Capacity
- 10C.2 (U) Deliver the Protection Brigade
- 10C.3 (U) Conduct All Domain Protection CBA

Position Army 2030

ASA(ALT) G-4 AMC	ASA(ALT) G-4 AMC	DUSA USAREUR-AF	DUSA USARPAC	DUSA USARNORTH	DUSA USARCENT	DUSA USARSOUTH	DUSA USASOC	DUSA USASMDC	ASA(ALT) G-3/5/7 ARCYBER	ASA(ALT) G-3/5/7 AFC	

11. (U) Sustain Army 2030 & Joint Force A) MDO Sustainment Capabilities B) Sync & Integrate Army
- 11A.1 (U) Sustain the Force at Echelon
- 11A.2 (U) Maintain the Force
- 11B.1 (U) Improve Theater Sustainment Architecture for LSCO in Contested
- 11B.2 (U) Modernize the Army OIB
- 11B.3 (U) Optimize OIB & Supply Chain Capability & Capacity
- 11B.4 (U) Integrate Capability & Interoperability of Allied & Partner Nation Forces

12. (U) Set US AREUR-AF
- 12.1 (U) Set the Theater
- 12.2 (U) Present Combat-Credible Army Forces
- 12.3 (U) Transform Operational C2 & Modernize the Force

13. (U) Set US ARPAC
- 13.1 (U) Execute Operation Pathways
- 13.2 (U) Deliver IDP1
- 13.3 (U) Deliver IDP 2
- 13.4 (U) Deliver IDP 3
- 13.5 (U) Deliver Arctic Forces
- 13.6 (U) All Things Alaska
- 13.7 (U) Expand Joint Pacific Multinational Readiness Center
- 13.8 (U) All Things Guam / Defense of Guam

14. (U) Set US ARNORTH
- 14.1 (U) Build Sustainment Infrastructure for Homeland Defense
- 14.2 (U) Est. Theater Enabler Solutions to Execute CCDR Daily Requirements
- 14.3 (U) Modernize the ARNORTH HQ & Homeland
- 14.4 (U) Globally Integrate Homeland Defense Plans
- 14.5 (U) Est. an Integrated North American Defense Framework
- 14.6 (U) Set Alaska

15. (U) Set US ARCENT
- 15.1 (U) Support Forces in Contact
- 15.2 (U) Build Sustainable, Enduring Theater Army
- 15.3 (U) Modernize ARCENT
- 15.4 (U) Ready, Assure, Deter and Win

16. (U) Set US ARSOUTH
- 16.1 (U) Demonstrate US Freedom of Action & Modernize ARSOUTH to Improve Capabilities to Respond to Crisis and Conflict
- 16.2 (U) Enable ARSOUTH and Army Readiness Through Multidomain Operations-Focused Training
- 16.3 (U) Improve Posture and Demonstrate Access
- 16.4 (U) Improve Interoperability with Strategic Partners and Increase Capabilities & Capacities of Shaping Partners

17. (U) Set US ASOC
- 17.1 (U) Modernize ARSOF Concepts, Capabilities, & Doctrine to Enable ADW
- 17.2 (U) Enhance and Sustain Readiness as ARSOF For Employment
- 17.3 (U) Position ARSOF Globally, & in All-Domains to Generate & Sustain Adv.

18. (U) Set US ASMDC
- 18.1 (U) Deliver Army 2030-2030 Space & High Altitude (HA)
- 18.2 (U) Deliver Army 2030-2040 Space & HA Formations
- 18.3 (U) Set the Globe for Space & Missile Defense

19. (U) Set ARCYBER
- 19.1 (U) Optimize the Cyber Domain for Strategic Competition
- 19.2 (U) Deliver Cyber Forces Capability to Joint Force
- 19.3 (U) Transform Army Cyber for Multidomain Operations

Design Army 2040

21. (U) Identify Transition Points Beyond 2030
- 21.1 (U) Recommend S&T Investments to Address Gaps & Challenges
- 21.2 (U) Identify and Template DOTMLPF-P Integration Points for 2040 Solutions
- 21.3 (U) Identify & Template DOTMLPF-P Integration Points for 2040 Materiel Solutions

22. (U) Design the Future Force
- 22.1 (U) Develop Army 2040 Operating Concept, Emerging Tech.
- 22.2 (U) Develop & Refine the Army 2040 Operating Concept & Supporting Concepts
- 22.3 (U) Assess Army 2040 Concept Required Capabilities
- 22.4 (U) Develop Prioritized Options to Address Army 2040 Capability Gaps

READINESS

ASA(IE&E) G-9 AMC	ASA(M&RA) G-3/5/7 FORSCOM	ASA(M&RA) G-3/5/7 TRADOC	DUSA G-3/5/7 N/A

23. (U) Transform to Climate Resilient & Sustainable
- 23.1 (U) Installations
- 23.2 (U) Acquisition & Logistics
- 23.3 (U) Training

24. (U) Generate Current Readiness
- 24.1 (U) Reporting Compliance
- 24.2 (U) The Army Generates Sufficient Current Readiness to Meet Demands for Assigned, Allocated and Immediate Response Forces
- 24.3 (U) The Army Synchronizes Readiness Investments through ReARMM to Generate & Sustain Modernization

25. (U) Sustain & Improve Institutional Readiness
- 25.1 (U) Modernize Army Professional Military Education
- 25.2 (U) Modernize Army Training Capabilities
- 25.3 (U) Multidomain, Multi-Echelon, and Multi-National Exercises
- 25.4 (U) Execute Civilian Harm Mitigation and Response Action Plan

26. (U) Generate Strategic Readiness
- 26.1 (U) Reporting Compliance
- 26.2 (U) HQDA Provides the JS Strategic Readiness Assessments Quarterly

---

ASA(M&RA) G-1 TRADOC	ASA(ALT) G-3/5/7 AFC	USA G-8 ALL

DUSA G-3/5/7 FORSCOM — **20. (U) Optimize Force Projection**
- 20.1 (U) Increase Force Projection Capability & Capacity
- 20.2 (U) Calibrate AP Sin Sync with Army Modernization

(U) 27A. Data Centric Army - People

(U) 27B. Interoperability, Lethality, and Convergence in Contested Environments

(U) 27C. Optimize Business Data to Speed Decision Making

Oversight
AFSTAF Integrator
Supported Command

(CUI) Protect and Inform

(U) Provide Test and Evaluation to Enable Deliver Army 2030   **(U) Strengthen Access, Presence & Influence with Allies and Partners**

(U) Conduct Army Continuum of Analysis

(U) Conduct Campaign of Learning

LOE	People	Transformation	Readiness
CHCCP 23-30 Priorities	**Prioritize Soldiers, Civilians, & Families**	**Transform on a Sustainable Strategic Pa** — Deliver CHC 2030 | Position CHC 2030 | Design CHC 2040	**Remain Ready to Support the Fight & Win Now to 2030**

Campaign Objectives

TRADOC	TRADOC	TRADOC	AMC	FORSCO M	AMC	ASCC	AFC	FORSCOM/TRADOC
1. Adapt CHC Recruiting & Retention (1)	2. Develop CHC Leaders (2)	3. Build Positive CMD Climates / Prevent-Reduce Harmful Behaviors (3-4)	4. Deliver Installations and Services for Army 2030 (RS) (5)	5. Maneuver at Speed & Scale (9)	6. Sustain Army 2030 & Joint Force (11)	7. Set the Theater (12-19)	8. Design the Future CHC (22)	9. Generate Readiness (24-26)

Supporting Objectives

1.1 Market CHC	2.1 Educate, Train, & Credential CHC	3.1 MLT ISO Army Profession	4.1 Conduct LSMO ISO LSCO	5.1 Deliver MDO Capable Maneuver UMT/CS at Echelon	6.1 Integrate RS Logistics within Sustainment	7.1 Interoperability (Joint, Allies & Partners, COMPOs, Organizational)	8.1 Assess Army 2040 Concept Required RS Capabilities	9.1 Institutional Readiness
1.2 Recruit & Retain Total CHC	2.2 CHC Talent Management	3.2 H2F SRT BSRT	4.2 Create Vibrant Chapel Communities					9.2 Generate SOT RS Readiness
	2.3 Total CHC Assessments & Professional Development		4.3 Upgrade RS Facilities					

(X) = ACP 23-30 Campaign Objective

Nurture the Living   Care for the Wounded   Honor the Fallen

CHCSAG Replication of HQDA ACP Process
SPR-STRATEGY
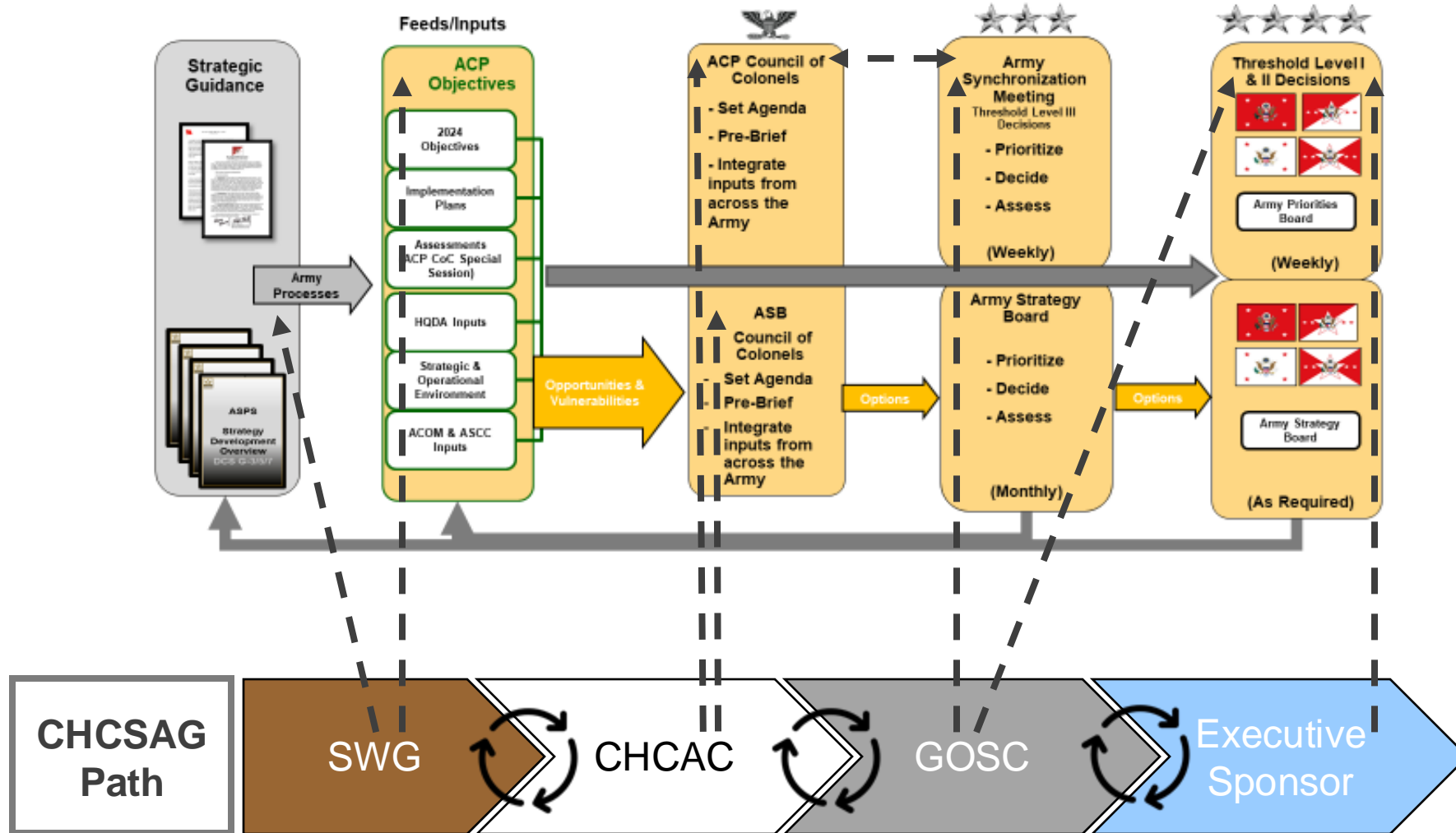
CHCSAG Overall Process
SPR-STRATEGY

- Entry Point of all CHCSAG Items

SWG

- Gatekeeper for SWG Items Forward

CHCAC

Executive Sponsor

GOSC

- Provides Guidance & Decisions to CHCSAG

- Provide Info and/or Advice Up or Down
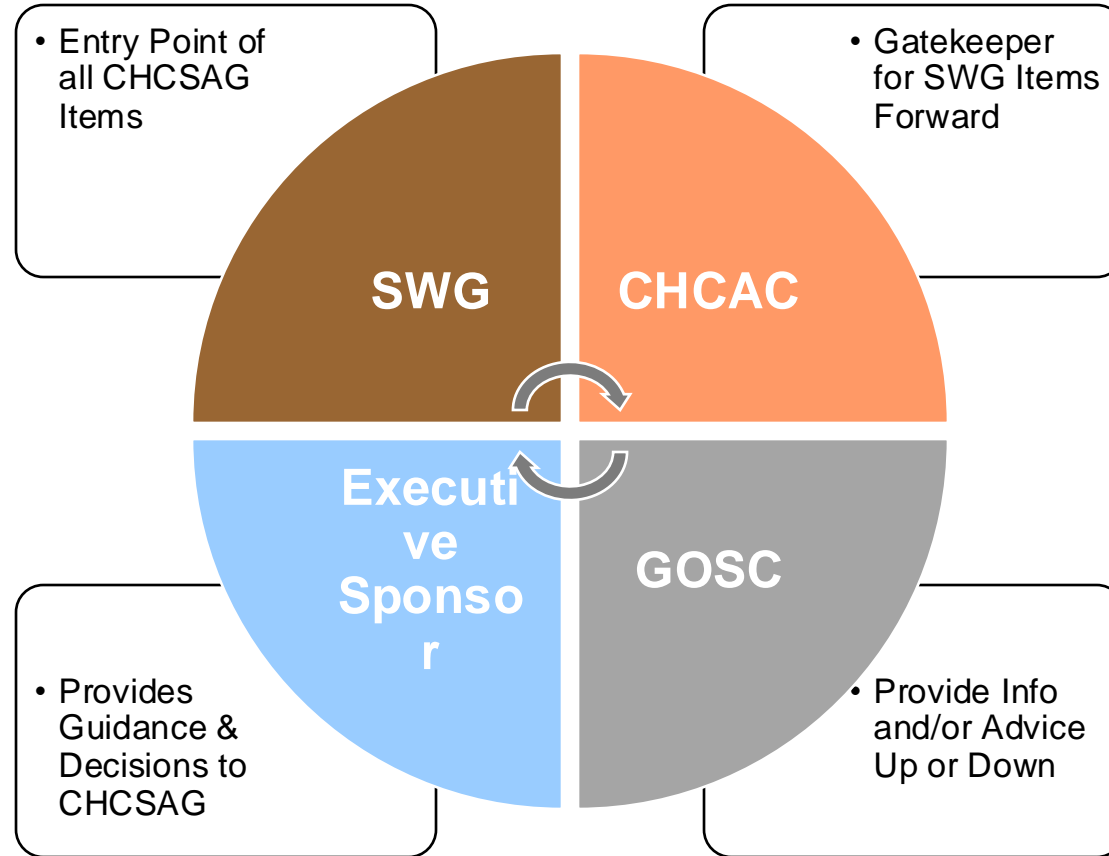
CHCSAG-CHCAC (30OCT2024) - Agenda
SPR-STRATEGY

Time		Topic	Office
1230 - 1235		Opening Remarks/Calendar	OCCH
1235 - 1245		OCCH Update(s)	OCCH
1245 - 1300	△1	ASCC Update 1: ARCENT	ARCENT
1300 - 1315	◯1	SWG Topic 1: Senior Command Chaplain/NCO Program	AMC
1315 - 1330	△2	ASCC Update 2: ARNORTH	ARNORTH
1330 - 1345	◯2	SWG Topic 2: Building Positive CMD Climate / Prevent Harmful Behaviors	TRADOC
1345-1350	◯3	SWG Topic 3: CCH Training Leader Development Guidance (TLDG) FY26	SPR-Strategy
1350 - 1355		Admin.	OCCH
1355 - 1400		Closing Comments	OCCH

Legend:
- ◯ INFORMATION
- △ UPDATE
- ★ OTHER
- ⬡ GUIDANCE
- ⬢ DECISION

CHAPLAIN CORPS CAMPAIGN PLAN 23-30
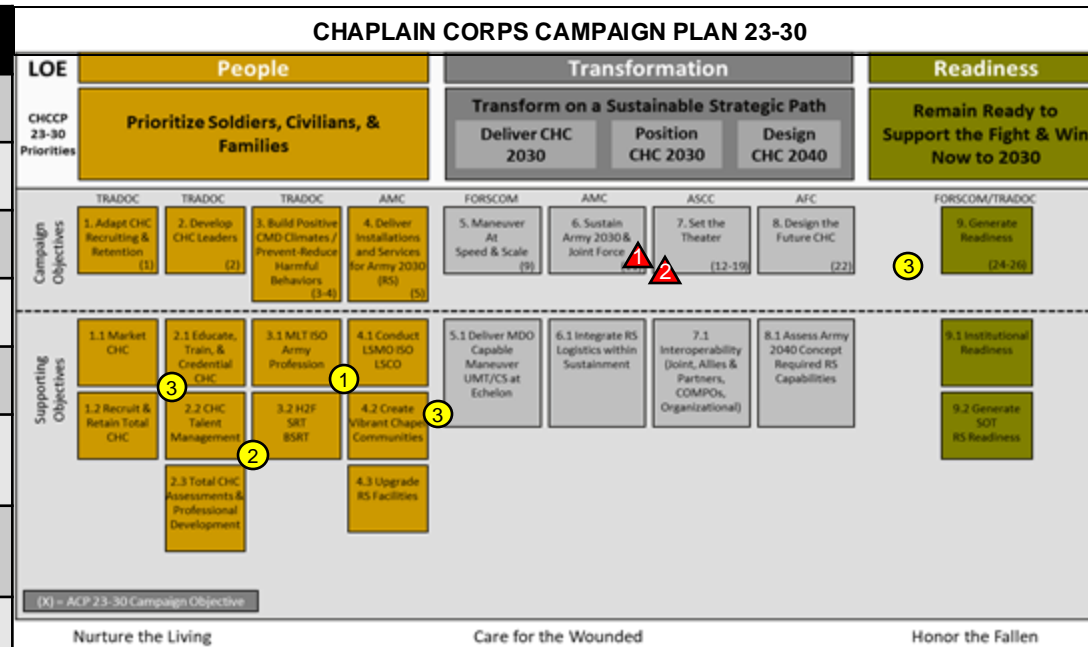
DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF CHAPLAINS
2700 ARMY PENTAGON
WASHINGTON DC 20310-2700

DACH-ZA   31 May 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year 2025 (FY25) Chief of Chaplains (CCH) Training and Leader Developmental Guidance (TLDG)

1. References.

   a. Army Campaign Plan 2023-2030.

   b. Message to the Army Team (Tri-Signed), 26 October 2023.

   c. AR 350-1, Army Training and Leader Development, 10 December 2017.

   d. AR 165-1, Army Chaplain Corps Activities, 5 February 2024.

   e. FM 1-05, Religious Support, 21 January 2019.

   f. U.S. Army Chaplain Corps Campaign Plan 23-30.

   g. U.S. Army Chaplain Corps Strategic Architecture and Governance, 6 March 2024.

2. Purpose. This memorandum updates the Chief of Chaplains (CCH) Training and Leader Development Guidance (TLDG) and synchronizes Chaplain Corps (CHC) training with the priorities of the Chief of Staff of the Army (CSA). The TLDG advances religious support (RS) unity of effort by providing chaplain sections (CS) and Unit Ministry Teams (UMT) a shared focus for training. These training priorities (TP) when employed will reinforce a Commanders' training requirements while simultaneously building readiness for the Total CHC.

   a. The Army's purpose remains unchanged as emphasized by the CSA: "Our Army exists to fight and win our nation's wars." In achieving this purpose, Soldiers and Families are the strength of the Army, and the CHC is entrusted to care for both. The CSA's focus areas for the Army of 2030 are Warfighting, Delivering Ready Combat Formations, Continuous Transformation, and Strengthening the Profession.

   b. The CCH's focus areas are Transform, Lead/Leader Development, and Readiness. These priorities are nested and aligned within the scope of the ACP 23-30 and the CSA's four focus areas. The CHC must continue to support the Army in achieving its purpose and provide the utmost RS to the warfighters and their Families.

DACH-ZA
SUBJECT: FY25 CCH TLDG

3. Training Philosophy. RS leader training should address the CHC's capabilities to provide RS and to advise commanders on the impact of religion, morals, and morale. As a complement to unit training, the CHCCP 23-30 lines of effort (LOE) should also be integrated in the overall training plan for all chaplain sections and UMTs. The nested CHCCP 23-30 LOEs are as follows: **People, Transformation, and Readiness.**

4. Training Priorities (TPs). CCH's TLDG will support both the CSA's four focus areas and CCH's three focus areas. These collective focus areas thus shape and inform all FY25 CHC training efforts and the identified FY25 TPs. FY25 TPs are as follows:

   a. TP1 – Providing Religious Support to the Warfighter and their Family.

      (1) *Religious Support Training* - Conduct training that focuses upon the three core competencies of the CHC; Nurture the Living, Care for the Wounded, and Honor the Fallen. Training should allow the CHC to grow in understanding all aspects of providing RS and its broad application to large scale mobilization operations (LSMO), large scale combat operations (LSCO), and Multidomain context.

      (2) *Advisement Training* - Conduct training that empowers CHC members in the capability of advisement, both internal and external. With the growing complexities of Army 2030, internal advisement training must receive primary emphasis followed by external advisement. This one training focus impacts key equities found on the remaining three TPs.

   b. TP2 - Delivering Ready UMTs and Chaplain Sections to Combat Formations.

      (1) *Combat Proficiency* - Conduct realistic and rigorous training that explores all aspects of RS in the context of LSMO, LSCO, and Multidomain. Training should promote the building of cohesive UMTs and CSs at echelon while including CHC members assigned to both garrisons and tactical organizations. Maximize collective training opportunities with RS scope and content of all forecasted training exercises. Training topics may include field craft, casualty care, survivability in combat, RS delivery (direct vs. area), and force protection measures. Consider usage of Central Army Registry (CAR) for training materials to employ in achieving proficiency and increasing overall readiness of UMTs and CSs.

      (2) *Theater Focus* - Conduct theater familiarization training for all assigned UMTs and CSs. UMTs and CSs must be prepared for potential change of missions despite regional focus of assigned organization. The CHC member assigned stateside today may be in a combat setting around the world tomorrow.

      (3) *Interoperability* - Interoperability is a key attribute for success in any potential LSCO or Multidomain setting (FM 3-0). Conduct training that both explores the components of interoperability and fosters it across the Total CHC. As conditions allow

2

DACH-ZA
SUBJECT: FY25 CCH TLDG

seek out opportunities to learn from others (COMPOs, joint, allies, partners). Interoperability encompasses three domains of procedural, systems, and human (AR 34-1). Training events may allow for discovery, understanding, and development in these domains.

c. TP3 - Transforming Deliberately into CHC 2030-2040.

(1) *Doctrinal Proficiency* - Conduct training on growing inventory of new doctrine and strategic documents such as FM 3-0 and Army Warfighting Concept (AWC) 2030-2040. Do so with the sole purpose of translating content and concepts to the CHC and our expanding RS mission. Such training fosters continuous transformation which is about building a CHC that can support the warfighter on all battlefields and across all domains. Intent is to learn and adapt with changes across the Total Army while helping the CHC clearly see itself now and more importantly in the future.

(2) *Critical/Creative Thinking* - Conduct training that enhances the ability of CHC members to become critical and creative thinkers. Such expanded thinking may lead to innovation and discovery on behalf of the CHC. Army 2030 will in many ways be lighter, faster, agile, and adaptable. The CHC must follow in stride and consider novel approaches to overcome complexities related to potential LSMO, LSCO, and Multidomain environments. Critical and creative thinking must be applied to viable partnerships with the civilian clergy sector and contingencies for potential effects of LSMO and LSCO.

d. TP4 - Strengthening the Character of the Army Profession and CHC.

(1) *Internal Moral Leadership Training (MLT)* - Conduct MLT to enhance the overall character, competence, and commitment of all assigned CHC members. Training should enable CHC to fulfill regulatory requirements of AR 165-1 and result in CHC being better postured to serve as ethical, moral exemplars among Army formations. Training topics should explore ethical challenges UMTs and CSs may encounter with the complexities of LSCO and Multidomain. At a minimum, supervisors should utilize DA PAM 165-19 as a training resource and are encouraged to employ ethical training resources from both Army and civilian sources.

(2) *External Moral Leadership Training* - Conduct MLT to enhance character of Army leaders and Soldiers. Such training reinforces CCH's AR 350-1 regulatory requirements for the Total Army. As defined in AR 165-1 (9-8, 9-9) MLT should be Command driven, mission focused, and organizationally need dependent. Training efforts will strengthen command climates while practically impeding harmful behaviors.

5. Reporting. As the Army 2030 strives to become more data centric, CHC members are highly encouraged to utilize OS56 to capture and quantify training events conducted, to include participation numbers. Report training highlights to supervisory technical

3

DACH-ZA
SUBJECT: FY25 CCH TLDG

channel. Training successes, refined training practices, and novel discoveries related to RS delivery should be shared both vertically and horizontally.

6. Way Ahead. The CHC must remain responsive in how it trains and provides RS, especially with the concerns for LSMO, LSCO, and Multidomain. This TLDG is specifically intended to be broad in nature. Technical supervision must assess and train personnel to meet their specific mission requirements. The result ensures CHC members are ready, competent, adaptive, and agile in all aspects of RS execution. Nest all training efforts and outcomes within the scope of higher guidance.

7. Point of Contact. For questions regarding above content, OCCH Strategic Integrator, CH (LTC) Tim Cross, timothy.g.cross.mil@army.mil or OCCH Assistant Director for Strategy, CH (COL) Sam Kim, samuel.e.kim.mil@army.mil.

GREEN.WILLIAM.JR.1058872705

WILLIAM GREEN, JR.
Chaplain (Major General) U.S. Army
Chief of Chaplains

DISTRIBUTION:
Command Chaplain
  U.S. Army Forces Command
  U.S. Army Training and Doctrine Command
  U.S. Army Materiel Command
  U.S. Army Futures Command
  U.S. Army Pacific
  U.S. Army Europe and Africa
  U.S. Army Central
  U.S. Army North
  U.S. Army South
  U.S. Army Special Operations Command
  Military Surface Deployment and Distribution Command
  U.S. Army Space and Missile Defense Command/Army Strategic Command
  U.S. Army Cyber Command
  U.S. Army Medical Command
  U.S. Army Intelligence and Security Command
  U.S. Army Criminal Investigation Command
  U.S. Army Corps of Engineers
  U.S. Army Military District of Washington
  U.S. Army Test and Evaluation Command
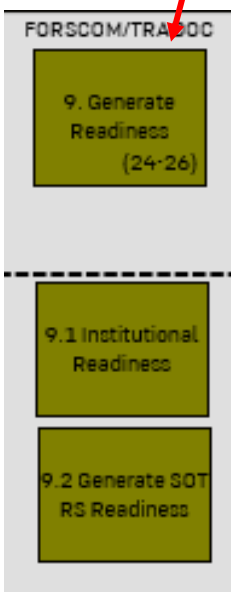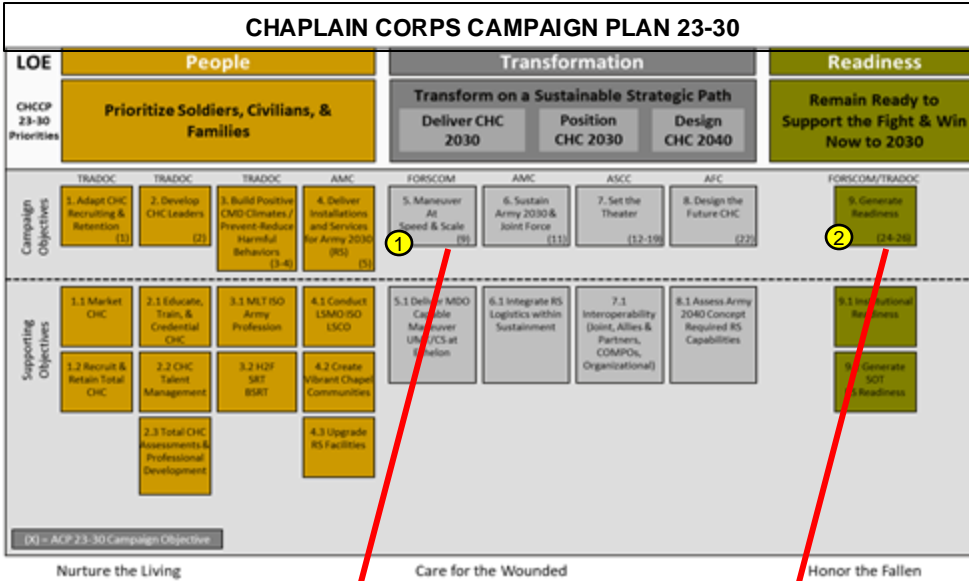
4

CHAPLAIN CORPS CAMPAIGN PLAN 23-30

DACH-ZA   31 May 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fiscal Year 2025 (FY25) Chief of Chaplains (CCH) Training and Leader Developmental Guidance (TLDG)

b. <u>TP2 - Delivering Ready UMTs and Chaplain Sections to Combat Formations</u>.

(1) *Combat Proficiency* - Conduct realistic and rigorous training that explores all aspects of RS in the context of LSMO, LSCO, and Multidomain. Training should promote the building of cohesive UMTs and CSs at echelon while including CHC members assigned to both garrisons and tactical organizations. Maximize collective training opportunities with RS scope and content of all forecasted training exercises. Training topics may include field craft, casualty care, survivability in combat, RS delivery (direct vs. area), and force protection measures. Consider usage of Central Army Registry (CAR) for training materials to employ in achieving proficiency and increasing overall readiness of UMTs and CSs.

(2) *Theater Focus* - Conduct theater familiarization training for all assigned UMTs and CSs. UMTs and CSs must be prepared for potential change of missions despite regional focus of assigned organization. The CHC member assigned stateside today may be in a combat setting around the world tomorrow.

(3) *Interoperability* - Interoperability is a key attribute for success in any potential LSCO or Multidomain setting (FM 3-0). Conduct training that both explores the components of interoperability and fosters it across the Total CHC. As conditions allow seek out opportunities to learn from others (COMPOs, joint, allies, partners). Interoperability encompasses three domains of procedural, systems, and human (AR 34-1). Training events may allow for discovery, understanding, and development in these domains.

QUESTIONS?

**LUNCH
Next Session
at 1300**

Chaplain (Captain) Charles J. Liteky

"He plods and groans, sweats and toils, he growls and curses, and at the end he dies, unknown, uncomplaining, with faith in his heart, and on his lips a prayer for victory."
General

Douglas MacArthur

Religious Support Hard Problems in LSCO

Analyze Hard Problems: Break-Out by Corps (50 minutes)

Conduct MA & COA DEV
- Consider Provide and Advise Capabilities
- Consider Staff Integration

Prepare Decision Brief for DIV CDR / CSM

Conduct Back Briefs: Re-Assemble as Large Group (50 Minutes)

Provide Decision Brief to DIV CDR / CSM

Training & Evaluation Outline (T&EO)

Task Number: Not Applicable

Task Title: Practical Exercise (PE) on Large Scale Combat Operation (LSCO)

Supporting References:
    JP 3-83 (Religious Affairs in Joint Operations)
    FM 1-05 (Religious Support)
    ATP 1-05.01 (Religious Support and the Operations Process)
    ATP 1-05.02 (Religious Support to Funerals and Memorial Ceremonies & Services)
    ATP 1-05.03/.04 (Religious Support and External/Internal Advisement)
    ATP 1-05.05 (Religious Support and Casualty Care)

Conditions: Your Division Chaplain Section is part of a Multi-national Corps conducting large scale combat operation in either the EUCOM or CENTCOM Area of Operation. Each Corp Work Group will conduct a 50-minute hasty mission analysis on the following five (5) scenarios in order to develop separate courses of actions (COA) utilizing combined experiences and information provided in the last two days of training.
1. Rapidly Train and Integrate Initial Entry Replacement RSTs to LSCO.
2. Multiple RST Casualties and Degraded RS Capabilities
3. Senior Leader Moral and Ethical Advisement
4. Echelons of Casualty Care and Mass Casualty Events
5. Spiritual Leadership: Homeland Facing Enemy Disruptions

Standards: Each Corp will provide a decision brief to the assembled senior Chaplain leadership on recommended solutions to each of the five (5) scenarios. Each Corp will be broken into separate work groups that reflects the FORSCOM Total Force Partnership Program (TFPP) for Compos 1-3 and develop possible solutions to each of the five scenarios. The total brief back (for all scenarios) will not exceed 25 minutes in length to include senior Chaplain leadership discussion.

Hard Problem Working Groups

Your Division Chaplain Section is part of a Multi-national Corps conducting large scale combat operation in either the EUCOM or CENTCOM Area of Operation. Each Corps Work Group will conduct a 50-minute hasty mission analysis on the following five (5) scenarios in order to develop separate courses of actions (COA) utilizing combined experiences and information provided in the last two days of training.

III Armored Corps (European Scenario)

Unit	Name	Position	Remarks
III AC	CH (COL) Wainwright / CH (LTC) Brad Kattelmann / SGM Dustin Hall	CH/ Deputy /Religious Affairs NCO	
1st CAV	CH (LTC) Will Harrison / MSG Latrise Flanigan	Religious Affairs NCO	
4th ID	CH (LTC) Joey Odell / MSG Robert Gulbrandsen	Chaplain	
1st ID	CH (LTC) Omari Thompson/CH (MAJ) Robinson / MSG Adam Blackwood	Chaplain/Deputy/RA NCO	
1st AD	CH (LTC) Troy Morken/CH (MAJ) James Ward	Chaplain/Deputy	
13th ESC	CH (MAJ) Ryan P. Lewis	Deputy Chaplain	III Corps
V Corps	CH (COL) Masaki Nakazono / SGM Charlie Fields	Chaplain/ RA NCO	
Incoming	CH (LTC) William (Jeff) Sheets	FJSC PER	Incoming 1AD Cmd CH
KS	CH (COL) John Potter/SFC Bien /SGT Burrell	KS JFHQ / 1ID	35th ID/CD's/ IIIC
PA	CH (COL) Ryan Kraus	State Chaplain / 3ID	28th ID/VC
TX	CH (MAJ) Milton Gutierrez	State Chaplain / 1AD	36th ID/IIIC
MN	CH (COL) Buddy Winn / SGM Brad Novacek	MN JFHQ / 1CD	34th ID/CD's/VC
MT	CH (LTC) Brian Daum	Chaplain	Not Aligned
88th RD	CH (LTC) Virginia Emery / MSG Vincent Bonacci		III Corps
MA	MSG Kimberly Kerschner	RA NCO	Not Aligned
OR	CH (COL) Jacob Scott	Chaplain	Not Aligned
177th AR BDE	CH (MAJ) Robert Billingsley/SFC Brett Schoelkopf	Camp Shelby, MS	
157th INF BDE	CH (MAJ) Paul Tolbert	Camp Atterbury, IN	
120th INF BDE	CH (LTC) David Sprinkle	FCTX	
4th CAV BDE	CH (MAJ) Matt Shenton	Ft. Knox, KY	
20th CBRNE	CH (LTC) Ben Clark	Command Chaplain	
21st ESC	SFC Daniel Serrano	Theatre (USAREUR-AF)	
11th ADA	CH (MAJ) Brian K. Smith		
TRADOC	SGM Denise Veitia	TRADOC	
USAREUR-AF	CH (MAJ) Jason Hesseling	USAREUR	

XVIII Airborne Corps (Middle East Scenario)

Unit	Name	Position	Remarks
XVIII ABC	CH (COL) Brian Koyn / CH (LTC) Johnnie Elder / SGM Roger Tysinger	Chaplain/Deputy	
82nd ABD	CH (LTC) Turpin / CH(MAJ) Stavlund / MSG Nesman/CH (MAJ) Matthews / SSG Peterson	Chaplain/Deputy/RA NCO	
3rd ID	CH (LTC) Erik Alfsen / CH (LTC) Dan Urquhart / MSG Dexter Toblin	Chaplain/Deputy/RA NCO	
10th MTN	CH (LTC) Barron Wester / MSG Santana Darby	Chaplain/RA NCO	
101st AASLT	CH (LTC) Ronny Fisher / MSG Eric Hebing / MAJ Roland Geyrozaga	Chaplain/RA NCO	
3rd ESC	CH (MAJ) Hochang Min/MSG Amelia Alston	CHAP/Master RA NCO	XVIII ABC
VA	CH (COL) Seung Lee / CH (MAJ) Will Cochrane	VA JFHQ / 82nd	29th ID/CD's/XIIIC
NY	CH (LTC) Miller/MSG Cormier/MSG Mills	NY JFHQ / 10MTN	42nd ID/CD's/XVIIIC
MI	CH (COL) Brian Martinus / MSG Chad Hollopeter	MI JFHQ	Not Aligned
MS	CH (COL) Cregg Puckett / MSG William Davis	Religious Affairs NCO	Not Aligned
81st RD	CH (LTC) Adam Kawaguchi/ SFC Charles Guyot / MSG Mary Munyua		XVIII ABC
99th RD	CH (LTC) Raymond Leach /MSG April Caswell	MFGI / Dix	XVIII ABC
103rd ESC	CH (LTC) Piotr Bialkowski	3rd ESC Downtrace	XVIII ABC
Puerto Rico	CH (COL) Alejandro Sanchezmunoz		Not Aligned
Virgin Is	CH (CPT) Jermaine Mulley		Not Aligned
1SFC	CH (LTC) Rob Cargel	Incoming Cmd Chaplain	v
Div East (2)	CH (CPT) David Johnson	Ft. Dix, NJ	
174th INF BDE	CH (MAJ) William (Josh) Grimes	Ft. Drum, NY	
188th INF BDE	MAJ Andrew Nielsen/SFC Adrien Rauls	Ft. Stewart, GA	
SFAC	CH (MAJ) Bielefeld	2SFAB Chaplain	USARAF
32nd AAMDC	CH (LTC) Chul Jeon	Command Chaplain	
377th TSC	CH (COL) Callihan/SFC Lampkin/CH (LTC) Rand / SGM McKinley	USARNORTH	
5 AR BDE	SFC Melany Meador	5th AR BDE	FCTX
TRADOC	CH (COL) Shmuel Felzenberg	TRADOC	
AREUR-AF	CH (LTC) Keith Aderhold	USAREUR-AF	

Task: Develop COAs to rapidly prepare initial entry replacement RSTs to provide RS in LSCO.

Scenario: Your Division Chaplain Section is part of a Multi-national Corps conducting LSCO in EUCOM or CENTCOM.

Your division has sustained significant losses: KIA over 500 / WIA over 3,200 during the last 8 days of operations

Greatest losses have occurred during two critical events:

- Air Assault to defend far side of a Wet Gap Crossing (WGX)
  - 3-47 IN roughly 85 KIA / 250 WIA
  - 3-47 IN still on far side of the WGX in the defense
  - 3-47 IN lost its only chaplain (KIA). The religious affairs specialist was treated for injuries and RTD

- Securing the WGX
  - 2BCT roughly 300 KIA and 2300 WIA
  - 2BCT lost 65% of personnel and equipment / moving to the division rear to conduct reconstitution
  - 2BCT lost three chaplains (2 KIA / 1 WIA) and four religious affairs specialists (2 KIA / 2 WIA)

RS replacement personnel are at the theater-gateway conducting RSOI (1-3 days).
1. What training requirements do you recommend to higher for replacement RST personnel at the theater-gateway?
2. What additional training, guidance, and support will you provide in the Corps and Division Rears, prior to integration?
3. Who is responsible for training inbound RSTs? How will this training be integrated?
4. What considerations are given when placing RST personnel?
5. What coordinating instructions will you provide BDE RSTs to receive replacement RST members?

CUI

Task: Present RS COAs to DIV CDR/CSM.

Scenario (LSCO): ABCT has the following RST casualties:

· BDE UMT - both 56A and 56M are presumed KIA pending identification of remains
· IN BN - 1x 56A WIA and 1x 56M KIA
· AR BN - 1x 56A KIA and 1x 56M KIA
· BEB - 1x 56A WIA and 1x 56M WIA

The BDE RST was located at the BDE main command post (MCP) which was destroyed by a UAS attack. The BDE mobile command group (MCG), tactical command post (TAC), and rear command post (RCP) have C2 of the BDE's LSCO fight. (How would a destroyed MCP effect communication?)

All DIV subordinate elements are engaged in the fight. There are no reserve elements in the DIV. There are no replacement RST personnel available from outside the DIV to fill these vacancies. **Present RS COAs to DIV CDR/CSM.**

(Where is the BDE RST located in the LSCO fight? How do they move on the battlefield?)

Task organization of #ABCT:
- ## IN BN; # - ## AR BN; # - ## AR BN; # - ## FA BN; ## BEB; ### BSB

Task: Prepare a moral and ethical advisement decision brief (with at least 2 COAs) to the DIV CG.

Scenario: You are a Division Chaplain Section (DCS) serving in the middle of a multi-phase operation that will re-establish the international border of a U.S. ally. DIV Influence Operations (IO) has caused significant "chokepoints" in the Internally Displaced Personnel (IDP) corridors. You learn from your Civil-Military Operations Center (CMOC) the potential inhumane treatment of IDPs at these "chokepoints" and morally questionable warfare activity allegedly done by U.S. Forces (USF) and host-nation (HN) security forces in your DIV AO. You received multiple subordinate BDE RST reports corroborating what these IDPs claim. These reports mention several examples of potential inhumane treatment that include, but are not limited to, the following (How does the chaplain integrate into the targeting process?):

- USF denying medical treatment to IDP medical emergencies
- USF aggressively mistreating IDPs in the "chokepoints" and along IDP corridors
- Soldiers occupying churches/mosques and establishing fighting positions in these Sacred sites along the IDP corridors
- USF targeting ENY positions that are within proximity (~50m) of known religious sites and permanently destroying these physical structures

CUI

Task: Prepare a 96-hour RS casualty ministry plan for the DIV CG.

Scenario: You are a member of a Division Chaplain Section. One of your Brigades is designated as the main effort for a combined arms breach (CAB) IOT secure key terrain in a highly contested environment. You are tasked to plan RS and provide advisement on RS, MASCAL, (Echelons of) Casualty Care, and Interment. During shaping operations, your Sustainment Brigade Chaplain received injuries due to a UAS attack that led to her evacuation from theater.

Upon culmination of the operation, the ME sustained upwards of 64% casualties on the objective with minimal ground CASEVAC assets resulted in increased risk to casualties.
- What does spiritual triage look like at echelon?
- Based on the number of LMTV's on MTOE to a BDE, how will casualties be moved from the battlefield?
- How are RS Assets shifted IOT provide adequate care?
- Who owns the permission for internment? What staff integration/coordination will you conduct?
- What is required of the CS for Soldiers to be interned at POI?

(Prompt: also consider risk management)

Task: Develop RS COAs to reinforce the "will-to-fight" under the following conditions.

Scenario: You are assigned to a deployed Division Chaplain Section (CS) in a large-scale combat operation (LSCO) operating environment (OE) facing a near-peer enemy who is also conducting operations in the strategic support area.

Background: The families at home station have experienced cyber-attacks, power disruption, and text/emails depicting U.S. Soldiers dying on the battlefield, suggesting that Family Members tell their loved ones to give up, defeat is inevitable.

Break
Next Session
at 1415

"My men depended on me to carefully analyze every tactical situation, to maximize the resources that I had at my disposal, to think under pressure, and then to lead them by personal example."

Major Richard Winters

HERO OF THE BATTLE

In recognition of Your outstanding performance during your Combat Training Center Rotation. Your embodiment of the warrior spirit, courage, and dedication to religious support operations significantly impacted your unit's success. Your skill set, capability, and proficiency in your warrior tasks and drills were unmatched. Your actions and commitment to excellence are testament to your moral character and the Warrior Ethos. You are an inspiration and a true professional for all to emulate.

When the angel of the LORD appeared to Gideon, he said,

"The LORD is with you, mighty warrior." Judges 6:12

ORDER OF TITUS

The founders of this Order used the Letter to Titus 1:5, 2:1 as a motivation for excellence. "The reason I left you behind was to complete what still needed to be done ....You, however, must teach what is appropriate to sound doctrine." The name of the Order of Titus also echoes the personal courage displayed by the only Religious Affairs NCO to ever receive the Medal of Honor, Corporal Calvin P. Titus, Company Echo, 14th Infantry regiment, for his actions above and beyond the call of duty in combat during the Boxer Rebellion in Peking, China on 14 August 1900. Moreover, the Order highlights the role doctrine and training plays in RS.

Vision: Combat ready, globally responsive FORSCOM Sections and Unit Ministry Teams who are ready now to provide world-class religious support for the Total Army and win LSCO and MDO against near-peer threats.

Closing Comments

Chaplain (Colonel) Gary T. Fisher
FORSCOM Command Chaplain

CUI

Vision: Combat ready, globally responsive FORSCOM Sections and Unit Ministry Teams who are ready now to provide world-class religious support for the Total Army and win LSCO and MDO against near-peer threats.

Release

FORSCOM TRNG Day 3 AAR!

CUI