

## CHAPTER 5

# RELIGIOUS SUPPORT DURING MOBILIZATION AND DEPLOYMENT

United States military strategy stands on the ability to deploy forces rapidly. Mobilization, the activation and federalization of the Reserve Components, provides commanders with forces, manpower, facilities, and logistics. It expands the Army's capability to respond to a crisis. Deployment is the movement of those forces into a theater of operation in response to a military crisis or natural disaster.

### MOBILIZATION

Mobilization is conducted in five phases:

- Phase I: Planning. (See Chapter 4.)
- Phase II: Alert.
- Phase III: Home Station.
- Phase IV: Mobilization Station.
- Phase V: Port of Embarkation.

### DEPLOYMENT

Deployment is conducted in five phases:

- Phase I: Pre-deployment activities.
- Phase II: Movement to ports.
- Phase III: Strategic lift.
- Phase IV: Force reception.
- Phase V: Onward movement.

## UNIT RELIGIOUS SUPPORT DURING MOBILIZATION

With the initiation of mobilization, the focus of the RC UMT shifts from peacetime and reserve status to active duty. The UMT Mobilization Planbook (MOB Planbook), developed during Phase I: Planning, guides the UMT during the subsequent phases of mobilization.

### MOBILIZATION PHASE II: ALERT

The Alert Phase begins with the official alert notice. The UMT reports immediately to its home station and the unit conducts its final

screening of soldiers and cross-leveling. The Alert Phase ends on the effective date of the unit's mobilization.

#### Planning Considerations:

- Religious support and personal equipment required for mobilization.
- Actions required to close out civilian responsibilities.
- Coordination with denomination or faith group for religious coverage during mobilization.

---

On Alert, the UMT reports with its equipment and MOB Planbook to its home station.

---

### **MOBILIZATION PHASE III: HOME STATION**

Phase III begins on the effective date of the unit's mobilization. During this phase the unit begins its transition to active duty. At home station the unit inventories property, dispatches an advance party, and moves to the mobilization station (MS). This phase ends when the unit arrives at the MS.

---

The RC UMT must balance its own preparation for deployment with providing religious support to soldiers and families.

---

Planning for religious support during the home station phase is done before the unit is alerted. The RC UMT must balance its own preparation for deployment with providing religious support to soldiers and families.

#### **Planning Considerations:**

- Does the home station or alternate site require special planning or preparation?
- Where is the home station in relation to support resources?
- How does the UMT provide family support briefings?
- How will the UMT provide required religious support if some parts of the unit remain at home station for an extended

period of time, while other elements are sent forward to the mobilization station?

- Does the UMT go forward with the advance party or with the main body of the unit?
- How does confinement, movement, or separation influence soldier morale?
- What religious support activities could address morale problems in the unit?

### **MOBILIZATION PHASE IV: MOBILIZATION STATION**

Phase IV begins when the unit arrives at the MS or mobilization site. Activities at the MS include processing personnel and equipment, accessioning the unit into the active structure, cross-leveling, and soldier readiness processing. The UMT, along with the unit,

---

The UMT participates in individual and collective training critical to survival on the battlefield.

---

engages in individual and collective training and validation exercises for survival on the battlefield. The MS phase ends when the unit arrives at the port of embarkation (POE). (Note: The unit's line of authority shifts during this phase from the CONUSA to the MS commander.)

#### **Planning Considerations:**

- What supplies are required for religious support?
- What religious support is required as the unit transitions to war?

## UNIT RELIGIOUS SUPPORT DURING DEPLOYMENT

### DEPLOYMENT PHASE I: PREDEPLOYMENT ACTIVITIES

Predeployment activities begin when a unit receives a deployment notification. These activities include mission briefings and planning, family predeployment briefings, equipment loading, chapel close-out, and the transfer of property accountability.

#### Mission Planning

The commander and staff begin the deliberate decision-making process as soon as possible after they receive the deployment notification and they review contingency plans for completeness and accuracy. As the unit gathers data on the deployment, it conducts a series of mission briefings.

The UMT, along with the rest of the staff, begins to prepare an estimate of the situation. The team uses information gained from the mission briefings to update RSE. The team balances planning and preparation with providing religious support.

While the deploying UMT reviews and refines the RSE and its plans, religious support planners at higher echelons integrate the broader scheme of the operation into the planning process. They assess lines of authority, task organization, and faith group needs to determine the required number and mix of UMTs. Senior planners monitor the tailoring of the deploying force: joint task force (JTF) and Army forces (ARFOR). When a JTF or ARFOR commander begins to form an *ad hoc* headquarters, senior chaplains must monitor its composition to ensure the inclusion of a senior chaplain on the staff.

---

The theater chaplain identifies a senior chaplain to be responsible for coordinating religious support in theater during each stage of the deployment.

---

If the theater chaplain is not scheduled to deploy immediately, he designates a senior chaplain to be responsible for coordinating religious support in theater during each stage of the deployment before his arrival.

#### Chapel Transitions

The installation chaplain is responsible for all religious support facilities on the installation. Deploying UMTs coordinate chapel transition

---

UMTs transfer property accountability to the installation chaplain before departure.

---

with the installation chaplain who decides whether to continue or to combine chapel programs and services. The UMTs transfer property accountability to the installation chaplain before departure. Deploying UMTs provide transition activities for soldiers and their families. Special services and events, such as volunteer recognition, are helpful.

---

The UMT must determine what equipment and supplies to ship and what to carry.

---

### **Load Lists and Plans**

Some UMT supplies (communion bread, wine or grape juice) are consumable and cannot be pre-positioned with other war stocks. Sacred scriptures, religious literature, rosaries, crosses and medals can be pre-positioned. In some deployments much of the equipment will travel unaccompanied. The UMT must determine what to ship and what to carry. Equipment and supplies may not be available in theater for a considerable time. Unaccompanied equipment and palletized supplies may not arrive in the theater in time to be used. The TSOP includes load lists and load plans.

### **Family Support Activities**

#### **Predeployment Briefings**

As information about the deployment becomes available, the unit provides predeploy-

---

UMTs participate in predeployment briefings to provide religious support information to families.

---

ment briefings to families. The information given will be constrained by operational security requirements. Predeployment briefings include information on the advantages and disadvantages for family members to remain in the military community or to return to their community of origin. UMTs participate in predeployment briefings to provide religious support information to families.

#### **Care and comfort**

UMT involvement with soldiers and their families directly contributes to the success of mobilization and deployment. Religious

support fosters family wellness, a substantial factor in soldier readiness. Lessons learned from previous deployments and other research establish that soldiers deploying while anxious about personal and family problems are more vulnerable to combat stress. They are likely to experience panic, poor judgment, battle fatigue, and the loss of the will to fight.

---

Deploying UMTs balance the needs of soldiers and families with their own preparation for departure requirements.

---

A lack of sufficient information, concern for coping without a spouse or parent, and the trauma brought on by a soldier's rapid departure can generate additional stress within the family. Because families need religious support during this period, many will turn to the UMT. The team must balance the needs of soldiers and families with its own preparation for departure. The IMT must assume much of the religious support responsibility to assist the UMT's preparation for departure.

### **DEPLOYMENT PHASE II: MOVEMENT TO THE PORT OF EMBARKATION**

When a unit is ready for deployment, it begins moving to the ports. Units traveling outside of the United States (OCONUS) use both sea and air ports of embarkation (SPOE/APOE). Heavy equipment, and the soldiers required to operate it, travel by ship to the theater of operations. The rest of the unit usually travels by air. Splitting the unit presents a challenge for the UMT. Since the UMT will normally travel by air, the soldiers traveling by ship will require special planning and coordination for religious support.

## Holding Areas

While the unit waits for transportation to the SPOE/APOE, it is normally confined to a holding area. Holding areas are generally spartan. Depending upon the size of the deployment, the wait can be long and boring. If the holding area is on the installation, this can be a frustrating time for soldiers because families are near but out of reach. Careful planning will enable UMTs to provide appropriate religious support to soldiers in the holding area.

### DEPLOYMENT PHASE III: STRATEGIC LIFT

Strategic lift begins with departure from the POE and ends with the arrival in theater. Transportation Component Commands are responsible for the strategic transportation of forces and their support. Religious support during this phase is restricted to soldiers traveling with the UMT to the theater of operations.

### DEPLOYMENT PHASE IV: FORCE RECEPTION

Force reception begins when the unit arrives at the port of debarkation (POD) in theater and ends when the unit departs the POD to begin the onward movement phase. The

**The theater chaplain is responsible for religious support in the ports of debarkation.**

theater chaplain is responsible for religious support in the ports of debarkation. Except in the case of opposed entry, CSS units may arrive early in the deployment to process combat units

through the POD and establish logistical support systems. In the CSS units operating the port, religious support resources are limited. To prepare for operations, units are moved out of the PODs as rapidly as possible, through marshaling or staging areas, and into assembly areas (AA) or logistics bases.

### Assembly Areas

When units are in AAs, UMTs are able to provide religious support to soldiers with little interference or risk. While in the AA, the unit may task organize the force, develop and issue tactical plans and orders, coordinate with other units, conduct reconnaissance, training, and rehearsals. The UMT coordinates with the commander for a location that soldiers can find easily.

**The UMT coordinates with the commander for a location that soldiers can find easily.**

### DEPLOYMENT PHASE V: ONWARD MOVEMENT

On ward movement begins with the personnel and equipment linkup, the reconfiguration of forces, sustainment, and receipt of prepositioned war reserve stocks at designated areas. This phase concludes with the unit's arrival at the gaining command's staging and tactical assembly areas.

### Tactical Assembly Areas

Tactical assembly areas (TAA) are occupied by brigades, battalions, and companies forward of the rear area. Enemy contact is likely and the commitment of the unit directly

into combat is possible and often anticipated. TAAs are typically out of the range of enemy medium artillery fires and generally no closer than 15 kilometers from the line of contact (LC).

**UMTs monitor changes in the task organization and adjust their plans accordingly.**

### Actions in the TAA

All actions in the TAA focus on preparing the unit for future operations. Common TAA activities include task organization, maintenance, personnel replacement, resupply, reorganization, rest, and planning for future operations. UMTs monitor changes in the task organization and adjust their plans accordingly. TAAs offer good opportunities for religious services.

### Trains

As a maneuver battalion prepares to move out of a TAA, it usually forms its CSS elements into three echelons: company, combat, and field trains. The company trains normally operate 500 to 1000 meters (or one terrain feature) to the rear of the company team. It provides recovery, medical aid, and maintenance.

The combat trains provide immediate support for combat operations. It includes the combat trains command post (CTCP), the medical platoon and battalion aid station, decontamination assets, fuel and ammunition vehicles, and elements of the communications platoon.

**The maneuver battalion UMT normally travels with the combat trains.**

The combat trains move frequently to remain within supporting distance of the combat elements. A maneuver battalion UMT normally travels with the combat trains. The S4 controls the combat trains, assisted by the S1, from the CTCP.

The field trains are normally in the brigade support area (BSA). They are under the control of the headquarters company commander who coordinates with the forward support battalion (FSB) commander for security and positioning. The field trains include the HHC command post, the personnel action center (PAC), the mess sections, the company supply sections, and the remaining elements of the maintenance and support platoons. Replacements arrive here from the division rear. When the maneuver battalion UMTs are forward, the FSB UMT provides religious support to soldiers in the field trains.

The brigade rear command post is located in the BSA with the FSB and the maneuver and combat support battalion field trains. CSS assets in the BSA may include elements from

**The maneuver battalion UMT NCO coordinates with the S4 or NCOIC for the team's role in the combat trains defense.**

the FSB, maneuver and combat support units, and selected division and corps resources.

### Security

When the battalion trains are echeloned, the battalion S4 is responsible for security in the combat trains; and the HHC commander is responsible for security in the field trains. They prepare sector sketches, fire plans, and obstacle plans for the defense of the area. The maneuver battalion UMT NCO coordinates with the S4 or NCOIC for the team's role in the combat trains

defense. In the maneuver battalion, the chaplain assistant participates in the reaction force.

## **INSTALLATION RELIGIOUS SUPPORT**

During the mobilization and deployment stages of force projection, the installation ministry team (IMT) engages in mobilization and deployment support.

---

The installation ministry team validates RC UMTs for operational readiness.

---

### **MOBILIZATION SUPPORT**

As RC units enter the Alert Phase, the Installation Chaplain initiates actions described in the Installation MOB Planbook. These actions are based on the mission and time phasing through MOB Phase V, Movement to the Port of Embarkation. Key IMT actions include:

- Review identified mobilizing units with installation mobilization office.
- Determine mobilizing RC UMT readiness.
- Determine required resources (personnel, facilities, funds).

#### **Validation of UMT Operational Readiness**

The mission of the MS commander is to validate mobilized units. Unit validation certifies that mobilized units have achieved the required level of readiness prior to deployment. The validation process includes assessments of each readiness area: personnel, materiel, and training. The validation standard is the ability to perform mission essential tasks. The commander completes unit validation in accordance with the Army Mobilization and Operations Planning and Execution System (AMOPES) and other command guidance.

When RC UMTs arrive at the mobilization station, the IMT begins to validate their operational readiness. The installation chaplain assigns AC UMT observer/controllers (O/C) to the installation training and validation team. Experienced chaplains and chaplain assistants, acting as O/Cs, assess RC UMTs and provide feedback and coaching. The O/C UMT reports to the installation chaplain regarding the level of readiness of the RC UMTs.

#### **Training**

Prior to departure from the mobilization station, activated RC units undergo intensive individual and collective training. The installation helps to train the units for the specific theater of operation. During this training, RC UMTs gather data about indigenous religious groups and their influence on the politics of the theater.

### **DEPLOYMENT SUPPORT**

As units prepare for departure, the IMT

---

Nondeploying UMTs provide religious support that deploying UMTs can no longer provide.

---

assumes functions which were previously assigned to the deploying UMTs. With coordination from the IMT, nondeploying UMTs provide religious support which deploying UMTs can no longer provide. The installation chaplain designates AC and RC UMTs or IMAs to backfill critical positions assuring continuity of support. Upon mobilization, all UMTs will be available to provide religious support in the MS. Installation chaplains may also use the following for support:

- Individual Mobilization Augmenters (IMA).
- Retirees subject to the Retiree Recall Program.

### Personnel

Units should not deploy without a full UMT. The priority for assigning and cross-leveling chaplains is first to deploying units and then to training bases.

The installation chaplain ensures that all UMTs are at full strength by assigning or cross-leveling personnel to deploying units. The installation chaplain plans for an adequate faith group mix for the deploying force. When

**The installation chaplain plans for an adequate faith group mix for the deploying force.**

deploying units do not have an adequate faith group mix of chaplains, FORSCOM, CONUSA, USARC, STARC/MUSARC, and MS chaplains redistribute assets.

The mobilization authority and priorities of the Chief of Chaplains for cross-leveling are found in the AMOPES, Annex P. Unit integrity is maintained in cross-leveling when possible.

Mobilization planning identifies shortfalls and cross-leveling requirements.

Chaplain assistant assignments and cross-leveling are a responsibility of the G1. Although the IMT is not directly responsible for personnel assignment, it makes recommendations to the G1 to maintain unit integrity.

### Chapel and Property Transfer

Deploying UMTs leave behind chapel programs and facilities that were formerly assigned to them by the Installation Chaplain. The Installation Chaplain decides if the chapels will close and assumes accountability for property and facilities.

### Family Support

During mobilization and following unit deployment, the IMT focuses religious support on families. UMTs of nondeploying units become vital resources to the IMT. This link between the IMT and UMTs of nondeploying units is critical for spiritually sustaining deployed soldiers. Religious support to families after deployment assures soldiers that their families are being cared for. Such assurance improves morale and mitigates the soldiers' anxiety about their families.

**The IMT focuses religious support on the families left behind during deployment.**

### CONUS REPLACEMENT CENTERS

Replacement centers within the continental US (CONUS) receive and certify

individuals for deployment to a combat theater. The CONUS Replacement Centers (CRC) process non-unit related personnel, AC soldiers (to include RC soldiers accessioned onto active duty), Department of the Army civilians, contract civilians, Red Cross workers, and other civilians. During demobilization, CRC

battalions become CONUS Demobilization Centers (CDC) which receive, outprocess, and account for individuals returning from theater. Installation chaplains ensure CRC/CDC operations and support requirements are addressed in detail in mobilization planning. (See Chapter 11.)