

## CHAPTER 9

# RELIGIOUS SUPPORT IN REAR AREAS

The dispersion of units in rear areas presents a significant religious support challenge. Unit ministry teams have elements of units deployed far forward and out of reach. At the same time, they have elements of other units located in their areas. Of necessity, area support in the rear consumes a greater portion of a UMT's time and energy than does unit support. Timely religious support coordination is crucial and requires a clear understanding of rear operations.

### REAR OPERATIONS

Rear operations support tactical forces in contact, guaranteeing freedom of maneuver, continuity of support, and uninterrupted command and control. On the linear battlefield these actions occur behind forces engaged in active combat. On the non-linear battlefield they occur in the support base areas. Rear operations are characterized by a wide dispersion of multi-functional units conducting a variety of missions around-the-clock.

Rear areas may be small in a sparse theater as in operations other than war (OOTW), or large in a mature theater as during general war. In OOTW, with tactical operations arrayed through 360 degrees, the "rear area" refers to the area designated as the support base.

The synchronization of rear operations is the responsibility of a Rear Tactical Operations Center (RTOC), a Rear Area Operations Centers (RAOC), or a Rear Command Post (RCP).

**Rear Tactical Operations Center (RTOC):** the primary staff element for planning and coordinating rear area security operations,

**Rear Area Operations Center (RAOC):** a subordinate command post in or near the rear tactical command post concerned with terrain management and security operations.

The RAOC maintains critical information for the UMT to accomplish its mission: a current situation map; continuous communications with the RCP, other RAOCs, and subordinate base clusters; the threat condition; and Base Defense Status Reports.

**The RAOC maintains critical information for the UMT.**

The most important RAOC function for religious support coordination is terrain management. The RAOC manages the use of terrain by assigning units to bases and base clusters.

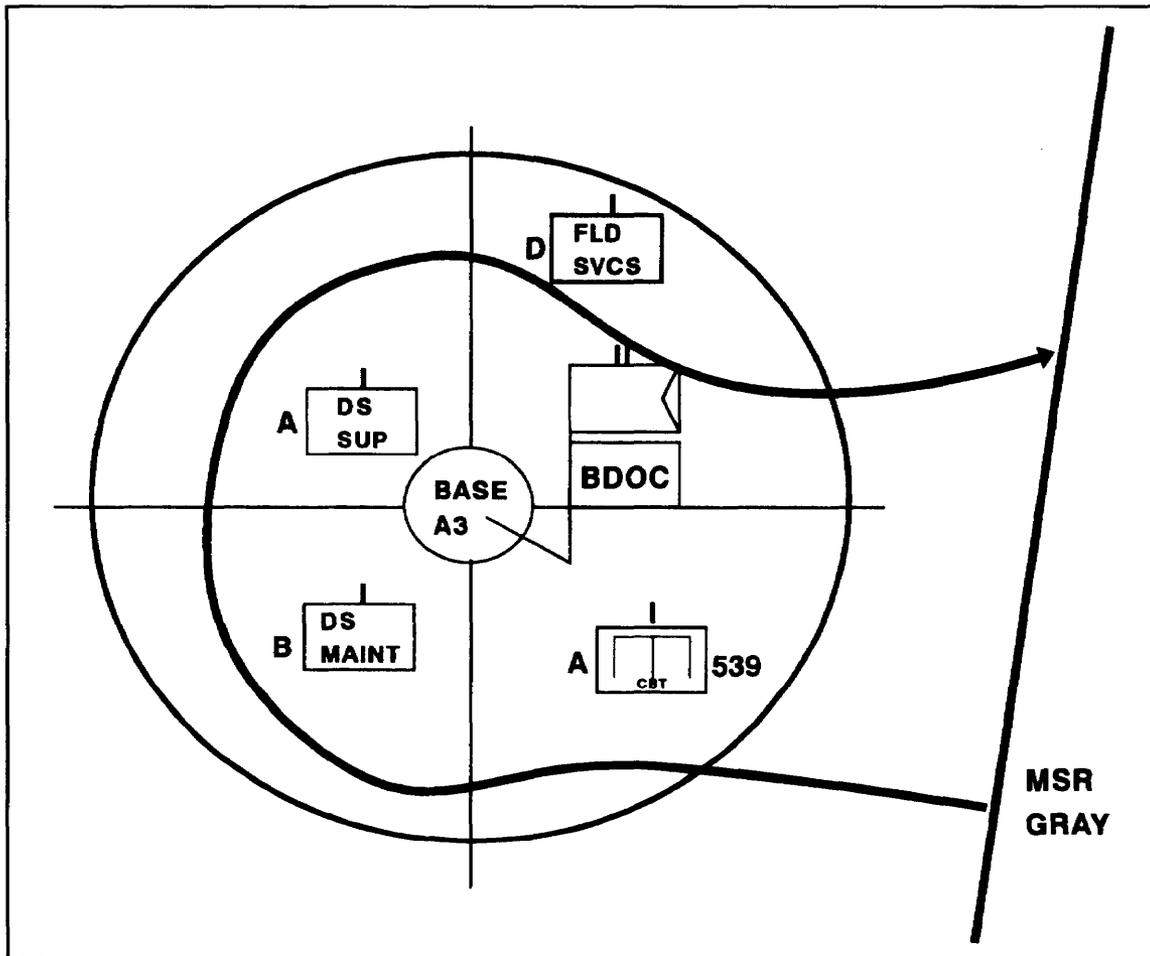


Figure 9-1. Religious support coordination in a Base.

### Bases

Units are positioned in bases to share security responsibilities and capitalize on mutual strengths. Bases have clearly defined, defensible perimeters and established access controls.

Normally, the senior commander is the Base Commander. All forces assigned to the base are under his operational control for defense purposes. The commander forms a Base Defense Operations Center (BDOC) to assist in planning, coordinating, integrating, and

controlling base defense efforts.

The base commander's unit ministry team obtains information about the units (including those in transition) occupying the base from the BDOC. The UMT uses the BDOC's secure communication equipment to coordinate with higher echelons and to coordinate area support requirements.

### Base Clusters

A base cluster is a grouping of bases which are mutually supporting for defense purposes.

The commander forms a Base Cluster Operations Center (BCOC) from his own staff and available base assets.

As in the base, the base cluster

commander's UMT uses the BCOC as its source of information for coordinating area religious support in the base cluster and for communicating with higher and lower echelons.

### RELIGIOUS SUPPORT COORDINATION IN REAR AREAS

The base or base cluster commander's unit ministry team (Base or Base Cluster UMT), regardless of the chaplain's rank, is responsible for area support planning and coordination.

Tenant and transient units coordinate with the Base UMT. Base and Base Cluster UMTs coordinate scarce resources for optimum religious support.

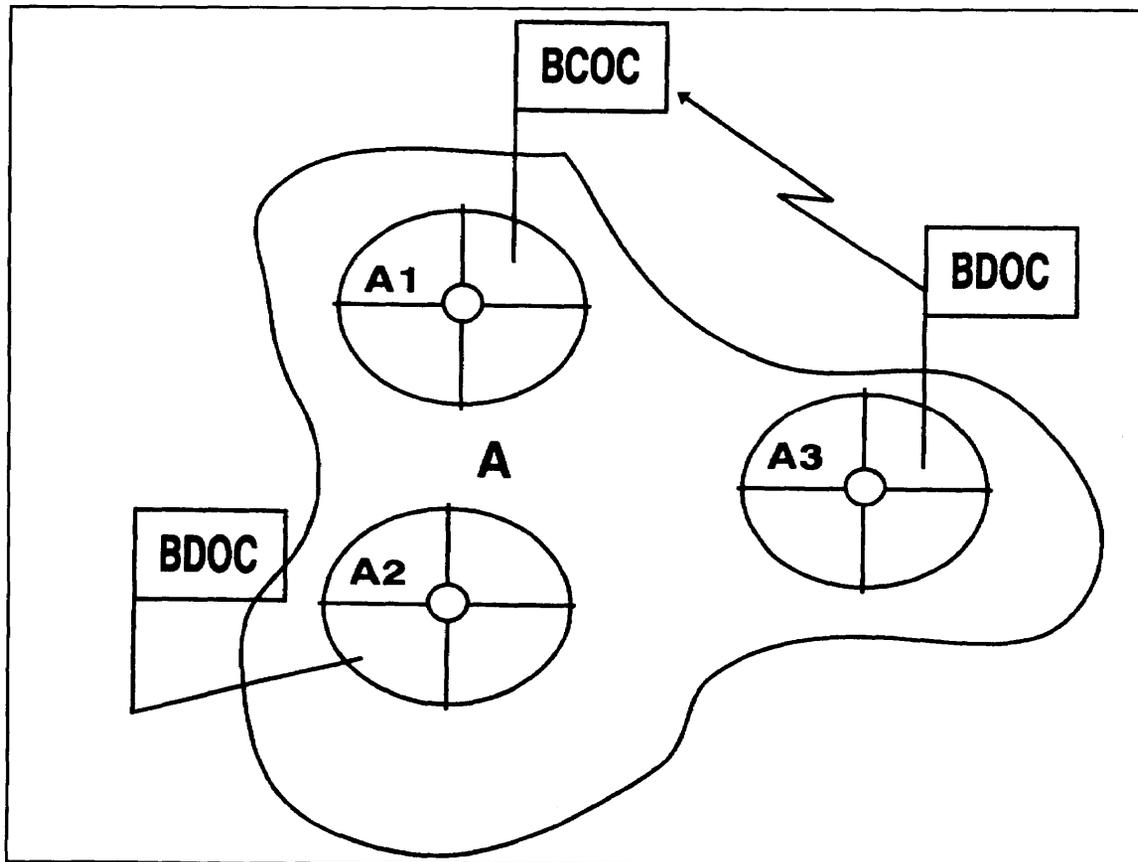


Figure 9-2. Religious support coordination in a Base Cluster.

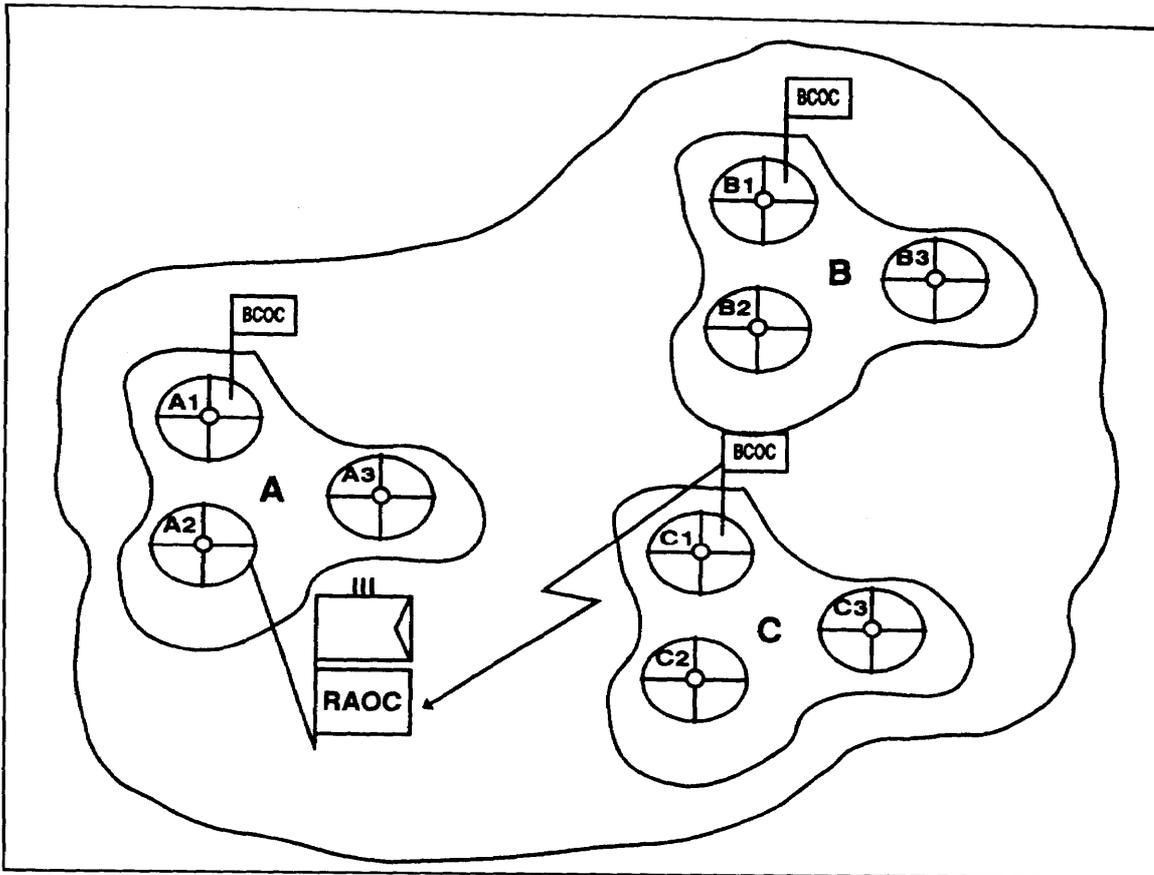


Figure 9-3. Religious support coordination in a Corps Support Area.

Base and Base Cluster UMTs monitor unit movements, particularly company-size and smaller. They maintain a data base of chaplains, their units, faith groups, locations, and means of communication.

When the commander does not have an assigned UMT, the senior chaplain in the base or base cluster coordinates area support. If there is no religious support available in the base or base cluster, the next higher echelon takes responsibility for area coordination. These relationships are specified in the Religious Support Annex of the next higher headquarters.

### Base Religious Support

Tenant units coordinate with the Base UMT for additional religious support. The Base UMT conducts a daily meeting to coordinate religious support for the soldiers in the base. Units without organic religious support contact the Base UMT through the BDOC for religious support.

The Base UMT reports tenant and transient chaplains by faith group to the Base Cluster UMT. This information is used to coordinate faith group support in the base cluster. Unit ministry teams provide area support as needed on a temporary basis until their unit's mission requires their movement from the base.

If there is no chaplain available in the base to meet a unique faith group requirement, the Base UMT requests support through the BDOC to the BCOC. For instance, if there is no Roman Catholic chaplain available, the Base UMT may request Catholic support using this procedure. (See Figure 9-1.)

### **Base Cluster Support**

The base cluster religious support is coordinated in the same way as in the base. The Base Cluster UMT monitors the movement of units into and out of the bases. As bases submit requests for additional faith group support, the Base Cluster UMT meets those requests with available UMTs. If the request cannot be met,

it is forwarded to the next higher echelon. The Base Cluster UMT reports chaplains by faith group through the BCOC to the RAOC of the next higher echelon.

### **Higher Echelon Support**

The procedure for coordination of faith group support described above is repeated up the chain of command. At higher echelons, as the area and the number of units increase, the maintenance of the chaplain data base becomes more sophisticated. At these levels, a computerized data base, using standard data base software, is required. (See Figures 9-2 and 9-3.)



## **SPECIAL RELIGIOUS SUPPORT REQUIREMENTS IN REAR AREAS**

### **Reception Areas**

Reception operations include the initial reception of units and individuals, the preparation of these units and individuals for combat, and their movement forward into the combat zone. The theater chaplain is responsible for coordinating religious support in the reception area. Reception operations begin before hostilities start and continue after hostilities cease.

### **Reconstitution**

Reconstitution (both reorganization and regeneration) restores combat ineffective units to a specified level of effectiveness. The Army Service Component Command (ASCC) plans and conducts operational and tactical reconstitution operations.

Regeneration involves large scale replacement of personnel and equipment and the rebuilding of units. This mission is usually assigned to the ACSCC, COSCOM, or DISCOM, depending on the size of the unit. Division, Corps, or ASCC UMTs assist in religious support to the units.

One or more UMTs may be assigned to a Reconstitution Task Force (RTF) to provide religious support to soldiers until the unit's assigned UMT has recuperated or been replaced. Religious support during reconstitution includes the ministry of presence, group and individual counseling and debriefing (see Appendix F-1, Critical Event Debriefing), worship and memorial services, and prayer. RTF UMTs play an important role in restoring the soldiers' spiritual fitness and rebuilding the unit's cohesion and morale.

**Planning Considerations:**

- Reconstitution Task Force (RTF) planning process and status.
- How many UMTs are required?
- Which UMTs are designated to join the RTF, how they are notified and by whom?
- Anticipated duration of mission.
- Criteria for determining when RTF UMTs end the mission and return to their parent units.
- Logistical support for RTF UMTs.
- Relationship of RTF to Force Provider.

**Mortuary Affairs**

The recovery, preparation, and transportation of the dead is one of the most difficult missions on the battlefield. Religious support is provided to soldiers in Mortuary Affairs units and to those detailed to perform this mission. The care for the dead requires sensitive religious support.

**Planning Considerations:**

- Religious support in sites where those killed in action are prepared for return to CONUS.
- Religious support for soldiers who are doing the work.
- Special faith group requirements for burial.