SUBJECT: Tactical Standard Operating Procedures (TACSOP) for Religious Support Teams assigned, tasked, or attached to the 593D ESC command.

1. PURPOSE. To define responsibilities, policies and procedures for direct and area religious support (RS) for all Religious Support Teams (RSTs) assigned to the 593D Expeditionary Sustainment Command (ESC) in support of all contingency operations.

2. REFERENCES.
   a. DOD Directive 1300.17, Accommodation of Religious Practices, 10 Feb 09
   c. AR 165-1 Army Chaplain Corps Activities, 23 Dec 2015
   d. FM 1-05 Religious Support, October 2012
   e. ATP 1-05.01 Religious Support and the Operations Process, May 2014
   f. ATP 1-05.02 Religious Support to Funerals and Memorial Ceremonies and Services, March 2013 (Including Change 1, 12 November 2013)
   g. ATP 1-05.03 Religious Support and External Advisement, May 2013
   h. ADRP 4-0, Sustainment, May 2012
   i. ATP 4-94, Theater Sustainment Command, June 2013
   j. ATP 4-93, The Sustainment Brigade, August 2013
   k. ADRP 5-0 The Operations Process, May 2012
   l. ADRP 6-0 Mission Command, May 2012
   m. ADRP 1-03 The Army Universal Task List, October 2015
   n. JP 1-05, Religious Affairs in Joint Operations, Nov 09

3. SCOPE. This TAC SOP covers all existing OPLANS and mission sequels.

4. DEFINITIONS. As used in this SOP, the following definitions apply:

   a. Religious Support (RS). The comprehensive professional duties that an RST provides and performs to enable the free exercise of religion, conduct counseling, and advise the command pertaining to morale, ethics, and the impact of religion upon operations.

   b. Command RST. Consists of the ESC Command Chaplain and Senior Chaplain Assistant (assigned to the General Staff of the 593D ESC).
(1) When the mission requires 24-hour operations, the Command RST also consists of the Deputy Command Chaplain (dual-slotted as the Family Life Chaplain) and the Training and Operations Chaplain Assistant in order to form the Deputy CMD RST deputy ESC chaplain and the operations chaplain assistant.

(2) When the ESC Command Post (CP) divides into the Main CP and the Early Entry CP (EECP)/TAC, the senior ESC chaplain and deputy ESC chaplain will each locate themselves where the need is greatest. Typically, this will be at the Main and the EECP, or, if the EECP is divided into two or more components, the Command Chaplain and Deputy will locate themselves as the mission dictates.

c. **Major Subordinate Command RSTs** (MSC RSTs) will consist of Sustainment brigades (SBDEs) and other subordinate units assigned, attached, OPCON or TACON to the 593D ESC.

d. **Religious Support Team** (RST). Consists of a chaplain and a chaplain assistant.

e. **Chaplain Detachment.** Units within the Army National Guard (ARNG) and U.S. Army Reserve (USAR) composed of chaplains and chaplain assistants, organized and equipped under the SRC 16 series of Tables of Organization and Equipment (TOE), each with its own Unit Identification Code (UIC).

g. **Staff channels.** The RST-to-RST staff link between headquarters used for planning and controlling the execution of RS and transmitting relevant information. Orders are not passed through staff channels.

5. **RESPONSIBILITY.**

   a. Religious Support Teams (RSTs) will conduct forward, comprehensive RS to their units and area coverage for their locations in order to support all 593D ESC Missions, to include: Theater Opening Operations, Reception-Staging-Onward Movement (RSO), Forward Logistical Support Operations, Sustainment Operations for all contingency/combat OPLANS, and (depending on the theater) Noncombatant Evacuation Operations (NEO).

   b. All RSTs will provide direct and area RS by accomplishing three key tasks:

      (1) **Nurture the Living.** Provide individual and group religious support in the form of worship services, rites and sacraments, prayers, training and pastoral presence to encourage spiritual wellness and faith formation.

      (2) **Care for the Wounded.** Provide pastoral care for the injured, sick, weary and traumatized.

      (3) **Honor the Dead.** Provide memorial ceremonies, religious services and other rituals to honor deceased personnel.

   c. Priorities of RS.
d. Advising the Commander. RSTs will develop RS operational concept plans (RS CONOPS) for all mission plans. CONOPS that will be used to advise the commander and staff on the impact of RS and indigenous religious activity upon sustainment operations during all mission phases.

(1) All RSTs will report all RS CONOPS through secure staff channels or portal pages to ensure operational awareness for all 593D ESC RSTs.

(2) RSTs will monitor civil-military affairs activities in their AO and report all activity thru MSC RST to Command RST. Depending on the theater of operations and threat conditions, RSTs may wish to factor into their mission planning and execution all religious NGOs/PVOs and other religious bodies in their AO.

(3) Command RST will monitor civil-military affairs and communicate reports and analysis to all subordinate RSTs in order to provide current situational analysis for unit level planning.

e. The Command RST will provide RS oversight through staff channels for all 593D ESC RSTs in order to coordinate a comprehensive Religious Support Plan (RSP) and ensure adequate resourcing for all unit RSPs. This includes assignment of Chaplain Detachments and other RST assets assigned/attached to 593D ESC.

6. EXECUTION.

a. Upon alert all 593D ESC RSTs will provide direct RS to their units and be prepared deploy and, on order, to support Port/Theater Opening (Joint Logistics over the Shore - JLOTS), RSO, Forward Logistical Support Missions, and (possibly) NEO/support to displaced civilians.

(1) All RSTs will have pre-established RS CONOPs, TACSOPs and mobility plans that will enable them to move with their units in order to provide direct RS for all unit missions. All CONOPS, TACSOPs, and mobility plans will be nested within their unit operation plans and posted on the classified portal for access.

(2) All RSTs will maintain personal fitness, personal equipment, and RST equipment in a state of readiness.

(3) All RSTs will locate with the command and control elements of their units and establish their RS CONOP in order to provide direct and area RS as needed. They will maintain communication with next higher and lower RST thru daily reporting.

b. The Command RST will locate in Main CP or with the 593D TAC FWD in order to establish the 593D ESC RS CONOP and coordinate RS for all areas covered by 593D ESC RSTs. Specifically the Command RST will:
(1) Battle track incoming RSTs and ensure integration into the RS CONOP.
(2) Coordinate RS CONOP with I Corps (or the Theater Command) and coordinate low density RS for units.
(3) Coordinate answers for all subordinate RST requests and ensure top down support for their RS missions. Assign CH Det and coordinate RST assignments to align with mission requirements for RS.
(4) On order be prepared to move with 593D ESC Forward TAC.
(5) Ensure coordination for Containerized Chapel (if available) movement into theater and push Chapel Support Packages to incoming SBDE RSTs.
(6) Ensure senior RST is appointed in order to coordinate RS at all LSAs. This will usually be the MSC RST (SBDE or designated unit RST).

c. Family Life Chaplain (FLC). Upon alert the FLC will assume the duties of the Deputy Command Chaplain and will be paired with the Training and Operations Chaplain Assistant in order to form the Deputy CMD RST. The Deputy CMD RST will assume the duties of the CMD RST in the event of casualty or in the absence of the CMD RST. The Deputy CMD RST will provide RS to the 593D Special Troops Battalion (STB).

d. MSC RSTs (SBDE and designated units RSTs) will assume the duties of the senior RST at the LSA they are located in ordered to coordinate a comprehensive area RS coverage plan for all units at that location.

(1) LSA RS coverage plans will include a worship coverage plan, MASCAL/Trauma Ministry Plan (TAB B), and an on-call RST coverage plan in order to ensure comprehensive RS for all units at the LSA.
(2) Enduring LSAs will receive a Chapel Support Package (TAB D) to provide items needed to accommodate most religious practices. The senior LSA chaplain can request a containerized chapel through the CMD RST to provide RS at the site.
(3) Senior RSTs will provide RS at established Mortuary Affairs Collection Points (MACP) and Theater Mortuary Affairs Collection Points (TMEP) in their AO in order to support mortuary affairs personnel and honor the dead.
(4) MSC/Senior RSTs will assess all RS capability gaps and request support thru CMD RST.
(5) RS to Allied or host nation military personnel attached to US Forces is authorized and required. The use of host-nation clergy to provide support to host nation military personnel requires I Corps approval. Request thru MSC RST to CMD RST.
(6) RS to displaced civilians and Enemy Prisoners of War (EPW) may require the use of host nation religious resources (clergy, organizations, and facilities). All RS to Civil-Military operations requires prior approval from I Corps. Submit your requirements and a summary of your plan through MSC RST to CMD RST.

e. Trauma and Memorial Ministry. RSTs will perform trauma ministry by adapting the MASCAL model (TAB A2) to the specific unit situation. RST will conduct Memorial
Ministry in accordance with the Memorial SOP adapted to the specific METT-TC (TAB A1). Specific considerations.

(1) The Command RST and each MSC RST should ensure that each has at least one member attend the Combat Medical Ministry course (for all chaplains) or the Emergency Medical Ministry course (for all chaplain assistants).

(2) Typically, RSTs will not enter a contaminated environment. However, when the RST’s AO becomes contaminated, they must be prepared to provide ministry to casualties in a CBRNE environment. When trauma ministry is needed RSTs will take all necessary precautions.

(3) When temporary interment of contaminated remains is approved, ensure denominational requirements and appropriate religious services for the deceased are performed to whatever extent possible. RSTs will provide RS to the interment in a manner that protects them from contamination.

(4) In the event of a Mass Casualty (MASCAL) event or other emergency, direct liaison with adjacent Army, Joint, Combined or Coalition chaplains is authorized.

(5) RSTs will report all trauma and memorial ministry thru the MSC RST to the CMD RST as soon as practical and will conduct combat stress ministry IAW CED SOP (TAB C).

(6) RSTs may establish direct liaison with Combat Support Hospitals and other medical units in their immediate vicinity in order to supplement care of casualties in medical treatment facilities. When mission requirements exceed organic RS capabilities, they should request assistance through staff channels to the CMD RST. On order be prepared to minister to US casualties located at local host nation hospitals.

7. SERVICE SUPPORT.

a. Report RST casualty immediately and request replacement RSTs through command and staff channels. Be prepared to file a detailed Serious Incident Report and initial escort duties.

b. Regulations for Home station Denominational Faith Group Leader (DFGL) approvals remain in effect. All use will be approved through the I Corps Chaplain. Extraordinary Ministers of the Eucharist (EMEs) may assist a Catholic priest in the celebration of Mass and in the Liturgy of the Word, but are not permitted to administer the Eucharist unless in the presence of a priest.

d. RSTs will deploy for tactical operations with vehicles, communications equipment and other items identified in the section MTOE. RST members deploy with individually issued organizational clothing and equipment. Chaplains deploy with chaplain kits. RSTs deploy with 90 days of ecclesiastical supplies to support all faith groups represented in the command. Re-supply is through unit channels.

e. Establishment of chaplains’ field funds is not authorized.

8. COMMAND and SIGNAL.
a. 593D RSTs under the Operational Control, Tactical Control (TACON) of another headquarters remain under the Administrative staffing (ADCON) of the 593D ESC RST.

b. The CMD RST locates at either the Main CP or 593D ESC TAC. If TAC is deployed forward, the Deputy CMD RST or another designated RST will staff the 593D CP/593D Main. Both the TAC and the 593D CP/Main will conduct 24/7 operations. To contact the 593D ESC RST battle staff desk, call or email:

- Secure email: RIPR xxxx@xxxx.cmil.mil
- Secure email: SIPR xxxx@xxxx.smil.mil
- Non-secure email: NIPR xxxx.mil@mail.mil
- Secure capable phone: DSN 312-966-xxxx

c. All RSTs are required to have SIPR and Centrix accounts and must have access to secure voice and email. Provide the CMD RST with phone and email contact information and keep it updated throughout all operations. Check secure email daily.

d. The CMD RST will publish operational information on its secure web portal. Subordinate RSTs check the secure portal daily.

e. If the 593D ESC RST becomes incapacitated, staff oversight of RS in the 593D ESC falls to (in order): Deputy RST, Designated SBDE, Designated Chaplain Detachment

f. RSTs submit a Daily RST Report (TAB E) NLT 1700 (I) by secure means in the format found at Appendix 1.

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OFFICIAL:
<table>
<thead>
<tr>
<th>TAB A - TRAUMA MINISTRY SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAB A-2 MASCAL SOP</td>
</tr>
<tr>
<td>TAB B - MEMORIAL SOP</td>
</tr>
</tbody>
</table>

(ENCLOSURES)
Commander’s Memorial Event Checklist
Participating Chaplain’s Checklist
Standard Set Up for Memorial Ceremony
Standard Program for Memorial Ceremony
Standard Program for Memorial Service
Memorial Ceremony Sequence of Events
Script for Last Roll Call
Memorial Family Resource Form
Requisition for Supplemental/Mission Funds
Preparing Remarks in Event of Suicide
SGS Memorial Information Sheet

<table>
<thead>
<tr>
<th>TAB C - CRITICAL EVENT DEBRIEFING SOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAB D - CHAPEL SUPPORT KIT SOP</td>
</tr>
<tr>
<td>TAB D-2 CHAPEL SUPPORT SUPPLY KIT CONTENTS</td>
</tr>
<tr>
<td>TAB E - MSC Religious Support Team (RST) Daily Reports</td>
</tr>
<tr>
<td>TAB F - EDRE MISSION Checklist Duties (Classified)</td>
</tr>
</tbody>
</table>
 TAB A  TRAUMA MINISTRY SOP

1. The 593rd ESC will use the following SOP as a model to adapt for providing Trauma Ministry for a FOB or LSA. The SBDE RST or the senior mission RST at the LSA/FOB will coordinate a trauma ministry plan utilizing all RSTs located at the site.

2. Trauma ministry is performed on wounded/injured personnel and medical personnel at a casualty collection point or designated aid station. It requires a teamwork approach in order to cover the deceased, the injured, the survivors, and the medical personnel.

3. A mass casualty (MASCAL) event is any situation involving multiple casualties that stress the medical capabilities at the treatment center. The senior medical person in charge of the treatment site will determine if the event is a MASCAL.

4. In a MASCAL / Trauma event we will ideally respond with at least TWO UMTs, and ministry will be conducted using the concentric circles of care model (See TAB A power point slide).

5. In a Trauma / MASCAL event conduct the following actions:

   a. UMTs may be notified of a trauma event by many different means – the first Chaplain and the first Chaplain Assistant to respond will locate in the trauma room and coordinate religious coverage for the event. This RST will be in charge of religious support for the event until relieved by the senior RST.

   b. Upon arrival the Chaplain will locate in the trauma room, and conduct hands-on ministry and situation assessment to determine the amount and sequence of necessary RST coverage by number of wounded and level of urgency. The first chaplain assistant to arrive will become a runner between the treatment room, triage sites, and other circles of care (see attachment). The first arriving chaplain and chaplain assistant will form the Trauma Room RST and work together until the close of the event.

   c. Later arriving RSTs will check in with the Trauma Room RST and provide ministry within the circles of care as the situation dictates.

   d. UMTs will provide pastoral care for personnel in the following categories determined by the medical personnel:

      i. Litter / Urgent patients - who need immediate medical care
      ii. Expectant patients - expected to die, regardless of medical care.
      iii. Delayed patients - those who do not need immediate medical care.
      iv. Soldiers / Personnel involved in the incident but not injured.
      v. Soldiers / Personnel in the unit.
      vi. Medical personnel to sort Soldiers into these categories.

   e. Whenever possible, RSTs will respond immediately and in uniform.

   f. All RSTs will cooperate to ensure pastoral care for all Soldiers affected by the trauma.
g. The Trauma Room chaplain will not leave the trauma room or accompany the ambulance from the treatment facility to the Landing Zone, or Host Nation hospital without explicit direction from the Senior Chaplain. The senior chaplain will assign an RST to accompany Soldiers to other facilities or to provide LZ ministry.

h. Chaplains will provide follow-up counseling with delayed personnel and others involved. Chaplain Assistants are responsible for communication, ministry assistance, Soldier comfort, assisting with liters, etc.

i. At the conclusion of the event. All RSTs serving in the event will conduct a formal AAR and collect SOAP notes to pass any ministry concerns along to unit RSTs unable to be with their injured Soldiers. The trauma room RST will attend the final medical AAR, and minister to the trauma room personnel as needed. Additional RSTs may be assigned for the ministry by the senior RST, as the situation requires.

j. All RSTs will remain in the treatment area until released by the trauma room RST or senior RST.

k. See the attached MASCAL Ministry Model diagram for the concentric circles of care

l. UMTs will re-integrate into unit ministry and follow-up care with their Soldiers who were involved in the incident or are experiencing secondary trauma due to the incident.

6. At the conclusion of the trauma event all responding RSTs will meet and compile SOAP (Subjective, Objective, Assessment of behaviors, and Plan for future Ministry) notes for the purpose of providing Unit RSTs with relevant care information that will allow them to care for their Soldiers. RSTs will respect privileged communication, but understand that the contact of SOAP note will only be released to specific RSTs with a need to know who also have privileged communication with their Soldiers.

   a. SOAP notes and the information contained therein are covered by the Privacy Act of 1974 (5 USC 552a). Disclosure will be limited only those officers and employees of the US Army and Department of Defense who have a need to know of the contents of the SOAP notes in the performance of their duties.

   b. Notes will be collected and turned into Senior RST Chaplain for processing and release to specific unit RST for follow on Soldier Ministry. These notes can help determine the need to conduct a Critical Event Debrief (CED).

   c. RSTs will advise their unit Commanders regarding the need to conduct a CED IAW CED SOP (TAB B)
TAB A-2 MASCAL SOP

Trauma Ministry
- Triage Area
- Expectant
- Delayed

Remaining Chaplains and CAs
- Hands on Ministry
- SOAP Notes
- CED Assessment
- Message Running

WHO ELSE SHOULD KNOW (WESK)?

Trauma Ministry

CED/ SAFE-R Eval
- Soldiers in Incident

Care Givers

SOAP/CED
- Unit / Community

WHO ELSE SHOULD KNOW (WESK)?

Unit Chaplains
- Key Tasks
  - Post Trauma Ministry
  - CED Session (If Needed)
  - Follow On Reporting to Units
  - Follow-up Appointments

WHO ELSE SHOULD KNOW (WESK)?

On Call as Needed

1 Chaplain
1 CA
- Triage
- Message Running
- Hands on Ministry

WHO ELSE SHOULD KNOW (WESK)?

1 Chaplain
1 CA
- Triage
- Message Running
- Hands on Ministry

WHO ELSE SHOULD KNOW (WESK)?
MEMORANDUM FOR All 593d Sustainment Command (Expeditionary) (ESC) Unit Ministry Teams (UMTs)

SUBJECT: 593d ESC Memorial Events Standard Operating Procedures (SOP)

1. REFERENCES:
   a. AR 600-20, 30 November 2009, Army Command Policy.
   c. DOD Directive 1300.17, Accommodation of Religious Practices, 10 Feb 09
   e. AR 165-1 Army Chaplain Corps Activities, 23 Dec 2015
   f. FM 1-05 Religious Support, October 2012
   g. ATP 1-05.02 Religious Support to Funerals and Memorial Ceremonies and Services, March 2013 (Including Change 1, 12 November 2013)
   h. ADRP 1-03 The Army Universal Task List, October 2015
   i. JP 1-05, Religious Affairs in Joint Operations, Nov 09

2. PURPOSE. This memorandum of instruction establishes the policies and standardizes the memorial events within 593d ESC in order that units and Service Members render appropriate honors to deceased personnel within their perspective commands.

3. APPLICATION. Applies to all units assigned and attached to 593d ESC.

4. GENERAL. Memorial Services and Ceremonies are Battalion command responsibilities with Chaplains serving as the action officer. Battalion commanders will determine the appropriate level (company, battalion, brigade, or post-wide memorial) and content of the event. Battalion Commanders will ensure Memorial Services and Ceremonies are conducted in accordance with Army Regulations and this policy. Requests for exceptions will be directed to the 593d ESC Chief of Staff.
5. DEFINITIONS. AR 600-20, Army Command Policy, explains the differences between Memorial Ceremonies (military honors focus) and Memorial Services (religious focus).

   a. Memorial Ceremony. A Memorial Ceremony is a command directed event to honor deceased Service Members. The Memorial Ceremony stresses military honors and may be conducted in an outdoor formation, auditorium, or chapel. If a chapel is used, it will be “faith group neutral” and all religious symbols will be removed or covered, as appropriate. The Fallen Soldier’s chain of command provides ceremony leadership. A Chaplain may assist in planning and may participate, but vestments will not be worn and religious terminology will be kept to a minimum. The unit takes the lead and is assisted by the chaplain. The primary focus of the ceremony is on military tributes and honors. Because it is a command ceremony, the commander can make attendance mandatory.

   b. Memorial Service. A Memorial Service is a command program with a religious orientation. A Memorial Service should be sensitive to the deceased Soldier’s faith group and to the needs of the Soldiers who voluntarily attend. The Memorial Service stresses spiritual comfort and generally is conducted in a chapel. The chaplain takes the lead in planning the service and is assisted by the unit. The elements are similar to those of a military funeral except no body or remains are present. Because of its religious nature, commanders can encourage Service Members to attend, but cannot make attendance mandatory.

6. RESPONSIBILITIES.

   a. Unit Commanders. IAW AR 600-20, 5-14a., Commanders will conduct a memorial event (Memorial Ceremony or Memorial Service) for every Soldier who dies while assigned to their unit, regardless of the manner of death to include suicides. The manner of death does not negate the service and the contribution a Soldier has made while in uniform. Commanders will follow the commander’s checklist provided at enclosure 1.

   b. Unit Chaplain. Chaplains will advise and assist the commander, the BDE Chaplain will brief the 593d ESC Chaplain or his/her designated representative when planning is complete, and participate in the memorial even as required. A chaplain’s checklist is at enclosure 2.

      (1) The Unit Chaplain will notify the ESC UMT through his/her technical chain of the date and time of the memorial rehearsals and the memorial event.

7. PROCEDURES.

   a. Memorial events are unit-planned/led functions. Depending upon the scope of the memorial, it may be appropriate as a company, battalion, or brigade level event.
Memorial events may be a simple company level formation led by the unit 1SG or a larger event with hundreds of attendees. The intent is to honor the military service of the deceased Soldier and to allow surviving unit Soldiers a means for expressing their grief.

b. In order to facilitate attendance by 593d ESC Command Group representatives and predictability in our battle rhythm, units will schedule memorial events on Wednesdays from 1500-1600 and plan for a 30 minute event. The 593d ESC Secretary of the General Staff (SGS) will grant exceptions to this time period as required.

(1) The 593d ESC SGS will coordinate the command calendars to ensure that a command representative is available to attend.

(2) The 593d ESC SGS will notify the I Corps/Installation operations center (IOC) about the appointed time and date. As appropriate, the ICO will assure that US Flags are brought to half-staff during the memorial event.

(3) The 593d ESC SGS will notify the I Corps Command Group through the I Corps SGS of the date and time of the scheduled event.

a. In the event of a memorial with multiple casualties, contact the ESC Chaplain’s Office at (253) 744-5594 for guidance.

b. Unit leadership will determine a suitable venue for the memorial event. Unit common areas, parade grounds, chapels, and training sites may all be appropriate locations based on the current mission, tactical situation, level of religious focus, and planned scope of the memorial.

c. The unit leadership, in coordination with their unit chaplain, will follow the standard sequence of events. Standard for memorial event programs are at enclosure 3 and 4, and a standard format for the Final Roll Call is at enclosure 7.

d. The unit will determine the appropriate uniform for the memorial event, which will normally be the prescribed duty uniform. The Army Service Uniform/Class A would normally be appropriate for participants in a formal Memorial Service; attendees would wear their duty uniform.

e. Contract or volunteer musicians may provide special music. Only appropriate patriotic or religious music will be used in Memorial Ceremonies. Bagpipes are optional but only in a way that enhances the ceremony. During a Memorial Ceremony, the music will not promote a specific faith group. Music for a Memorial Service may reflect the deceased Soldier’s faith group and the needs of the Soldiers attending. Video presentations are also permissible, but should be tasteful, brief, and will adhere to the above music guidelines.
f. The 593d ESC Chaplain will ensure the chaplain controlled resources are made available to the commander (i.e., chapels, musicians, and memorial support teams).


g. Although the intent of unit memorials is to offer support to unit survivors, Family Members are welcome to attend, if they so desire. Commanders may invite Family Members but should inform them that their presence is neither required nor expected. Units may want to use the Casualty Assistance Officer, if assigned, as a liaison with Family Members.

(1) If Family Members attend, the unit will designate an escort for the Family and also provide the SGS an information sheet about all attending Family Members 48 hours prior to the memorial event.

(2) The Family escort will assemble the Family in an appropriate waiting area at the memorial even location. Twenty minutes prior to the memorial event, the command representative and the chaplain will meet with the family. Five minutes prior to the beginning of the memorial event, the escort will lead the Family to designated seating utilizing a route that does not take them through the center aisle of the seating area.

(3) Commanders may use Family Readiness Groups to support memorial events or request/authorize the activation of the Volunteer Memorial Support Team (VMST). The VMST provides coffee, tea, water, light refreshments, and hospitality in support of the unit/Family receptions following a memorial.

(4) Requests for VMST support is made by the command representative at the time that a chapel facility is reserved. The command representative informs the Chaplain Assistant that the services of the VMST are requested while making the chapel reservation. The representative then completes the Memorial Family Resource Form (enclosure 8) to provide contact and coordination information for VMST members.

(1) Commanders may also request FRG Supplement Mission Funds up to the amount of $200.00 per memorial from the Financial Management Office, Building 2013, Room 326.

a. The unit commander will submit an approved purchase request that includes a brief description of the item(s) requested, total funds required, dates the items are needed, and vendor or source of the items to be purchased.

b. Commanders will use the Requisition for Supplemental/Mission Funds (enclosure 9) to access these funds for incidental memorial costs and items that cannot be funded through any other source.
c. These incidental costs include, but are not limited to, snacks and beverages, flowers, and other items that have historically been paid out-of-pocket by unit members. Unit representatives may receive petty cash in advance to purchase approved items. Receipts and any change must be returned within two business days.

h. In the event of a death by suicide, commanders will ensure the following:

1. The issue of the manner of the Soldier’s death will be handled discreetly, yet appropriately. Remarks made during the Ceremony/Service should not allude to suicide if the mode of death has not been officially established or if there are legal reasons for keeping that information close hold. Speakers should prepare appropriate remarks to prevent imitation and modeling (enclosure 10).

2. Commanders may use the memorial as an opportunity to encourage Soldiers to care for their fellow Soldiers and to get help if they or someone they know may be at risk.

3. All Soldiers will be treated with respect and dignity; the purpose of the memorial is to honor the military service of the fallen Soldier and provide the unit an opportunity to heal.

8. Point of contact for this policy guidance is the 593d ESC Chaplain’s Office at (253) 967-1981.

JOHN F. HALEY  
Brigadier General, USA  
Commanding

Enclosure(s)

1. Commander’s Memorial Event Checklist  
2. Participating Chaplain’s Checklist  
3. Standard Set Up for Memorial Ceremony  
4. Standard Program for Memorial Ceremony  
5. Standard Program for Memorial Service  
6. Memorial Ceremony Sequence of Events  
7. Script for Last Roll Call  
8. Memorial Family Resource Form  
9. Requisition for Supplemental/Mission Funds  
10. Preparing Remarks in Event of Suicide  
11. SGS Memorial Information Sheet
Enclosure 1
COMMANDER’S MEMORIAL EVENT CHECKLIST

- Review the 593d ESC Memorial Event SOP.
- Determine and reserve an appropriate venue for the event.
- Coordinate time and date of the ceremony with the 593d ESC SGS.
- Coordinate with the Joint Base Chaplain thru the unit chaplain for a contract musician (if applicable).
- Certify the accuracy of the information of the deceased which will appear in the memorial bulletin and provide this information to the chaplain.
- Conduct a minimum of two rehearsals (one the day before and one on the morning of the memorial event).
- Coordinate with the I Corps Band (967-2795) for a bugler to arrive at the memorial location 30 minutes prior.
- Coordinate memorial display (M16/M4 with bayonet, empty magazine, ACH, boots and ID tags) arrival and set-up at the memorial location for the rehearsal and NLT two hours prior to the event.
- Coordinate the movement of the battalion colors with stands to the memorial event site.
- Identify family members and friends of the deceased who will be attending the memorial and report this information to the SGS using the SGS Memorial Information Sheet (enclosure 11) at least 48 hours prior to the event.
- Request use of Volunteer Memorial Support Team (enclosure 8) and/or FRG Supplemental Mission Funds (enclosure 9) if applicable.
- Designate an escort for the family (if applicable) at least 48 hours prior to the arrival of the family.
- Coordinate the seating arrangement of Soldiers, Family Members (if applicable), and special guests.
- As required, designate and train ushers for the memorial and arrange for their arrival at the event site NLT one hour prior.
- As applicable, designate the senior leader responsible for conducting the last roll call (normally the 1SG).
- Verify that the firing team/bugler area is present for videotaping.
- Plan for the securing of all items used in memorial displays.
- Plan to periodically follow up with the deceased Soldier’s family to ensure they receive appropriate care.
Enclosure 2

PARTICIPATING CHAPLAIN’S CHECKLIST

- Coordinate with the commander concerning the time, date and location of the memorial event.
- Notify the 593d ESC Chaplain’s Office through the Brigade Chaplain, of the date, time and location of the memorial event.
- Assist commander on selecting a venue. If using a chapel, coordinate the use during the rehearsal and the actual ceremony.
- Coordinate the service of the organist or other musicians.
- Provide guidance to the musicians on music for the memorial.
- Assist the unit S1 in preparation and reproduction of the memorial bulletin.
- If needed, select appropriate scripture and remarks.
- Submit remarks to the Brigade Chaplain, who will edit and forward them to the ESC Chaplain for final approval.
- Offer to assist the commander in preparing remarks concerning the deceased and review the remarks at rehearsal.
- Offer to assist the friends of the deceased with remarks and review the remarks at the rehearsal.
- Inform the chaplain assistant of his/her responsibilities and tasks.
- Coordinate with the OIC concerning the details and the rehearsal of the ceremony to include special attention to the timing of the firing of volleys and the sounding of Taps.
- Provide guidance to unit leadership on usher training.
- Brief ushers to direct attendees to fill the pews/pew chairs from the front of the sanctuary to the rear, especially when the attendance is low.
National and Battalion colors must be the same size and staffs the same length as shown in the picture above.
STANDARD PROGRAM FOR MEMORIAL CEREMONY

Note that the conduct of a Memorial Ceremony should not be focused on religion, but rather on military customs and honors.
STANDARD PROGRAM FOR MEMORIAL SERVICE

Memorial Service
Unit
593d Sustainment Command (Expeditionary)
Chapel or Location
Joint Base Lewis-McChord, WA

<table>
<thead>
<tr>
<th>Time</th>
<th>Description</th>
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<tbody>
<tr>
<td>XXXX Hours</td>
<td>XX Month XXXX</td>
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<tr>
<td>PRELUDE</td>
<td>Name</td>
</tr>
<tr>
<td>*INVOCATION</td>
<td>Chaplain</td>
</tr>
<tr>
<td>COMMANDER’S TRIBUTE</td>
<td>Name</td>
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<tr>
<td>SOLDIER TRIBUTE(S)</td>
<td>Name</td>
</tr>
<tr>
<td>SPECIAL MUSIC or VIDEO TRIBUTE</td>
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<tr>
<td>MEMORIAL MESSAGE</td>
<td>Name</td>
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<tr>
<td>*Benediction</td>
<td>Chaplain</td>
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<td>*FINAL ROLL CALL</td>
<td>Name</td>
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<tr>
<td>*FIRING OF VOLLEYS (optional)</td>
<td>Firing Team</td>
</tr>
<tr>
<td>*TAPS (optional)</td>
<td>Bugler</td>
</tr>
<tr>
<td>POSTLUDE</td>
<td>Name</td>
</tr>
<tr>
<td>*Please Stand</td>
<td></td>
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</tbody>
</table>

IN MEMORIAM
Full Name of Soldier
DOB – Date Died

Short Biography of Soldier to include personal and military information.

Additional photos as appropriate.
PRIOR TO CEREMONY:

(H:30) UNIT ESCORT FOR VIPs AND BAYONET COMMAND TEAM.
Unit escort should be outside or in the doorway prepared to receive VIPs which may be higher ranking than the ESC Commander, other VIPs and the ESC Commander or his representative and the ESC Command Sergeant Major. They will escort the command team to the family area for a visit. (Family visit subject to change to before, or after event; as desired by the CG). Work with Protocol to ensure proper sponsoring of VIPs which may rank higher than the ESC Commander.

(H:10) PRELUDE MUSIC BEGINS.

(H:05) CHAPLAIN ANNOUNCES THE FIVE MINUTE WARNING.
“Ladies and Gentlemen, the ceremony will begin in five minutes. Please silence or turn off all electronic devices.”

ESC COMMAND TEAM VISIT WITH THE FAMILY.
Once VIPs, CG and CSM’s visit with the family is completed, they are escorted to their seats in the sanctuary.

(H:05) RESTROOM.
Once the chaplain makes the five minute mark announcement, the family escort should give the family members the opportunity to utilize the restroom before leading the family into the ceremony.

(H:02) CHAPLAIN ANNOUNCES THE TWO MINUTE WARNING.
“Ladies and Gentlemen, the ceremony will begin in two minutes. Again, please silence or turn off all electronic devices.”

FAMILY ENTRANCE.
The side door usher signals the chaplain that the family is about to enter the sanctuary.

CHAPLAIN MOVES TO THE PULPIT.
Prelude music fades to silence.

CEREMONY:

CHAPLAIN ANNOUNCEMENT.
“Ladies and Gentlemen, please rise as we welcome the _______________ family and remain standing for the invocation as we honor ________________ and his/her/their service to our nation.”
MEMORIAL CEREMONY SEQUENCE OF EVENTS

FAMILY ESCORT.
The family escort(s) leads family members to designated seating area. Once in place have the family remain standing for the invocation.

*INVOCATION BY THE CHAPLAIN.
Chaplain delivers the invocation and then asks all to “Please be seated.” Chaplain returns to his seat.

COMMANDER’S TRIBUTE BY THE BATTALION COMMANDER OR COMPANY COMMANDER (3-5 minutes)
Once the Chaplain is seated, the commander rises and moves to microphone to give his/her tribute and returns to his/her seat. All tribute messages must be reviewed by the unit chaplain for advisement prior to event. No VIPs are to be recognized or referenced to ensure the program remains focused on honoring the deceased.

SOLDIER TRIBUTE(S) BY A PEER, FRIEND OR NCO OF THE DECEASED (3-5 minutes).
Once the commander returns to his/her seat, the Soldier delivering the Soldier Tribute rises, moves to the microphone, and delivers his/her remarks, and then returns to his/her seat.

SPECIAL MUSIC OR VIDEO TRIBUTE
If desired, performance by a pianist/organist/bagpiper, soloist, or a video presentation of the life of the deceased.

MEMORIAL MESSAGE BY THE CHAPLAIN (5-10 minutes).
All chaplain messages must be reviewed by the supervisory chaplain for advisement prior to the event.

AFTER THE MEMORIAL MESSAGE, CHAPLAIN ANNOUNCEMENT.
“Please stand for the benediction and remain standing for the rendering of military honors (final roll call, firing of volleys and playing of Taps) and the exit of the official party. Following the exit of the official party, please follow the direction of the ushers.”
The official party consists of the memorial event participants (on the stage) and the immediate command team of the deceased.
MEMORIAL CEREMONY SEQUENCE OF EVENTS

*BENEDICTION BY THE CHAPLAIN.
Once the benediction is complete there is a slight “pause” before the 1SG or designee initiates the final roll call. The 1SG or designee should pre-position himself/herself at the rear of the sanctuary during the benediction ready to conduct the final roll call.

*FINAL ROLL CALL BY THE 1SG OR DESIGNEE (See enclosure 7).
“Sergeant Smith!” (Smith replies, “Here, First Sergeant!”)
“Specialist Jones!” (Jones replies, “Here, First Sergeant!”)
“Private First Class Lee!” (Lee replies, “Here, First Sergeant!”)
“Private First Class Doe!” (Silence)
“Private First Class John Doe!” (Silence)
“Private First Class John A. Doe!” (Silence)

*FIRING OF THE VOLLEYS.
Five seconds after the “Final Roll Call”, the honor guard fires the volleys. The Firing Team fires three volleys outside the chapel or outside the auditorium.

*TAPS.
The bugler plays “Taps” after the Firing Team moves to present arms. (If the ceremony is indoors, all personnel remain at the position of attention. If outdoors, all uniformed service members render present arms on the first note of taps (the command “Present Arms” will not be given).

FINAL INSTRUCTIONS BY THE CHAPLAIN.
After the playing of Taps, the Chaplain announces, “Ladies and Gentlemen, please be seated. This concludes the ceremony. The official party will come forward first to pay their final respects. They will be followed by the Family Members (if present), and then our senior leaders. For those wishing to visit the family, they will be in room ____________. If you would like to come forward and pay your final respects, please remain seated until the ushers release your row. You may place coins and other items on the memorial display but please do not kneel or bow down. If you wish to kneel and pray at the memorial display, do so after everyone has paid their final respects. If you need to leave, please exit quietly through the door at the back of the sanctuary.”

POSTLUDE.
Music by the musician begins.
OFFICIAL PARTY.
The official party consists of the memorial event participants (on the stage) and the immediate command team of the deceased. The official party members on the stage move to the display first, render respect to the Fallen, and then move to position themselves in a single file in the foyer or lobby of the chapel. The immediate command team follows the memorial event participants in paying their final respects at the display.

FAMILY MEMBERS.
If family members attend, they are escorted to the display by their family escort or usher and allowed time to view the display if desired; then they are escorted to the reception room.

COMMAND GROUPS AND VIPs.
The Corps/ESC Command Groups and VIPs render respect to the Fallen. They proceed if desired to the reception room to pay respects to the family.

UNIT REPRESENTATIVES.
After the Corps/ESC Command Groups and VIPs, ushers release unit representatives from the pews using a two, three, or four person file (from front to rear).
1. The deceased Soldier’s commander will designate a senior leader (normally the 1SG) to conduct the Last Roll Call.

2. The commander will designate three Soldiers to participate in the Last Roll Call. (For example purposes they are named Smith, Jones and Lee. The deceased is Private First Class John A. Doe.)

3. The three Soldiers will sit with their squads in the chapel. They need not be seated together.

4. The 1SG will stand at the rear of the chapel.

5. Upon completion of the Benediction, the designated leader will proceed with the Last Roll Call.

   “Sergeant Smith!” (Smith replies, “Here, First Sergeant!”)

   “Specialist Jones!” (Jones replies, “Here, First Sergeant!”)

   “Private First Class Lee!” (Lee replies, “Here, First Sergeant!”)

   “Private First Class Doe!” (There is silence)

   “Private First Class John Doe!” (There is silence)

   “Private First Class John A. Doe!” (There is silence)

6. After 5 seconds the honor guard fires volleys. The bugler will play “Taps” immediately after the firing party moves to present arms.
Enclosure 8
MEMORIAL FAMILY RESOURCE FORM

Unit: _______________________________

Unit POC Name: ______________________

Work: _______________________________

Cell: _______________________________

E-mail: ______________________________

Date of Memorial: ___________________

Time of Service: ____________________________

Number of Soldiers to be Memorialized: ________

Number of Family Members Attending Memorial (approx.): _________________

Chapel to be Utilized: ________________________

Arrival Time of Family Members to Chapel for Service (approx.): _____________

**Standard Options Available for Memorial / Reception. Please check items requested:**

- [ ] Bottled Water
- [ ] Bottled Juice
- [ ] Coffee
- [ ] Hot Tea
- [ ] Hot Chocolate
- [ ] Variety of cookies
- [ ] Mixed nuts
- [ ] Mints
- [ ] Basket of children’s reading books, coloring books and crayons
Enclosure 9
REQUISITION FOR SUPPLEMENTAL/MISSION FUNDS

$ Amount Requested_______________________ Date_________________

Purchase Description

________________________________________________________________________
________________________________________________________________________

Unit POC_________________________ Supervisor__________________________
Approval_____________________

Petty Cash must be turned in within two working days.

Point of Contact for use of Supplemental Mission Funds for support of memorial events can be reached at 967-7833.

JOHN SMITH
CPT, QM
Commanding
Prevent Imitation and Modeling

Public communication after a suicide can potentially affect the suicide risk of those receiving the communication (CDC et al., 2001). Some types of communication about the deceased and his or her actions may influence others to imitate or model the suicidal behavior. Consequently, it is important in this context not to glamorize the current state of “peace” the deceased may have found through death. Although some religious perspectives consider the afterlife to be much better than life in the physical realm, particularly when the quality of physical life is diminished by a severe or unremitting mental illness, this contrast should not be overemphasized in a public gathering. If there are others in the audience who are dealing with psychological pain or suicidal thoughts, the lure of finding peace or escape through death may add to the attractiveness of suicide. (Information about resources for treatment and support should be made available to those attending the observance.) In a similar way, one should avoid normalizing the suicide by interpreting it as a reasonable response to particularly distressful life circumstances.

Instead, make a clear distinction, and even separation, between the positive accomplishments and qualities of the deceased and his or her final act. Make the observation that although the deceased is no longer suffering or in turmoil, we would rather she or he had lived in a society that understood those who suffer from mental or behavioral health problems and supported those who seek help for those problems without a trace of stigma or prejudice. Envision how the community or society in general could function better or provide more resources (such as better access to effective treatments) to help other troubled individuals find effective life solutions. The goal of this approach is to motivate the community to improve the way it cares for, supports, and understands all its members, even those with the most pressing needs, rather than contribute to the community’s collective guilt.

(From After a Suicide, Suicide Prevention Resource Center, 2004)
Enclosure 11

SGS MEMORIAL INFORMATION SHEET

Rank: ______

First Name, M.I, Last Name: ________________________________

Age: ______

Hometown of SM:
__________________________________________________________

Marital Status: __________________________

Cause of Death: ______________________

Number of Tours (to include DATES and LOCATION of each tour):
________________________________________

Who SM is survived by and where those family members live:
_____________________________________________________
_____________________________________________________
_____________________________________________________

Family Member(s) attending memorial:
_____________________________________________________
_____________________________________________________

Family Dynamics: ______________________________________

Unit Holding the Memorial: _______________________________

Unit of SM: ____________________________________________

Chapel: ______________________________________________

Time: __________________________

Date: __________________________

Memorial Ceremony, Memorial Service, or Funeral:
______________________________________________________
TAB C – Critical Event Debriefing SOP

1. References.

DOD Directive 6490.05, November 22, 2011
FM 4-02.51 Combat and Operational Stress Control, July 2006
FM 6-22.5 Combat and Operational Stress Control Manual for Leaders and Soldiers, March 2009
FM 8-51 Combat Stress Control in Theater
FM 22-51 Leaders Manual for Combat Stress Control

2. Definition: A Critical Event Debriefing (CED) is a command program conducted for Soldiers experiencing a significant traumatic event. Its purpose is to allow Soldiers to process through their experiences in order to reduce Post Traumatic Stress problems and continue their mission.

2. Counseling Team. The CED should be conducted by Combat Stress Team or the BDE Psychiatrist IAW command approval and guidance. The Chaplain and Medical providers form a care team for this process. The Chaplain is command POC for setting up the CED event with the unit and the Combat Stress Team.


a. CED Decision. The unit commander decides to request a CED based upon the severity of the event and its effects upon Soldiers. This decision is made IAW METT-TC, medical advice, and religious support inputs. RSTs should include SOAP notes received from the trauma/treatment center in providing analysis to the unit commander. There is no current requirement for a unit to conduct a CED.

b. Location. Soldiers need to move from the trauma site in order to refit and rest. A CED is best conducted at a safe location allowing Soldiers time and distance from the event. Ideally, Soldiers return to their AO away from the JSS/COP due to constant duty requirements at these sites. Due to operations this may happen at varying times, however – Soldiers need to move not less than 48 hours after the event.

c. Timeline. A CED is best conducted 24 to 72 hours following a traumatic event. Soldiers need to sleep/rest in order to stabilize prior to the CED. If they do not get this time, the effectiveness of the CED decreases.

d. Scheduling. Unit Chaplain schedules CED with the Combat Stress Team/BDE Psychiatrist for not more than 72 hours after the trauma event (including rest time for Soldiers).
TAB C  Critical Event Debriefing SOP (Continued)

e. Conducting a CED. The CED is conducted at a secure/safe site. Only unit Soldiers present during the traumatic event may attend. This is not an operational AAR or investigation. All comments made during the session are confidential. Schedule separate sessions if they are needed for Soldiers who were not present at the traumatic event.

f. Follow-up. The counseling team will determine need for follow-on sessions and coordinate times with the Soldiers’ and the Chain of Command. The CED team will debrief the Commander following the CED.

g. Additional Guidance

(1) In a forward deployed environment, flexibility is essential, as long as the benefits of intervention remain. It is the combination of these factors, not merely the CED itself, which will minimize long-term psychological consequences and returns soldiers to the fight.

(2) The CED is done within 72 hours but not earlier than 24 hours of the event;

(3) Soldiers must have a minimum of 14-16 hours “down time” dedicated only to physical restoration (e.g. adequate sleep, nutrition, and hygiene) prior to the CED. Remaining in sector may not promote the physical recuperation needed for psychological healing;

(4) Only soldiers directly involved in the incident should participate in the CED. A separate CED or defusing can be held for others affected by the incident. It’s essential for senior leadership to support CEDs but direct involvement is discouraged.

(5) The dynamics of the group changes when such leadership is present. However, a few words of support immediately prior to a CED or during the AAR is appropriate and quite beneficial;

(6) Avoid following the CED with another meeting, allow time for the team to reflect on the event during light-duty or maintenance tasks;

(7) Chaplain support is essential. What has worked thus far is having the chaplains serve as the single point of contact in arranging the CED, providing the Team with event information and coordinating transportation assistance. Both providers prefer to have chaplains sit-in the CED, providing spiritual assistance during and after the session. It also provides someone to review the CED with the provider, discussing Soldiers in need of one-on-one assistance. Chaplains provide a continuity of care more so than the one or two mental health providers covering the entire AO, screening for more serious reactions needing in-depth mental health care;
(8) CEDs with 8-12 soldiers are most beneficial; the dynamics of larger groups inhibits participation and reduce psychological effectiveness. A second CED may be done to achieve this smaller provider-to-participant ratio or a defusing for those less effected;

(9) The commander or first sergeant is available immediately after the CED to be back-briefed by the provider;

(10) Return the team to duty within 24 hours after the CED. Optimally, the team should be back on mission within 48-72 hours after an incident.
MEMORANDUM FOR RECORD

SUBJECT: Standard Operating Procedure for Distribution of Chapel Supply Support Kits

1. PURPOSE: The purpose of this SOP is to distribute wartime Chapel Supply Support Kits (CSSK) to Sustainment Brigade Religious Support Teams at their port of entry. Distribution is intended to provide BDE RSTs with key multi-faith worship items to support chapel services at Logistical Support Areas (LSA) or enduring operational hubs in undeveloped forward areas until more robust supply lines can be established.

2. RESPONSIBILITY: The 593rd ESC Command Chaplain’s Office is responsible for:
   a. Producing and Storing 5 Chapel Supply support kits with the items found in TAB A. CSSKs will be prepositioned in order to allow quick distribution at appropriate APOD/SPOD IAW current mission METT-TC.
   b. Monitor incoming SBDEs and issuing CSSK kits to incoming RSTs IAW with current operational needs.

3. The point of contact is the undersigned at 967-1981.

DAVID C. CAUSEY
Chaplain (LTC) USA
Command Chaplain
## TAB D-2 CHAPEL SUPPORT SUPPLY KIT CONTENTS

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Code</th>
<th>Unit</th>
<th>Quantity</th>
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<tbody>
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<td>EA</td>
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</table>
Instructions: Due to the Command Chaplain via secure means by 1200 each day.

1. Submitting Unit
   a. Authenticated by:
   b. Date and time of report:

2. RST Personnel Status
   Protestant Catholic Orthodox Jewish Muslim
   a. Chaplain – 56A
   b. Enlisted – 56M
   c. Attached Personnel
   Totals:

3. RST & CH Detachment Team Casualties/Loses
   KIA WIA MIA Grade Faith Group
   a. Chaplain – 56A
   b. Enlisted – 56M
   c. Attached Personnel
   d. Civilian
   Totals:

4. Chaplain Detachment Teams
   Teams Assigned 56A Authorized/Present 56M Authorized/Present
   a. CD A
   b. CD B
   c. CD C
   d. CD D
   Totals:

5. Brief account of any significant RS activity conducted in last 24 hours:

6. 593rd ESC Chaplain Centrix address is:

7. Secure phone: XXX-XXXX Non-secure phone: XXX-XXXX
TAB F  EDRE MISSION Checklist Duties

593rd Expeditionary Sustainment Command
ESC Chaplain
UMT GRF Mission Duties, Time Schedule, Standards

Unit Ministry Team Assumes GRF on: ________________

___ Hour Deployment Sequence
(can be expanded to 48 or 96 hour sequence on order)

ALERT, MARSHAL, & DEPLOY

a. UMT is listed on recall roster of unit and reports to unit and signs in by N+2 or when designated by unit chain of command.

b. The Chaplain will:
   2. Coordinate with GRF Push UMT for religious support needs of unit at Personnel Holding Area (PHA) or airfield (vehicle, communication, scriptures, liturgical items, worship leadership, counseling, etc.)
   3. Attend N+3 meeting (ESC Chaplain) and receive Commander's guidance/intent.
   4. Attend N+3:15 meeting (BDE/BN Chaplain) and receive Commander's guidance/intent.
   5. Move to the Personnel Holding Area (PHA) at approximately N+4.
   7. Coordinate with G-1 to include the RSA in the ESC/BDE/BN/TF OPORD. Complete and submit RSA Matrix to G-3 (ESC) at N+5 or S-3 (Brigade/Battalion) at N+6.
   8. Attend ESC OPORD at N+6 or BDE OPORD at N+7.
   9. Brief the Commander on Religious Practices and Traditions in the unit's area of operations.
   10. Be prepared to conduct Chaplain & staff briefings on RSA.
   11. The Brigade/Regimental Chaplain is back-briefed by Battalion Chaplain on RSO and NEO. Be prepared to brief ESC Chaplain on order.
   12. Conduct inspections of UMT field equipment and ecclesiastical support items prior to outload if possible. Deploy with 90 days supplies and chaplain kit.
   13. Provide soldiers with spiritual opportunities and moral support in preparation for Mission Operations at Rapid Deployment Facility (RDF) NLT N+11 (in 18 hour MSN), N+44 (in 48 hour MSN), or N+92 (in 96 hour MSN). Be flexible with service times. Establish a site for the UMT that is visible for your soldiers.
   14. Participate in unit rehearsals (Rock Drills).
   15. Establish link-up point for Chaplain and assistant in preparation for Assault Operations and rehearse link-up and cross level plan.
   16. Move to Rapid Deployment Facility at N+14 but no later than N+91.5.
**TAB F  EDRE MISSION Checklist Duties (Continued)**

c. The **Chaplain Assistant** will:

1. Draw weapon, night vision optics and any other sensitive items needed.
2. Conduct PMCS on assigned vehicle in holding area in preparation for onload.
3. Prepares UMT A and B bags IAW unit packing list for shipment with proper markings for palletizing with assigned company.
4. Inspect any mission issued items, ESAPI plates, RFI, etc. for serviceability.
5. Load vehicle IAW Load Plan (30 days of follow-on supplies) and prepare to move to airfield load site IAW unit SOP.
6. Coordinate Chaplain's resupply kits to be forwarded with Surgeon Cell/Aid Station/Medical Platoon CONEX, an ambulance or loaded in UMT vehicle.
7. Move to the Personnel Holding Area (PHA) at approximately N+4 or when released from responsibility for vehicle.
8. Assist chaplain in providing worship opportunities and counseling soldiers.
9. Provide administrative and logistical support for UMT. Coordinate transportation requirements if UMT vehicle is bumped or not planned to go on mission.
10. Conduct communication checks on available equipment. Be briefed on mission and rehearse link-up plan with chaplain.

**60 Days Prior**
- Inventory of religious deployment supplies taken; order items needed for deployment
- Submit order for mission and administrative necessary supplies through G-4

**30 Days Prior**
- TACSOP Reviewed and Rehearsed
- Appropriate classes taken for currency status
- Medical and dental appointments made if necessary

**14 Days Prior**
- Religious Ad Hoc Query ordered for unit from S1
- Multi faith meals list given to S4 and appropriate company commanders notified

**7 Days Prior**
- Copy of Religious Ad Hoc Query given to Brigade Chaplain
- Copy of major faith group percentage breakdown and minority faith groups given to Brigade Chaplain
- GRF1 Packing list packed and inspected per unit SOP
- Chaplain's kit restocked
- Vehicle serviceable and load plan in place (if vehicle is manifested)
- Attend Mission Assumption Briefing for unit and UMTs
- Alert roster verified as current
- Identify and coordinate:
  - Push Unit Chaplain: ____________ Phone: ____________
BN UMT identified by BDE UMT to assist in “pushing” GRF UMT off JBLM

- Contact GRF UMT members prior to assuming mission-verify alert roster information.
- Contact GRF G-3/XO reference required information and meetings if alerted.
- Contact GRF UMT NLT N+6.
- Assist GRF UMT with needed supplies.
- Ensure transportation is available for the GRF Push UMT to use during outload time.
- Know occupation time table of UMTs at Personnel Holding Area or airfield.
- Personal needs of deploying UMTs identified.
- Be prepared to conduct worship and sacramental opportunities for GRF in holding area.
- Request needed supplies from BCT CH and DIV CH to support GRF UMT.
- Keep BDE and DIV UMT informed of timelines and any needs or concerns from GRF UMT.

593rd ESC UMT EDRE Checklist

I. Prepare Unit Ministry Team (UMT) to Support Emergency Deployment Readiness Exercise.
   a. UMT is accurately reflected in:
      (1) Unit manning report
      (2) Unit alert roster
   b. Chaplain has a valid DD Form 1934 (Geneva Conventions ID card).
   c. Both chaplain and assistant have valid military driver’s licenses.
   d. UMT is combat lifesaver trained (highly recommended, but not required).
   e. UMT has an SOP to coordinate sequence of actions and responsibilities for both the chaplain and chaplain assistant during the N-hour sequence.
   f. UMT is knowledgeable of its tactical/field SOP and reporting system.
   g. UMT TOE vehicle is operational and available.
   h. UMT has all appropriate individual and special items of equipment.
   i. TOE and life support equipment (i.e. tent, stove, etc.) is serviceable.
   j. Chaplain’s field kit is serviceable and stocked.
k. UMT deploys with 30 days of ecclesiastical supply and has 90 days on-hand, designated for deployment. (Tailor specific items and quantities to the needs of the UMT.)

l. UMT knows the NSN and resupply procedure for chaplain resupply kits.

**TAB F  EDRE MISSION Checklist Duties (Continued)**

m. UMT advises supply personnel concerning stock age and distribution of dietary-restricted MREs to accommodate religious requirements.

n. UMT participates in unit mission assumption briefings to include intelligence overview of contingencies.

o. UMT has a plan to secure personal effects and office equipment during its absence.

p. UMT documents Rear Detachment and garrison responsibilities to be covered in its absence with turnover plan briefed to BCT CH.

q. Non-deploying supervisory UMTs have workable plans for:
   1. Providing Rear Detachment coverage for deploying UMT’s unit and Families.
   2. Covering garrison responsibilities of deploying UMT’s.
   3. Maintaining property accountability during chapel or office hand-off.
   4. Ensuring that any missions or projects the deploying UMT were assigned are covered internally to the BCT to ensure mission accomplishment.

II. The Unit Ministry Team (UMT) Executes Emergency Deployment.

a. Non-deploying BCT supervisory UMT’s:
   1. Cross level as required to fill deploying UMT’s.
   2. Designate non-deploying UMT personnel to assume Rear Detachment and garrison responsibilities for deploying UMTS.
   3. Exercise property accountability for chapel hand-off.
   4. Provide Religious Support Annex to ESC and BDE OPLANS. (As a minimum, includes essential information from the Religious Support Annex to the 8th Army OPLAN.)

b. UMT participates in staff planning; understands mission, commander's intent, and concept of the operation.

c. UMT understands chaplain supervisory chain for the operation.

d. UMT assesses faith group coverage requirements by utilizing Ad Hoc Query.

e. UMT prepares Religious Support Annex:
   1. Includes information on indigenous religions within the AO.
   2. Includes plans for ministry to other faith groups (based on current unit faith group assessment).
   3. Casualty ministry plan fits with the medical support plan.
Published with the unit's OPORD.
f. UMT coordinates its position on deployment manifest in accordance with the religious support plan.
g. UMT coordinates loading, shipping, and receiving of vehicle and equipment (individual and section).

TAB F EDRE MISSION Checklist Duties (Continued)

h. UMT deploys with 30 days of ecclesiastical supply and has 90 days of supplies prepared for follow on missions (unless mission specifically dictates less).
i. Packing lists and load plans are practical and accurate.
j. During N-hour sequence:
   (1) UMT keeps a designated staff POC informed of its location and activities.
   (2) UMT members keep one another informed and execute a rest plan.
   (3) UMT provides religious support to deploying soldiers.
k. UMT deploys in accordance with RSOP and OPORD.

In country Deployment and Disaster Relief Mission Parameters
BLUF: Military UMT’s will not provide religious services for civilians, civilian churches, or provide military supplies (to include religious support materials) to civilian religious leaders or organizations.

1. The Joint Publication JP 1-05, Religious Affairs in Joint Operations, dated 13 Nov 09, chapter 3, para 1.h(2 and 3), and the Defense Support of Civil Authorities (DSCA) Commander and Staff Handbook, GTA 90-01-021, chapter 5.11, specifies mission sets and parameters that UMT’s must adhere to if deployed within the United States in response to a deployment ordered by the National Command Authority.
   a. “The Religious Support Team (RST) deploys during Civil Support (CS) operations for the primary purpose of providing religious support (RS) to authorized DoD personnel."
   b. “The Establishment Clause of the US Constitution and current DoD legal guidance generally prohibits chaplains from providing RS to the civilian population."
   c. “RST’s will not provide RS to persons unaffiliated with the Armed Forces, absent, explicit, and unambiguous tasking from proper authority—currently the Joint Forces Command (JFC).” JFC is a four star headquarters currently under re-organization but its roles will be assumed by NORTHCOM, a four star headquarters.
   d. “Following rare and catastrophic large scale disasters, local and state capabilities of all types, to include spiritual care, may be overwhelmed. In these situations, RST’s may serve as liaison to Non-Governmental Organizations (NGOs) and Faith Based Organization (FBO’s) when directed to by the JFC.”
e. JFC or PACOM will only order RST’s to provide incidental support to non-Armed Forces personnel when the “four prong test” criteria are met and validated by that authority. The criteria are listed in JP 1-05, page III-4 and are very restrictive.

f. If the criteria of the four prong test are met and JFC or PACOM orders it, RST’s may assist mortuary operations and recovery personnel.