



DEPARTMENT OF THE ARMY
U.S. ARMY CHAPLAIN CENTER AND SCHOOL
10100 LEE ROAD
FORT JACKSON, SOUTH CAROLINA 29207

REPLY TO
ATTENTION OF

ATSC-PPO

8 February 2018

MEMORANDUM FOR RECORD

SUBJECT: Contingency Operating Site (COS) Warrior Religious Support Team (RST) Actions During MASCAL

1. This memorandum is written to document the actions taken by the COS Warrior Religious Support Teams during the MASCAL on 29 September 2011. The event took place during a time of transition as the 1st HBCT, 1st Infantry Division (serving as the 1/1 AATF (Advise and Assist Task Force)) was in the process of transferring control of operations in Kirkuk, Iraq to the 4th HBCT, 1 AD. During the event there was only one brigade-level RST member, the 1/1 AATF chaplain assistant and four full battalion-level RSTs: 101st BSB, 1/1 ID; 1/1 BSTB, 1/1 ID; 1-5 FA, 1/1 ID; and 2/1 BSTB, 2/1 CAV. The 1/1 AATF chaplain had recently redeployed to Fort Riley and the 4/1 AD RST was off the COS conducting a visitation to subordinate RSTs in country. The following account is the Observations, Insights, and Lessons Learned (OIL) captured by the 1/1 AATF RST NCOIC of the actions of the four chaplains and five chaplain assistants during the event in an attempt to assist and educate future chaplains and assistants in their development of plans of action for MASCALs.

2. The actions taken by RSTs will be broken down into the following phases:

A. Event: The time between the MASCAL announcement and the completion of the event.

B. Post Event: RST CISD (Critical Incident Stress Debriefing), After Action Review (AAR), Planning for Targeted Religious Support and Memorial Ceremony.

C. Additional Actions: Ramp Ceremony.

3. Event: Immediately upon hearing the MASCAL all available RST members reported to the Emergency Medical Center (EMEDs). The first one to arrive was the 101st BSB Chaplain Assistant who immediately started gathering information and assisting medical personnel as the casualties arrived, shortly after, the 101st BSB Chaplain and the 1/1 BSTB Chaplain and the 1/1 AATF RST NCOIC arrived. The Chaplains immediately entered the EMEDs where the 1/1 BSTB Chaplain moved to the expectant room and prepared to give last rights to the KIA. The 101st BSB Chaplain focused on the WIA and provided comfort to them while medical personnel worked on them. The RST NCOIC, being the only BDE-Level RST member on COS Warrior, took charge of the RSTs by directing them to provide targeted Religious Support, gather what information was available, assist with crowd control and identifying members of the casualty's

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platoon who showed up. Soon after, the 1-5 FA Chaplain and his assistant arrived at EMEDs who were directed by the RST NCOIC to provide pastoral care to members of the casualties platoon. The 1/1 BSTB Chaplain Assistant was the next to arrive at EMEDs and was directed to the Army Aid Station where the Soldiers with TBI were taken. The 1/1 BSTB Chaplain Assistant was visibly shaken due to being in close proximity of the blast site and performing duties at the Army Aid Station accomplished two things; removal from the immediate situation and providing care/gather information about the other less severe casualties.

The next to arrive was the 2/1 BSTB Chaplain who was directed by the RST NCOIC to care for the members of the platoon that received the casualties who had started to gather. The 2/1 BSTB Chaplain Assistant was unable to come to EMEDs due to crisis counseling that needed to be conducted in another AO. The 101st BSB Chaplain Assistant was predominately used as a runner passing information to the RST NCOIC in order to make decisions regarding the priorities of ministry. The 101st BSB Chaplain Assistant was then directed to assist the 1/1 BSTB Chaplain in preparing the remains for movement to cold storage. A small ceremony was conducted which consisted of the platoon members, who were lined up on both sides of the route used to take the remains to storage while a prayer was performed by the 1/1 BSTB Chaplain. After the remains were moved to cold storage and the wounded were stable, the RST NCOIC directed all the RST members to meet at the chapel in 45 minutes to discuss the actions of the day.

4. Post Event:

A. CISD: Once all RST members arrived at the chapel the RST NCOIC led the group in a small Critical Incident Stress Debriefing consisting of going around the table where each RST member told the group about when they heard the alarm, what their immediate actions were, and what they did while at EMEDs in support of the MASCAL.

B. AAR: After talking about individual actions and observations during the MASCAL, an AAR was conducted to discuss how the team performed during the MASCAL. It was determined that the current SOP in place was not followed and that the majority of RSTs directly reported to EMEDs. The group decided that this was actually better than the previous plan which had only the RST responsible for Religious Support to EMEDs respond and call for additional help if needed. The RST also decided that the placement of assets was adequate and should be sustained: 1 CH with expectant, 1 CH with wounded, 2 CHs and assistants with survivors, NCOIC directing prioritized Religious Support, 1 CA working as a runner gathering info for the NCOIC to make sound decisions, and 1 CA with the TBI casualties gathering information and providing crisis counseling.

C. Planning: After the AAR, the RST NCOIC led the group in deciding the priorities of continued Religious Support. It was decided that the primary personnel to deal with the platoon of the casualties was the remaining RSTs, 1-5 FA and 2/1 BSTB, since the 1/1 AATF NCOIC, 1/1 BSTB RST, and the 101 BSB RST were leaving within the next 48 hrs. Special attention

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was to be given to the caregivers who were redeploying within the next 48 hrs. as well and they were to be checked on upon reaching Ft. Riley. Planning had also begun for the Memorial Ceremony with the responsibility placed on the 1-5 FA Chaplain due to seniority over the 2/1 BSTB Chaplain. The 1-5 RST was also directed to contact the 4/1 AD RST as soon as possible to inform them of the situation. The 4/1 AD RST was off the COS visiting one of their subordinate BN RSTs.

5. Additional Actions: After completion of the RST meeting, the platoon leadership and the EMEDs staff were contacted to begin arrangements for the Ramp Ceremony. The Ramp ceremony was conducted with a prayer said by the 1-5 FA Chaplain. After the ceremony, the remaining Chaplains coordinated with Combat Stress to provide counseling to those who needed it while their assistants started preparation for the Memorial Ceremony. The remaining RST members prepared for redeployment and left COS Warrior.

6. The Point of Contact for this memorandum is the undersigned who was the 1/1 AATF RST NCOIC at COS Warrior during the MASCAL.

////////original signed////////

TIMOTHY F. SEPPALA

SFC, USA

Senior Career Management NCO