

- Valid APRT score card (DA Form 705).

- Valid verification APRT (also on DA Form 705).

- Finance records for those reporting to Fort Benning in a PCS status or attending airborne training TDY enroute to another duty station. Others need not bring finance records.

Although DA Pamphlet 351-4 (changes to which are pending) lists the clothing, equipment, and uniform requirements for the course, students should report with the following items as well:

- Five pairs underwear.

- One sweat band for helmet liner.
- Three towels.
- Two wash cloths.
- Two pairs eyeglasses, if required. (Military issue glasses are recommended because of their durability. Non-issue glasses must be made of shatterproof material.)

- Boot-shining gear.
- Toilet articles.
- Appropriate civilian attire for off-duty hours.

- About \$100 for incidental or personal expenses.

Volunteers who truly want to earn those

silver wings will prepare themselves in these areas and will overcome the mental and physical obstacles of the course. Like countless thousands before them, they will find that they have an inner strength that they have never tapped before. The end result will be a prouder, more confident soldier and a stronger, better prepared Army.

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# Heavy Battalion Trains

CAPTAIN STEVE BRASIER

The Army's AirLand Battle doctrine has brought about many changes in its combat service support (CSS) concepts. These changes are designed to allow better support of the forces while it is conducting tactical operations. The most fundamental CSS organizations — those found within maneuver battalions — have also undergone some changes to allow for the best use of the available CSS assets.

Students at the U.S. Army Infantry School ask many questions about the CSS assets of a heavy battalion and about the best way to organize and employ them. By posing and attempting to answer some of these questions here, perhaps I can clarify some of the fundamental considerations in designing and employing a battalion's combat service support.

## What are "trains"?

Any grouping of personnel, vehicles, and equipment for the purpose of providing combat service support to a unit is called "trains." The design of trains is intended to make them most readily

available to a unit but with the least possible exposure to damage from enemy action. They are normally employed in combat organizations from company through brigade and usually operate from support areas. Maneuver battalions always organize trains.

## How should a battalion's trains be organized?

The AirLand Battle concept of non-linear maneuver dictates that battalion trains be echeloned. Echelonment not only provides immediate support and more flexible usage but also increases the survivability of a unit's logistical assets.

A battalion's CSS assets are divided into four echelons — company trains, combat trains, a unit maintenance collection point (UMCP), and field trains.

The composition and operational control of the battalion's echeloned trains are determined by the commander on the basis of an analysis made by his staff during the planning phase of an operation. A battalion should prescribe a base line for each CSS echelon in its standing

operating procedures (SOPs).

## Where should a battalion's trains be located?

There are several criteria to consider. The trains should be:

- As close to the FEBA (forward edge of battle area) as is tactically sound.

- Convenient to the units served. (There should be both a main supply route and alternate supply routes so that the forward units can reach the trains rapidly. The routes to and from and within the field trains should be planned to avoid congestion.)

- Away from the enemy's main avenue of approach.

- Far enough away from the combat elements so that they do not impede a tactical unit's freedom of movement.

- Beyond the range of cannon artillery. (This is not applicable to battalion combat trains, UMCPs, and company trains.)

- Where there is enough space for dispersion of vehicles and activities; cover and concealment from hostile

ground and aerial observation; and firm ground for the vehicles.

- On terrain that favors defense against air or ground attacks; that makes local security easier; that does not contain a barrier to supply and recovery operations; and that will not present major obstacles to the unit or canalize it.

### Company Trains

**How are the company trains configured?**

The company trains are best described as "austere." Typically, they consist of a recovery vehicle, a maintenance track with mechanics and tools, and one or two M113A1 medical evacuation vehicles. In addition to these armored vehicles, thin-skinned vehicles also operate in the company trains but only during resupply operations. Under decentralized feeding operations, company trains sometimes have a mess team attached, most likely when the unit is not engaged in tactical operations.

The company trains serve as the focal point for company logistical operations — a distribution point for supplies, a maintenance center, a location for medical evacuation operations, and a point where requests from company elements are received. The activities in the company trains are planned by the company XO on the basis of his commander's instructions but are supervised by the company First Sergeant.

**Where are the company trains located?**

In offensive operations, the personnel and vehicles that make up the company trains move with the company and receive rear protection from a squad or platoon from the company. If an operation has a shallow objective, or if the company is part of a deliberate attack, the trains move behind the company, taking maximum advantage of the terrain for cover and concealment.

In the defense, the company trains support the company from a position 500 to 1,000 meters behind the company's forward positions. The company trains should be in a position that makes the most of the available cover and con-

cealment and of the support provided to the company.

### Combat Trains

**How are the combat trains organized, and what support do they provide?**

The combat trains are organized to provide immediate, critical support to the tactical operations. These trains serve as the first source above company level for medical and personnel service support and a limited source of supplies for the forward elements of the battalions — Class III, Class V, and medical support.

The exact organization of the combat trains depends on the mission and the situation. These trains should contain the fewest people possible and the smallest amount of equipment necessary for the mission.

**Who is in charge of the combat trains?**

The battalion S-4 is responsible for their operation and security; in his absence, the battalion S-1 assumes this responsibility. The S-4 operates from the administrative/logistical operations center (ALOC), an M577A2 command post vehicle.

**How should the combat trains move, and where should they be located?**

The movement of the combat trains depends on the kind of operation a battalion is conducting.

In slow-moving offensive operations with limited objectives, the combat trains normally provide support from their initial location during the attack. Then, once the battalion's objective has been secured, the trains can displace to a forward location when directed, or as planned. The considerations for using this technique are based upon the terrain and the situation.

The terrain should be such that the combat trains are not exposed to enemy observation or direct fire, and the S-4 must take care to select locations that offer the best concealment and cover.

The present and anticipated tactical situations affect the movement of the combat trains. Before tactical opera-

tions start, the S-4 must make sure the combat trains will not be located in a position on the battlefield that will interfere with the maneuver of the force and that their selected locations do not serve as obstacles or limitations to the logistical support provided to the battalion.

In the fast-moving offensive operations prevalent in the AirLand Battle, where a battalion is moving over long distances, the combat trains move with the battalion. If the battalion is forced to deploy, the combat trains disperse to seek cover and concealment.

During defensive operations, battalion combat trains are located in the battalion sector, four to ten kilometers behind the FLOT (forward line of own troops). The exact location depends on many factors such as terrain and road networks. A key consideration is the ability of the combat trains to maintain radio contact with both the forward units and the battalion field trains.

Sometimes, a deeper combat trains location may be necessary because of the mobility and flexibility of the tactical situation. (In more static defensive situations, the combat trains may be employed farther forward.) Deeper positioning allows for better survivability of the combat trains and for the placement of larger amounts of supplies, particularly fuel and ammunition. To ensure effective support, certain supplies and supply elements may have to be attached to those teams that cannot otherwise be reached. Supplies may also be cached in the positions that are most likely to be occupied. The mobile pre-position technique — the positioning of trucks forward of the battalion combat trains when likely rearm locations cannot be determined — may be considered.

### UMCP

**What is the UMCP?**

The UMCP is a forward maintenance area established and operated by the battalion. It is the point to which the forward units take damaged equipment that they cannot repair. It consists of the equipment and personnel from the battalion maintenance platoon. The UMCP is controlled by the battalion mainte-

nance officer (BMO), who is responsible for its composition and security.

### What is the composition of the UMCP?

Its composition is not fixed, but depends on the BMO's analysis of both the tactical and the maintenance situations. The maintenance resources in each of the company trains (recovery vehicles, tools, test equipment, and personnel) and the maintenance resources required in the field trains must be taken into consideration. Because of the limited maintenance resources available to the battalion, there can be no waste. The BMO must see that the right resources are at the right place on the battlefield at the right time. If the need develops for more maintenance resources in an echelon, the BMO must shift the maintenance platoon's resources to meet that need.

In addition to the resources of the maintenance platoon, damaged vehicles and their crews are also present in the UMCP, and the BMO must take action to ensure that these vehicles and crews do not accumulate. The UMCP should never become so large that it cannot displace rapidly to new locations.

### What can be done to control the size of the UMCP?

Its size can be controlled through the following actions:

- Having only essential maintenance resources present.
- Evacuating to the field trains maintenance site any damaged equipment that cannot be repaired within six hours of its arrival.

- Performing only mission essential maintenance.

- Having effective maintenance resources in the company trains.

### Where should the UMCP be located?

It should be somewhere along the battalion's main supply route and close to the combat trains. The guidelines for locating and moving the combat trains in the offense and defense also apply to the UMCP. In fact, the combat trains and the UMCP may be located together.

## Field Trains

### What is the organization of the field trains?

The field trains contain the headquarters company (HHC) command post, the battalion supply section, the mess sections (centralized), the support platoon headquarters, and all of the remaining vehicles and supplies of the support platoon not found in the combat trains. Also found here are the remaining elements of the maintenance platoon and all the company supply sections.

Support platoon supply vehicles in the field trains should always be loaded. Loaded ammunition vehicles should be positioned away from the maintenance area and the Class III point to prevent traffic congestion and improve safety. The Class III point should be near the maintenance area.

When the mess section is centralized, the mess teams should be located together, because more meals can be prepared with less effort and resources.

When the mess section is decentralized, a Class I distribution point is needed to break down rations into company lots.

The maintenance platoon assets that are not needed in the company trains or the UMCP operate from one location in the field trains. Ideally, this site should be on the edge of the field trains to reduce traffic congestion and in fixed facilities to reduce the trains' noise and light signature.

### Where are the battalion field trains located?

The battalion field trains operate from a location in the brigade support area (BSA) that is designated by the brigade S-4. The maneuver battalion's headquarters company commander is in charge of the field trains, and he designates the exact location of each element in the trains. He is responsible for ensuring that the internal defense plan of the field trains is developed and tied into the BSA defensive plan. He also controls vehicle movement into and out of the field trains, and should establish a road network that allows one-way traffic into and out of the area.

These questions and answers provide an overview of the subject of battalion trains as they are generally organized and employed in the AirLand Battle doctrine. The application of these guidelines depends, of course, on many variable aspects of the battlefield.

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Captain Steve Brasler teaches logistics to Infantry Officer Advanced Course students at the Infantry School.

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# Rail Movement Spreadsheet

CAPTAIN CHARLES B. PELTO

An Army logistician—an infantry battalion or brigade S-4, for example—often has to do things he has never done before, especially when logistics is not his pri-

mary specialty. And sometimes he wishes he had never been given a particular "opportunity to excel"—such as planning to ship all his unit's equipment by train to

the National Training Center (NTC) in California for its training cycle there. (Once he does it, he probably hopes he never has to do it again. But he knows