

their individual fitness levels.

In addition, before conducting any physical fitness activities, leaders must make sure appropriate safety precautions have been taken to prevent further injury to soldiers who have limiting medical profiles. The master fitness trainer should be appointed to supervise the program to ensure that these soldiers do not violate their profiles and that the commander's physical training

objectives are met.

Profile physical training should be aggressive; it should not lead soldiers to think that a medical profile is a way out of PT. Soldiers on such profiles, while resting injured muscles or joints, should still be able to increase their cardiovascular endurance and strengthen their uninjured muscles. This type of program not only provides goals for individual soldiers who have profiles but

also allows a company commander to continue training to meet his unit's physical fitness goals.

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# Task Force Logistics

CAPTAIN JOHN L. TOMPKINS

As a new battalion task force S-4, either Infantry or Armor, you will find supporting and sustaining a combined arms task force (TF) in a field environment a real challenge. It will also be a challenge for the new battalion task force executive officers (XOs) and support platoon leaders you may be working with.

I would like to share some lessons that I learned while serving as an assistant brigade S-4 and as a battalion task force S-4. These lessons, however, are as much a result of evaluations of my trains by other battalion S-4s as they are of my own experience. In addition, NCOs in the unit's low-density MOSSs were often able to give me good nuts-and-bolts answers to questions about areas that are foreign to most infantry officers — particularly when they arrive in the logistics world fresh from line companies or S-3 shops.

My intent is to provide you with a consolidated source of ideas for tactical level sustainment that is oriented toward the support of a combined arms task force in a field environment. This is by no means an all-inclusive list of *dos* and *don'ts*. It is intended to present ideas that will point you in the right direction and also give infantry and armor

logistics professionals some ways of getting things done for cross-attached companies of the opposite branch.

First, I assume you have a firm grasp of what logistics people are supposed to do and how they operate at the various organizational levels from company through division. If you don't, dig out FM 100-5 and read Chapter 4; then go to the support operations office at your forward support battalion (FSB) to read and discuss their SOP and their relationship with the main support battalion (MSB). You will need all of this information if you want to plan your support operations realistically. In short, be sure you know where your supplies come from and how long it takes to fill requests before you set any suspenses or make any promises.

The task force I served in consisted of two M113-equipped mechanized infantry companies, two M60A3-equipped armor companies, one M901-equipped antitank company, and a standard J-Series headquarters and headquarters company. This task force was permanently cross-attached for garrison and field operations.

The following is a list of things S-4s should consider (by class of supply), along with some common problems and

proposed solutions:

**Class I.** The most important thing to consider in this area is the number of people assigned to different types of companies — specifically, armor platoons have 16 soldiers, infantry platoons have 35 when they are at full strength. These numbers are most important to your mess NCO when you have to give him a breakdown of LRP (logistic release point) information. The biggest problem in this area is last-minute cross-attachments that may leave an infantry company with 20 extra meals or an armor company with 20 hungry infantry soldiers.

The solution is simple. First, it is unrealistic to expect the S-3 to be able to give you a firm task organization by the time your mess team needs them to make company breaks. Things change too often. Always use platoon breakdowns. This system takes more equipment and may require larger KP details, but it allows company breakdowns to be adjusted right up to the LRP by having first sergeants trade a couple of mermite cans. This flexibility is invaluable and well worth the extra work in the field trains.

(You can solve the equipment problem by requiring the attached units to

provide their own mermite and utensils, but be sure your mess NCO is ready to sign for this equipment.)

**Class II.** If you are an Armor officer, keep in mind the increased demand for TA-50 that infantrymen have in the field. You must be familiar with the way the FSB conducts direct exchanges (DXs) and what is going to be stocked in the brigade support area (BSA). Some essential items are overboots, canteens, and sleeping bags.

Even though company supply NCOs conduct these transactions, company commanders will ask you about them (usually when the operations order is issued and in front of everyone else). Additionally, storms, fires, or accidents can make Class II resupply an emergency and you will have to react quickly. The DX van is the only tool you have to work with in such a situation, so plan ahead; know where it is and who owns it.

If you are an Infantry officer working with M1 tank units (and soon this will mean everyone), find out about their policy on wearing their NOMEX suits and what the companies stock for replacements. Because of the dollars involved, this may be an issue that is bigger than you are, but bring it up so everyone knows the situation up front.

**Class III.** Class III bulk items present the same problem as Class I, but in reverse. Here, armor needs more than infantry. If you're an infantryman, do not send a tank and pump unit (TPU) to an armor company. It will fill only three or four tanks, if you're lucky. A tank company needs at least one full HEMTT (heavy extended mobility tactical truck) per LRP, often more, particularly for M1 units.

The answer to this problem is simple. Make sure the tank companies you receive come with supporting fuel HEMTTs. Some armor battalions will tell you their HEMTTs belong to the HHC (headquarters and headquarters company), not to the line companies, but don't accept that answer. Insist upon these assets. Common sense dictates that they belong to the supporting unit.

In addition to having the necessary

equipment, you must also plan additional refueling operations for the companies and your support platoon. Plan these before and after all road marches, and always have two HEMTTs forward at the combat trains or the unit maintenance collection point (UMCP) for emergencies.

Class III package items must also be considered. Know the different products and amounts used by the tanks and the infantry vehicles. Get copies of company basic loads before deployment, and be sure these get to your support platoon's POL NCO in time to order the necessary items, or get the items from the units you are supporting. Since the amounts for tanks are also greater, make sure you can transport and store them.

Funds may come up again here. M1 tanks use some expensive package products, so infantry battalions must know early who will buy what.

**Class IV.** If you are an Armor officer, become familiar with the additional lumber and wire that infantry companies need, and get copies of their basic loads early. Then find out what each company carries on its tracks. This will give you a good idea of what they will ask for. Finally, make sure you know who will transport these basic loads to and from off-post training areas and what the local yard can provide.

An additional planning consideration is that if a battalion has infantrymen for work details it can plan more battalion level obstacles. This translates into more cargo-haul support and more materiel for the engineers, so be ready. All of this also means that more time and haul assets can be dedicated to obstacle recovery. Additionally, materiel handling equipment (MHE) becomes essential for quick recovery, so have both the assets and a plan.

**Class V.** If you are an infantryman, remember the increased haul required for moving tank ammunition for a live firing exercise. It is also important to support loading and unloading points with some kind of MHE.

If you are a tanker, find out your division ammunition officer's policy on turning in small arms brass. This policy dictates what brass your companies

must turn in. And remember that infantry units recover most of their brass off the ground, not from inside a turret, so plan your turn-in time accordingly.

In the matter of training ammunition, it is important for you to order more Hoffman devices for the tanks and to know that the .50 caliber ammunition used by the M2 Bradley crews won't work in the .50 caliber machineguns mounted on tanks, and vice versa. This ammunition difference is usually best solved by simply color coding the ammunition crates.

**Class VII.** Most end items in infantry and armor battalions are the same, with combat vehicles being the obvious difference. The main considerations for Class VII resupply are the sets, kits, and outfits associated with the vehicles. Communications equipment, in particular, is significantly different. But if your division uses the WSRO (whole system replacement operations) system, this may not present a big problem. If not, you should review TOEs, property books, and hand receipts, and then coordinate with your FSB on the way you will support any attached units. Also be sure your Class VII reports include *all* equipment, and see that they are well understood at all levels.

A final consideration for Class VII is to coordinate with the proper parties to have the necessary operators and crews on hand to receive vehicles when they arrive at your supporting Class VII yard.

**Class VIII.** Infantry units need more Class VIII supplies — a lot more. Pay particular attention to hot and cold weather supplies and foot powder. The medical platoons should trade supply lists and aid bag contents.

**Class IX.** Your battalion maintenance officer (BMO) will conduct and manage Class IX operations, but you should make sure your FSB knows how you are organized. This will enable the FSB people to reorganize the parts bins or break-out instructions, which means you won't have to re-sort parts when they arrive at the BSA. Keep in mind, too, that tank parts are generally bigger and heavier, and that it is important to have MHEs at the loading and



unloading points.

**Maintenance Operations.** Here again, your BMO is responsible for these operations, but you must make sure the FSB has organized the maintenance support teams (MSTs) to fit the task organization. Also, make sure the S-1 is aware of the new MOSs that show up in the cross-attached company maintenance teams.

Another S-4 responsibility is to make certain all recovery, diagnostic equipment, and PLL assets have been cross-attached at both company and battalion levels. Be sure to advise your battalion XO of any problems. Don't forget to tell the HHC commander and the maintenance section of their support requirements.

**Unit Movement.** The overall planning of deployments for off-post training is similar for armor and infantry units. Understand the different tie-down requirements, though, if you are using railroad trains that do not have integrated chains. Be sure to have the right spanners in adequate numbers at the railhead.

The final detail is having enough Class III bulk supplies at the train's destination to top off all the vehicles as they are unloaded. Remember how much fuel M60 and M1 tanks hold. If you have not previously rail-loaded a unit in the continental United States, you need to know that vehicles cannot go on the trains topped off. Thus, their fuel tanks cannot be more than one-half to three-fourths full.

Although most deployment planning is the same for both infantry and armor units, there can be wide variations from place to place in the details of loading and preparation requirements. If you have not planned a move at this level, or at your present duty station, get your brigade, division, and installation transportation office SOPs early, and don't be afraid to ask those people for help.

**Budget.** If you plan a permanent cross-attachment, first make sure your Division Tactical Unit Financial Management Office reorganizes your battalion/task force printout so the new organization prints as a unit. Companies should come with their current budgets intact, and future fiscal year breakdowns from brigade should reflect more money for armor companies even if they are in an infantry task force.

Finally, be aware of the extra money needed by the infantry battalion's HHC to support the higher cost of POL package products and the larger amounts of Class IX to support the additional fuel, cargo, and recovery vehicles the support platoon and battalion maintenance platoon may pick up. An armor battalion, on the other hand, can expect to spend a little extra on Class IV for its infantry companies.

Again, this advice is not an attempt to spell out general organization requirements. I assume you know those things, and each division is slightly different anyway. What I have tried to do is to bring to light certain specific

issues that can disrupt day-to-day logistical operations, and to offer some possible solutions to those issues if they should arise.

I also want to mention some things that can help avoid problems before an actual cross-attachment of units takes place. First, make sure the letter of agreement between battalion commanders specifically addresses budget matters and exactly what equipment and maintenance personnel will be cross-attached at battalion level. This is important whether your battalion will be task organized permanently or for field exercises only. Permanent cross-attachment is by far the better choice, if all the lieutenant colonels and colonels involved agree to it.

At battalion staff level, start talking with your counterpart early. The support for your new units is new only to you; to their S-4, it is old hat. Also, you will find it useful to work out standard logistical and personnel reports for both battalions.

Know the basics; use the information presented here. You will then be better prepared to support any task force organization if and when the time comes.

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