

**Spiritual Substance.** Amid these efforts to relate to the soldiers, the chaplain is also unique among your staff officers. He often combines the enthusiasm and imagination of a youth director, the stamina of a scout leader, and seemingly limitless compassion. He may be tempted to engage in a flurry of activity—night ambush training, company reconnaissances, hospital visits, day patrols—thinking he is effective only when he is as frenzied as other leaders around him; you may need to temper this enthusiasm to make sure he maintains his spiritual substance.

A chaplain is in the “soul caring” business. By listening, observing, and caring, he can sense the spiritual and religious climate of the unit. And you

should make sure he gets the time he needs to keep his own spiritual reserves high.

Consider his schedule. If he has been with a platoon in the local training area overnight, make sure he takes the afternoon off. Also, allow him a full day each quarter for spiritual reflection and prayer at a local retreat center. And when he works Sunday morning and evening, for example, see that he has an opportunity to spend some extra time with his family during the week.

S.L.A. Marshall once said that “it is the touch of human nature which gives men courage and enables them to make proper use of their weapons.” Your chaplain can often provide this touch of human nature so necessary to the sol-

diers and their families. He can help increase the moral courage that is so vital to survival on the battlefield. The spiritual message he represents and proclaims can minister to the deepest needs of the soldiers. Take advantage of these abilities, and use him to enrich your entire command.

---

**Chaplain (Major) Kenneth L. Sampson** served as chaplain of the division artillery, 7th Infantry Division, and as a battalion chaplain in Korea. He recently completed a tour as a brigade chaplain in the 10th Mountain Division at Fort Drum, New York, and is now attending the U.S. Army Command and General Staff College. He is a graduate of Westmont College, Santa Barbara, California, and of the Trinity Evangelical Divinity School.

---

# Task Organizing CSS

**LIEUTENANT COLONEL WAYNE C. AGNESS  
CAPTAIN JEFFERY S. BESS  
CAPTAIN GREGORY A. WATT**

We in the Army have spent a great deal of time and effort devising the best mix of combat units for our combined arms battalion task forces. But we have not devoted this same attention to the combat service support (CSS) assets needed to support these forces. The key to sustaining a task force effectively begins with the assurance that the cross-attachment of CSS assets is complete.

We must do CSS planning concurrently with our tactical planning, although doctrinal guidance for this has not been abundant. Task force organization is determined by the brigade headquarters. Once the maneuver task organization is determined, CSS assets must be task organized to sustain the unit for combat operations.

For the purposes of this article, we are discussing the organization of a bal-

anced task force and using Tables of Organization and Equipment (TOEs) 07246L2 (equipped with Bradley fighting vehicles) for the mechanized infantry battalion and TOE 17376L2 (equipped with M1A1 tanks) for the armor battalion. (TOEs provide a common basis for outlining the principles for the cross-attachment of CSS assets, while MTOEs vary.) For purposes of this discussion, we will look at cross-attachment by class of supply and by CSS sub-functional areas.

**Class I.** The cross-attachment of mess support is not required. The only adjustment needed is a new headcount for each task force to allow the mess section to prepare the correct number of meals for each company, company team, and separate platoon.

**Classes III and V.** The support pla-

toon for each battalion is divided into the headquarters element, a transportation section, Class III/V squads, and a mess section. The headquarters element and the transportation section remain intact during cross-attachment. The Class III/V squads are organized as shown in Table 1.

When two companies are cross-attached for a balanced task force, each battalion gives up two Class III/V squads. By cross-attaching the squads instead of individuals and individual vehicles, the commander maintains unit integrity, and each squad leader (88M30) retains positive control of his personnel. In addition, the habitual relationship between each Class III/V squad and the particular company it supports leads to more effective resupply operations.

**CLASSES III AND V**

**INFANTRY BATTALION**  
(1 per infantry company)

**EQUIPMENT**  
1- HEMTT Cargo w/winch  
1- HEMTT Cargo  
1- HEMTT Fueler

**PERSONNEL**

1- 88M30  
2- 88M10  
1- 77F10

**ARMOR BATTALION**  
(1 per tank company)

**EQUIPMENT**  
1- HEMTT Cargo w/winch  
2- HEMTT Cargos  
3- HEMTT Fuelers

**PERSONNEL**

1- 88M30  
3- 88M10  
1- 77F20  
4- 77F10

Table 1

**MEDICAL**

**EQUIPMENT**

1- M113A3 (Ambulance)

**PERSONNEL**

1- 91B20  
1- 91B30

Table 2

**COMPANY MAINTENANCE TEAMS**

**MECHANIZED INFANTRY**

**EQUIPMENT**

1- STE-FVS  
1- STE-ICEPM  
2- Tool Kit: Mechanics

1- Tool Set, Bn Maint Team  
2- Tool Kit: Artillery Mech: Ord

7- Tool Kit: General Mechanics: Auto  
1- Tool Kit: Elec Equip: TK101/GSQ

1- Torch Set: Cutting and Welding  
1- Elec Circuit Test Set

**TOW BFVS**

1- M88A1  
1- M113A3 (for armored maint. vehicle)  
1- M35A2 w/winch  
1- M105A2 1/2-ton trailer

**PERSONNEL**

1- 63T40  
1- 63T30  
2- 63T20  
1- 45T20  
4- 63T10  
1- 45T10  
1- 31V10

**ARMOR**

**EQUIPMENT**

1- STE-M1  
1- Adapter Test: Electrical System Breakout: M1 Tank

1- Tool Set: Bn Maint Team  
3- Tool Kit: Artillery Mech: Ord

6- Tool Kit: General Mechanics: Auto  
1- Tool Kit: Elec Equip: TK101/GSQ

1- Torch Set: Cutting and Welding  
1- Ground Hop Kit: M1 Tank

**TOW BFVS**

1- M88A1  
1- M113A3 (for armored maint. vehicle)  
1- M35A2 w/winch  
1- M105A2 1/2-ton trailer

**PERSONNEL**

1- 63E40  
1- 63E30  
2- 63E20  
1- 45E20  
1- 31V20  
3- 63E10  
2- 45E10

Table 3

**TASK FORCE MAINTENANCE SERVICE SECTION**

**MECHANIZED INFANTRY**

**EQUIPMENT**

1- STE-FVS  
1- STE-M1  
2- STE/ICEPM

1- Adapter Test: Elec. Sys. Breakout: M1

1- Ground Hop Kit: M1  
1- Ground Hop Kit: M2  
1- Test Stand: Engine

2- Tool Kit: Mechanics

2- Tool Kit: Artillery Mech: Ord

24- Tool Kit: General Mech: Auto

1- Tool Kit: Elec Equip: TK-101/GSQ

1- Common #2 Less Power  
1- Common #2 Supplement  
1- Torch Set: Cutting and Welding

3- M105A2 1/2-ton trailer

3- M35A2

1- M35A2 w/winch

1- Truck: Cargo 5-ton Dropside

1- Elec. Circuit Test Set

**TOW BFVS**

**PERSONNEL**

1- 63T40  
1- 63T30  
1- 31G30  
5- 63T20  
1- 63B20  
1- 63S20  
1- 52D20  
1- 45T20  
12- 63T10  
2- 63B10  
2- 63S10  
1- 52D10  
1- 45T10  
1- 31V10

**ARMOR**

**EQUIPMENT**

2- STE-M1  
2- STE/ICEPM  
2- Ground Hop Kit: M1 Tank

2- Tool Kit: Artillery Mech: Ord

28- Tool Kit: General Mech: Auto

1- Tool Kit: Elec Equip: TK-101/GSQ

1- Common #2 Less Power

1- Common #2 Supplement

4- M105A2 1/2-ton trailers

3- M35A2

1- M35A2 w/winch

**PERSONNEL**

1- 63E40  
1- 63B30  
2- 63T20  
2- 63B20  
2- 63S20  
1- 63E20  
1- 63T20  
1- 31V20  
5- 63T10  
6- 63B10  
1- 63T10  
2- 63E10  
4- 63S10  
1- 52D10  
2- 45E10

Table 4

**MAINTENANCE AND SERVICE SECTION CROSS ATTACHMENTS**

**INFANTRY BATTALION GIVES UP:**

**EQUIPMENT**

2- M35A2 Truck  
1- M105A2 Trailer

4- Tool Kit: General Mech: Auto

1- Tool Kit: Artillery Mech: Ord

1- Complete Set of -20 Series Manuals for the BFVS

**PERSONNEL**

1- 63T20  
3- 63T10  
1- 45T10

**ARMOR BATTALION GIVES UP:**

**EQUIPMENT**

1- M35A2 Truck  
1- M105A2 Trailer

2- Tool Kit: General Mech: Auto

1- Tool Kit: Artillery Mech: Ord

1- Complete Set of -20 Series Manuals for the M1 Tank

**PERSONNEL**

1- 63E10  
1- 45E10  
1- 63S10

Table 5

BATTLEFIELD CMT CONFIGURATION

<b>2 X MECH HEAVY CMTs</b>	<b>2 X ARMOR HEAVY CMTs</b>	<b>E CO CMT (Inf TF)</b>	1 - Infantry PLL Truck	1 - Infantry PLL Truck
1 - 63T40	1 - 63T40	1 - 63E40	1 - Armor PLL Truck	1 - Armor PLL Truck
1 - 63T30	1 - 63T30	1 - 63E30	1 - E Co PLL Truck	
1 - 63T20	1 - 63T20	1 - 63E20		
1 - 45T20	2 - 63T10	1 - 45E20	<b>INFANTRY FIELD TRAINS</b>	<b>ARMOR FIELD TRAINS</b>
2 - 63T10	1 - 45T10	1 - 31V20	Infantry Maint/ Serv Sec	Armor Maint/ Serv Sec
1 - 31V10	1 - 31V10	2 - 63E10	1 - 63T30	1 - 63B30
1 - 63E10		1 - 63T10	1 - 63T20	1 - 63T20
1 - 45E10		1 - 45T10	1 - 63B20	1 - 63B20
			1 - 63S20	2 - 63S20
			2 - 63B10	1 - 63J20
			1 - 63B10	1 - 63T10
			2 - 63S10	4 - 63B10
			1 - 52D10	1 - 63J10
				3 - 63J10
<b>INFANTRY UMCP Infantry Maint/ Service Section</b>	<b>ARMOR UMCP Armor Maint/ Service Section</b>		<b>From Armor Maint/ Serv Sec</b>	<b>From Infantry Maint/ Serv Sec</b>
1 - 63T40	1 - 63E40	1 - 63E10	1 - 63S10	2 - 63T10
1 - 31G30	1 - 63T20	1 - 52D10		
3 - 63T20	1 - 63E20	1 - 45E10	<b>Infantry Tool Truck</b>	<b>Infantry Tool Truck</b>
1 - 45T20	1 - 31V20	2 - 63B10	1 - 63T20	1 - 63T20
	4 - 63T10		1 - 45T10	1 - 45T10
<b>FROM ARMOR BN MAINT SERV SEC</b>	<b>FROM INFANTRY BN MAINT/SERV SEC</b>		<b>Armor Tool Truck</b>	<b>Armor Tool Truck</b>
1 - 63E10	1 - 63T20		1 - 63E20	1 - 63E20
1 - 45E10	1 - 63T10		1 - 45E10	1 - 45E10
	1 - 45T10			
<b>Infantry Tool Truck</b>	<b>Armor Tool Truck</b>		1 - HHC Tools (#2 Common)	1 - HHC Tools (#2 Common)
1 - 63T20	1 - 63E20		1 - Infantry PLL Truck	1 - Infantry PLL Truck
1 - 45T10	1 - 45E10		1 - Armor PLL Truck	1 - Armor PLL Truck
<b>Armor Tool Truck</b>	<b>Infantry Tool Truck</b>		1 - HHC PLL Truck	1 - HHC PLL Truck
1 - 63E20	1 - 63T20			
1 - 45E10	1 - 45T10			
<b>E Co Tool Truck</b>				
2 - 63T10				

Table 6

**Medical.** The ambulance squad that habitually supports a company remains with that company during cross-attachment. The squads for both infantry and armor units are identical (Table 2).

The combat medic section is also affected by cross-attachment. An infantry battalion is authorized 13 combat medical specialists (91B10) and an armor battalion is authorized four. When two infantry companies are cross-attached, six combat medical specialists should be cross-attached from the infantry battalion to the armor battalion to provide medical coverage for the dismounted infantry platoons (one per platoon).

**Maintenance and Class IX.** Company maintenance teams (CMTs) are organized as shown in Table 3. The team that habitually supports a company remains with that company during cross-attachment.

In addition, each company's pre-

scribed load list (PLL) is cross-attached. This includes one M35A2 truck with trailer, one 76C10 clerk, and all repair parts for that company. The tool truck and PLL truck are positioned in the Unit Maintenance Collection Point (UMCP) or the field trains, depending upon the battalion maintenance officer's (BMO's) maintenance plan.

Each mechanized infantry CMT is authorized slings but not a ground hop kit. A unit can establish ground hop kits, however, by ordering the required Class IX parts and configuring them to form a kit. Each CMT should have a complete set of -20 series manuals for each type of vehicle it maintains.

The unit must also consider cross-attaching maintenance personnel between companies. When a platoon of tanks or Bradleys is cross-attached, the appropriate hull-and-turret mechanic must also be cross-attached, depending on the number of mechanics available,

the current maintenance status, and the maintenance priority.

When companies are cross-attached, personnel and equipment should also be cross-attached between the battalion maintenance and service sections. Cross-attaching maintenance service section personnel and equipment will allow the BMO to have mechanics in the appropriate MOSs—along with tools, manuals, and other equipment—in the CMTs, the UMCP, and the field trains. This will permit echeloning of repair capability and the assets to do repairs in forward areas. The maintenance and service section is organized as shown in Table 4.

When cross-attaching two companies, the maintenance and service section should cross-attach the assets as shown in Table 5. This will allow the armor task force BMO to place additional Bradley mechanics in the UMCP or the field trains, depending on the cur-

rent maintenance status. These additional mechanics can be organized into contact teams to reinforce the CMTs as the BMO deems necessary.

The heavy wheel vehicle mechanics (63S10) must be cross-attached because of the increased number of heavy expanded-mobility tactical trucks (HEMTT) the infantry task force will receive in the cross-attachment of Class III and V squads. The armor task force has only four M1 tank hull mechanics and two turret mechanics in the maintenance and service section, one of whom is an NCO. This allows for only one hull mechanic and one turret mechanic to be cross-attached to the infantry task force. The commander should consider pulling mechanics from the tank CMTs to allow the infantry task force BMO to echelon his maintenance assets among the CMTs, the UMCP, and the field trains.

After the maintenance assets have been cross-attached, assets can be arrayed on the battlefield in the general configuration shown in Table 6. This configuration is based on a balanced task force with two infantry-heavy teams and two armor-heavy teams. These assets can be shifted on the basis of the current tactical situation and maintenance status.

Sustaining the force is the logistician's job, but it is the commander's responsibility. The cross-attachment of CSS assets must be accomplished with the same degree of detail that we now devote to combat and combat support assets. A precise cross-attachment of CSS assets based on task organization will give the logisticians the means to plan properly and adequately, and to prepare and execute combat service support operations during combat operations. It will allow for the total support

a task force needs to accomplish any tactical mission it may be assigned.

---

**Lieutenant Colonel Wayne C. Agness**, an Infantry officer, was S-3 and XO of 2d Battalion, 16th Infantry, and commanded a light infantry company in the 25th Infantry Division. He is now an observer-controller at the National Training Center. He is a 1974 graduate of the University of Akron.

**Captain Jeffery S. Bess**, an Infantry officer, is an Infantry company combat trainer at the NTC. He previously served in 2d Battalion, 41st Infantry as company XO, S-3 Air, battalion motor officer, and company commander. He is a 1983 ROTC graduate of the University of Arizona.

**Captain Gregory A. Watt**, also an Infantry officer, is a maintenance trainer at the National Training Center. He previously served with the 3d Battalion, 41st Infantry as battalion motor officer and company commander. He is a 1983 ROTC graduate of State University of New York at Fredonia.

---

# NEOs

## The New Mission

LIEUTENANT ROBERT L. BATEMAN

The image of a helicopter hovering above a large group of people on top of the U.S. Embassy in Saigon in 1975 is a familiar one, but few people think of it as a military operation. Yet that is exactly what it was—a noncombatant evacuation operation (NEO).

NEOs have been around as long as the infantry, and the mission is still to get civilians out of harm's way. But in the past 30 years, our nation's ability and need to conduct these operations have increased dramatically. Traditionally, this has been the province of the U.S. Marine Corps and the Fleet

Marine Force. More recently, however, it has become one of the major contingency missions for the Army's light infantry divisions.

The concept behind a NEO mission is deceptively simple—to move U.S. civilians and allied personnel out of the area of actual or potential hostilities. The reality can be staggeringly complex, involving Army, Navy, Air Force, and Marine Corps personnel aside from the civilians themselves. Further, since the entire operation comes under State Department control, the requirement for clear communication, thorough under-

standing of operational terms, and agreement on a course of action is particularly critical.

On the battlefield, the light infantry is prized for its flexibility, its ability to maneuver on and dominate restrictive terrain, and its orientation toward night operations. All of these characteristics are essential to NEOs.

The NEO is now the primary contingency mission in many light infantry divisions, but it was only recently that the Army began to train seriously for these complex missions. The Army has no published doctrine on how to con-