

Chapter 10

COMBAT SERVICE SUPPORT

“Without supplies neither a general nor a soldier is good for anything.”
Clearchus of Sparta, 401 BC

Combat service support (CSS) is the assistance provided to sustain combat forces, primarily in the fields of administrative/logistics. The mission of the CSS system is to sustain the combat power of the cavalry on a continuous basis as far forward as possible. The sole measurement of successful sustainment is the generation of combat power at the decisive time and place. The CSS system facilitates the commander’s ability to generate combat power and allows freedom to maneuver.

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PART I. COMBAT SERVICE SUPPORT SYSTEM

Section I. Fundamentals

The CSS system will be challenged to sustain cavalry in fast-paced, wide-ranging operations. Modern battle will be characterized by consumption of supplies at higher rates than any warfare in history. All resupply and services must be planned to support the cavalry in spite of nonlinear battlefields, rapid transition from one mission to another, and extended lines of support. Logistics must be planned in advance and aggressively pushed forward to the troops without the delay imposed by reacting to requests. Coordination with CSS staffs must be constant to maintain the flow of support throughout extended operations and changing support relationships. Support systems for ground and air support must be streamlined and brought into the same channel as much as possible.

TACTICAL CSS FUNCTIONS

Tactical CSS involves six essential functions: manning, arming, fueling, fixing, moving, and sustaining soldiers and their systems.

Manning involves the personnel support activities that ensure the commander has the personnel required to accomplish the mission. It involves the management of personnel readiness, replacements, and casualties. Personnel managers coordinate with materiel and movement managers and with medical and mortuary affairs systems to ensure the right people are where they need to be at the right time.

During intense combat, arming the cavalry is a critical, demanding, and time-sensitive logistics function. Cavalry forces use a wide variety of sophisticated

weapon systems that consume high tonnages of ammunition during combat. The arming system must be able to meet these needs through integration of supply, transportation, and maintenance functions. The system must be flexible enough to provide a surge capability to meet the high requirements of combat.

Fueling is the provision of fuels and lubricants to the cavalry. Like arming, fueling the force is demanding as high consumption rates for aircraft and armored vehicles will place a great demand on the system to keep them running over the extended distances that cavalry operates. All operations depend on movement of personnel, equipment, and supplies as well as the operation of equipment. Such activities are possible if logisticians are able to accurately forecast and effectively provide the fuel to meet these needs when required. Measures to reduce the variety of required fuels greatly reduce the complexity of fueling the force.

Fixing the force is a vital component of ensuring maximum availability of scarce equipment to the commander. Fixing entails maintaining, recovering, repairing, evacuating, and replacing the combat equipment of the cavalry. Preventive maintenance checks and services (PMCS) by operators are fundamental to sustaining equipment readiness and reducing needless downtime. Prompt recovery and repair by organizational maintenance elements keep systems in the cavalry and reduce turnaround time. Battle damage assessment, evacuation, and replacement of nonrepairable equipment keep the cavalry effort focused within its capabilities and recoverable equipment in the support system. Managing repair parts is a critical part of fixing.

Moving is inherent in the operations of all cavalry elements. Moving the force specifically relates to the planning and execution of the movement of soldiers, equipment, and supplies to and from the cavalry. It includes movement within the cavalry unit as well as to and from the support echelons. Transportation assets and the road networks they use are managed with maximum efficiency. Every support vehicle should carry something when moving either forward or to the rear.

Sustaining soldiers and their systems involves the provision of a wide range of services and supplies. Quality of life for the soldier is a command responsibility. It has a considerable effect on the soldier's readiness and willingness to fight. It is associated with all the services that directly ease his personal concerns. These include personnel service, combat health, field service, and general supply support. Quality of life also depends on the knowledge that a soldier's family is receiving care. Soldier sustainment involves the following systems:

- Personnel services support enhances soldier performance by providing services that bolster his morale and his sense of well-being. Specific functions include personnel services, religious support, legal service support, finance services, and resource management.
- Combat health support (CHS) provides a continuum of health care from all locations throughout a theater to the CONUS base.
- Field service support consists of a variety of capabilities designed to provide essential services and enhance a soldier's quality of life during operations. It

includes food preparation, water purification, mortuary affairs support, airdrop support, laundry and shower services, and clothing and light textile repair.

- General supply support refers to supply of subsistence, clothing, water, barrier material, and major end items.

FM 100-5 and FM 100-10 discuss these functions in detail.

CSS CHARACTERISTICS

“What I want to avoid is that my supplies should command me.”

Comte de Guibert, 1700

Sustainment enables the cavalry commander to accomplish the wide range of tasks he may be assigned. The logistics tail must not needlessly inhibit the operations of the cavalry. To meet this challenge, CSS leaders are guided by five imperatives: anticipation, integration, continuity, responsiveness, and improvisation.

CSS leaders must not only support the ongoing operation but anticipate future events and requirements. The S4 must anticipate the needs of the unit as an operation is occurring, coordinate to push support forward, keep the commander abreast of CSS status and capabilities, and keep the support echelons informed of requirements. If the CSS system becomes reactive, support will always be too late. The S4 must immediately begin planning when he receives the warning order and FRAGOs. He must determine support requirements, coordinate changes to support relationships, and alert the supporting units to new trains positions to maintain the flow of support.

Commanders and staffs must integrate CSS into the planning process. At troop level the commander and the XO do this. At squadron level the S4 has staff responsibility and works with the squadron commander, XO, S3, and HHT commander. At regimental level the S4 has staff responsibility and works with the regimental commander, XO, S3, and support squadron commander. A plan that cannot be supported logistically must be changed. CSS leaders must identify sustainment problems during the estimate process and before the operation starts.

Sustainment efforts are continuous. An operation should not be stopped or lose momentum because the CSS system cannot maintain the support effort. Continuous support will be challenged by changing support relationships, operating over wide ranges, and seizing tactical opportunities.

Responsiveness is the ability to meet changing or unforeseen requirements on short notice. The CSS system must be as agile as the maneuver system to allow the commander to successfully seize opportunities, exploit tactical success, or meet an enemy initiative.

Improvising is essential as CSS leaders seek to solve significant, often unanticipated problems. These problems may be caused by enemy action against the

support system, mass casualties and destruction of maneuver assets, environmental conditions of the area of operations, or disruptions of command and control. Normal operating procedures may be suspended and extraordinary measures taken to overcome the problem. Agility, initiative, and ingenuity on the part of CSS leaders are essential.

These imperatives should be encompassed in SOPs as they establish the focus for organization and operations of the CSS system. FM 100-5 and FM 100-10 provide background on these imperatives.

Section II. Planning

CSS planning is the primary responsibility of the regiment and squadron S4s and the troop XO. It is fully integrated into all operations planning. The concept of operations must be synchronized with logistics support. CSS planning is continuous and concurrent with ongoing support execution, and is conducted to ensure support during all phases of an operation. The CSS plan is as detailed as time permits. The SOP should be the basis for squadron CSS operations with planning conducted to determine specific requirements and to prepare for contingencies. Squadron and troop orders should address only specific support matters for the operation and any deviations from SOP.

To provide effective support, CSS planners and operators must understand the mission statement, intent, and concept of the operation. To predict support requirements, CSS planners must determine the following:

- What type of support is required.
- What quantities of support are required.
- The priority of support, by type and unit.

With these support requirements determined, CSS planners assess the following information:

- What CSS resources are available (organic and supporting).
- Where the CSS resources are.
- When CSS resources can be made available to the squadron and troop.
- How they can be made available.

With this information, the planners develop the support plans for the operation. Several planning tools are available. The logistics estimate described in FM 101-5 is the formal, detailed process of CSS planning. It is used when time is available. Normally, logistics estimates at the regimental level are in note form. Frequently at

squadron level and normally at troop level, CSS planning is more informal. It is normally formulated in terms of the following considerations:

- What the current and projected unit status of maintenance, supply, and transportation is.
- What quantities and types of logistics are needed to support the operation.
- How it will be transported to where it is needed.
- When it must be on hand.
- What external support is needed.
- What displacement of CSS assets is required.
- How requirements can be met.
- What host-nation support is available.
- What the shortfalls and impact on the operation are.
- What courses of action are supportable in priority.
- What the availability of CHS assets is, to include medical evacuation and treatment.

The information to address many of these considerations should be readily available to CSS planners to facilitate rapid planning. CSS operators maintain status charts and books, receive updated status reports when a warning order is issued, use established planning factors and data tailored for their unit, and use the procedures and organizations explained in the SOP. The OPLOG planner contains detailed planning data for combat operations. This data is supplemented by actual operational experience.

Squadrons and troops frequently use the “push” concept of resupply. Under this concept, standard loads of supply are brought forward to troops or platoons unless a specific request is made otherwise. Thus, reports and requests are used for changes in situation, and not merely for periodic repetition of numerical data.

SUPPORTING RECONNAISSANCE OPERATIONS

Maintaining the momentum of the operation is the overriding consideration in supporting reconnaissance. Certain general considerations guide planning and preparation. These considerations also apply to offensive security missions and offensive operations when conducted as an economy of force. The emphasis on any particular consideration varies with the mission assigned. Emphasis, priorities, and requirements may also shift as the operation is underway. The availability of adequate supplies and transportation to sustain the operation becomes more critical as the operation progresses. Main supply routes lengthen, communications are strained, and requirements for repair and replacement of weapon systems increase.

Planning considerations in support of reconnaissance are listed below.

- Echelon squadron trains. Combat trains remain mobile.
- Position a portion of each essential CSS asset, such as ammunition, POL, and maintenance in the combat trains.
- Ensure basic loads remain replenished.
- Plan for an increased consumption of POL.
- Recover damaged vehicles only to the squadron main supply route for further recovery by squadron assets.
- Use push packages of preplanned and preconfigured essential logistics items.
- Plan for increased vehicular maintenance, especially when operating over rough terrain.
- Use maintenance support teams well forward.
- Request unit distribution at forward locations. If time is short, use supporting unit vehicles to rearm and refuel combat vehicles in assembly areas so that squadron cargo and fuel trucks are fully loaded at the start of the operation.
- Request additional CSS assets from division or the regimental support squadron to support attachments or extended operations.
- Plan use of airlift and airdrop for resupply.
- Prepare for increased use of meals ready-to-eat (MRE) with a corresponding decrease of food-service prepared meals.
- Use captured enemy supplies and equipment, particularly support vehicles and POL. POL should first be tested for contamination. Vehicles must be well marked to prevent misidentification and engagement by friendly units.
- Test natural water sources before using.
- Suspend most field service functions.
- Select supply routes, logistics release points, and subsequent trains locations for the entire operation. Plan alternate routes and means.
- Plan and coordinate EPW operations. Anticipate greater numbers of EPWs.
- Plan for increased casualties, use of patient collecting points and ambulance exchange points, use of corps aeromedical evacuation resources, increased combat health logistics (Class VIII supplies and equipment) requirements, augmentation of medical treatment elements, and increased mortuary affairs.
- Upload logistics required for the operation in advance as much as possible.
- Plan for increasing distances and longer turn-around times for main supply route operations.
- Do not compromise the operation with CSS preparations.

SUPPORTING SECURITY OPERATIONS

Defensive-oriented security missions and defensive missions assigned as economy of force have similar general planning considerations. These missions tend to be dynamic in nature, involving substantial maneuver. As they become more dynamic, certain planning considerations for reconnaissance apply. The most important consideration for security operations is best use of available preparation time and front-loading of the CSS effort. As with reconnaissance, emphasis on any particular consideration varies with the mission assigned and shifts during mission execution. Planning considerations include the following actions:

- Plan for increased use of Class IV and Class V.
- Pre-position limited amounts of ammunition, POL, and barrier material in centrally located forward positions.
- Pre-position ammunition and other critical supplies on subsequent positions in depth.
- Request additional CSS support from division or the regimental support squadron for attachments.
- Consider the additional transportation requirements for movement of Class IV and pre-positioned stockpiles.
- Use push packages of critical supplies on a scheduled basis. Continue resupply until the using unit requests otherwise.
- Resupply during limited visibility to reduce the chance of enemy interference.
- Prepare to conduct emergency resupply on short notice well forward during lulls in the battle or as required.
- Plan to compensate for lost CSS capability.
- Use maintenance support teams well forward in the combat trains and at the UMCP.
- Echelon CSS assets in depth. Plan displacement of these assets so uninterrupted support continues.
- As missions become more dynamic in execution, increase the mobility of forward support assets to maintain pace with the unit.
- Select main supply routes that do not interfere with movement of units or a reserve force. Plan alternate routes and means.
- Plan mobility operations to maintain main supply routes.
- Plan displacement of support assets and supplies early to keep routes open and preclude unnecessary interference with maneuver units. Nonessential CSS assets should move as early as possible.
- Limit the forward flow of supplies to only those essential for the operation.
- Plan to destroy supplies and equipment (except medical) that cannot be evacuated.

- Plan alternate means of evacuation for casualties.
- Emphasize recovery and evacuation of equipment over forward repair to preclude loss to the enemy. Use all available noncombat vehicles to tow disabled vehicles.

CONTINUOUS SUPPORT

CSS is never in reserve. Support is continuous during preparations before an operation begins, during the operation, and afterwards as the cavalry reconstitutes or prepares for another mission. Operator and organizational maintenance and repair work is done whenever the opportunity exists. Repairing and returning damaged equipment to the fight requires early diagnosis and identification of faults and is done as far forward as possible. Emergency resupply is conducted when needed, but routine resupply is usually conducted at night. Vulnerability and limited cross-country mobility of CSS vehicles dictate the predominant use of road and trail networks.

Continuous CSS operations require careful personnel management to provide sustained effort. Local security, routine details, and operator maintenance all compete for time with CSS operations. Fatigue can quickly degrade the effectiveness of soldiers who must simultaneously provide continuous support to the cavalry and maintain their own equipment. Carefully planned and strictly enforced rest plans help to ensure continuous support.

Section III. Organization

SUPPORT AREAS

A support area is a designated area in which CSS elements, some staff elements, and other elements locate to support a unit. Trains are located in support areas. Types of support areas include the following:

- Division support area.
- Brigade support area.
- Regimental support area.
- Squadron support area.

TRAINS

The basic CSS tactical organization is the trains. Trains are any grouping of personnel, vehicles, and equipment organic or attached to a unit that provides CSS. Trains are under unit control. They can be employed in two basic configurations: in

one location as unit trains, or echeloned into combat and field trains. Regiments normally employ unit trains. Squadrons normally echelon trains into troop combat trains, squadron combat trains, and squadron field trains. Unit trains at the squadron level are appropriate when the squadron is performing rear operations, during reconstitution, and during major movements.

Combat trains provide the CSS required for immediate response to the needs of forward tactical elements of the squadron. Combat trains provide immediate recovery, maintenance, medical, and emergency resupply. They are normally located well forward and remain mobile.

Field trains are the CSS elements not required to respond immediately. Field trains include those assets not forward with the combat trains and higher echelon support teams. They also facilitate the movement of service support forward and rearward.

UNIT MAINTENANCE COLLECTING POINT

Squadrons normally organize a UMCP out of maintenance assets in the combat trains. The UMCP becomes the focal point of ground systems maintenance support. It is normally collocated with or positioned in the immediate vicinity of the squadron combat trains. The UMCP is the place where the troop trains recover damaged equipment. The squadron maintenance officer devises the exact composition of the UMCP based on METT-T.

FORWARD ARMING AND REFUELING POINT

Squadrons with aviation troops designate FARPs. These are temporary facilities that provide fuel and ammunition to helicopters during combat and are located closer to the area of operations than the squadron support area. FM 1-104 describes FARP operations in detail.

MAIN SUPPLY ROUTE

Regiments and squadrons designate a main supply route (MSR) to provide a link between trains. The regiment normally designates one MSR to each squadron field trains. Squadrons normally designate one MSR from the field trains forward to a logistics release point. Additional release points may be designated along the MSR to facilitate efficient transfer of resupply elements.

SITING REQUIREMENTS

All CSS facilities have similar siting requirements, to include—

- Cover and concealment.
- Room for dispersion.

- Level, firm ground to support vehicle traffic and CSS operations.
- Suitable helicopter landing site.
- Good road or trail networks.
- Good routes in and out of the area.
- Access to lateral routes.
- Positioned along or good access to the main supply route.

Section IV. Squadron and Troop Operations

The tactical organization of CSS is tailored to the mission, but adheres to fundamental organizational tenets. CSS organization and operations are largely suitable for inclusion in squadron and troop SOPs. Standard methods of organizing the effort and accomplishing CSS allow planning to focus on the requirements of the current situation and facilitate execution by dispersed support elements.

COMMAND AND CONTROL

The environment of cavalry squadron logistics is very different from the environment of other maneuver units. This environment is characterized by longer distances, more dispersion, and fluid situations. Because of this, staff planners must be careful not to use task force or brigade planning factors when computing logistics requirements for cavalry.

Cavalry logistics often require more coordination than other units' logistics. Cavalry units have significantly longer lines of communication and wider frontages. Its units have two separate channels for support of combat vehicles and aircraft. Cavalry units sometimes have no associated direct support element; for instance, division cavalry squadrons may not have a dedicated support element from the division support command. All these factors result in a requirement for cavalry units to conduct a great deal of coordination for support.

Because the cavalry operates over larger frontages with longer lines of communication, the administrative/logistics lines of communications must reach long distances. Cavalry squadrons and regiments must be fully supported by the area common user (ACU) network and be able to send data traffic by radio, if necessary.

Cavalry logistics often require more planning and more detailed SOPs than other units' logistics. Cavalry units receive new missions more often with less transition time than other units. Its units are required to move over longer distances faster than others. Because the prevailing concept of support for cavalry is often one of area support, cavalry units must adapt to support relationships that change frequently.

Cavalry logistics are normally more vulnerable than logistics of other maneuver units. This is because cavalry combat units are often more dispersed and the battle is much more fluid.

Responsibilities

Command and control of cavalry logistics must be tailored to the theater of war, intensity, abilities of key personnel, and the personality of the commander. This subsection will illustrate three methods of command and control of cavalry logistics at squadron level (see Figures 10-1 through 10-3).

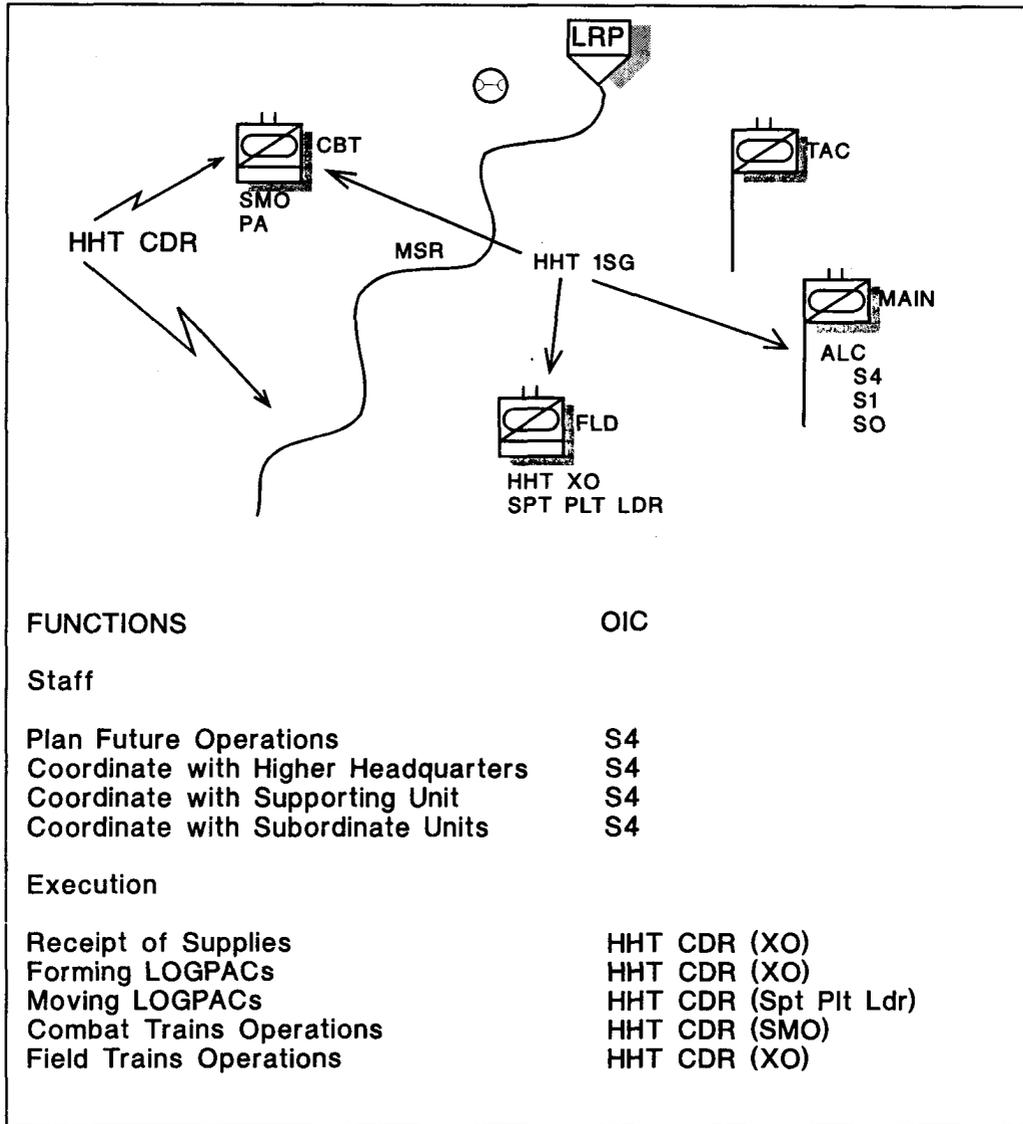


Figure 10-1. Cavalry logistics command and control (method one).

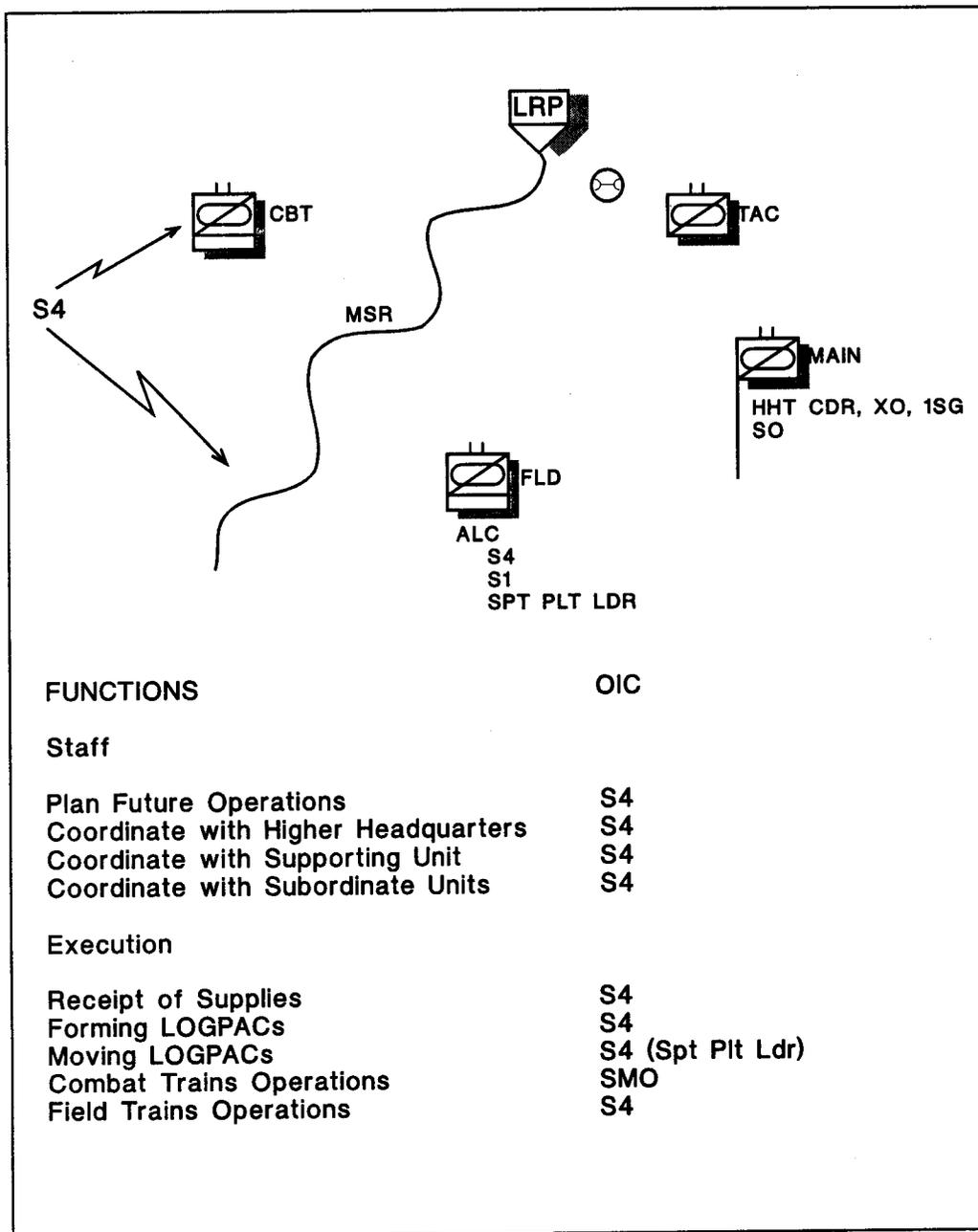


Figure 10-2. Cavalry logistics command and control (method two).

Using method one, the S4 devotes all his efforts to staff duties. By collocating the combat trains command post (CTCP) with the main command post, operations and logistics planning are done face to face and simultaneously. During the battle, the operations staff and logistics staff have immediate access to the tactical and logistical situation.

The HHT commander operates the same as the regimental support squadron commander, but on a smaller scale. He is in charge of all logistics execution. He “commands” all logistics executors, such as the squadron maintenance officer, physician’s assistant, and support platoon leader. He is based in the field trains, but is free to move to critical points for logistics execution.

The squadron maintenance officer is in charge of the combat trains and is assisted by the physician’s assistant. The HHT XO is in charge of the field trains. The HHT first sergeant supports HHT elements, such as the main and tactical command posts, combat trains, and field trains. The signal officer, S1, or assistant S3 performs duties as the HHT commandant.

Using method two, the S4 is in charge of all logistics activities. He performs all planning functions and is also responsible for all execution. He directs the logistics executors. He runs the field trains assisted by his section and the S1. He is based in the field trains, but moves to the critical points for logistics execution. The CTCP is positioned in the field trains, providing good communications with higher and supporting logistics headquarters and a good alternate main command post.

The HHT commander and his staff devote their full attention to supporting the main and tactical command posts, combat trains, and field trains. The HHT commander is the headquarters commandant for the main command post and is based there.

The squadron maintenance officer is in charge of the combat trains and is assisted by the physician’s assistant.

Using method three, the S4, in conjunction with the S1, is responsible for all logistics planning and execution. He directs the activities of the HHT commander, squadron maintenance officer, physician’s assistant, and support platoon leader in executing logistics. He also runs the squadron combat trains. He positions himself with the CTCP. This provides good access to the logistics release points and the UMCP as well as good communications with subordinate units.

The HHT commander runs the field trains and is positioned there. The support platoon leader is controlled by the HHT commander when in the field trains and works for the S4 at all other times. The HHT XO and first sergeant support the main and tactical command posts, the combat trains, and the field trains. The HHT XO or the signal officer is the headquarters commandant.

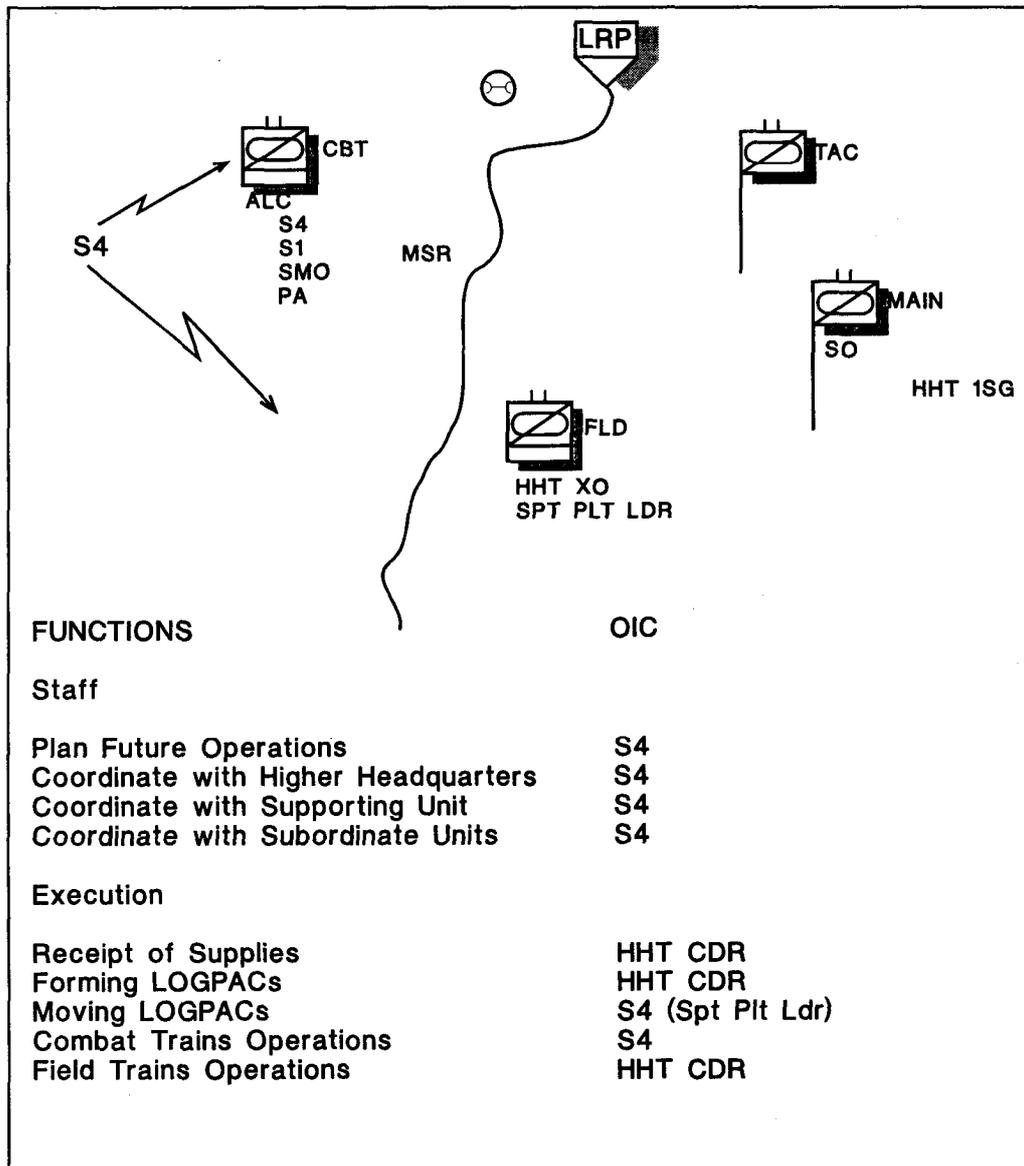


Figure 10-3. Cavalry logistics command and control (method three).

Logistics Command and Control Facilities

CSS command and control facilities are the field trains command post and the CTCP. The CTCP may be located at the TOC, combat trains, field trains, or unit trains. It is the primary service support planning center. When located at a trains site, the CTCP serves as the trains element command post. All CSS operators must provide reports and support requests to the CTCP as established in unit SOP. The field trains command post controls all assets in the field trains. The CTCP controls combat trains operations, including emergency resupply.

Logistics Communications

At troop level, there is normally no dedicated service support radio net. Logistical reports and requests for support are sent on the troop command net to the command post. The first sergeant eavesdrops, coordinates with the XO as necessary, and coordinates with the squadron CTCP. The troop command post maintains CSS status and coordinates with the CTCP when the first sergeant is preoccupied. The first sergeant conducts detailed coordination with platoon sergeants on platoon nets or face to face when required to keep the command net clear.

At squadron level, the CTCP operates the administrative/logistics net. This net is used for squadron service support operations. Troop first sergeants and XOs use the net to submit reports and requests for support. All service support leaders and sites also operate on the net to respond to requests and to coordinate CSS execution. The administrative/logistics net is used to control movement of support assets during displacement and movement of LOGPACs until turned over to first sergeants at logistics release points. Chapter 2 discusses these facilities and communications nets in greater detail.

REPORTS

SOPs should establish report formats, reporting times, and brevity codes to keep logistics nets manageable. Units send logistics reports in two channels. Detailed information is sent to the supporting logistics element while a summarized status in each general category is given to the higher tactical command post, using a brevity code.

The higher unit begins an operation with numerical logistical data. Battle and other loss reports update the original data. The S4 ensures that lengthy, repetitive reports are minimized and that large quantities of numerical data are required only when no other method of updating original data is available. Routine reports should be limited to a summary of those items changing during the reporting period. All reports can be delivered by messenger. Emergency reports are submitted as necessary. Reports should also function as requests when possible.

Commanders must know the logistical status of their maneuver units at all times. Regimental and squadron command posts normally track status of subordinate units by a code, allowing the commander to quickly assess the combat capability of the unit (see Figure 10-4).

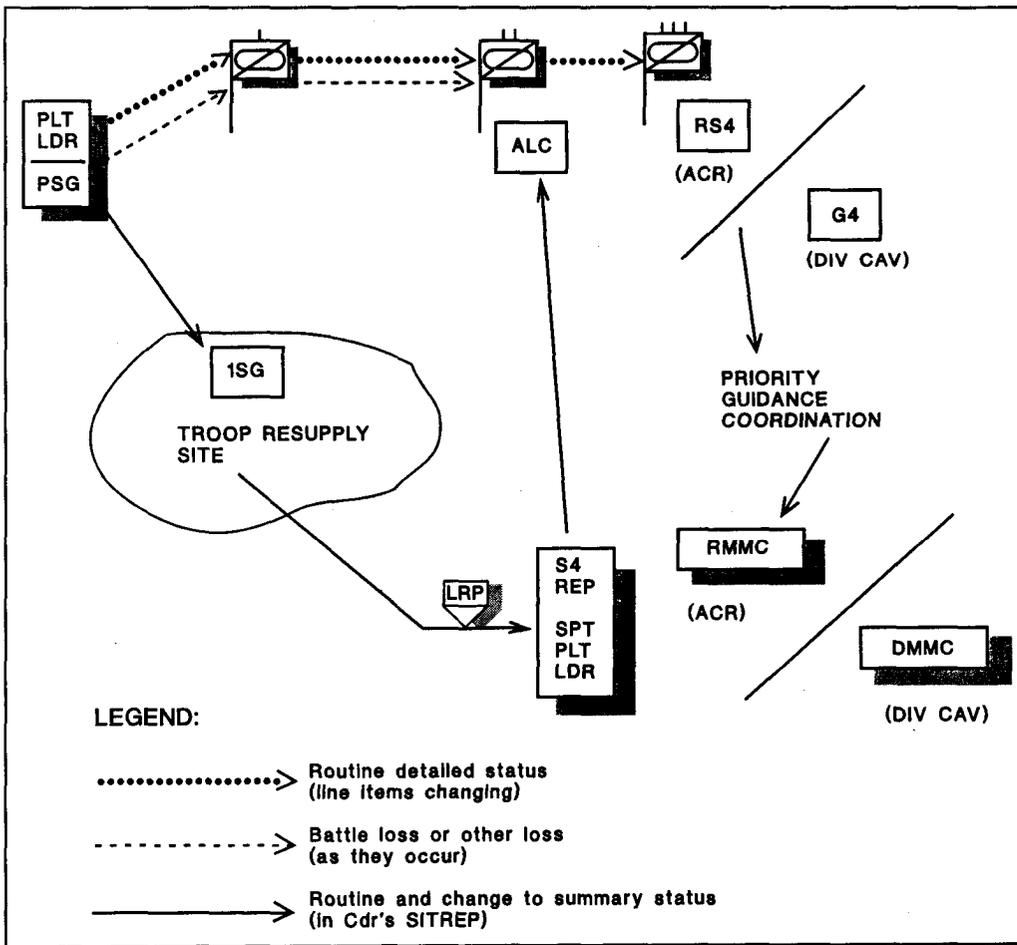


Figure 10-4. Combat service support reports.

TROOP TRAINS

The troop organizes its organic and attached CSS into combat and field trains. The combat trains include recovery, organizational maintenance teams, and medical aid and evacuation team. The first sergeant, assisted by the maintenance sergeant, controls the movement, positioning, and operations of the combat trains. The combat trains, to include the first sergeant, should consist of vehicles armored similarly to the troop combat elements to provide protection in forward areas. During operations, the first sergeant directs the efforts of combat medic teams and maintenance teams, supervises LOGPAC operations, coordinates LOGPAC requirements, and directs the evacuation of casualties and equipment. He does not personally guide all these assets around the battlefield. His focus must remain forward on the battlefield, supervising logistic operations during the battle. Each team leader must know the troop situation and location of squadron assets and be capable of navigating themselves to accomplish any task the first sergeant assigns.

The troop field trains consist of supply, some maintenance, and maintenance prescribed load list (PLL). They normally collocate with the squadron field trains and are OPCON to the field trains OIC in the trains area. The supply sergeant manages the troop personnel and vehicles in the field trains and relays support requests from the first sergeant to the appropriate squadron element in the field trains. He normally assembles and leads the troop LOGPAC forward from the field trains to the logistics release point and, in most cases, from the logistics release point to the troop resupply site.

SQUADRON TRAINS

Combat trains consist of the elements below.

- Combat trains command post.
- Aid station.
- Unit maintenance collecting point.
- Class III and Class V emergency resupply.

The UMCP consists of the majority of the squadron maintenance platoon providing recovery, automotive maintenance, and weapon system maintenance. Some PLL is forward to facilitate repairs. A direct support maintenance support team is also present to assist and to provide battle damage assessment.

The squadron field trains may form a base to be integrated into a regimental or brigade support area base cluster. The field trains contain the following:

- Field trains command post.
- Support platoon base.
- Part of squadron maintenance platoon, normally to perform wheeled vehicle or extended tracked vehicle maintenance.
- Part of the direct support maintenance support teams.
- Slice logistics elements (forward logistics elements [FLE]).
- Squadron PAC.
- Field mess teams.
- Troop field trains.

A sample squadron service support layout is shown in Figure 10-5.

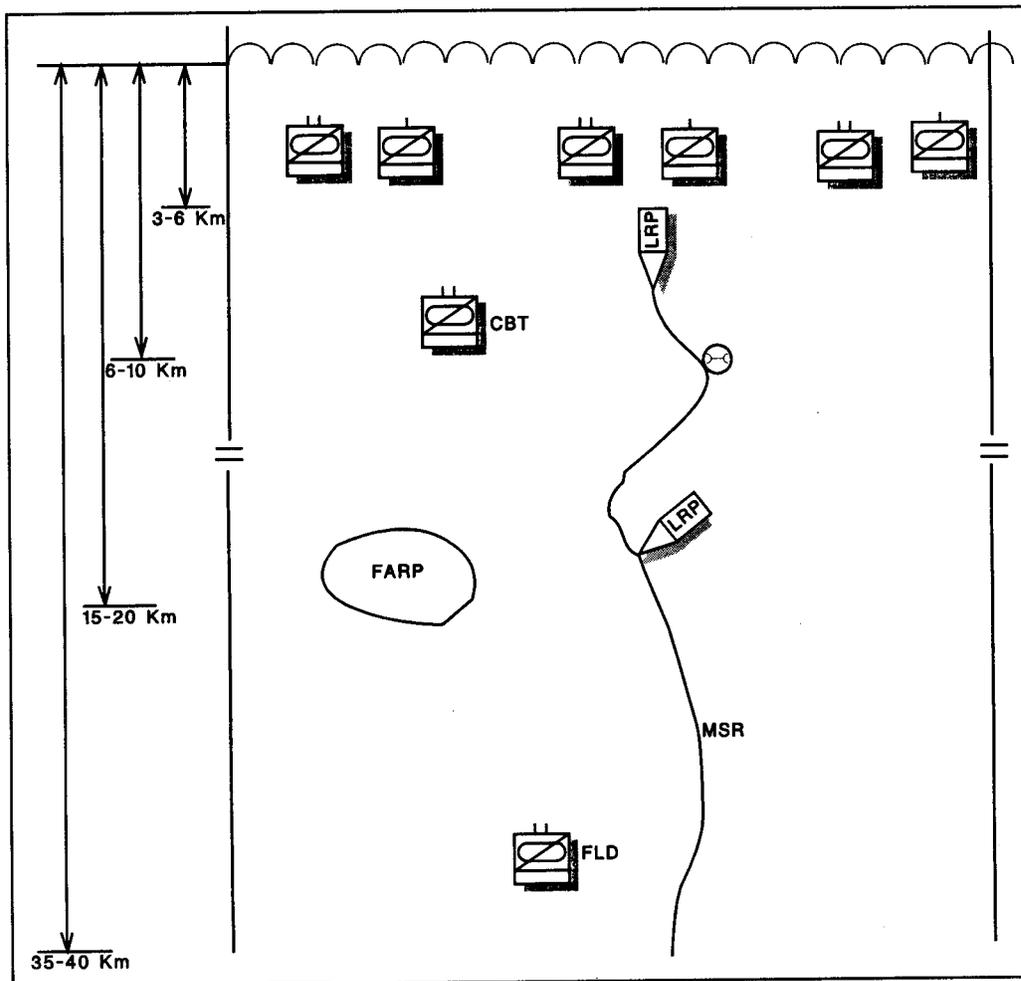


Figure 10-5. Squadron service support layout.

LOGISTICS PACKAGE OPERATIONS

The most efficient resupply of forward squadron units is accomplished by LOGPAC. LOGPACs are organized in the field trains by the field trains OIC and support platoon leader. The S4 plans and coordinates the operation to ensure that LOGPACs contain requested or required supplies. Additionally, the S4 determines which logistics release point (LRP) best supports the mission and notifies all units. LOGPACs are normally organized at least once a day for routine resupply. Troop and company team supply sergeants control the LOGPAC for their unit. A habitual LOGPAC organization facilitates operations and allows direct coordination by the supply sergeant as necessary. LOGPACs are normally organized for the units below.

- Each ground troop and attached company team.
- Main command post (includes command group and tactical command post).
- Forward FARP.
- Combat trains, including emergency resupply vehicles.

Attached combat support units may have a separate LOGPAC if assets are provided by the parent unit on attachment. If not, they resupply from another LOGPAC. Prior coordination by the S4 is necessary to ensure the designated LOGPAC is augmented with additional assets to handle the increased requirements. The S4 ensures no organic or attached unit is left unsupported. The S4 monitors the service support provided by parent units to direct support or OPCON units. The squadron must compensate for breakdowns in support to the extent possible and then make coordination to correct the problem.

The support platoon leader remains prepared to organize unscheduled LOGPACs to provide emergency or supplementary resupply. This LOGPAC may be for a specific unit or to replenish the emergency stocks held in the combat trains.

LOGPACs normally consist of the following:

- Troop or company team supply truck. The supply sergeant controls this vehicle. The supply truck contains the Class I rations for the unit, normally for the next 24-hour period. The truck also brings the unit water trailer. Additionally, the supply sergeant brings replacement soldiers, incoming mail, Class II and VI supplies requested by the first sergeant, and Class IX parts or other maintenance items requested by the maintenance sergeant.
- POL trucks. Bulk fuel and packaged POL products are on these vehicles.
- Ammunition trucks. These vehicles contain a mix of Class V for the unit's weapons. Demolitions and mines are also included. The squadron SOP normally establishes a standard LOGPAC load of munitions. The S4 uses reports by unit first sergeants or other users to adjust the standard loads.
- Additional trucks as necessary to carry supplies or replacement soldiers.

Once LOGPACs are formed, the support platoon leader moves them forward as a march unit to the LRP. At the LRP, troop first sergeants or their representatives assume control of the LOGPAC. Alternatively, the supply sergeant leads the LOGPAC to a site coordinated previously with the first sergeant. The logistics commander (S4 or HHT commander) or a representative from the CTCP should be present at the LRP to monitor the operation, coordinate with unit first sergeants and support platoon leader, receive hardcopy logistics reports, and deliver CSS situation updates. The LRP should be a smooth transition of control without delay. LOGPACs for the main command post and combat trains may be met by the HHT first sergeant either at an LRP or in the field trains. LOGPACs for FARPs may be met by an ACT first sergeant coordinating forward support. The S4 ensures all units or elements with a designated LOGPAC have been notified. Upon completion of resupply operations, units return the LOGPAC to the LRP. They are formed by the support platoon leader or designated representative for movement to the rear and preparation for the next resupply. Units should not delay returning a LOGPAC to the LRP. Supply sergeants must know the location of the field trains and be prepared to guide their LOGPAC to the rear.

Two basic methods of resupply may be used at the unit level. Tailgate issue is used when units are in static positions and the LOGPAC moves from vehicle to

vehicle. Little or no movement is required by combat vehicles. The main command post and FARP are normally resupplied by this method. Service station resupply is used during most tactical operations when units are moving or only temporarily halted. Unit elements move to the designated site for resupply. The FARP uses this method to resupply air cavalry troops. The troop XO selects general LOGPAC sites based on the overall situation, but the first sergeant makes the final positioning determination. A good site should provide the following features:

- Cover and concealment.
- Proximity to platoons or elements being resupplied.
- A road or trail network that supports the LOGPAC vehicles and tactical vehicles.
- Room for dispersion.
- Reduction of thermal signatures.

COMBAT SERVICE SUPPORT FOR ATTACHMENTS

When a maneuver company team is attached to the squadron, the necessary combat service support is also attached. This slice is established by SOP and should be coordinated in advance. It normally consists of medical, maintenance and recovery, and supply support for Class III, V, and IX. Class I support is coordinated on a case-by-case basis. The CSS slice is attached to the squadron and these assets may be used in the manner that best supports the overall mission. This is particularly true when the attached company is task organized within the squadron. Generally speaking, these assets form the combat trains and LOGPAC for the attached company. When attached, these assets as well as the company should arrive fully uploaded and ready to provide support.

TRAINS SECURITY

All support elements organize and prepare to defend themselves against air or ground attack. They normally occupy areas that have been secured by maneuver elements of the troop or squadron. The security of the trains at each echelon is the responsibility of the individual in charge of the trains.

The best defense is to avoid detection. Selecting good trains sites, using available cover, concealment, and camouflage all contribute to security. Strict movement and positioning discipline as well as noise and light discipline prevent detection. Observation posts are established to provide local security. Security is established as it is in an assembly area. Small arms, machine guns, and antitank weapons should be available for self-defense.

A perimeter defense is normally planned. Elements in the trains are assigned specific defensive positions or sectors. Mutually supporting positions dominating likely avenues of approach are planned. A reaction force is designated. Combat

elements in the trains are integrated into the plan and combat vehicles can be positioned to use their weapon systems, if operational. Fire plans and sector sketches are prepared and plans are rehearsed. An alarm or warning system is established in SOP to rapidly execute the defense plan without further guidance. CSS work and rest plans must account for security requirements.

PART II. COMBAT SERVICE SUPPORT FOR THE ARMORED CAVALRY REGIMENT

Section I. Corps Support

The armored cavalry regiment normally receives support from the corps support command (COSCOM). This support is provided using the unit distribution method.

When the regiment is placed temporarily under the command and control of a division, the support relationship with the COSCOM should be maintained.

The regiment communicates with COSCOM using the corps area system. The corps area system is composed of area signal centers interconnected by trunk circuits. The corps signal brigade installs and operates these centers. The area system is the primary means of transmission to corps and subordinate CSS elements.

The regiment is logistically self-contained. Because the regiment has an organic support squadron, it does not require augmentation to accomplish its normal missions. For certain missions, the regiment may receive augmentation of combat and combat support units by corps or by divisions within the corps (i.e., offensive and defensive covering force missions). Augmentation may include an artillery brigade, an attack aviation battalion, an armored/mechanized task force, an engineer battalion or additional combat support units. This augmentation will require COSCOM to provide backup direct support teams to the regiment. This reinforcement of CSS elements is critical to the success of the operation and must be carefully coordinated between the RS1, the RS4, the regimental support squadron commander and staff, and the COSCOM. The corps aviation intermediate maintenance (AVIM) battalion normally provides the regiment with a maintenance support team for AVIM, backup aviation unit maintenance (AVUM), repair parts, and fire control support.

The length of the regiment's lines of communications and the rapidity with which it transitions to new missions will stress the support channel from COSCOM. Although the regiment is a "nondivision" unit, it will often require support similar to a division in type and quantity. The distance from the regiment, operating in front of

a corps, to the COSCOM is significantly farther than other corps units. Support should be tailored to overcome the difficulties inherent in operating over these distances. Normal logistics planning tables and factors should be adjusted accordingly.

Section II. Organization

The armored cavalry regiment has an organic support squadron that provides service support to the regiment. The regiment is organized with its own support echelon because most missions require it to be a self-contained fighting force.

The regimental support squadron is organized similarly to the support battalions of separate brigades. While the support squadron has the same companies as these support battalions, the troops in the support squadron are significantly different from the companies in the support battalions. This reflects the regiment's unique CSS requirements.

The regimental support squadron forms the nucleus for the regiment's CSS organization.

REGIMENTAL SUPPORT AREA

The regimental support area is the logistical hub of the armored cavalry regiment. The regimental support squadron is located in the support area, along with attached and subordinate CSS units. The regimental S3 determines the general location of the support area in consultation with the regimental S4 and support squadron commander. The S3 sites the support area to ensure adequate logistical support of the operation. The support squadron commander, with the assistance of his staff, determines the exact location for the units in the support area. He also orders the movement of support squadron elements to new locations.

The support area may be located in the security area, in the regimental rear area, in a brigade rear area, or in a division rear, based on METT-T. In any case, the support area should be located approximately 25 kilometers behind the FLOT, beyond the range of threat cannon artillery. A good location should include the following characteristics:

- Convenient to supported units.
- Away from the main enemy avenue of approach.
- Sufficient space and cover to allow concealment and dispersion.
- Firm ground for off-road movement by cargo vehicles.
- Several access routes to supported units.

The regimental support area is connected to COSCOM by a combination of supply routes for ground, air, rail, or water transportation units.

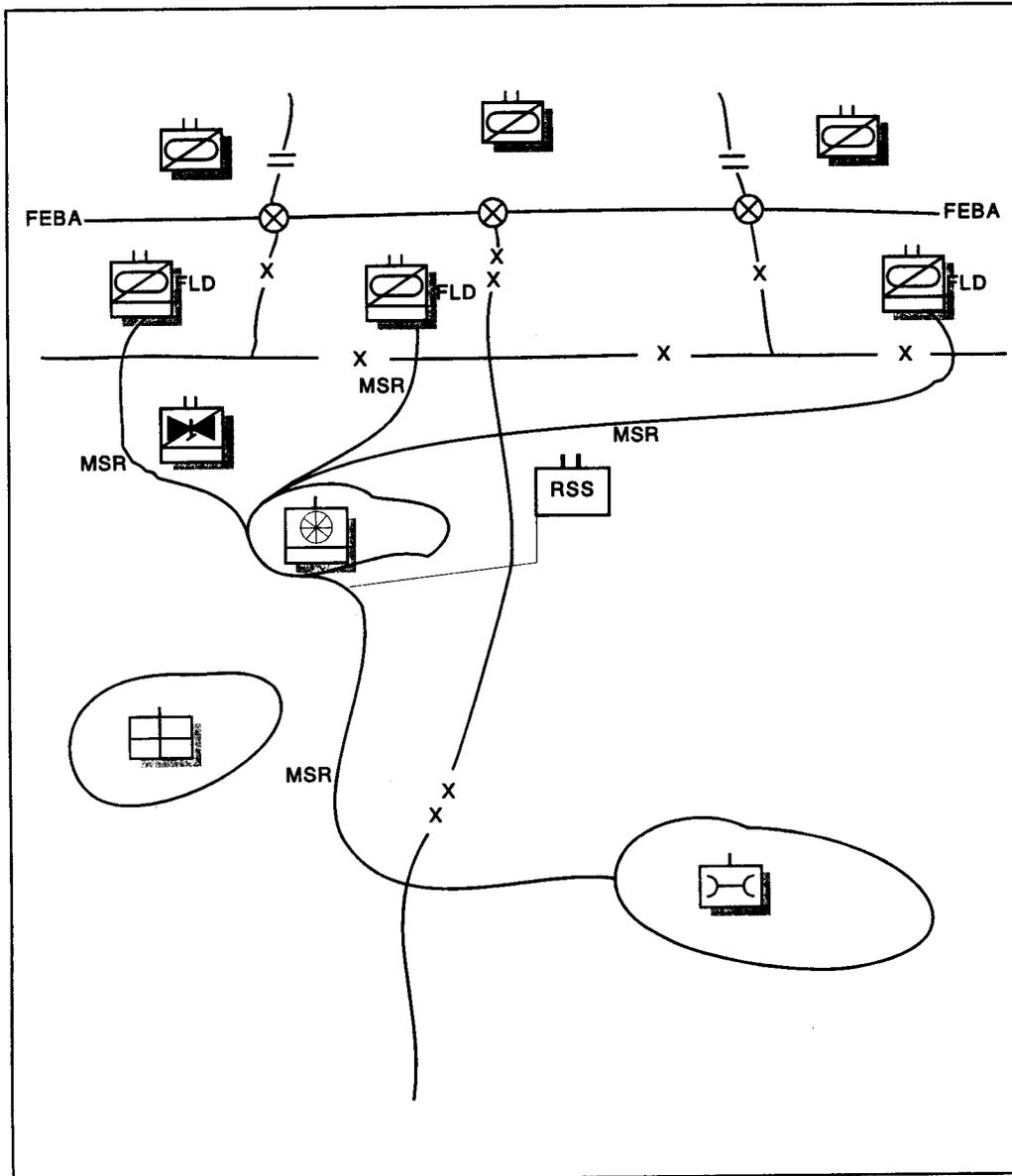


Figure 10-7. Dispersed regimental support area.

The regimental support squadron is normally organized as a regimental unit located in the regimental support area. In some situations, however, it may be necessary to echelon the regimental trains. This may be done on fast-moving offensive missions, or missions requiring the regiment to operate across a wide frontage. The regimental trains may be echeloned forward or laterally. Support detachments are formed by the regimental support squadron commander who moves

The regimental XO is responsible for planning and integrating CSS into the plan. The XO normally delegates responsibility for planning to the regimental S4. This allows the XO to concentrate on operating the TOC as second in command.

The regimental S1 and the S4 are planners; the regimental support squadron commander is the executor. They coordinate with each other continuously on matters of common interest.

The S1 and the S4 prepare estimates to establish personnel and logistical requirements to support the tactical plan. They also prepare the service support portions of regimental orders. They must consult with the support squadron commander and his staff when developing the plan, and when establishing or recommending priorities for support.

COMMAND AND CONTROL

The regimental support squadron command post collocates with the regiment's rear command post. The regimental support squadron commander, XO, S3, S2, S4, S1, signal officer, S1, and S4 NCOIC are located in the squadron command post. The regimental Materiel Maintenance Center is normally collocated with the command post. The rear command post controls all support squadron units, and is the net control station for the regiment's administrative/logistics FM nets.

There are three methods in which the regimental S1 and S4 may operate their sections:

- The regimental S1 and S4 may be collocated at the regimental main command post with elements from both sections.
- The regimental S1 and S4 may be collocated at the regimental rear command post with elements from both sections.
- The regimental S1 and S4 may operate independently with the regimental S4 at the main command post and the regimental S1 at the rear command post.

Regardless of the method chosen, the location of the regimental S1 and S4 is dependent on METT-T. In either of the three methods, the key to success is having elements of the regimental S1 and S4 at both the regimental main and rear command posts, thus increasing the flexibility of the operations support cells at both locations. The S4 section in the main command post serves as the primary service support planning and coordination center. The regimental S4 sends plans to the regimental support squadron on mobile subscriber equipment.

Section III. Supply

Logistics support is the provision of adequate material and services to a unit. It includes supply, transportation, maintenance, and field services. The key tactical CSS functions of arming, fueling, fixing, and transporting are logistics concerns. These key functions are the focus of logistics operations in combat.

Supply is the process of providing all items necessary to equip, maintain, and operate the unit. It involves the procurement, storage, distribution, maintenance, and salvage of supplies.

There are two methods of procuring supplies:

- Supply point distribution. The unit uses its organic transportation to pick up supplies from distribution points.
- Unit distribution. Supplies are delivered to a unit by transportation assets other than its own.

Cavalry units always maintain some combat essential supplies on hand, which are transported on organic combat and support vehicles. These on-hand stocks include basic loads and prescribed loads.

Supplies are grouped into ten classes for supply management and planning (see Figure 10-9). Resupply operations are based on these classes.

SUPPLY CLASS	DEFINITION
I	Subsistence items.
II	Items of equipment other than principal items.
III	POL.
IV	Construction and barrier materials.
V	Ammunition.
VI	Personal demand items normally sold through exchanges.
VII	Major end items.
VIII	Medical material.
IX	Repair parts and components. Class IXA is aviation peculiar.
X	Material to support nonmilitary programs.
MISC	Water, maps, captured material, and salvage material.

Figure 10-9. Classes of supply.

CLASS I

The combat field feeding system is based on three basic rations. The MRE is the individual combat ration. It requires little or no preparation and can be heated or eaten as is. MREs are the basis of the Class I basic load carried on each vehicle. The T-ration is a group feeding ration that requires only heating and serving. The B-ration is also used for group feeding. Since B-rations must be cooked, they require a relatively stabilized environment. The field feeding system assumes use of only MREs for the first several days of combat and a gradual transition to prepared T-rations and B-rations. A-rations (fresh foods) are introduced as the situation permits.

Troops do not send requests for rations. Rations are issued to troops based on daily strength reports. The squadron determines the type of ration that will be consumed, then consolidates the strength reports and submits it to the regimental Materiel Management Center (MMC), which converts the reports into line item requests. The regimental MMC forwards it to the supply and transport (S&T) troop Class I element. The regimental MMC determines the regiment's total requirements and sends the requisitions to the COSCOM MMC. The COSCOM MMC directs the corps supply point to ship the requested supplies to the regiment.

The COSCOM transports rations to the S&T troop location in the regimental support area. The rations are then broken down into squadron and separate troop lots and picked up by the units in organic transportation at the Class I distribution point. When appropriate, rations may be delivered direct to the using units by corps or S&T troop transportation. Squadron mess sections prepare the rations, as necessary, and break them down into troop lots. The rations are then loaded onto the troop supply truck in the field trains, and delivered forward as part of the LOGPAC.

The basic load for Class I is normally a three-day supply of MREs. The basic load should be preserved for use when the enemy situation prohibits daily resupply of Class I. When a unit is engaged in combat and Class I resupply is necessary, enough MRE rations should be issued to last several days.

Class VI supplies in the form of health and comfort packs are usually issued with Class I supplies as gratuitous issues.

CLASS II

Vehicle crews should deploy with an initial load of these supplies. The demand for these supplies is unpredictable and highly variable. Squadron supply sergeants maintain a small supply of items for immediate issue such as TA-50, NBC protective equipment, and general supplies.

The SOP should establish which of these items are resupplied on a push concept. COSCOM will push normal day-to-day administration and housekeeping supplies to the S&T supply point. These items are picked up routinely by the squadrons who in turn push them to the troops as part of the LOGPAC.

The first sergeant makes a request to the S4 for additional items needed. The S4 consolidates troop requests and submits them to the regimental MMC. The regimental MMC will instruct S&T troop to issue the supplies if on hand (S&T troop maintains a minimum stockage of high-demand items). Otherwise, the regimental MMC will submit a request to the COSCOM MMC. COSCOM then delivers the supplies to the S&T supply point. The squadron normally uses organic transportation to pickup and deliver the items to the squadron field trains. They are carried forward with the next LOGPAC.

CLASS III (PACKAGED)

The concept of Class III (package) supply is similar to Class II with several exceptions. The squadron basic load is normally maintained by the support platoon. These items are normally delivered to the squadron on fuel trucks as part of the LOGPAC. S&T troop maintains a one-day supply for the regiment.

CLASS III (BULK)

The S4 forecasts fuel requirements for the squadron during the planning process and transmits this request to the Class III section of the regimental MMC. The regimental MMC forwards a consolidated forecast to the COSCOM MMC for command management information.

COSCOM delivers the bulk products to the Class III supply point of the S&T troop by corps fuel tankers, railway tank car, barge, pipeline, or flexible hoseline. When tanker semitrailers are used, the semitrailers may be exchanged with the COSCOM transportation unit. The S&T troop fuel trucks are then convoyed to the squadron field or combat trains for issue. The fuel is transloaded into squadron fuel trucks, which are then sent forward as part of a LOGPAC or separately, as needed. If necessary, combat vehicles may be refueled directly from S&T troop trucks.

Supplying aviation fuel, whether JP4 or JP8, is no different from combat vehicle fuel supply. COSCOM delivers aviation fuel to the S&T troop Class III supply point. The S&T troop delivers the fuel to the aviation squadron field trains or direct to transloading sites near FARPs.

The assault helicopter troop may be used to deliver fuel from the S&T troop Class III point to squadron trains, troop trains, or direct to the refuel site.

CLASS IV

The concept of Class IV supply is similar to Class II with several exceptions. Combat vehicles carry limited construction and barrier materials. The S&T troop maintains a limited amount of Class IV supplies except for engineer construction material. Engineer construction material and intensively managed barrier material

will be delivered through by COSCOM to the squadron-controlled supply point. This supply point is managed by the squadron with engineer representation.

CLASS V

Ammunition resupply is governed by required supply rates (RSR) and controlled supply rates (CSR). RSR is the amount of required ammunition estimated to sustain operations of any designated force without restriction for a specific period. It is expressed in terms of rounds per weapon per day for ammunition fired by weapons, and in terms of other units of measure per day for bulk allotment and other items. CSR is the rate of ammunition consumption that can be supported, considering availability, facilities, and transportation. It is expressed in rounds per unit, individual, or vehicle per day. The CSR is normally announced at Theater Army level for each item of ammunition, and each subordinate commander announces a CSR for the next subordinate level. A unit may not draw ammunition in excess of its CSR without authority from its next higher headquarters.

Ammunition supply operations are based on a continual refill system. Issued stocks are replaced from stocks moved up from the rear. Unit basic loads are determined by regimental or higher headquarters based on the situation. Basic loads are normally transportable on combat vehicles and organic transportation assets. The regiment does not normally maintain a reserve of Class V supply. Other than that ammunition specified for an ammunition transfer point (ATP), the only ammunition maintained in the regiment is in the basic loads of the units. In some tactical operations, a regiment may be authorized to pre-position ammunition for future use.

The regimental S3 calculates the RSR and allocates CSR items to subordinate units as part of the planning process. The S3 gives the RSR to the regimental ammunition officer (RAO). The RAO or his representative monitors expenditure of ammunition through ammunition status reports. These reports are sent from platoon sergeants to the first sergeant or troop TOCs who consolidate them and forward a troop report to the S4. The S4 consolidates the troop reports and forwards a squadron report to the MMC (RAO). The RAO forecasts ammunition requirements based on the RSR and his monitoring of ongoing ammunition expenditures. The RAO forwards the consolidated RSR to the COSCOM MMC. The COSCOM MMC then issues shipping instructions to corps transportation assets to ship ammunition from the corps storage area or ammunition supply point to the ATP operated by S&T troop in the regimental support area. The S&T troop transports ammunition from the ATP to the squadron field trains, combat trains, or the rearm site. The ammunition is then moved forward either as part of the LOGPAC or separately.

Ammunition supply is highly variable and it is difficult to use a push system. Methods of reducing handling time and conserving transportation include the following:

- Using throughput delivery as far forward as tactically feasible.
- Preconfiguring loads for high-demand consumers, such as the aviation squadron.

- Pre-positioning loads for high-demand consumers, such as the aviation squadron and tank companies.
- S&T troop exchanging empty trailers for full trailers with the COSCOM transportation unit.
- Pre-positioning high-demand ammunition, such as tank main gun, ATGM, and howitzer ammunition.
- Establishing type loads for each type of combat unit, such as cavalry troop, tank company, and attack helicopter troop.
- Positioning troop- and company-size stocks near battle positions.

CLASS VII

Class VII items are not stocked in the regiment except for a limited operational readiness float in the maintenance troop. Class VII items are limited to combat-essential, critical items necessary to support combat readiness.

Combat loss and Class VII status reports are forwarded from the platoon sergeant through the first sergeant to the S4. The S4 then sends in battle loss reports as they occur and a summary report of Class VII status periodically to the regimental MMC. The regimental MMC submits requests to the COSCOM MMC.

Rolling stock Class VII items are delivered throughout by corps transportation to the supported squadron field trains in a ready-for-issue condition. A ready-for-issue item is one that has been removed from its previous condition of preservation for shipment or storage and made mechanically operable. All ancillary equipment is installed. The vehicle has been fueled and basic issue items are aboard. There is no ammunition and no crew provided. All other Class VII items are delivered to the S&T troop for issue to the squadrons. The S&T troop delivers the item to the squadron field trains, if practicable (such as on a cargo truck already designated for haul), or the squadron picks up the item at the S&T troop location using supply point distribution.

WEAPON SYSTEM REPLACEMENT OPERATIONS (WSRO)

WSRO is a combination of Class VII supply, maintenance, training, and personnel replacement operations. WSRO is an issue of a ready-to-fight system to a subordinate unit. A ready-to-fight system is a ready-for-issue weapon system to which a crew and ammunition are added and weapons boresighted. Managing weapon systems is the most efficient way to accomplish allocation of limited numbers of replacement combat vehicles and personnel. It removes the burdensome and time-consuming process of forming replacement weapon systems within the squadron.

The regimental support squadron commander designates a weapon system manager (WSM) within the regimental MMC. The appropriate sections within the MMC and a personnel manager from the AG platoon advise the WSM of the status of weapon system assets and execute instructions from him.

The S4 and the S1 monitor weapon system status as reported by the troops. They forward summary reports periodically to the regimental MMC. These reports serve as requisitions to the regiment for both personnel and equipment. The WSM forwards a consolidated regimental report to the COSCOM WSM. The consolidated report serves as a requisition to the COSCOM.

The primary linkup point for crew and vehicle is at the S&T troop Class VII assembly area. The maintenance troop headquarters, the replacement element of the AG platoon, and the Class VII assembly area are closely located to facilitate face-to-face coordination. Crews can also move between the three elements without transportation. Complete weapon systems may be formed at COSCOM and travel from corps to the regiment by rail or to the squadron by heavy-equipment transporter (HET). Equipment is normally transported to the S&T troop as described in Class VII supply. Personnel are transported forward to the regimental support area by rail, air, or truck.

The WSM will instruct the AG platoon to send a specified number of combat vehicle crews to the S&T troop Class VII assembly area. The S&T troop personnel direct the crew to a specific vehicle. The crew will stow the basic issue items; check external and internal communications; and boresight, test-fire, or zero the weapons.

The WSRO concept recognizes that the tactical situation may permit a partial crew to perform the above tasks and to drive to their unit or be transported by HET. However, only complete weapon systems will normally move forward of the regimental support area. The WSM closely monitors crew assets available in the squadrons. Available crew members will be returned from the squadron to the replacement element of the AG platoon on any suitable transportation returning from the squadron. The replacement element then forms the new crew and directs the crew to the S&T troop Class VII assembly area. Crew integrity is maintained on a squadron basis as much as possible to enhance unit cohesion and rapid assimilation of new soldiers.

The WSM must also closely coordinate with the maintenance management officer of the regimental MMC to verify the status of combat vehicles being repaired in direct support maintenance units and the numbers of crew members with combat vehicles. Replacement crew members could join a combat vehicle at the maintenance site and assist in expediting maintenance.

COSCOM assumes the linkup responsibility in case the tactical situation prevents linkup in the regimental support area.

The regimental XO allocates weapon systems to squadrons based on recommendations from the regimental S4. The S4 develops his recommendation based on the status of each squadron. The XO considers the status and the tactical

situation when allocating replacement systems. The S4 forwards the allocation to the WSM. The WSM then directs the S&T troop to issue the system to a particular squadron. When possible, weapon systems are returned to the squadron from which the crew came.

The S&T troop coordinates the movement of weapon systems from the regimental support area to the squadron trains. The weapon systems can be moved under their own power or transported on HET. The weapon systems are then moved forward as part of the LOGPAC or separately to the troops.

Aircraft as a weapon system are treated the same as combat vehicles, except that the WSM must coordinate closely with the corps AVIM battalion on the status of aircraft being repaired.

CLASS VIII

The medical troop normally establishes a regimental medical supply section distribution point at a site that is accessible to ambulances returning to squadron aid stations after dropping patients at the regimental support area clearing station.

Squadron aid stations send informal requests to the regimental clearing station with ambulances evacuating patients. The clearing station fills the request immediately, if possible, then forwards unfilled requests and any requests for replenishment of its own supplies to the medical supply distribution point.

Supplies are issued by the distribution point to ambulances returning forward to the squadron aid stations. The supplies may also be carried forward on trucks or aircraft. The aid station distributes supplies to the troop aid and evacuation teams. Prepackaged and inventoried combat aid kits are exchanged for used ones at the aid station.

CLASS IX

Those repair parts and other maintenance related items required to perform authorized unit maintenance tasks make up a unit's PLL. Repair parts, unlike other supply operations, are handled by the maintenance support system. A PLL is maintained in the squadrons by each ground troop or company, the squadron, and the AVUM troop. These PLLs are continuously reconstituted by authorized stockage lists maintained by the maintenance troop in the regimental support squadron and the corps AVIM battalion.

A combat PLL, composed of combat-essential repair parts to sustain the squadron during its initial entry into combat, is stocked during peacetime as part of the troop and squadron PLLs. Items in the combat PLL need not be demand supported. In combat, noncombat-essential parts, such as those required to comply

with peacetime legal or safety requirements and those for comfort or cosmetic purposes, are left behind.

Troop and squadron PLLs are often collocated in the field trains but are not normally consolidated. Elements of squadron PLL may be forward in the UMCP for immediate use. Troop combat trains often carry selected parts that can be carried on their vehicles. These parts are those that can be replaced on the vehicle quickly and will make the vehicle mission capable. Combat crews frequently carry high-demand suspension system components for field expedient repairs.

PLL clerks monitor the issue of repair parts and submit a request to the maintenance support team from the maintenance troop located with the squadron field trains. The maintenance support team submits requests to the Class IX storage element in the maintenance troop. The storage element fills the request from the authorized stockage lists or forwards the request, along with its own requests, to the regimental MMC. The regimental MMC edits and forwards requests to the COSCOM MMC.

COSCOM MMC issues the materiel release order to the general support repair parts company who delivers repair parts to the maintenance troop. Class IX items are received and stored by the Class IX supply operating elements of the maintenance troop. The items are then delivered to the maintenance support team by maintenance troop or support team vehicles, or aircraft. The maintenance support team then delivers the items to the squadron maintenance element in the field trains who sends the parts forward as part of the LOGPAC or separately.

Low-dollar value, high-demand parts are obtained from the quick supply store in the maintenance troop without formal request. In some cases, controlled exchange and cannibalization may be required to obtain Class IX supplies. These are combat expedient methods prescribed in unit SOPs.

The AVUM troop maintains the aviation PLL for the regimental aviation squadron. Requests for supply support are submitted to the AVIM maintenance support team located with AVUM. If the maintenance support team cannot fill the request, it is forwarded to the regimental MMC who forwards it to COSCOM MMC. COSCOM MMC then sends the request to the AVIM battalion for fill. The AVIM battalion delivers the part to the aviation squadron using organic or backhaul aircraft or ground transportation. The AVUM troop may deal directly with the AVIM battalion according to local SOP.

CLASS X

These items are used to support nonmilitary programs such as agriculture and economic development (not included in Class I through IX). Class X items are requested by S4s through the regimental S4 to the regimental MMC. Regimental MMC requests the items from COSCOM MMC. These items are delivered similar to Class II and IV items.

MAPS

The armored cavalry regiment begins an operation with the necessary maps to execute initial and planned subsequent or contingency missions. The S2s plan this map basic load in accordance with guidance from the squadron commander, the regimental S2, and the regimental commander. A basic load of maps covering a large operational area should be maintained on each vehicle to facilitate the rapid assumption of unforeseen missions. The S&T troop stores a reserve of unclassified maps. The regimental S2 determines priorities of allocation for the regiment.

The S2 determines map requirements for the squadron and requests maps through the S4 to the S&T troop. Maps are distributed in the same manner as Class II and IV supplies. The S&T troop obtains bulk stocks of unclassified maps for the regiment from the supporting engineer topographic company. Classified maps are requested and distributed through S2, regimental S2, and G2 channels.

WATER

When surface water sources are available, the combat engineer company in the regiment or corps engineer units will locate water; dig wells, if necessary; and perform the site improvements. Host-nation water supplies may also be available. After the water site is established, the S&T troop operates water pumping, purification, and storage equipment. The S&T troop is responsible for water potability and distribution, to include the establishment of water points. Medical troop provides test equipment and personnel to certify water as potable. Water points should be collocated with Class I distribution points, if possible. Squadrons draw water from the nearest water point, using supply point distribution. Water is delivered forward on the troop supply trucks as part of the LOGPAC. Water trailers are normally supplemented with 5-gallon cans that are exchanged by combat crews.

When surface water sources are not available in the regimental support area, corps or theater resources consisting of transportation units or pipelines are used to move water to it.

Section IV. Transportation

Transportation is the means of distributing supplies, evacuating damaged equipment, and moving personnel to where they are needed. The armored cavalry regiment has organic ground and air transportation and is completely mobile without augmentation.

TRANSPORTATION ASSETS

The principal transportation assets in the regiment areas follows:

- Squadron support platoons.
- S&T troop motor transport platoon.
- Assault helicopter troop.

Alternative transportation means available outside the regiment are as follows:

- Host-nation support (not forward of division rear boundary).
- COSCOM transportation assets.
- Rail support.
- Inland waterways.
- Medium-lift helicopters, corps aviation brigade.

TRANSPORTATION CONTROL

The regimental S3 recommends operational priorities to the regimental commander for transportation. The regimental S4 has staff responsibility for transportation, plans the use of transportation for CSS, and integrates transportation into the administrative/logistics plan. The S4 delegates authority for transportation matters to the movement control officer, who works for him. The movement control officer is the principal transportation coordinator in the regiment. He receives transportation requests from S4s within the regiment and tasks organic transportation units with missions. He also plans and implements highway regulation of road networks within the regiment's area of responsibility. The movement control officer coordinates with the COSCOM movement control team when resources are required beyond the capabilities of organic transportation units. He coordinates with the aviation squadron S3 when utility helicopters from the assault helicopter troop are needed for transportation. The movement control officer coordinates with and assists the support squadron commander through the transportation plans and control officer (TPCO) in the support squadron's S2/S3 section for the use of the support squadron's transportation assets. The TPCO plans and controls the assignment of missions to the S&T troop. The TPCO allocates regimental support squadron transportation assets in accordance with priorities of the regimental commander as relayed by the movement control officer. When requirements exceed capabilities, the TPCO requests additional support from the movement control officer.

AIR TRANSPORT

Air transport includes all methods of transporting materiel and personnel by air. The modes of delivery are rotary- and fixed-wing aircraft. The methods of delivery are air landing of the aircraft, airdrop by parachute, free fall from an aircraft, and

external sling load on rotary-wing aircraft. Except for the assault helicopter troop, the armored cavalry regiment must depend on external resources for their air transport needs.

Air transport requests that are beyond the capability of the assault helicopter troop are sent by the movement control officer to the corps movement control center. The corps movement control center is responsible for tasking corps aviation units with the mission. If the mission is beyond the capability of the corps aviation unit or if airdrop or air landing the cargo would better meet the requirement, a request for Air Force support is initiated. In this joint operation, supplies and equipment to be transported, ground transportation to move them, parachutes and air items used in rigging of loads, and ground personnel supporting the operation are Army responsibilities.

There are three types of airlift mission:

- Preplanned. Missions based on known or projected mission requirements.
- Immediate. Missions resulting from unanticipated, urgent, or priority requirements.
- Emergency. Missions that are critical to the accomplishment of the tactical mission or the survival of a unit.

Request procedures for both airlift and airdrop are the same. The movement control officer requests transport for preplanned and immediate missions from the corps movement control center, which submits a request to the joint force commander's designated representative. Requests for emergency missions are submitted through operations channels. The squadron XO requests support from the regimental XO who, in turn, submits the request to the corps TOC. Detailed information is available in FM 100-27.

Section V. Maintenance

Maintenance involves inspecting, testing, servicing, repairing, recovering, evacuating, and rebuilding equipment. Repair and recovery are completed as far forward as possible, and at the lowest capable echelon. When equipment cannot be repaired on site, it is moved only as far as necessary for repair. When all maintenance requirements cannot be met, the regimental XO determines maintenance priorities for subordinate units based on operational requirements of the regiment and recommendations of the support squadron commander and the S4.

MAINTENANCE LEVELS

The Army maintenance system consists of four levels:

- Unit.
- Direct support.
- General support.
- Depot.

Unit Maintenance

Unit maintenance consists of those tasks performed by operators and crews and organic maintenance sections and platoons. The functions of unit maintenance are to repair by replacement; make minor repairs; and perform adjustments, cleaning, lubricating, and tightening services. Unit maintenance elements also perform recovery tasks. Operator and crew maintenance is preventive in nature, performed continuously, and is the foundation of an effective maintenance system. Operator and crew maintenance keeps equipment functioning within prescribed operating limits and identifies minor problems that can be easily fixed before they become major problems, causing significant down time or repair effort. Troop maintenance personnel, backed up by squadron maintenance platoons and the AVUM troop, perform diagnosis, make minor adjustments and repairs, and repair end items by exchanging faulty modules and components. These functions can be performed on site or in the UMCP.

Direct Support

Direct support maintenance is performed by DS maintenance units working with the unit maintenance personnel well forward in combat or field trains and in support areas. The function of direct support is to repair end items on a return-to-user basis and to repair selected unserviceable components and modules in support of the repairable exchange system. The maintenance troop provides maintenance support teams to support the squadrons on either a permanent or as-needed basis. For direct support maintenance, emphasis is placed on repairing end items by replacing components and modules. The extent of maintenance performed on specific end items is restricted by such factors as time available for repair, availability of repair parts, resupply, and workload. Direct support is normally the highest level of maintenance support provided by the maintenance troop.

General Support

General support maintenance is primarily limited to repair and return to the supply system. It is job or production-line oriented. Maintenance tasks at this level include battle damage assessment; diagnosis; repair of assemblies, components, and modules; and maintenance of theater reserve stocks. General support maintenance is performed by units located in the communications zone.

Depot

Depot maintenance personnel rebuild end items, modules, components, and assemblies; perform cyclic overhaul; perform inspections; and complete modifications requiring extensive disassembly or elaborate testing. Depot maintenance is performed in fixed facilities in CONUS and the theater of operations. It is production-line oriented and supports the supply system.

AVIATION MAINTENANCE LEVELS

There are three levels of aviation maintenance:

- Aviation unit maintenance. The AVUM troop in the regimental aviation squadron performs aviation unit maintenance for the armored cavalry regiment.
- Aviation intermediate maintenance. The corps AVIM battalion performs aviation intermediate maintenance for aircraft in the armored cavalry regiment. Maintenance support teams provide the regiment with support on either a permanent or temporary basis as needed.
- Depot.

CONTROLLED EXCHANGE

Controlled exchange is the systematic removal of serviceable parts, components, or assemblies from unserviceable but economically repairable equipment for immediate use in restoring a like item of equipment to a combat operable and serviceable condition. The serviceable part is replaced by the unserviceable part. It is performed in strict compliance with SOP. Once authority to conduct controlled exchange is granted, the maintenance troop commander or platoon leader approves each exchange. It expedites a repair and return-to-user operation in support of materiel readiness and operational effectiveness. This expedited repair practice is permitted when the required serviceable part, component, and assembly cannot be obtained on a timely basis through normal supply channels or repairable exchange. Controlled exchange is performed by mechanics on site, at the UMCP, or at the maintenance unit area.

CANNIBALIZATION

Cannibalization is the authorized removal for reuse of parts or components from uneconomically repairable or disposable end items or assemblies. It is a supply source for authorized low mortality or difficult to obtain repair parts, components, and assemblies. It is a source for high priority items when delivery cannot be made by the required delivery date. It is performed in strict compliance with the SOP and in close coordination with maintenance support team personnel. Once authorized, it is supervised like controlled exchange. Cannibalization is a major source of repair

parts in a combat environment and should be aggressively used to keep the maximum number of combat systems operational.

BATTLE DAMAGE ASSESSMENT AND REPAIR

BDAR is the first step in returning disabled equipment to the battle. BDAR is the act of inspecting battle damage to determine its extent, classifying the type of repairs required, and determining the maintenance activity best suited to accomplish the repair. BDAR is accomplished at each point in the echeloned maintenance system. If essential repairs cannot be made at the breakdown site, further recovery to the UMCP or directly to the appropriate maintenance location is made. Maintenance support team personnel may determine that a piece of equipment requires evacuation direct to the maintenance unit with the appropriate repair capability, bypassing other echelons.

RECOVERY AND EVACUATION

Recovery is extricating damaged equipment or equipment requiring extensive maintenance to a location where either repair can be accomplished or evacuation can begin. Evacuation is the movement of recovered materiel from a main supply route or maintenance collecting point to higher levels of maintenance. The squadrons are responsible for recovering their own damaged equipment. Evacuation is the responsibility of maintenance troop and is a coordinated effort between maintenance, supply, and transportation elements.

Recovery operations include the following actions:

- Self-recovery to a secure area or a collecting point.
- “Buddy recovery” by a similar type or larger combat vehicle.
- Recovery by the troop or squadron recovery team using specialized recovery equipment, such as tracked recovery vehicles.
- Notifying support units of location of damaged or terrain-mired equipment when recovery is beyond the owning unit’s capability.

Recovery out of the line of fire by the crew or another vehicle in the platoon allows the recovery team from the troop combat trains to approach the damaged vehicle and initiate BDAR behind cover. (When the troop recovery team is overloaded, squadron recovery teams from the maintenance platoon may assist.) The recovery team completes BDAR and immediately repairs the vehicle, if possible. If repairs cannot be made because of the extent of damage, time, or other reason, the recovery team moves the vehicle to the UMCP. BDAR is performed again at the UMCP and a determination made to repair the vehicle on site, at the combat trains,

at the field trains by the DS maintenance support team, or to evacuate. If the item will be repaired by the DS maintenance support team, the squadron normally recovers the vehicle to the field trains. If squadron assets are overloaded, recovery support can be coordinated with the DS maintenance support team to preclude excessive repair delays.

Equipment that cannot be repaired by the DS maintenance support team is normally evacuated. Items are normally evacuated from the DS site in the field trains, but may be evacuated from as far forward as the combat trains. Equipment is evacuated to the corps element in the nearest corps support group. Evacuation by the S&T troop is used when possible to keep the unit recovery effort forward. The S&T troop normally provides the trucks used to evacuate major pieces of combat equipment. Transportation may be available by using corps transportation unit trucks to backhaul items being evacuated. Maintenance troop should request corps assistance when the regiment's evacuation assets are overloaded.

Enough crew members remain with the vehicle during the recovery and repair process to assist and to return the vehicle to the unit when repairs are completed. They may also man operational weapons to provide additional security in rear areas. Communications equipment installed in the vehicle is evacuated with the vehicle. Personal equipment of crewmen not accompanying the vehicle and other appropriate equipment are removed before the vehicle leaves the troop area. If the vehicle is evacuated beyond the DS maintenance support team site in the field trains, the entire crew returns to the troop or is moved to the WSRO site.

The same principles of recovery and evacuation apply to the regimental aviation squadron with the following additions. The AVUM troop performs aircraft recovery for the aviation squadron. AVUM troop can perform standard rigging of aircraft using recovery kits. When an aircraft is down, the AVUM troop commander moves a contact team to the site by air or ground to perform BDAR. This action is coordinated with the ground squadron or other unit occupying the area. If the contact team cannot make the aircraft mission capable on site, recovery may require the on-site repair of the aircraft for a one-time flight. If neither of these alternatives is possible, the AVUM troop commander coordinates for recovery and prepares the aircraft for movement by a cargo helicopter or a suitable ground vehicle from the support platoon or S&T troop. In extreme circumstances, only a portion of an aircraft may be recovered. An aircraft is cannibalized at a field site only when the combat situation and aircraft condition are such that the aircraft would otherwise be lost to approaching enemy forces. If the recovery is beyond the AVUM troop's capability and wheeled vehicles are not available or feasible, AVIM support is requested.

Aircraft recovery should be planned in advance with contact teams and recovery assets designated and, if possible, dedicated for an operation. Given the regiment's normal area of operations in relation to the main battle area and corps main body, wheeled vehicles may be the primary means of transportation used for recovery and evacuation of aircraft.

FORWARD SUPPORT

Combat power is maximized when disabled equipment is repaired as far forward and as quickly as possible. The squadron maintenance officers and AVUM troop commander, in coordination with the squadron XOs, direct the maintenance effort for the squadrons, using established time guidelines and coordinating maintenance actions. The fix forward concept entails positioning appropriate maintenance elements forward on the battlefield to perform repairs, but also rapid recovery of the vehicle if repairs cannot be made within specified time frames. This allows the unit to retain possession of its equipment on a fluid battlefield.

Contact teams or maintenance support teams are used at each echelon of command to put the appropriate maintenance elements forward. Planning the support of the contact team and the maintenance support team should be integrated among all echelons of maintenance. When these teams are sent forward, they should be configured with appropriate mechanics, repair parts, tools, and recovery equipment to perform repairs or recovery within time guidelines established for that echelon of maintenance.

The contact team performing battle damage assessment and diagnosis determines repair time. An item is repaired on site or recovered directly to the appropriate maintenance echelon in the appropriate support area based on considerations listed below.

- Tactical situation.
- Echelon of work required.
- Availability of required repair parts.
- Current workload at each maintenance site.
- Maintenance repair time guidelines.

Maintenance repair time guidelines establish the maximum time that unserviceable equipment will remain in various support areas. Time guidelines are exclusive of the time necessary to move to the site and conduct battle damage assessment. Such times, based on distance and terrain, should be considered when developing repair time guidelines. METT-T and command policy guide the type or level of repairs each unit performs; units do not strictly adhere to established repair time intervals.

Direct support units accomplish forward support by frequently using maintenance support teams. One maintenance support team is normally dedicated to each squadron and locates in the squadron field trains. The aviation squadron normally receives an AVIM maintenance support team from the corps AVIM battalion. Other corps maintenance support teams are allocated to the maintenance troop for missile, communications, and other equipment as necessary. Many of these teams augment the maintenance troop when workloads require additional assets.

AVIATION MAINTENANCE SUPPORT

Aviation maintenance is intensively managed to keep as many aircraft mission-capable as possible. There will be a large increase in flying hours and a greater demand for operational aircraft during combat operations. These increased requirements will be complicated by higher attrition and battle damage rates, which create shortages of repair parts and replacement aircraft. A realistic controlled exchange/cannibalization policy, rapid recovery of damaged or downed aircraft, and a flexible system of cross-leveling spares is an essential part of the transition into the rigorous demands of combat maintenance. Implicit in the remove-and-replace maintenance approach is the deferment of scheduled maintenance tasks and the total shift to on-condition maintenance.

The regimental aviation squadron is supported by the aviation maintenance battalion (AMB). The AMB provides AVIM for the corps airframes, power plants and drivetrains, armament, avionics, and backup AVIM for division aviation maintenance companies. In addition to AVIM, the AMB provides backup AVUM support, recovery and evacuation support, direct exchange services, operationally ready floats, and aviation Class IX authorized stockage lists. The AMB establishes a close working relationship with the AVUM troop.

During the early hours and days of a conflict, extreme requirements are placed on all aviation assets. Aircraft readiness and the ability to sustain that readiness must be assured. This requires extensive use of AVIM support teams providing forward support at the AVUM site where the major thrust is to remove and replace components. The AMB commander and AVUM troop commander should coordinate the use of AVIM maintenance support teams before operations begin. The maintenance team's support should be habitual.

To facilitate aviation support, the regimental S4 and regimental MMC must know the status of squadron aircraft and maintenance activities. Requests for aviation-specific support may be forwarded by the AVUM troop commander direct to the AMB, through the regimental MMC to COSCOM MMC for materiel, or through the regimental S4 to the corps G4 for services.

COMSEC MAINTENANCE

COMSEC equipment is evacuated through Class VII channels to the corps signal brigade.

AMMUNITION

Unit maintenance is performed by the operator and crew and unit maintenance personnel. Unit maintenance is limited to care and preservation actions. DS maintenance support for ammunition items is provided by corps ordnance units. This maintenance is performed in the corps area when possible. Units holding

ammunition stocks that require DS maintenance must return such stocks to the nearest ammunition supply point.

MAINTENANCE SUPPORT OF CONTINUOUS OPERATIONS

Troop combat trains displace often, remaining close behind the platoons for immediate support. The first sergeant directs the movement of the combat trains based on maneuver of the platoons. Once emplaced, he notifies the XO of the new location.

The UMCP normally displaces with the other elements of the combat trains. During periods of frequent displacement, the squadron maintenance officer may direct the UMCP to displace by echelon. In this case, some assets of the maintenance platoon complete repair on vehicles at the old site before displacing forward to the new location. During operations with rapid forward movement, the UMCP will conduct only essential and simple recovery. Other disabled vehicles are taken to maintenance collection points or to the main supply route where they remain to be repaired or evacuated by the DS maintenance support team as they displace forward with the field trains.

Maintenance operations must continue at night. At night, maintenance is accomplished in lightproof or light-suppressing maintenance tents or other shelters. Permanent structures such as warehouses, civilian garages, and barns are preferred. If large shelters are not available, field expedient shelters and low-light sources are used.

Frequent displacement and 24-hour operations quickly take their toll on maintenance effectiveness. Knowing this, first sergeants, squadron maintenance officers, and AVUM commanders must properly manage maintenance personnel and resources. Peripheral requirements—such as local security, preventive maintenance of maintenance unit vehicles and equipment, and rest plans—must be planned in advance or included in the unit SOP. This ensures that work remains at a high standard even under strenuous conditions.

Section VI. Field Services

Field services include mortuary affairs; food preparation; water purification; airdrop; laundry, shower, and clothing and light textile repair; and force provider.

FOOD PREPARATION

Food preparation is a basic unit function performed by food service personnel throughout the theater. It is one of the most important factors in soldier health,

morale, and welfare. Virtually every type of unit in the force structure, divisional and nondivisional, has some type of food service personnel. These personnel support the unit's food service program as directed by the commander.

WATER PURIFICATION

Water is an essential commodity. It is critical to the individual soldier and necessary for sanitation, food preparation, construction, and decontamination. Support activities, such as helicopter maintenance and operations of medical facilities, consume large volumes of water. Water purification is a field service. Quartermaster supply units normally perform water purification in conjunction with storage and distribution of potable water. Nonpotable water requirements are the responsibility of the user.

MORTUARY AFFAIRS

It is an article of military faith that every effort is made to properly account for casualties and evacuate remains.

The armored cavalry regiment normally relies on organic personnel for mortuary affairs (MA) support. This will impose a strain on the supply system unless planned ahead of time. There is only one NCO in the S&T troop organization to perform MA duties. The regiment and squadrons may be compelled to pull personnel from other duties to perform MA tasks.

The S&T troop may be augmented with a field services platoon from COSCOM containing a MA section or it may be augmented with a MA section alone. In this situation, the MA section works under the MA specialist from S&T troop.

Mortuary affairs at squadron level consists of three functions: collection, identification, and evacuation. Casualty feeder reports and witness statements are completed by a soldier who has knowledge of the casualty and forwarded to the squadron S1. The troop collects the casualty's military equipment and turns it over to the troop supply sergeant during LOGPAC operations. Medics or other support personnel place remains in a human remains pouch, along with personal effects. The remains are then evacuated with LOGPAC vehicles returning to the field trains. Disabled vehicles or any other form of transportation may be used to transport remains. A collecting point may be established, if necessary, at the combat trains in the vicinity of the aid station or in the field trains. In any case, remains are evacuated as rapidly as possible to the MA collecting point in the regimental support area.

The MA section (either augmented from the field services platoon or ad hoc from organic personnel) operates the regiment's MA collecting point. This point is located near the main supply route, but if possible, is isolated from other activities.

The MA section is responsible for coordinating the evacuation of remains from squadron and other collecting points.

If the tactical and logistical situation makes evacuating impossible, emergency on-site burial is necessary. This must be authorized by squadron commanders. The site must be clearly marked and documented with an overlay and appropriate forms. If the remains are contaminated, the grave site must be clearly marked and separated from uncontaminated grave sites. This must also be indicated on the grave site overlay.

During all MA operations, remains should be screened from view so that they will not affect morale. FM 10-63 discusses mortuary affairs in greater detail.

AIRDROP

Airdrop support is coordinated through corps. The regimental MMC requests support as directed by the regimental S4. The regimental MMC coordinates with the corps MMC. The regiment is responsible for preparing and marking a drop zone. The air liaison officer provides technical assistance in site selection and marking.

LAUNDRY, SHOWER, AND CLOTHING AND LIGHT TEXTILE REPAIR

Laundry, shower, and clothing and light textile repair services are provided by the laundry and renovation platoon in the supply and service company or field services company, COSCOM.

COSCOM designates a corps field service company, a supply and service company, or special team augmentation to perform this mission. When the regiment is augmented with a field services platoon, the shower, laundry, clothing repair (SLCR) section in that platoon is capable of operating two SLCR points in support of the regiment. Because all units providing SLCR support are limited in personnel, supported squadrons may be required to provide personnel to assist in safeguarding valuables, securing equipment, and issuing clothing.

FORCE PROVIDER

The army's force provider is a modular system, principally designed to provide the front-line soldier with a brief respite from the rigors of a combat environment. It includes environmentally controlled billeting; modern latrines, showers and kitchens; morale, welfare, and recreation (MWR) facilities; and complete laundry support. The modules can be complexed to provide support to the regiment. The cadre for the system will need to be reinforced to provide effective support.

Section VII. Personnel Support

The personnel support system (PSS) is a wide range of functions at all levels to provide support for the soldier. Personnel support has two components: manning the force and personnel services support. Manning the force includes personnel readiness management, personnel accounting and strength reporting, casualty operations management, and replacement management. Personnel services support includes personnel information management, postal operations management, and MWR and community support. This support sustains soldiers, their morale, and their welfare.

In combat, three PSS functions are critical:

- Personnel accounting and strength reporting.
- Replacement management.
- Casualty operations management.

These functions and religious support are echeloned well forward to provide responsive support. Other functions are kept toward the rear and in some cases not introduced until the combat situation is stabilized. PSS is provided by the regimental HHT AG platoon and the regimental unit. The platoon is located in the regimental support area under the operational control of the regimental support squadron. External PSS is provided by COSCOM from a personnel service company, a direct support postal platoon, and a replacement company.

MANNING THE FORCE

The manning challenge is to ensure personnel support through the uninterrupted flow of soldiers to the battlefield. It should be considered as part of the “troops available” formula of METT-T.

Personnel Readiness Management

Personnel readiness management assesses an organization’s combat power, plans for future operations, and assigns replacements on the battlefield. It predicts the need for replacements and provides a mixture of individuals and small units. Personnel readiness management includes the techniques and decision-making process used to allocate replacements and assess the combat capabilities of units from the personnel perspective. Strength accounting is the process of collecting, recording, and reporting numerical personnel data to analyze a unit’s strength posture. Troops and attached units submit battle loss reports and routine personnel strength reports to their S1. The S1 forwards a consolidated report to the regimental administrative/logistics center. The regimental S1 monitors strength as it affects combat potential and recommends personnel assignment priorities to the

commander. Determining specific personnel requirements and replacement distribution is the responsibility of the S1.

Personnel Accounting and Strength Reporting

Personnel accounting is the system for recording by-name data on soldiers. Personnel accounting information base management consolidates current and projected personnel information on soldiers and units in a number of command data (SIDPERS). This information serves as the basis for command decisions and projected battlefield requirements. This function is performed at the squadron and regimental PAC and at the regiment AG platoon. Standard reports available from the personnel accounting and strength reporting (PASR) system include the following:

- Battle Roster.
- Personnel Summary.
- Personnel Requirements Report.
- Command and Control Task Force Personnel Summary.

Casualty Operations Management

Casualty operations management records, reports, and accounts for casualties promptly and efficiently. It supports personnel accounting and strength reporting. Timely and accurate casualty reporting is a critical and sensitive function. Initial reports are usually verbal. Written reporting occurs as soon as possible after the event and is initiated by the squad leader, tank commander, or any individual having knowledge of the casualty. Casualty feeder reports are submitted to provide initial information for informing the next of kin and for payment of benefits. When a soldier is reported missing or missing in action, or when remains are not under US control, a witness statement accompanies the casualty feeder report. The first sergeant collects and forwards reports to the squadron S1. The S1 reconciles information on casualty feeder reports with verbal information previously received, adjusts strength reports as necessary, and forwards the casualty feeder reports to the PAC. PAC maintains a casualty log, verifies casualty data, updates the personnel data base, and forwards completed reports through the AG platoon to the appropriate personnel service company. Casualty operations management coordinates the personnel and logistical processes involved in casualty management at all levels. This involves coordination primarily between the S1 and S4 personnel at both squadron and regimental level.

Replacement Management

Strength accounting reports submitted by the AG serve as a request for replacements. COSCOM transports replacements forward to the regimental support area. The replacement element of the AG platoon should be located close to, the S&T troop Class VII assembly area to support WSRO. Replacements not needed for WSRO are transported to squadron field trains on any available transportation. Coordinating for transportation is the responsibility of the AG platoon.

Replacements are equipped with field gear and ammunition before departing the support area. A replacement receiving point is established in the squadron field trains. All replacements or returnees from the medical system are brought to the receiving point for integration into the squadron. After in-processing, replacements move forward to their troop with the LOGPAC under the control of the supply sergeant. Integrating them quickly into the unit is critical. The commander and first sergeant should personally meet them, brief them, and ensure that subordinate leaders do the same. New leaders should be briefed in detail on unit SOP and tactics and techniques.

PERSONNEL SERVICES SUPPORT

Personnel services support ensures readiness as well as sustains the human dimension of the force.

Personnel Information Management

Personnel information management provides a record of critical personnel information about soldiers to support battlefield decisions and to meet the nation's obligation to retain historical information for its veterans.

Postal Operations Management

Postal operations management manages and operates a postal network to move, deliver, and collect mail in the deployed force. It delivers official mail, including critical spare parts and medical supplies, and provides an alternate delivery system for personnel information.

A direct support postal platoon provides postal services to the regiment. In a conflict, postal services to soldiers are initially limited to personal mail (incoming and outgoing) that conforms to type and size limitations prescribed by the theater headquarters. Additional postal services are provided when the theater headquarters determines that the military situation permits. These services are as follows:

- Receiving and delivering other categories of ordinary and accountable mail.
- Accepting for dispatch other categories of ordinary mail that requires prepayment of postage.
- Providing special mailing services for outgoing mail that requires prepayment of postage.

The direct support postal platoon delivers mail to the postal division in the regimental support area. Mail is distributed to the squadrons by the postal division, or is picked up in the support area by the squadron mail clerks. The squadron mail clerk sorts the mail by current task organization and distributes it to the unit supply sergeant (or mail orderly) who delivers it to the first sergeant, platoon sergeant, or to the soldier during LOGPAC resupply.

Morale, Welfare, and Recreation

Commanders use MWR activities to assist in relieving stress. Planning and executing the MWR mission on the battlefield is the responsibility of the squadron and the regimental S1.

OTHER PERSONNEL SERVICES

The administrative services branch in the AG platoon provides the following support:

- Records management.
- Publications supply.
- Printing and reproduction.
- Distribution center operations.
- Correspondence.
- Classified document control.
- Morale support services.
- Awards and decorations.
- Officer and NCO evaluations.
- Officer and NCO promotions.

During lulls in the battle, the S1 and PAC complete all administrative actions necessary at the squadron level. If possible, these are accomplished by forming personnel contact teams that move forward to squadron or troop locations. Special consideration is given to timely processing of awards, decorations, and personnel actions.

RELIGIOUS SUPPORT

The regimental/squadron chaplain is a special/personal staff officer with direct access to the commander. He advises the commander on the religious welfare, morals, and morale of the unit as well as indigenous religions in the area of operations. He exercises technical control and coordination over the regiment's unit ministry teams (UMT) to ensure direct, general, and denominational religious support. UMTs are dedicated to delivering religious support far forward to meet the spiritual needs of soldiers in combat. Religious support includes performing/providing sacraments, rites, ordinances and worship services; pastoral care and counseling; battle fatigue ministry; and special services and ministrations.

LEGAL SUPPORT

Limited legal services are provided by the legal specialists in the AG platoon and squadron S1 sections. Additional staff judge advocate (SJA) support is provided by corps. SJA responsibilities include legal advice and assistance on all matters involving military, domestic, foreign, and international law and regulations. In addition, the SJA supervises the administration of military justice, processes claims for and against the US government, and furnishes personal legal assistance to authorized personnel.

FINANCE SUPPORT

Finance support is provided by the finance group assigned responsibility for the area in which the regiment is deployed. The finance group provides its services by finance support teams. The finance support teams make combat payments to soldiers in amounts established by the theater commander, or in lesser amounts if the soldier so desires. When and where the soldier is paid is determined by the commander and coordinated by the S1. Pay inquiries and changes are handled by finance support teams when making payments.

PUBLIC AFFAIRS

Information (public affairs) support for the regiment is provided by the public affairs personnel in the regimental headquarters under the control of the public affairs officer (PAO). The PAO provides public affairs advice and services concerning all matters of soldier and media interest. The PAO controls all public affairs assets assigned or attached to the regiment.

ENEMY PRISONERS OF WAR

Maps and documents obtained on the battlefield and EPWs are valuable sources of combat information. Proper and rapid handling and evacuation are important as, in most cases, EPWs and documents lose their value quickly over time.

The capturing unit is responsible for guarding prisoners until relieved, recovering weapons and equipment, removing documents with intelligence value, and reporting to a command post. Platoon leaders report the capturing of documents and EPWs immediately to the troop command post and coordinate a rendezvous with the first sergeant. The first sergeant or his representative moves them to the squadron EPW collecting point established by the S1. (The S1 plans and coordinates EPW operations, collecting points, and evacuation procedures.) The collecting point should be accessible to the troops and near the S2, if possible. The squadron then moves the prisoners to the regiment's EPW collecting point established by the MI company (CEWI) where interrogation teams take control of them. All documents captured on or with the prisoners should be evacuated separate from, but along with,

them for use during interrogation. Interrogation teams may be positioned forward at the squadron collecting point in direct support of the squadron. The squadron S4 coordinates for transportation of EPWs and equipment. Wounded prisoners are treated through normal medical channels, but remain separated from US and allied patients.

When large numbers of EPWs are collected during an operation, units may be required to assist evacuation.

Section VIII. Combat Health Support

The objective of military medicine is to conserve trained manpower. To achieve this objective, patients must be acquired, examined, treated, and returned to duty as far forward as possible or evacuated further. First aid is the responsibility of all soldiers; they use first aid, self-aid, buddy-aid, and combat lifesaver techniques. All soldiers are trained to take action after a soldier is wounded to keep him breathing, stop the bleeding, prevent shock, and dress the wound until medical personnel are available to treat the soldier. Preventive measures reduce nonbattle losses and require command attention. Health services in the regiment include unit-level support as well as regiment-level support.

UNIT-LEVEL SUPPORT

The medical platoon is the focal point of combat health support (CHS) for the squadron. It is organized to support the troops; acquire, treat, and evacuate patients; and coordinate further evacuation as necessary. The platoon consists of a headquarters with the platoon leader and platoon sergeant, a treatment squad, and a combat medic and evacuation section. CHS is planned by the squadron surgeon or medical platoon leader and coordinated with the S1. The medical platoon leader, like any staff officer, must understand the concept of the tactical operation as well as the support plan of the medical troop.

The treatment squad operates the squadron aid station in the combat trains. The squad is capable of operating two aid stations for a limited time, but the normal employment is one aid station. Since the squadron normally has only one surgeon, a second aid station has limited capability. The aid station provides trained personnel to stabilize patients for further evacuation, to provide emergency lifesaving and limb-saving treatment, and to treat minor wounds or illnesses for return to duty. Other functions include the following:

- Notifying the S1 of all patients processed and disposition of casualties as directed by SOP.
- Preparing field medical records and verifying information on field medical cards.

- Requesting, monitoring, and, if necessary, providing support for aeromedical evacuation.
- Monitoring personnel for radiological contamination prior to medical treatment.
- Supervising patient decontamination conducted by nonmedical soldiers and treating small numbers of chemical casualties.
- Monitoring the activities of aid and evacuation teams.

The combat medic and evacuation section attaches teams to troops on a habitual basis. They support the troop with treatment and evacuation to the squadron aid station. They also support downed aircrews in the troop area of operations. Other duties include the following:

- Assisting combat vehicle crews in extracting injured crewmen from their vehicles.
- Initiating a field medical card for the sick and wounded; time permitting, completing this card for deceased personnel.
- Notifying the first sergeant of those requiring evacuation to the aid station.
- Remaining abreast of the troop tactical situation and comply with the first sergeant's instructions.
- Resupplying combat lifesavers with medical supplies.
- Informing the troop commander and the squadron surgeon concerning the status of patients seen and the overall status of troop health.

REGIMENT-LEVEL SUPPORT

The medical troop in the support squadron provides combat health support to the regiment. The medical troop performs the following functions:

- Provides medical supply support and performs organizational medical equipment maintenance for units organic or attached to the regiment.
- Receives, sorts, and provides emergency medical treatment and advanced trauma management and, during lulls in the battle, routine sick call for all classes of patients.
- Provides urgent initial surgery for critically injured soldiers.
- Provides patient holding capability for up to 40 patients.
- Provides emergency dental treatment.
- Provides combat stress control and mental health services.
- Evacuates patients from squadron aid stations.

The medical troop operates from the regimental support area. Patient evacuation from the clearing station operated by the medical troop is performed by medical elements of the corps level combat health support system.

The troop commander is the regimental surgeon. In this capacity, he has direct access to the regimental commander and advises him on medical aspects of the regiment's operations and on the health of its soldiers. He exercises staff supervision over all combat health support activities in the regiment.

The troop is organized with a headquarters; regimental medical supply section; a treatment platoon with four treatment squads, an area support squad (dental, x-ray, and laboratory), and a patient holding squad; and an ambulance platoon with three wheeled ambulance squads and three tracked ambulance squads. The treatment platoon operates a clearing station in the regimental support area. The ambulance platoon provides ground evacuation support from squadron aid stations and backup evacuation support for the squadrons. The regimental medical supply section is responsible for resupply of medical supplies within the regiment.

COMBAT LIFESAVERS

Combat lifesavers receive additional training above the basic first-aid level and provide enhanced first aid to battlefield casualties before the arrival of the combat medic. The regimental surgeon plans the training of the combat lifesavers. Squadrons should have one soldier qualified as a combat lifesaver in each vehicle crew.

EVACUATION

Patients are evacuated no further to the rear than their condition requires and are returned to duty as soon as possible. Combat medics recover patients on the battlefield and evacuate them rapidly to the aid station. It is imperative that combat vehicles and personnel not leave the battlefield unnecessarily to perform evacuation functions. If combat medics are not readily available in the troop area, patients may be evacuated on any suitable vehicle already moving to the rear, such as a recovery vehicle or maintenance vehicle.

Medical evacuation from the aid station may be by ground or air means. Aeromedical evacuation is used to the maximum extent possible. The medical troop coordinates for air ambulances from the corps medical evacuation battalion. Utility helicopters in the assault helicopter troop of the aviation squadron are not designed or staffed to evacuate patients. Ground ambulances are used for those patients who cannot be evacuated by air. The specific mode of evacuation is determined by the patient's condition, aircraft availability, and the tactical situation. Normally, the surgeon or physician's assistant treating the patient makes this determination.

COMBAT HEALTH LOGISTICS

The regiment is provided medical supply support by the corps medical logistics (MEDLOG) battalion. Within the regiment, medical supply, resupply, medical equipment, and blood are provided by the regimental medical supply section. Ambulances backhaul Class VIII when returning to forward areas. These same ambulances evacuating patients to the clearing station in the regimental support area carry requests for supplies from squadron aid stations. Within the squadron, combat medic and evacuation teams pick up supplies as they drop patients at the aid station. Upon their return to the troop, the combat medics distribute supplies to the combat lifesavers.

Organizational maintenance of medical equipment is provided or coordinated by the medical troop. The medical troop obtains direct support medical maintenance and supply support from the corps MEDLOG battalion.

PREVENTIVE MEASURES

More soldiers are lost in combat to illness, disease, and nonbattle injury than to combat wounds. Maintaining the health and fighting fitness of soldiers is a responsibility of all leaders. Commanders reduce the threat by emphasizing preventive measures. All surgeons and combat medics in the regiment support leaders in the areas of hygiene, sanitation, and counseling and treatment of stress and battle fatigue.

Rules of hygiene should be established in SOP and observed daily to prevent the spread of disease. Soldiers should wash and change undergarments daily. Cold and hot weather injuries must be prevented by proper clothing and inspections. Immunizations must be current.

Field sanitation is important to prevent the spread of debilitating diseases. Only approved or tested water sources should be used. Field mess operations must maintain clean kitchen equipment and follow proper cooking and cleaning procedures. Utensils used for eating must be properly cleaned before reuse. In static situations, soldiers use slit trenches or latrines; at other times they use cat holes. All must be covered up after use to prevent the spread of disease.

Rest is extremely important. The effects of sleep degradation are discussed in Chapter 2. Sleep plans must be practiced and established in SOP. When possible, soldiers should sleep outside vehicles to allow them to fully stretch out and get the full benefit of at least four hours of continuous sleep.

Safety is a continuous requirement to prevent accidents that injure soldiers. The combat environment is full of risks associated with vehicles, weapons, stress, and fatigue. Attention to detail can slip on matters that do not directly affect combat. Safety is inherent in following proper equipment and weapons operating procedures. SOPs incorporate safety concerns in establishing procedures for assembly areas and

other locations of troop concentrations. Leaders enforce proper equipment-operating procedures and SOP safety items continuously.

Section IX. Reconstitution

The intensity of modern combat can result in substantial losses in the fighting capability of the regiment. Reconstitution consists of those actions taken to return it to an acceptable level of combat effectiveness. Reconstitution also includes actions necessary to maintain or restore the morale of the soldier. Reconstitution is best accomplished in an area not under immediate enemy threat. Reconstitution actions are either reorganization or regeneration, depending on the nature of losses suffered. Commanders will most often execute them in combination. The decision to reconstitute rests with the commander. He bases his decision on the tactical situation.

REORGANIZATION

Reorganization restores combat effectiveness by cross-leveling assets internally. This may be done within platoons and troops, between troops, or between squadrons to produce balanced, effective but reduced strength units. Units do this as a matter of SOP during consolidation and reorganization phases of combat operations. Reorganization also includes the formation of composite units, resulting in fewer, but full strength, units. These actions are part of SOPs that also designate who has authority to consolidate subordinate units. Reorganization is initiated throughout a conflict and as often as practicable.

REGENERATION

Regeneration is the rebuilding, to a specified level of combat effectiveness, of a squadron or the regiment through large scale replacement of personnel, equipment, and supplies. This process is initiated when losses are too substantial to accomplish through reorganization. Unit regeneration consists mainly of two major subtasks—repair or replacement of critical equipment and replacement of critical personnel losses. Equipment comes from the Class VII resupply system or the maintenance system. Personnel come from the replacement or medical channels. Regeneration of the regiment or a squadron is normally controlled by corps.

The regeneration should be planned as any other tactical operation. Normally, regeneration of the regiment takes place in an assembly area in the corps rear. Coordination should be made for as many regeneration resources as possible to be in the assembly area before the regiment arrives. The regimental S4 has staff responsibility for regeneration, and the regimental MMC is the principal executor. The WSRO system will be used extensively. The regiment must maintain security of

its assembly area during reconstitution. Just as important, however, is the need to maintain or reconstitute the mental well-being and fighting spirit of the soldier. Units should make an extraordinary effort to administer to this need during this time.

The time to complete regeneration varies with the situation. The controlling headquarters designates to the CSS planners a specific timeframe that regeneration should be completed. Time for a unit to train is essential to reestablish cohesion and teamwork. During regeneration, it may be necessary to use a combination of reorganization and regeneration techniques. Commanders should maintain the integrity of squads, crews, and sections as much as possible.

Units may be issued with equipment from theater stocks that is slightly different from original equipment or from equipment called for by TOE. Tasks such as crew drill, boresighting, zeroing, and adjustments in tactics should be trained as much as possible given the time available.

PLANNING

Reconstitution operations should be planned as any other operation. The commander plays the most crucial role in reconstitution planning. He assesses combat effectiveness and, in line with the higher headquarters plan, establishes the intent, concept, priorities, and criteria (time and effectiveness) of the reconstitution.

SOPs

SOPs form the basis of efficient reconstitution efforts. SOPs should address the functions below.

- Assessment procedures, standards, and responsibilities.
- Battle rosters allowing for cross training/alternate duties and contingency manning.
- Procedures to reestablish command and control.
- Reorganization procedures, criteria, and priorities.

Battle Planning

Commanders routinely include actions in the battle plan to reduce the impact of the battle and to preserve his force. In some operations, commanders plan to conduct reconstitution at some point during the operation. The commander and staff should address the following functions in the plan:

- Assessment methods.
- Transition from combat operations to reconstitution.
- Security of the reconstitution site.
- Movement control of traffic to the reconstitution site.

PART III. COMBAT SERVICE SUPPORT FOR DIVISION CAVALRY

The first two parts of this chapter present information fundamental to understanding division cavalry sustainment. Much of the logistics doctrine for the armored cavalry regiment and division cavalry is identical. It is not repeated in this part. Only areas of logistics doctrine that are different from the regiment and its squadrons are presented here.

Section I. Division Support

In the armored division, the aviation support battalion (ASB) has direct support responsibility for the cavalry squadron. When the squadron falls under the control of the division commander or is attached to another maneuver brigade, the squadron often exceeds the doctrinal support distance of the ASB. The ASB will normally organize a forward logistics element (FLE) to provide continuous combat service support to the cavalry squadron.

The FLE is comprised of elements of the ASB and tailored assets from the division support command (DISCOM) and/or COSCOM. The FLE will normally consist of a command control element from the support operations section (SPO), a cavalry maintenance support and recovery team from the ground maintenance company (DS), an aviation maintenance contact team from the aviation maintenance company (AVIM), and Class I and III from the headquarters and supply company. Additional support may be attached to support additional requirements, including water, Class V, and medical support. Support requirements beyond the capability of the FLE are coordinated on an area support basis by the SPO element of the FLE.

The S4 and ASB FLE work closely to determine requirements and resupply schedules. The FLE SPO is the single point of contact for all logistic operations.

The squadron may still require area support for much of its logistical needs. The ASB FLE gives the squadron's logistical planners a single point of contact. Under most conditions the FLE will coordinate for throughput resupply directly to the FLE. This greatly reduces the travel requirements for the squadron and speeds resupply actions.

When the cavalry squadron is not supported by an ASB, it normally receives area support from the DISCOM. This support is provided by a forward support battalion (FSB) or the main support battalion (MSB), depending on the organization and location of squadron service support.

When receiving area support from an FSB, the squadron CTCP operates on the supported brigade administrative/logistics net to coordinate support. The FSB coordinates increased support from the MSB based on the number and type of units receiving area support.

When receiving area support from the MSB, the squadron operates on the division administrative/logistics net to coordinate support. The squadron may also communicate directly with the MSB to coordinate details of the support and to reduce delays.

DISCOM, in some type divisions, provides a maintenance support team directly to the squadron. This team provides direct support and backup organizational maintenance to the squadron and is attached to the squadron for the duration of combat operations.

Changing area support relationships has the potential of disrupting support to the squadron. An area support relationship that can support the squadron for the current and planned subsequent missions should be established. When a change to the relationship is necessary, the squadron S4 immediately coordinates with the support operations of either the FLE or FSB (area support) for diverting the flow of service support to the new supporting FSB. The S4 ensures that DISCOM always knows the location of the squadron trains and the support relationship in effect. When the squadron trains displace from one FSB to another, they can take with them other support assets in the FSB that were provided by the MSB for the additional support requirements.

Section II. Organization

The squadron CSS effort is based on organic CSS platoons in the HHT. The squadron has no organic support above the organizational level.

The support relationship established with division influences the location of the squadron field trains, the AVUM troop, and the air cavalry troop's rear assembly area. When the squadron is organized with an FLE, it may position beyond the FSB providing area support to rapidly respond to support requirements. In this case the squadron establishes a squadron support area (SSA) (see Figure 10-10). The FLE's SPO may coordinate for the division to run supplies directly to the SSA. The SSA is normally established outside the range of medium-range artillery and does not move as often as the combat trains. Ideally this area is established within the assigned zone or sector of the squadron. This is not always possible when considering positioning requirements. In such cases the support area is positioned in the zone or sector of a brigade to the rear of the squadron. This location must be closely coordinated with the affected brigade.

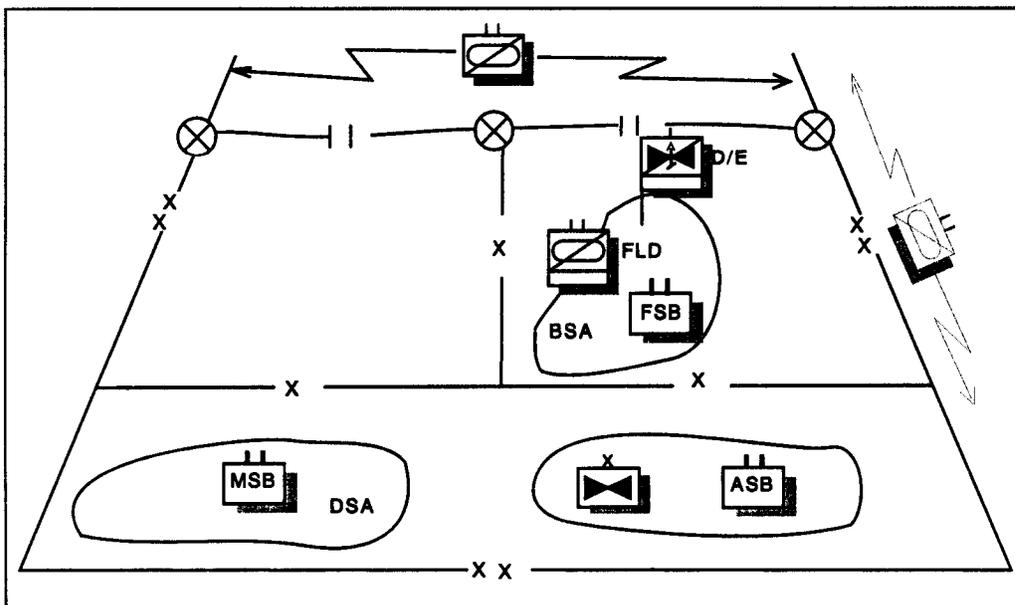


Figure 10-10. Squadron support area.

When no direct support relationship exists, the squadron normally collocates with the FSB providing area support in a brigade support area (see Figure 10-11). This facilitates support by the FSB, eases communications requirements, simplifies security requirements, and reduces the need for additional coordination with a brigade for terrain. When collocating with an FSB, the field trains fall under the operational control of the FSB commander for movement, security, terrain management, and synchronization of sustainment activities. The HHT commander establishes close liaison with the FSB staff. The positioning needs of the squadron, especially aviation assets, must be clearly communicated to and coordinated with the FSB.

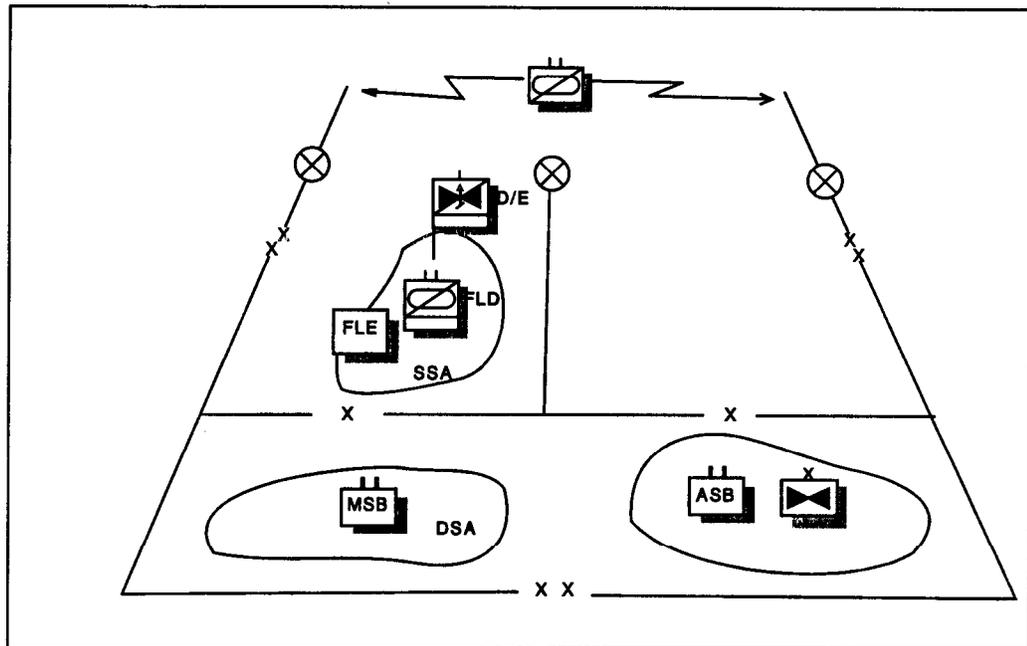


Figure 10-11. Field trains in brigade support area.

AVIATION COMBAT SERVICE SUPPORT

The FARP is the focal point of air cavalry troop (ACT) forward support. The squadron normally places one FARP in the rear with the AVUM troop and ACT assembly areas. A second FARP is placed forward as close to the area of operation as the situation permits. Keeping a FARP forward increases the total time on station by reducing the travel times associated with arming and refueling. The forward most FARP is normally placed outside the range of enemy medium artillery. This FARP may be placed in the vicinity of a forward assembly area, but is normally established as a separate site to reduce the signature and simplify aircraft flight patterns. If the FARP is placed outside the squadron's assigned area of operations, the S4 must coordinate the location with the affected brigade. Every open field becomes a potential FARP site. A good location allows for tactical dispersion of aircraft and conceals FARP operations. Tree lines, vegetation, shadows, built-up areas, terrain folds, and reverse slopes should be used to mask the operation from enemy detection.

The squadron may elect to place both FARPs forward. In this case, one is active and the other silent to remain concealed. This technique allows the squadron to displace FARPs frequently for increased security while maintaining continuous service support. When ACTs are surged in an operation, both FARPs may be active to reduce congestion at a single site and to decrease turnaround time. Placing both FARPs forward, however, leaves no fuel near the ACT assembly area and increases the vulnerability of the aviation fuel. Regardless of which technique is used, FARP operations in conjunction with ACT rotation must be wargamed and rehearsed.

The FARP is task organized to meet the aviation mission requirements and to provide support in the forward area. It is composed of aviation Class III and Class V assets and can include a maintenance contact team. This team is assembled by the AVUM troop commander, as required, from assets of the troop. Organizing this contact team is balanced against the requirements of maintenance in the rear where more extensive work can be accomplished. This team focuses on battle damage assessment and quick repairs. The ACT commanders can combine their mechanics to provide a contact team forward at the FARP as well as to support in the rear assembly area. Movement and resupply of the FARP are conducted by ground or aerial means. When time is critical, air delivery is the most advantageous. The forward FARP is run by the Class III/V section leader from the AVUM troop.

The AVUM troop operates predominantly out of the rear area in vicinity of the field trains. Positioning considerations must accommodate aircraft flight requirements. Security, maintenance, and communications are enhanced when AVUM is tied together with the field trains and the ACT rear assembly area. When organized with the field trains and ACT rear assembly area as a base in the brigade or division rear area, the field trains commander serves as the base commander. The AVUM troop commander concentrates on aviation support operations. The AVUM troop performs aircraft combat maintenance, battle damage repair, and minor on-aircraft maintenance requiring general mechanics tools. The aviation support battalion provides forward support contact teams to support the squadron. These teams provide back-up AVUM and limited AVIM support. The major thrust for contact team support is to remove and replace components. They may also assist in battle damage assessment and repair and aircraft recovery and evacuation. When provided, they are collocated with and under the operational control of the squadron AVUM troop commander. As required, they move forward to the FARP or a downed aircraft.

The squadron should request UH-60 aircraft to support the aviation maintenance effort and the aviation logistical effort. These aircraft are used primarily to support aviation sustainment and maintenance. They can be used to move a FARP, to move contact teams forward or to a downed aircraft site, and to move aviation Class IX repair parts or components. They can also be used for other critical support activities as designated by the squadron commander.

Section III. Supply and Transportation

SUPPLY

Class I

Subsistence is issued based upon unit daily strength reports. The supply and service (S&S) platoon from the headquarters and service company of the aviation support battalion operates a Class I break point. When echeloned forward, the FLE provides this service to the squadron. Rations are broken down into daily battalion and squadron lots at the distribution point and picked up by the squadron support

platoon. Water is supplied to the division by the MSB S&S company. The company can operate up to four water supply points. These are normally in the division support area and each brigade support area.

Class II, III (Packaged), and IV

These supplies are provided by the MSB S&S company and FSB supply company. These items are maintained as part of the division authorized stockage list. The squadron's supply sergeants maintain a small supply of items for immediate issue such as TA-50, NBC protective equipment, and general supplies. Combat vehicles can carry a small amount of Class IV frequently used for hasty protective obstacles. Vehicles also carry a small amount of commonly used packaged petroleum products for immediate use. These loads are established in the squadron SOP.

The S4 submits requests for these supplies to the direct support unit. If receiving area support, this request is passed through a brigade S4 to the FSB or directly to the MSB. If receiving unit support, requests are submitted directly to the division materiel management center (DMMC).

Distribution of supplies is made from the supporting distribution point to the support platoon. If receiving unit support, supplies are provided from the division distribution point to the squadron. They are carried forward with the next LOGPAC or immediately as required. Class II and IV products are brought forward by the supply sergeant or additional support platoon trucks. Class III packaged products are normally carried on fuel trucks. Intensively managed barrier materials are normally delivered as far forward as possible without delays for transloading. These items may be delivered to the actual construction site or the combat trains.

Class III (Bulk)

The S4 forecasts requirements for the squadron based upon the mission underway or to be performed. He uses available planning data and operational experience to make the forecast. These forecasts and reporting times are established in the division SOP. Depending on the support relationship in effect, the forecast is submitted through a brigade S4 to an FSB, to the MSB, or directly to the DMMC. The forecast is for the 72-hour period beyond the next day, or out to 96 hours.

The squadron is unique in the division in requiring resupply of both ground fuels and aviation fuels. The squadron must ensure the DISCOM understands this fact, is constantly aware of the support relationship in effect for the squadron, and provides the required fuels when and where needed. The squadron must not be placed in the position of making extended trips with organic assets to obtain aviation fuels.

The division is routinely resupplied with bulk fuel by the COSCOM, using 5,000 gallon tankers or railcars, pipelines, and hoselines if available. Bulk fuel is delivered to the MSB, each FSB, and the aviation brigade (AB). The S&S company

in the MSB operates the division main fuel distribution point and storage facility. Each FSB supply company operates fuel distribution points and normally does a tanker exchange with the COSCOM transportation unit delivering the fuel. Tankers or other delivery means run to the MSB where fuel is transferred to MSB tankers or collapsible storage tanks. The MSB also delivers bulk fuel to forward distribution points. The squadron draws fuel directly from the FLE, or when a direct support relationship exists, it draws from the MSB or FSB distribution points using organic support platoon trucks. Fuel is provided on demand. Empty tankers presented at the supply point are refilled without a formal request.

Aviation Class III is coordinated through the ASB and FLE SPO and throughput directly to the SSA. Bulk storage capacity ideally is equal to at least one day's supply for both air and ground systems. Fuel is delivered to the ASB and transferred to aviation units' Class III(A) vehicles. This transfer normally occurs in the rear area and is often not within reasonable traveling distance of the squadron. The MSB provides support for the supply of all additional aviation Class III requirements either by attaching tanker trucks to the ASB or by allocating tanker trucks to the Class III(A) distribution points supporting the organizations. The squadron normally requires attached tankers to travel with the FLE in order to meet its Class III(A) requirements. Tankers attached to the FLE line-haul aviation fuel from the MSB to the SSA where it is transferred into squadron Class III vehicles. The squadron resupplies the forward FARP on daily LOGPAC, or as required. It can accomplish resupply by replacing tankers at the FARP, refuel the FARP tankers in place, or move the FARP tanker to a nearby refueling site and returning.

If no direct support relationship exists, the MSB may push Class III(A) forward to a BSA. Squadron vehicles line-haul from the Class III resupply point in the BSA or from the Class III(A) resupply point in the division support area. Emergency aerial resupply of fuel is accomplished using collapsible 500-gallon drums. Corps or AB assets will deliver fuel to the desired location.

Class V

The division ammunition officer (DAO), located in the DMMC, performs ammunition management for the division and exercises staff supervision over all ammunition transfer points (ATP). Ammunition supply operations are based on a continuous refill system. Issued stocks are replaced from stocks moved up from the rear. Ammunition basic loads are determined by division or higher commanders based on the situation and availability.

Requests for ammunition are prepared by the support platoon leader based on forecasts by the S4 or in accordance with SOP. This request is presented to the DAO representative at the ATP. The normal basis for approval of the requisition is to ensure that it is within the limits of the controlled supply rate. The DAO representative validates all ammunition requests before they are presented to an ammunition supply point (ASP) or ATP.

Supply point distribution is the normal method of distributing ammunition. Ammunition storage areas and supply points (theater storage areas [TSA], corps storage areas [CSA], ASPs, ATPs) operate on an area support basis. They are established as close to the using units as practicable. When terrain, road network, and the tactical situation permit, the ASP is located in division areas. Whether the ASP is in the corps or division area, the corps is responsible for receiving, storing, and issuing the ammunition.

ATPs are located forward in the division area. Normally, there is one in each brigade support area and one in the division support area. These ATPs are operated by the supply company of the FSB and the S&S company of the MSB. ATPs receive ammunition on corps trailers and transload it directly to using unit supply vehicles. Corps transporters drop full trailers and pick up empties. Corps will deliver ammunition to the ATP by throughput, using a support arrangement with a designated CSA and ASP. Each ATP provides selected high usage and high tonnage ammunition in support of any unit in the area. Normally, munitions other than high usage and high tonnage must be picked up by unit transportation going back to the ASP.

The squadron draws the bulk of its Class V requirements from the ATP providing area support. The support platoon draws the ammunition and takes it to the field trains where it is arranged in LOGPAC loads and remains loaded on trucks until distributed. The ATP normally provides the ammunition used by the ground troops to include vehicle weapon systems, guided missiles, mines, demolitions, and small arms.

For aircraft munitions, resupply can be more difficult. The majority of aviation ammunition is usually issued at an ASP. This often requires excessive travel time for squadron trucks when traveling from the field trains. When the DAO knows which ATP is providing area support to the squadron, he can coordinate with COSCOM to route appropriate ammunition to that ATP. The AB may have a supporting ATP for some operations that can be used by the squadron to reduce turnaround time. The division ATP may stock aviation Class V for the entire division. To reduce the line-hauling by the squadron to and from an ASP, the DISCOM may augment the ASB or squadron with trucks. These trucks move ammunition from the ASP to the field trains where it is transloaded onto the Class V vehicles of the squadron. The S4 must ensure Class V(A) is moved as area support responsibility changes. This is coordinated through the FLE SPO and the DAO.

Class VII

Class VII supplies are provided by the S&S company of the MSB and the supply company of the FSB. They are requisitioned and handled like Class II, III (packaged), and IV. The distribution point is set up with these other classes of supply. Some large Class VII items may be delivered by COSCOM directly to the squadron field trains. The WSRO system provides the squadron with fully operational replacement weapon systems. This system provides ready-to-fight weapon systems with crews to be picked up in the DSA at the Class VII point. These

replacement systems are taken to the squadron field trains. The HHT commander coordinates with the squadron XO for the unit to receive them. They move forward with the next LOGPAC or sooner as required.

Class VIII

Medical supplies are obtained for the squadron by the medical platoon and section. An informal method of distributing supplies is used in combat. The MSB and FSB medical companies provide medical supplies and medical peculiar repair parts. Requests are sent to the supporting medical company by vehicle, radio, or any other means.

Class IX

A PLL is maintained in the squadron by each ground troop, the squadron, and the AVUM troop. These PLLs are continuously reconstituted by authorized stockage lists and maintained by the FSB maintenance company, MSB light maintenance company, and aviation maintenance company.

Troop and squadron PLLs are often collocated in the field trains but are normally not consolidated. Elements of squadron PLL maybe forward in the UMCP for immediate use. Troop combat trains often carry selected high usage parts that can be carried on their combat vehicles. Repair parts are sent forward daily with LOGPACs. They are normally requested by troop maintenance sergeants over the squadron administrative/logistics net through the maintenance officer or technician. Critical repair parts can be brought forward immediately by the support platoon. Combat crews frequently carry high demand suspension system components for field expedient repairs.

PLL clerks request supply support, less repairable exchange (RX), quick supply store items, and major assemblies by submitting a request to the supporting maintenance company. Low-dollar value high-demand parts are obtained from the repair parts quick supply store without formal requests. Repair parts are picked up by the squadron from the supporting maintenance company Class IX distribution point.

The AVUM troop maintains the aviation PLL for the squadron. Requests for supply support are prepared by the PLL clerk and sent directly to the AMCO, located in the division rear area. Repair parts are picked up by the platoon using ground or air transportation. Repair parts may be sent forward to a FARP if requested by a contact team.

Maps

Maps are maintained by the S&S company of the MSB. The squadron requests maps through the S4 to the supporting direct support unit. When delivered, they are transported forward on unit LOGPACs. Critical maps may be delivered by air, if necessary, to initiate an operation. The S2 determines map requirements for the squadron and requests classified maps through G2 channels.

TRANSPORTATION

The squadron's major transportation assets are the support platoon and the aviation Class III and Class V section. These squadron transportation assets are limited and focus on forward support of the squadron, normally from the field trains forward. When extended line-hauling of supplies is required, particularly from support installations behind the field trains, the squadron should request support from the DISCOM. The unique service support requirements and operations of the squadron make this support request more common than for any other maneuver battalion in the division. Additional transportation assets are normally provided by the transportation motor transport company of the MSB. Utility aircraft from the assault helicopter company may be placed under operational control of the squadron to perform aerial resupply missions.

Section IV. Maintenance

UNIT MAINTENANCE

Unit maintenance is conducted the same as in the regimental squadron. Vehicle and aircraft crews perform PMCS. Troop maintenance sections and squadron maintenance platoons perform diagnosis, make minor adjustments and repairs, and repair end items by exchange.

DIRECT SUPPORT MAINTENANCE

Maintenance support teams are provided by the MSB or FSB to support the squadron in the UMCP on either a permanent basis or as needed. For direct support maintenance, emphasis is placed on repairing end items by replacing components and modules. The extent of maintenance performed on specific end items is restricted by such factors as time available for repair, availability of repair parts, resupply, and work load. Direct support is normally the highest level of maintenance support provided by the division.

AVIATION MAINTENANCE

The division aviation support battalion performs AVIM for aircraft in the division. Maintenance support teams provide support to the squadron on either a permanent or temporary basis as needed. Corps AVIM units provide backup support to the division.

CONTROLLED EXCHANGE

Once authority to conduct controlled exchange is granted, the SMO/AVUM troop commander approves each exchange. Controlled exchange is performed on site, at the UMCP, or at the AVUM troop by mechanics.

RECOVERY AND EVACUATION

The squadron is responsible for recovering its own and attached unit's damaged equipment. The troop combat trains recover the vehicle to the UMCP when the decision is made to repair at that site. When troop combat trains are overloaded, maintenance platoon recovery assets and contact teams may assist. When the decision is made to repair the equipment at a maintenance site further to the rear, either recovery or evacuation is used. If the item is to be repaired by the FSB or MSB unit providing direct support, the squadron normally recovers the piece of equipment to the direct support unit's collecting point. If squadron recovery assets are overloaded, recovery support can be coordinated with the direct support unit to preclude excessive repair delays. Equipment that cannot be repaired at the forward support unit is normally evacuated.

Evacuation is primarily the responsibility of the maintenance unit with assistance from the MSB. Equipment may be evacuated from the forward support unit to the division support area or directly to a general support unit as warranted by battle damage and assessment. The MSB transportation motor transport company normally provides the trucks used to evacuate major pieces of combat equipment. Evacuation may be from the combat trains, but is normally initiated at the forward support unit.

Aircraft recovery is performed by the AVUM troop assisted by the aviation maintenance company (AMC). The AVUM troop can perform standard rigging of their own aircraft using a tailored recovery kit. When an aircraft must be recovered off the battlefield, the AVUM troop commander moves a contact team to the site by ground or air to perform battle damage assessment and repair. This team can come from the FARP or AVUM troop location. This action is coordinated with the ground troop or other unit occupying the area. Recovery may require the on-site repair of an aircraft for a onetime flight or the preparation of an aircraft for movement directly to the first appropriate maintenance activity using another aircraft or surface vehicles. If the recovery is beyond the AVUM team's capability, AVIM support is requested. Recovery aircraft will come from AVIM or maintenance units of higher echelons.

FORWARD SUPPORT

Combat power is maximized when disabled equipment is repaired as far forward and as quickly as possible. The SMO and AVUM troop commander, in coordination with the XO, direct the maintenance effort for the squadron by using

established time guidelines and by coordinating maintenance actions. The XO deconflicts priorities and acts as the single point of contact for all logistical matters.

Forward support by the direct support units is accomplished by the frequent use of maintenance support teams (MST). The squadron normally receives the support of an MST for the ground troops and frequently receives support of an AVIM MST. MSTs are organized in the FSB and MSB for missile, communications, and other equipment as necessary. Many of these teams augment forward support units when workloads require additional assets.

AVIATION MAINTENANCE SUPPORT

The squadron is supported by the AMC in the aviation support battalion. The AMC provides AVIM for division aircraft, power plants and trains, armament, and avionics. In addition to AVIM, the AMC provides backup AVUM support, recovery and evacuation support, and aviation Class IX. The AVUM troop commander establishes a close working relationship with the AMC.

The aviation support battalion has direct support responsibility to the AB. The ASB is under the DISCOM and normally placed in direct support to the AB.

To facilitate aviation support, the AB S4 needs to know the status of squadron aircraft and maintenance activities. Since the squadron CTCP is normally operating on a maneuver brigade or the division administrative/logistics net, the S4 cannot continuously monitor the AB administrative/logistics net. Periodic reports may be forwarded to the AB S4 on the brigade administrative/logistics net by the squadron S4 on an agreed upon schedule or as necessary. Requests for aviation-specific support are requested through the FLE and forwarded to the ASB. The AVUM troop leader may conduct additional coordination with the AB S4 while conducting coordination with the AMC.

COMMUNICATIONS SECURITY MAINTENANCE

COMSEC equipment is evacuated through normal Class VII channels to the signal battalion. All direct support maintenance is performed in the division support area.

AMMUNITION

Conventional ammunition direct support maintenance is performed by nondivision ammunition companies.

Section V. Field Services

FOOD PREPARATION

Food preparation is a basic unit function performed by food service personnel throughout the theater. It is one of the most important factors in soldier health, morale, and welfare. Virtually every type of cavalry unit in the force structure, divisional and nondivisional, has some type of organic food service personnel. These personnel support the unit's food service program as directed by the commander.

WATER PURIFICATION

In nonarid regions, water purification and supply support are provided on area basis by direct support supply units in DISCOM and at echelons above division. In arid regions where sufficient water sources are not available, echelons above division units establish general support water systems.

MORTUARY AFFAIRS

Mortuary affairs are provided by the MSB S&S company. A collecting point may be established, if necessary, at the combat trains under the control of the S4. In any case, remains are evacuated as rapidly as possible to the nearest mortuary affairs collecting point in the brigade or division support areas.

AIRDROP

Airdrop support is provided by corps. The S4 requests airdrop support through the DISCOM and ensures that a drop zone is prepared and marked.

LAUNDRY, SHOWER, AND CLOTHING AND LIGHT TEXTILE REPAIR

Shower services are provided by the MSB S&S company. Shower, laundry, clothing repair (SLCR), or gratuitous issue, is requested from the MSB through DISCOM. Normally, there is one SCLR point per brigade and division support areas. Laundry and renovation services are provided by corps CSS (COSCOM) when the tactical situation permits. This service is coordinated through the local brigade S4 or directly with DISCOM, depending on the support relationship.

FORCE PROVIDER

The army's force provider is a modular system, principally designed to provide the front-line soldier with a brief respite from the rigors of a combat environment. It includes environmentally controlled billeting; modern latrines, showers, and kitchens; MWR facilities; and complete laundry support. The modules can be complexed to provide support to the regiment. The cadre for the system will need to be reinforced to provide effective support.

Section VI. Personnel Support

Personnel services, postal services, morale support, and administrative services are handled by the division AG. The others are handled by special staff officers.

PERSONNEL SERVICES SUPPORT

Personnel Readiness Management

Troops and attached units submit a personnel daily summary report to the S1 in the CTCP. The S1 forwards a squadron consolidated report to the division AG. The PAC in the field trains is furnished an information copy. These reports, together with authorized position vacancies, are the basis for requesting individual replacements and Class I resupply.

Casualty Operations Management

The first sergeant collects and forwards reports to the CTCP. The S1 cross-checks the reports, requests any needed clarification, adjusts unit strength reports, and forwards them through the PAC to the division rear command post.

Replacement Management

Replacement flow is monitored by the PAC in the field trains. The unit establishes a replacement receiving point (RRP) in the field trains. All replacements or hospital returnees are brought to the RRP for initial processing. The division AG is normally responsible for delivering replacements to the RRP. Replacements are equipped with field gear before departing the field trains. They move forward to their unit with the LOGPAC under the control of the troop supply sergeant.

Other Administrative Support

During lulls in the battle, the S1 and personnel staff noncommissioned officer (PSNCO) complete all other personnel and administrative actions necessary. If possible, these are accomplished by forming personnel contact teams that move forward to unit locations. Special consideration is given to timely processing of awards, decorations, and personnel actions.

RELIGIOUS SUPPORT

Religious support is provided by the UMT (chaplain and chaplain assistant) operating from the combat trains.

LEGAL SUPPORT

Legal service support is coordinated by the S1 section and provided to the squadron on a general support basis by the SJA of the division.

FINANCE SUPPORT

Finance support to the squadron is usually provided by finance support teams from the corps area finance support unit.

PUBLIC AFFAIRS

Information (public affairs) support for soldiers and commanders in wartime is provided by the division PAO.

POSTAL SUPPORT

Postal support is provided by the direct support postal platoon that supports the division. Division postal personnel pick up incoming mail from the corps general support postal detachment. They separate the mail by battalion-level organizations. It is either picked up by the squadron mail clerk or sent forward to him in the field trains. Outgoing mail is exchanged at the same time. The squadron mail clerk receives and sorts the mail by current task organization and distributes it to the unit supply sergeant (assistant mail clerk) who delivers it to the first sergeant, platoon sergeant, or to the soldier himself (accountable mail) during LOGPAC resupply.

ENEMY PRISONERS OF WAR

Scouts or other soldiers capturing documents and EPWs report immediately and coordinate a rendezvous with the first sergeant to turn the documents and prisoners over to him. The first sergeant moves them to the combat trains and turns them over to the S1.

The S1 plans and coordinates EPW operations, collecting points, and evacuation procedures. EPWs are evacuated from the squadron area as rapidly as possible. Prisoners may be evacuated to the vicinity of the combat trains or UMCP for processing and initial interrogation. Military police can best support the collection and evacuation of EPWs from the vicinity of the combat trains. Crews of vehicles undergoing repair or unoccupied mechanics are used as guards. Prisoners are then moved to the EPW collecting point in the BSA or DSA on returning LOGPAC vehicles or by transportation coordinated by the S4. As necessary, the S2 reviews and reports any documents or information of immediate value. The S4 coordinates evacuation of large amounts of enemy equipment.

Section VII. Combat Health Support

SQUADRON MEDICAL PLATOON

The medical platoon is the focal point of combat health support (CHS) for the squadron. It is organized to support the troops; acquire, treat, and evacuate casualties; and coordinate further evacuation as necessary. CHS is planned by the medical platoon leader/squadron surgeon and the S1. The medical platoon leader, like any staff officer, must understand the concept of the operation as well as the support plan of the supporting medical company. The surgeon is assisted by the field medical assistant in administrative and supply matters and by the physician's assistant in medical treatment. Echelon II CHS is provided by the MSB or FSB medical company on an area support basis.

The squadron aid station provides trained personnel to stabilize patients for further evacuation, provide emergency lifesaving and limb-saving treatment, and treat minor wounds or illness for return to duty. The aid station can operate two treatment teams for a limited time. Based on the mission, the squadron aid station may operate a forward and a main aid station or consolidate under a single aid station. When echeloned, the aid stations are limited in their capabilities primarily to triage, stabilization, and preparation for evacuation. This is the normal configuration during combat operations. The aid stations may position laterally as during a zone reconnaissance of the division front or bound during a movement to contact. The main aid station has the capability of manning a dirty aid station during NBC operations. The physician's assistant and surgeon position themselves where they can best support CHS operations. The primary responsibility of the medical platoon leader is to coordinate and supervise casualty evacuation, Class VIII resupply, and

support, for the aid stations, and to assist in CHS tactical planning. He moves between the two aid stations, coordinating evacuation and movement of the aid stations. When not deployed, the aid station is normally consolidated with the CTCP.

Aid and evacuation teams are attached to troops on a habitual basis. They support the troop with treatment and evacuation to the squadron aid station. They also support downed aircrews in the troop area of operations.

Units with area support responsibility are included in the planning process, and additional assets are allocated to the area supporting medical company to compensate for the additional casualty load. Under normal circumstances, ambulance support is pushed forward with the field trains to assist in casualty evacuation. Maximum use of aerial evacuation for liter-urgent patients should be planned and exercised.

MEDICAL EVACUATION

Key to the CHS support plan is the medical evacuation plan. The squadron must plan medical evacuation from the troop aid stations all the way back to the FSB medical company providing area support. The S4 must coordinate with the maneuver brigade S4 all ambulance exchange points, and post them to his support graphics. He coordinates for attached ambulance support from the division medical operations center and DISCOM. Internal vehicles for mass casualty evacuation are identified and positioned forward. The S4 tracks active and inactive ambulance exchange points and disseminates that information to the main and forward aid stations. As casualties occur, the S4 directs assets to assist with casualty evacuation. Recovery responsibility does not end until casualties are transloaded at an ambulance exchange point or are transported to a medical company in a BSA on an area support basis. Medical evacuation beyond the squadron aid station is the responsibility of the MSB or FSB medical company. Patients are evacuated no further to the rear than their condition requires and returned to duty as soon as possible. Medical evacuation outside the squadron may be accomplished by ground or air means.

Aeromedical evacuation out of the squadron is used to the maximum extent possible. Ground ambulances are used only for those patients who cannot be evacuated by air.

COMBAT HEALTH LOGISTICS

The medical platoon maintains a two-day stockage of medical supplies. To prevent unnecessary depletion of blankets, litters, splints, and other equipment, the receiving medical facility exchanges like property with the squadron when it accompanies the patient.

Section VIII. Reconstitution

Reconstitution within the squadron is accomplished the same way it is in the regiment. Reorganization is a continuous process and should be part of unit SOP. Reconstitution of air cavalry troops may require support from the aviation brigade due to the low density of pilots and airframes in the squadron.

Regeneration is normally accomplished by the corps or echelons above corps.