

ADP 4-0

Sustainment

JULY 2012

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Sustainment

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*This manual supersedes FM 4-0, dated 30 April 2009.

Preface

Army Doctrine Publication (ADP) 4-0, *Sustainment*, is the Army's doctrine for sustainment of Army missions. This principle level doctrine focuses on the three elements of sustainment: logistics, personnel services, and health service support.

The principal audience for ADP 4-0 is all members of the profession of arms. Commanders and staffs of Army headquarters serving as joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations and joint or multinational forces. Trainers and educators throughout the Army will also use this manual. Commanders, staffs, and subordinates ensure their decisions and actions comply with applicable U.S., international, and, in some cases, host-nation laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war and the rules of engagement. (See Field Manual [FM] 27-10.)

ADP 4-0, *Sustainment*, uses joint terms where applicable. Selected joint and Army terms and definitions appear in both the glossary and the text. Terms for which ADP 4-0 is the proponent publication (the authority) are marked with an asterisk (*) in the glossary. Definitions for which ADP 4-0 is the proponent publication are in boldfaced text. For other definitions shown in the text, the term is italicized and the number of the proponent publication follows the definition.

ADP 4-0 applies to the Active Army, Army National Guard/Army National Guard of the United States, and United States Army Reserve unless otherwise stated.

The proponent of ADP 4-0 is the U. S. Army Combined Arms Support Command. The preparing agency is the Training and Doctrine Directorate, Doctrine Division, U.S. Army Combined Arms Support Command. Send comments and recommendations on a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Commander, U.S. Army Combined Arms Support Command and Fort Lee, ATTN: ATCL-TDD (ADP 4-0), 2221 Adams Avenue, Fort Lee, VA 23831-2102 or by email to usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil or submit an electronic DA Form 2028.

Introduction

ADP 4-0 and ADRP 4-0, *Sustainment*, supports ADP 3-0 and ADRP 3-0, *Unified Land Operations*. This principle level doctrine focuses on how the elements of sustainment: logistics, personnel services, and health services support ensure operational success by giving Army forces operational reach, freedom of action, and prolong endurance. It serves as the doctrinal bridge fostering the understanding of the seamless nature and essential linkages of sustainment capabilities from the strategic base to tactical level operations. Figure 1 reflects the doctrine for how sustainment supports a commander's ability to conduct decisive action.

ADP 3-0, *Unified Land Operations*, describes the Army's participation in unified action as part of the joint force. The "Anticipated Operational Environment" describes the challenges the Army may face in ever increasingly complex operational environments. ADP 4-0, *Sustainment*, in a similar fashion, establishes the basic doctrinal framework for the critical role sustainment plays in the success of operations.

The success of the joint sustainment environment occurs through constant and deliberate coordination, collaboration, and synchronization of intergovernmental agencies and joint and Service sustainment capabilities, intrinsically linked across all sustainment elements and across all levels of war. Army sustainment, consisting of its historically provided capabilities of logistics, personnel services and health service support, is enhanced by joint interdependence. Sustainment is also enabled by a strategic base which provides the essential links to strategic and national enablers and serves as the point around which theater sustainment is initiated and maintained. Sustainment capabilities supported by the national strategic base and synchronized with theater operations are essential for operational reach, freedom of action, and prolong endurance.

Mission command enables sustainment commanders and staffs to operate in a decentralized environment. Through mission command of sustainment, operational commanders have the confidence they can act boldly to conduct decisive action. The operations process within mission command for sustainment enables the planning and synchronization of strategic and operational support and delivers required sustainment in the appropriate quantity and quality to ensure tactical success. Theater and operational level HQs focus on coordinating national and strategic support and services to shape future operations. At the operational and tactical levels, sustainment brigade and battalion level HQs focus on providing direct support. Linked information systems allow them to maintain awareness of the strategic and theater support being coordinated.

Operations and sustainment must be linked. ADP 4-0 provides the doctrinal framework for how Army sustainment supports unified land operations.

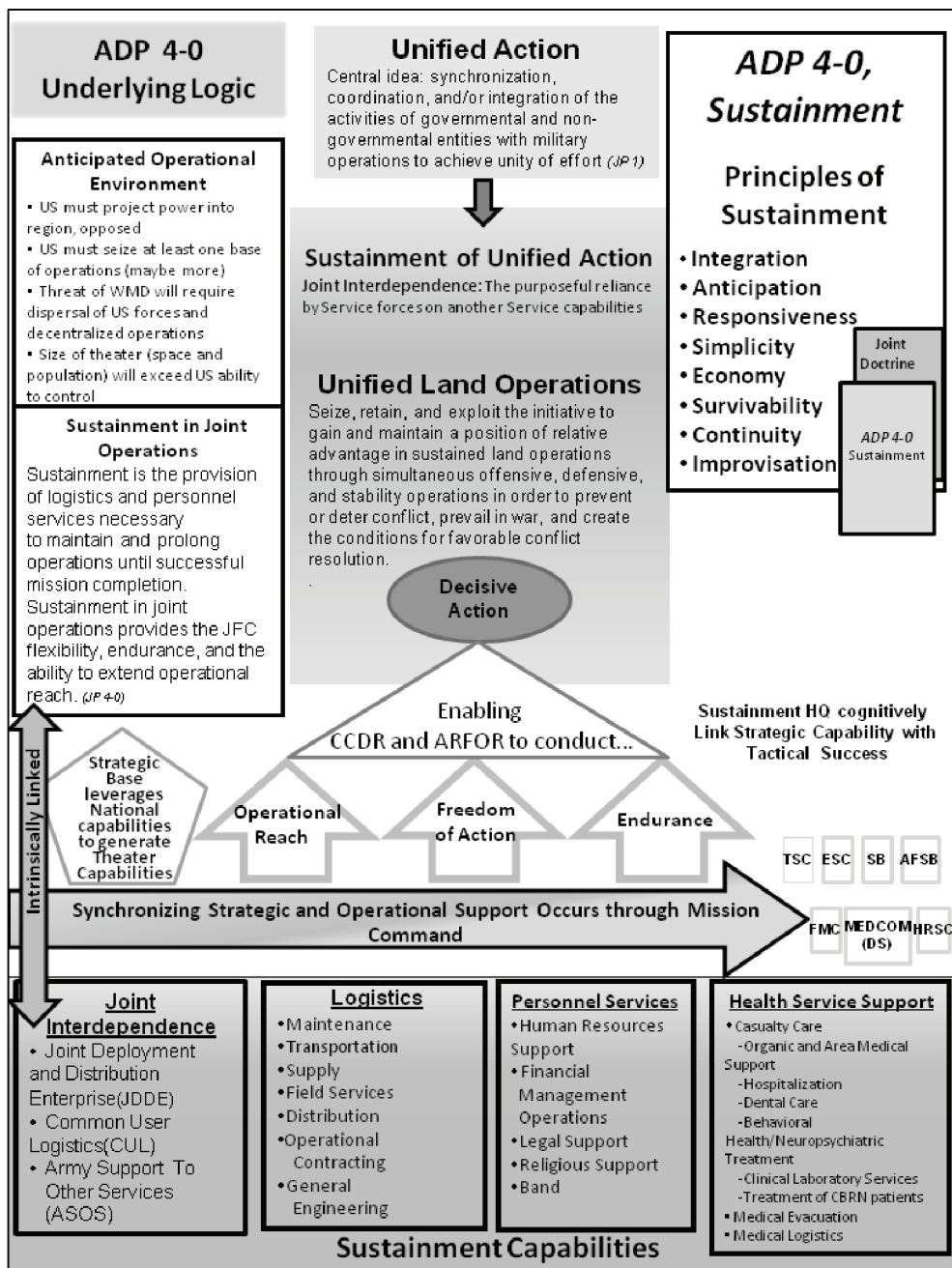


Figure 1. Sustainment underlying logic

For the Army, **sustainment is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion.** This is accomplished through the integration of national and global resources and ensures Army forces are physically available and properly equipped, at the right place and time, to support the combatant commander (CCDR) in the conduct of operations. This publication will first describe elements of the sustainment warfighting function and the guiding principles for conducting sustainment of operations. It will discuss the importance of joint interdependence which is crucial for sustaining unified land operations. Finally, it will describe how sustainment supports decisive action, providing Army forces operational reach, freedom of action and endurance.

For the purpose of this manual, the use of the terms Sustainment Headquarters and/or Sustainment Command refer to those organizations that by design or mission provide one or more of the elements of sustainment (logistics, personnel services, or health service support).

SUSTAINMENT WARFIGHTING FUNCTION

1. *The sustainment warfighting function* is related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance (ADP 3-0). The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. Successful sustainment enables freedom of action by increasing the number and quality of options available to the commander. It is essential to retaining and exploiting the initiative. The sustainment warfighting function consists of three major elements: logistics, personnel services, and health service support.

LOGISTICS

2. **Logistics is planning and executing of the movement and support of forces. It includes those aspects of military operations that deal with: design and development; acquisition, storage, movement, distribution, maintenance, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.** Explosive ordnance disposal is a function of logistics. However, EOD tasks are discussed under the protection warfighting function (see FM 3-37 and ATTP 4-32). Logistics consists of the following:

- Maintenance (ATTP 4-33).

- Transportation (FM 55-1).
- Supply (FM 10-1).
- Field services (FM 10-1).
- Distribution (ATTP 4-0.1).
- Operational contract support (ATTP 4-10).
- General engineering support (FM 3-34).

PERSONNEL SERVICES

3. **Personnel services are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army.** Personnel services provide economic power at the operational and tactical levels. Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel. Personnel services consist of the following:

- Human resources support (FM 1-0).
- Financial management operations (FM 1-06).
- Legal support (FM 1-04).
- Religious support (FM 1-05).
- Band support (ATTP 1-19).

HEALTH SERVICE SUPPORT

4. *Health service support* encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well being of personnel in the Army and, as directed, in other Services, agencies, and organizations (ATTP 4-02). Army Health System support includes both health service support and force health protection. The health service support mission is a part of the sustainment warfighting function. The force health protection mission falls under the protection warfighting function and will not be covered in this publication. See ATTP 4-02 and FM 4-02.12 for a full description of Army Health System support. Health service support consists of the following medical functions:

- Casualty care, which encompasses a number of Army Medical Department functions, include—
 - Organic and area medical support.
 - Hospitalization.
 - Dental care (treatment aspects).

- Behavioral health/neuropsychiatric treatment.
 - Clinical laboratory services.
 - Treatment of chemical, biological, radiological, and nuclear patients.
- Medical evacuation.
 - Medical logistics.

PRINCIPLES OF SUSTAINMENT

5. The sustainment principles are essential to maintaining combat power, enabling strategic and operational reach, and providing Army forces with endurance. While these principles are independent, they are also interrelated. The principles of logistics are the same as the principles of sustainment.

6. **Integration is combining all of the elements of sustainment (tasks, functions, systems, processes, organizations) to operations assuring unity of command and effort.** Army forces integrate sustainment with joint forces and multinational operations to maximize the complementary and reinforcing effects from each Service and national resources.

7. **Anticipation is the ability to foresee operational requirements and initiate actions that satisfy a response without waiting for an operations order or fragmentary order.** Sustainment commanders and staffs visualize future operations, identify required support and start the process of acquiring the sustainment that best supports the operation.

8. **Responsiveness is the ability to react to changing requirements and respond to meet the needs to maintain support.** Through responsive sustainment, commanders maintain operational focus and pressure, set the tempo of friendly operations to prevent exhaustion, replace ineffective units, and extend operational reach.

9. **Simplicity relates to processes and procedures to minimize the complexity of sustainment.** Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity.

10. **Economy is providing sustainment resources in an efficient manner to enable a commander to employ all assets to achieve the greatest effect possible.** It is achieved through efficient management and discipline, prioritizing and allocating resources, and capitalizing on joint interdependencies. It can also be achieved by contracting for support or using host nation resources to reduce or eliminate the use of military resources.

11. **Survivability** is all aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy (JP 3-34). Survivability consists of a quality or capability of military forces which permits them to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. In mitigating risks and minimizing disruptions to sustainment, commanders often must rely on the use of redundant sustainment capabilities and alternative support plans.

12. **Continuity is the uninterrupted provision of sustainment across all levels of war.** It is achieved through a system of integrated and focused networks linking sustainment across the levels of war, other Service support capabilities, and to operations. It assures confidence in sustainment allowing commanders' freedom of action, operational reach and prolonged endurance.

13. **Improvisation is the ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission.** It includes creating, inventing, arranging, or fabricating what is needed from what is available. The sustainment commander must apply operational art to visualize complex operations and understand what is possible at the tactical level. These skills enable commanders to improvise operational and tactical actions when enemy actions or unexpected events disrupt sustainment operations.

PRINCIPLES OF PERSONNEL SERVICES

14. The principles of personnel services guide the functions for maintaining Soldier and Family support, establishing morale and welfare, funding the force, and enforcing the rules of law. In addition to the principles of sustainment, the following principles are unique to personnel services.

15. **Synchronization** is ensuring personnel services are effectively aligned with military actions in time, space, and purpose to produce maximum relative readiness and operational capabilities at a decisive place and time. It includes ensuring that personnel services are synchronized with the operations process.

16. **Timeliness** ensures decision makers have an access to relevant personnel services information and analysis that support current and future operations. It also supports a near real-time common operational picture across all echelons of support.

17. **Stewardship** is the careful and responsible management of resources entrusted to the government in order to execute responsible governance. Stewardship most closely relates to financial management operations. Stewardship requires the availability of timely and accurate financial information to facilitate sound decision making and ensure that resources are used in compliance with existing statutory and regulatory guidance.

18. **Accuracy** of information impacts the decisions made by commanders and also Soldiers and their Families. For Soldiers, accurate information impacts their careers, retention, compensation, promotions, and general well being. For Family members, accuracy of information is critical for next of kin notification. Personnel services providers must understand the dynamic nature of a system's architecture.

19. **Consistency** involves providing uniform and compatible guidance and support to forces across all levels of operations. Personnel services providers coordinate with the appropriate DOD organizations, governmental organizations and Services to ensure uniformity of support. For example, in financial management consistency is essential for making appropriate provisions for pay support and services, establishing banking and currency support, payment of travel entitlements and cash operations to support the procurement process (JP 1-06).

PRINCIPLES OF THE ARMY HEALTH SYSTEM

20. The principles of the Army Health System (AHS) guide medical planners in developing operational plans which are effective, efficient, flexible, and executable. The AHS principles apply across all medical functions and are synchronized through medical mission command and close coordination and synchronization of all deployed medical assets through medical technical channels. See ADRP 4-0 and ATTP 4-02 for more information on the AHS principles.

21. **Conformity** with the tactical plan is the most basic element for effectively providing AHS support. In order to develop a comprehensive concept of operations, the medical commander must have direct access to the tactical commander. Army Health System planners must be involved early in the planning process and once the plan is established it must be rehearsed with the forces it supports.

22. **Proximity** is to provide AHS support to sick, injured, and wounded Soldiers at the right time and to keep morbidity and mortality to a minimum. Army Health System support assets are placed within supporting distance of the maneuver forces which they are supporting, but not close enough to impede ongoing operations. As the battle rhythm of the medical commander is similar to that of the tactical commander's, it is essential that AHS assets are positioned to rapidly locate, acquire, stabilize, and evacuate combat casualties.

23. **Flexibility** is being prepared and empowered to shift AHS resources to meet changing requirements. In addition to building flexibility into operation plans to support the tactical commander's scheme of maneuver, the medical commander should maintain the flexibility to rapidly transition from one level of violence to another across the range of military operations. Therefore, the medical commander, in conjunction with the command surgeon, closely monitors these valuable assets to rapidly reallocate or recommend the reallocation of this lifesaving skill to the brigade combat teams in contact with the enemy and where the highest rates of Soldiers will potentially receive traumatic wounds and injuries are anticipated.

24. **Mobility** is to ensure that AHS assets remain in supporting distance to support maneuvering forces. The mobility, survivability (such as armor plating and other force protection measures), and sustainability of medical units organic to maneuver elements must be equal to the forces being supported. Major AHS headquarters in echelons above brigade continually assess and forecast unit movement and redeployment. Army Health System support must be continually responsive to shifting medical requirements in the operational environment.

25. **Continuity** in care and treatment is achieved by moving the patient through progressive, phased roles of care, extending from the point of injury or wounding to the CONUS-support base. Each type of AHS unit contributes a measured, logical increment in care appropriate to its location and capabilities.

26. **Control** is required to ensure that scarce AHS resources are efficiently employed and support the tactical and strategic plan. It also ensures that the scope and quality of medical treatment meet professional standards, policies, and U.S. and international law. As the AMEDD is comprised of 10 medical functions which are interdependent and

interrelated, control of AHS support operations requires synchronization to ensure the complex interrelationships and interoperability of all medical assets remain in balance to optimize the effective functioning of the entire system.

SUSTAINMENT OF UNIFIED LAND OPERATIONS

27. Army forces are employed within a strategic environment. Army forces operate as part of a larger national effort characterized as unified action. *Unified action* is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve a unity of effort (JP 1). Unified land operations acknowledge that strategic success requires fully integrated U.S. military operations to include the efforts of unified action partners. The sustainment of unified land operations requires a continuous interoperable network linking the strategic, operational, and tactical levels.

JOINT INTERDEPENDENCE

28. *Joint interdependence* is the purposeful reliance by one Service's forces on another Service's capabilities to maximize the complementary and reinforcing effects of both (JP 3-0). Army forces operate as part of an interdependent joint force. The following paragraphs are some examples of joint interdependence.

29. The United States Air Force through the Air Mobility Command, provides worldwide cargo and passenger airlift, air refueling, and aeromedical evacuation. Air Mobility command also provides Contingency Response Elements that provide enroute ground support for airlift operations.

30. Joint logistics over-the-shore operations occur when Navy and Army forces conduct logistics over-the-shore operations together under a joint force commander. The Navy's cargo off-load and discharge system is comprised of the container off-loading and transfer system and the offshore bulk fuel system. Army provides lighterage, roll-on/roll-off discharge facilities, causeway systems, and shore-based water storage systems.

31. The Army plays a critical role in setting the theater and is the primary Service with a sustainment capability to conduct this mission on a large and long term scale. The Army is responsible for theater opening; port and terminal operations; conducting reception, staging, onward movement, and integration; force modernization and theater-specific training; and common-user logistics to joint and multinational forces. As a result of Title 10, United States Code (U.S. Code), Department of Defense (DOD) Directives and Executive Agent responsibilities, the Army contributes a significant portion of sustainment to support joint operations. Title 10, U.S. Code describes the organization, roles, and responsibilities for the elements of the DOD to include the statutory requirements for each Military Department to provide support to assigned forces. Executive Agency responsibility is a delegation of authority by the Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense.

STRATEGIC CONTEXT

32. In the U.S., sustainment originates at the strategic base. The strategic base consists of the Department of Defense and industrial bases. The DOD acquisitions sustainment resources and capabilities and provide them for use in support of national strategic objectives. The industrial base, consisting of privately and government-owned capabilities, manufactures, maintains, modifies, and repairs resources required by U.S. forces. The strategic base generates Army capabilities which are employed across the strategic and operational environments.

33. The Defense Logistics Agency is the focal point for sustainment support to Joint Forces during peace and war by providing supply classes (CL) I, II, III bulk (B) package (P), IV, VIII and Class IX. DLA Disposition Services provides material reutilization, marketing, demilitarization and disposal services throughout the world and is an active partner with deployed units in contingency environments.

34. The United States Transportation Command provides common-user and commercial air, land, and sea transportation (including patient movement), terminal management, and aerial refueling to support deployment, sustainment, and redeployment of U.S. forces. The U.S. Transportation Command is composed of three component commands; the Air Mobility Command, the Military Sealift Command and the U.S. Military Surface Deployment and Distribution Command. These component commands provide inter-modal transportation to meet national security objectives.

35. The Defense Finance and Accounting Service is responsible for the delivery of accounting and financial management services for the DOD. It coordinates and collaborates with all civilian defense agencies, military services and the combatant commands that provide warfighting capabilities.

36. The United States Army Space and Missile Defense Command operations provide space-related tactical planning and support, expertise, advice, and liaison regarding available space capabilities that facilitate joint sustainment operations. The Army's Space Support Elements, the Army's Space Support Teams, and Commercial Imagery Teams provide space-related support for sustainment across all levels of war.

ARMY SUSTAINMENT RESPONSIBILITIES

37. Title 10, U.S. Code, specifies that individual Services retain sustainment responsibility. As such, each Service retains responsibility for the sustainment of forces it allocates to a joint force. The Secretary of the Army exercises this responsibility through the Chief of Staff of the Army and the Theater Army assigned to each combatant command.

38. The Theater Army is responsible for the preparation and administrative support of Army forces assigned or attached to the combatant command. However, the purposeful combination of service capabilities to create joint interdependent forces is often the most effective and efficient means by which to sustain a joint force. The options for executing sustainment of a joint force may include any combination of Directive Authority for Logistics, Executive Agency, lead service and/or establishing a joint command for

logistics. In order for the joint command for logistics to succeed, the CCDR must augment it with the capabilities needed to integrate and control the delivery of theater support to meet the joint force requirements. If the Army is designated for establishing a joint command for logistics, the Army Theater Sustainment Command will fulfill that role.

39. The Secretary of Defense may designate the head of a DOD component (such as Chief of a Service, CCDR, or director of a Combat Support Agency) as an Executive Agent for specific responsibilities, functions, and authorities. When designated as an Executive Agent, the Army is specifically tasked by the Secretary of Defense for certain responsibilities sometimes limited by geography, sometimes for a particular operation, and sometimes for the entire DOD on a continuing basis.

40. The list below (not all inclusive) is an example of some of the Army's sustainment Executive Agent responsibilities:

- DOD Combat Feeding Research and Engineering Program.
- Management of Land-based Water Research in Support of Contingency Operations.
- Law of War Program.
- Defense Mortuary Affairs Program.
- Military Postal Service.
- Explosive Safety Management.
- Armed Services Blood Program Office.

ROLE OF GENERATING FORCES

41. *Generating forces* consist of those Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment (FM 1-01). The generating force activities include support of readiness, Army force generation, and the routine performance of functions specified and implied in Title 10 USC. Generating force capabilities include analyzing, understanding and adapting, and generating operational forces tailored to the specific context in which they will be employed.

42. The generating force is responsible for moving Army forces to and from ports of embarkation. They also provide capabilities to assist in the management and operation of ports of embarkation and debarkation and provide capabilities to CCDR to conduct reception, staging, onward movement, and integration (RSOI).

43. An example of an Army generating force is the U.S. Army Materiel Command (USAMC). The USAMC is the Army's materiel integrator. It provides theater support contracting services and Logistics Civil Augmentation Program support to Army forces conducting operations. Support missions are primarily executed through the Army Sustainment Command and its subordinate organizations, the Army Field Support Brigade and the Army Contracting Support Brigades.

ROLE OF OPERATING FORCES

44. *Operating forces* are those forces whose primary missions are to participate in combat and the integral supporting elements thereof (see FM 1-01). Operational Army units are typically assigned to CCDRs. The Army normally executes its responsibilities to organize, train, and equip operational Army units through the Army Service Component Commands.

45. When an Army Service Component Command is in support of a CCDR, it is designated as a Theater Army (see FM 3-93). The Theater Army is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces. The Theater Army HQ performs functions that include reception, staging, onward movement, and integration; logistics over-the-shore operations; and security coordination. Below is a summary of some of the major sustainment operating force organizations.

46. The Theater Sustainment Command (TSC) serves as the senior Army sustainment HQ (less medical) for the Theater Army. The TSC provides mission command of units assigned, attached, or under its OPCON capabilities (see FM 4-94).

47. Expeditionary Sustainment Commands (ESC) are force pooled assets and are under the mission command of the TSC. The ESC plans, prepares, executes, and assesses sustainment, distribution, theater opening, and reception, staging, and onward movement operations for Army forces in theater (see FM 4-94).

48. The Theater Engineer Command (TEC) serves as the senior engineer headquarters for a Theater Army, land component headquarters, or potentially a JTF. It is designed to mission command engineer capabilities for all assigned or attached engineer brigades and other engineer units and missions for the joint force land component or Theater Army commander. It is the only organization designed to do so without augmentation and can provide the JFC with an operational engineer headquarters or augment an engineer staff for a JTF. The TEC is focused on operational-level engineer support across all three of the engineer disciplines (see FM 3-34).

49. The Human Resource Sustainment Center is a multifunctional organization (staff element), and theater-level center assigned to a TSC that integrates and ensures execution of personnel accountability, casualty, and postal functions throughout the theater (see FM 1-0).

50. The Financial Management Center is a tailorable financial management unit whose primary mission is to provide technical coordination of all theater finance operations and serve as the principal advisor to the Theater Army G-8 and the TSC commander (see FM 1-06).

51. The Medical Command (Deployment Support) (MEDCOM [DS]) serves as the senior medical command within the theater. The MEDCOM (DS) provides mission command for medical units delivering health care in support of deployed forces. The MEDCOM (DS) provides subordinate medical organizations to operate under the medical brigade and/or multifunctional medical battalion (see FM 4-02.12).

INTERAGENCY AND INTERGOVERNMENTAL COORDINATION

52. *Interagency coordination* is the interaction that occurs between agencies of the U.S. Government, including the Department of Defense for the purpose of achieving an objective (JP 3-08). Intergovernmental coordination includes interaction with organizations such as the United Nations. Interagency coordination forges the vital link between the military and the diplomatic, informational, and economic instruments of national power. The U.S. military sustainment capabilities are frequently requested and are provided in support of these organizations. This support may include intertheater and intratheater airlift; ground transportation of personnel, equipment and supplies; airfield control groups; and port and railhead operations.

53. The U.S. sustainment capabilities are often tasked to support civilian populations. Sustainment support to populations occurs during stability tasks and defense support of civil authorities. Operations such as stability and defense support of civil authorities are often sustainment intensive particularly in logistics, financial management, medical, and engineering capabilities. While the ways and means between military and civilian organizations may differ, they share many purposes and risks. Unity of effort between intergovernmental organizations, non-governmental organizations, and military forces should be the goal.

SUSTAINMENT AND MULTINATIONAL OPERATIONS

54. A major objective when Army forces participate in the sustainment of multinational deployments is to maximize operational effectiveness. Support provided and received in multinational operations must be in accordance with existing legal authorities.

55. In multinational operations, sustainment of forces is primarily a national responsibility. Merging national sustainment systems into multinational support systems requires the willingness to share the control of vital support functions with a multinational commander, and requires technical interoperability of national support assets. Standardization agreements provide policy and standards to multinational forces and contribute to the essential framework for specific support concepts, doctrine procedures and technical designs.

SUSTAINMENT OF DECISIVE ACTION

56. Through decisive action Army units seize, retain, and exploit the initiative to gain a position of relative advantage over the enemy. This is accomplished through simultaneous combination of offensive, defensive, and stability tasks that set conditions for favorable conflict resolution.

57. Sustainment is one of the elements of sustaining operations. Sustaining operations, typically address important sustainment and protection actions essential to the success of decisive and shaping operations. A sustaining operation is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power and is inseparable from decisive and shaping operations. Sustaining

operations include personnel and logistical support, support security, movement control, terrain management, and infrastructure development.

MISSION COMMAND OF SUSTAINMENT OPERATIONS

58. *Mission command* is the exercise of authority and direction by the commander using mission orders to enable disciplined initiative within the commander's intent to empower agile and adaptive leaders in the conduct of unified land operations (ADP 6-0). In executing mission command, sustainment commanders must have a broad perspective, understanding, and knowledge of sustainment activities throughout the operational area. They must understand and share the visualization of the operational commander and then employ all sustainment capabilities at their disposal in support of the operation. Sustainment commanders must know that understanding comes from the bottom up, not just from the top down. They also use the principles of mission command to guide their actions. (See Army doctrine on mission command.)

SUSTAINMENT PLANNING

59. Sustainment planning indirectly focuses on the threat but more specifically on sustaining friendly forces to the degree that the Army as a whole accomplishes the desired end state. Sustainment commanders must understand processes and procedures for how sustainment is provided and the resources available to them. A firm doctrinal grasp enables sustainment staffs to use and apply the planning tools and other doctrinal reference to facilitate knowledge and understanding of the sustainment systems. Sustainment commanders build upon their understanding by collecting, processing, storing, displaying and disseminating information that impacts the operation.

60. Sustainment should not be an impediment to an operation. Sustainment commanders and planning staffs coordinate and synchronize every stage of the planning process with the operational staff. Sustainment commanders and staffs present credible courses of action commensurate with sustainment capabilities to allow as much freedom of action as possible. They also coordinate, synchronize and integrate the sustainment plan with joint and multinational partners to ensure continuous linkage with strategic level providers. Limitations like, insufficient infrastructure or the availability of a key class of supply or replacement weapon systems has a bearing on the commander's ability to execute the mission. A successful sustainment plan will extend operational reach, prevent culmination or loss of the initiative, manage transitions, exploit possible opportunities, and mitigate risk.

OPERATIONAL REACH

61. Operational reach is a necessity for successful operations. *Operational reach* is the distance and duration across which a unit can successfully employ military capabilities (JP 3-0). The limit of a unit's operational reach is its culminating point. Operational reach is facilitated by prepositioning stocks; capability to project Army forces and sustainment to an operational environment; to open theater ports; establish forward bases; and to close a theater upon conclusion of an operation.

ARMY PREPOSITIONED STOCKS

62. The Army Prepositioned Stocks (APS) program is an Army strategic program. The primary purposes of APS are to reduce the initial strategic lift required to support a force projection Army and to sustain the Soldier until lines of communication are established. The APS phase of the operation focuses on deployment, reception, drawing equipment, and staging in order to facilitate the integration of forces into the operation. The USAMC is the overall manager of APS. The ASC executes the APS program and manages all equipment and stocks (except medical supplies and subsistence items). The U.S. Army Medical Materiel Agency manages medical APS and subsistence items are managed by Defense Logistics Agency.

FORCE PROJECTION

63. *Force projection* is the ability to project instruments of national power from the U. S. or another theater in response to requirements for military operations (JP 3-0). It includes the processes of mobilization, deployment, employment, sustainment, and redeployment of forces. These processes are a continuous, overlapping, and repeating sequence of events throughout an operation.

THEATER OPENING

64. *Theater opening* is the ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system, and to facilitate throughput for the reception, staging, and onward movement of forces within a theater of operations. It is a complex joint process involving the geographic CCDR; strategic and joint partners and intergovernmental organizations working together to set the conditions for support and lay the groundwork for expansion of the theater distribution system.

65. Port opening and port operations are critical components for preparing theater opening. Commanders and staffs coordinate with the host nation to ensure sea ports and aerial ports possess sufficient capabilities to support arriving vessels and aircraft.

BASING

66. Basing directly enables and extends operational reach, and involves the provision of sustainable facilities and protected locations from which units can conduct operations. Army forces typically rely on a mix of bases and/or base camps to deploy and employ landpower simultaneously to operational depth. Options for basing span the range from permanent basing in CONUS to permanent or contingency (non-permanent) basing overseas. A *base camp* is an evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations (see Army doctrine on base camps).

67. In response to an emergency or disaster, a DOD installation can be used as a base support installation, incident support base, and as a modular airborne fire-fighting system. An installation is the domestic equivalent to a theater base. It may be the APOD, the joint RSOI facility and/or may be required to provide common user logistics (CUL)

to the joint response forces. In addition, installation may become a training facility and principal base for the federal relief efforts known as an Incident Support Base.

THEATER CLOSING

68. **Theater closing is the process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities.** It begins with terminating joint operations which are an aspect of the CCDR's functional or theater strategy that links to achievement of national strategic objectives.

69. Army sustainment organizations perform a number of terminating tasks including redeployment of remaining forces, drawdown of non-unit materiel, and transitioning of materiel, facilities and capabilities as specified in national agreements to host nation or civil authorities. The USAMC's Retrograde Property Assistance Teams facilitate the turn-in of equipment for retrograde, redistribution and reset of the force. The TSC/ESC works closely with the Defense Logistics Agency Support Team and Expeditionary Disposal Remediation Teams to provide expert advice and oversight on the preparation for and the closure of Army units. Contracting for life support services and retrograde support must continue until the last troop leaves, but standards of support should be reduced as much as possible prior to final contract closeout.

FREEDOM OF ACTION

70. Freedom of action enables commanders with the will to act, to achieve operational initiative and control and maintain operational tempo. Enabling freedom of action requires that sustainment commanders synchronize the sustainment plan with the operations plan to ensure supported commanders can operate freely and unencumbered by limited resources. Sustainment commanders can enable freedom of action through preparing and putting in place sustainment capabilities.

NEGOTIATIONS AND AGREEMENTS

71. Negotiating and establishing agreements with host nation resources is important for establishing freedom of action. Through negotiation and agreements, Army forces can reduce the military sustainment footprint and resources to focus on higher priority operations requiring greater military sustainment involvement.

72. Host nation support agreements may include pre-positioning of supplies and equipment, OCONUS training programs, and humanitarian and civil assistance programs. These agreements are designed to enhance the development and cooperative solidarity of the host nation and provide infrastructure compensation should deployment of forces to the target country be required. The pre-arrangement of these agreements reduces planning times in relation to contingency plans and operations.

SUSTAINMENT PREPARATION OF THE OPERATIONAL ENVIRONMENT

73. *Sustainment preparation of the operational environment* is the analysis to determine infrastructure, physical environmental, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan. The sustainment preparations of the operational environment assist planning staffs to refine the sustainment estimate and concept of support. It identifies friendly resources (host-nation support, contractible, or accessible assets) or environmental factors (endemic diseases, climate) that impact sustainment.

SUSTAINING OFFENSIVE TASKS

74. An *offensive task* is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). Sustainment operations in support of offensive tasks are high in intensity. Commanders and staffs plan for increased requirements and demands, anticipate where the greatest need might occur, and develop a priority of support. Sustainment planners may consider positioning sustainment units in close proximity to operations to reduce response times for critical support.

SUSTAINING DEFENSIVE TASKS

75. A *defensive task* is conducted to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability tasks (ADRP 3-0). For sustainment, the movement of materiel and troops within the area of operation has to be closely and continuously coordinated, controlled, and monitored. Distribution managers direct forecasted sustainment to designated units. Army health system support assets should be placed within supporting distance of maneuver forces but not close enough to impede ongoing operations.

SUSTAINING STABILITY TASKS

76. *Stability* tasks are tasks conducted as part of operations outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. See Army doctrine on decisive action. Sustainment of stability tasks often involves supporting U.S. and unified action partners in a wide range of missions and tasks. It will almost always require interaction with other governmental agencies and nongovernmental organizations.

SUSTAINING DEFENSE SUPPORT OF CIVIL AUTHORITY TASKS

77. Defense Support of Civil Authorities is support provided by U.S. Federal military forces, DOD civilians, DOD contract personnel, DOD component assets, and National Guard forces (when the Secretary of Defense, in coordination with the Governors of the affected States, elects and requests to use those forces in Title 32, USC, status) in response to requests for assistance from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special

events. Also known as civil support. (See joint and Army doctrine on defense support to civil authorities). During disaster response sustainment provides capabilities necessary to respond to requests for assistance from civil authorities and support to the responding DOD forces. Army units are expected to be self-sustaining and National Guard forces are supported through their state's joint force headquarters.

ENDURANCE

78. Endurance refers to the ability to employ combat power anywhere for protracted periods (ADRP 3-0). Endurance stems from the ability to maintain, protect, and sustain forces, regardless of how far away they are deployed, how austere the environment, or how long land power is required.

DISTRIBUTION

79. Distribution is key for endurance. Endurance is enabled by an Army distribution system (referred to as theater distribution) that provides forces with a continuous flow of sustainment. The distribution system is a complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military resources between point of receipt into the military system and point of issue to using activities and units (see ATTP 4-0.1). An important aspect of distribution is in-transit visibility. *In-transit visibility* is the ability to track the identity, status, and location of DOD units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients and personal property from origin to consignee, or destination across the range of military operations (JP 3-35).

CONCLUSION

80. The U.S. Army conducts sustainment as part of a joint interagency, inter-governmental, and multinational force environment. Army sustainment is the provision of logistics, personnel services, and health service support necessary to maintain and prolong operations until successful mission completion. Sustainment is a critical and essential enabler that allows the U.S. forces to deploy long distances (operational reach), conduct operations across the depth and breadth of the operational area (freedom of action), and maintain operations for extended durations (prolong endurance). Sustainment is inherently joint and its effectiveness and efficiencies are achieved through joint interdependence. Sustainment requires an unbreakable bond between the strategic base that provides a continuous flow of resources and capabilities; the operational forces that plan, synchronize and distribute sustainment to the tactical level; and maneuver forces whose sustainment maintains their combat readiness, strength, and endurance.

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

ADP	Army Doctrine Publication
APS	Army Prepositioned Stocks
APOD	Aerial port of debarkation
CCDR	Combatant Commander
CONUS	continental United States
ESC	Expeditionary Sustainment Command
HNS	Host Nation Support
HSS	Health services support
MEDCOM	medical command
NATO	North Atlantic Treaty Organization
OCONUS	Outside the continental United States
RSOI	Reception, staging, onward movement, and integration
TEC	Theater Engineer Command
TSC	Theater Sustainment Command
SPOD	Seaport of debarkation
USAMC	United States Army Materiel Command
USC	United States Code

SECTION II – TERMS

*Anticipation	The ability to foresee operational requirements and initiate actions that satisfy a response without waiting for an operations order or fragmentary order.
*Economy	Providing sustainment resources in an efficient manner to enable a commander to employ all assets to achieve the greatest effect possible.
*Sustainment	The provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion.
*Continuity	The uninterrupted provision of sustainment.
Force Projection	The ability to project instrument of national power from the U. S. or another theater in response to requirements for military operations. (JP 3-0)

*Improvisation	The ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission.
*Integration	Combining all of the elements of sustainment (task, functions, systems, processes, organizations) to operations assuring unity of command and effort.
Interagency Coordination	The coordination that occurs between elements of Department of Defense and engaged U.S. Government agencies and departments for the purpose of achieving an objective. (JP 3-0)
In-transit visibility	The ability to track the identity, status, and location of DoD units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients and personal property from origin to consignee, or destination across the range of military operations.
Joint Interdependence	The purposeful reliance by one Service's forces on another Service's capabilities to maximize the complementary and reinforcing effects of both. Army forces operate as part of an interdependent joint force. (JP 3-0)
*Logistics	Planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, and disposition of materiel, acquisition or construction, maintenance, operation, and disposition of facilities, and acquisition or furnishing of services.
Operational reach	The distance and duration across which a unit can successfully employ military capabilities. (JP 3-0)
*Personnel services	Personnel services are sustainment functions that man and fund the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army.
*Responsiveness	The ability to react to changing requirements and respond to meet the needs to maintain support.
*Simplicity	Relates to processes and procedures to minimize the complexity of sustainment.
Stability	An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (JP 3-0)

Sustainment preparation of the operational environment	The analysis to determine infrastructure, environmental factors, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan.
Sustainment warfighting function	Related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance. (ADRP 3-0)
*Theater Closing	The process of redeploying Army forces and equipment from a theater, the drawdown and removal or disposition of Army non-unit equipment and materiel, and the transition of materiel and facilities back to host nation or civil authorities.
Theater Opening	The ability to establish and operate ports of debarkation (air, sea, and rail), to establish a distribution system, and to facilitate throughput for the reception, staging, and onward movement of forces within a theater of operations.
Unified action	The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve a unity of effort. (JP 1)

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