



# ADRP 4-0

## Sustainment

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# Sustainment

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## Preface

Army Doctrine Reference Publication (ADRP) 4-0 augments the sustainment doctrine established in Army Doctrine Publication (ADP) 4-0, *Sustainment*. This manual expands the discussion on the overarching guidance on sustainment in ADRP 3-0, *Unified Land Operations*. It constitutes the Army's view of how it supports prompt and sustained operations on land and sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate doctrine publications. It also forms the basis for Army training and education system curricula.

The principal audience for ADRP 4-0 is commanders, leaders, and staff. It is also applicable to civilian leadership of the Army. Commanders and staffs of Army headquarters serving as a joint task force or a multinational headquarters should also refer to applicable joint or multinational doctrine concerning the range of military operations as well as joint or multinational forces. Trainers and educators throughout the Army will also use this manual.

ADRP 4-0 uses joint terms where applicable. Most terms with joint or Army definitions are in both the glossary and the text. Terms for which ADRP 4-0 is the proponent publication (the authority) have an asterisk in the glossary. Definitions for which ADRP 4-0 is the proponent publication are in boldfaced text. These terms and their definitions will be in the next revision of ADP 1-02. For other definitions in the text, the term is italicized and the number of the proponent publication follows the definition.

ADRP 4-0 applies to the Active Army, Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and United States Army Reserve (USAR) unless otherwise stated.

U.S. Army Combined Arms Support Command (CASCOM) is the proponent for this publication. The preparing agency is the Doctrine Division, U.S. Army Combined Arms Support Command. Send written 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 (ADRP 4-0), 2221 Adams Avenue, Fort Lee, VA 23801, or submit an electronic DA Form 2028 via email to [usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil](mailto:usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil).

# Introduction

Army Doctrine Reference Publication (ADRP) 4-0, *Sustainment*, is the Army's doctrine for sustainment in support of operations. The doctrine discussed in this manual is nested with ADRP 3-0, *Unified Land Operations*, and describes the sustainment warfighting function. The endurance of Army forces is primarily a function of their sustainment. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment.

Sustainment is crucial to the success of operations. It must be planned and synchronized with the operation at every level. It is dependent upon joint and strategic links and must be meticulously coordinated to ensure resources are delivered to the lowest level of need. Therefore, sustainment is inherently joint. The combatant commander (CCDR) is able to maximize the effect of combat power through joint interdependence. The Army's capabilities enable joint interdependence into a theater of operations. The Army's robust sustainment capability assists in providing crucial theater and port opening functions enabling joint forces to conduct strategic and operational reach. Once the theater is set, Army sustainment capabilities continue to provide the bulk of Army support to other services (ASOS), common user logistics (CUL), and other common sustainment resources. This enables joint forces with freedom of action and endurance. Through mission command, sustainment commanders instill confidence and disciplined initiative in subordinate commanders which enable them to be bold in taking decisive action.

ADRP 4-0 contains four chapters:

**Chapter 1** discusses the three elements of the sustainment: logistics, personnel services, and health service support. It establishes the principles for each of the sustainment elements.

**Chapter 2** discusses the doctrinal bridge between sustainment at the strategic (joint and multinational) level and the operational level. It explains the role of the strategic base in leveraging National capabilities to establish and support theater operations. Sustainment is inherently joint and intrinsically linked across Services and multinational capabilities. Army forces receive support from other Services and provide support to joint and multinational partners.

**Chapter 3** describes how sustainment operations support unified land operations through decisive action. This chapter is divided into three sections describing how sustainment operations provide the Army with operational reach, freedom of action and endurance.

**Chapter 4** describes in greater detail, the elements of sustainment and the capabilities they provide the commander. It establishes guidance for each element and serves as a hook to subordinate sustainment manuals that will provide the techniques and tactics of sustainment.

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

Based on certain doctrinal changes, terms for which ADRP 4-0 is proponent have been added, or modified for purposes of this manual. The glossary contains acronyms and defined terms.

**Introductory Table-1. New Army terms**

<i>Term</i>	<i>Remarks</i>
container management	New term and definition.
intermodal operations	New term and definition.
logistics (Army)	New term and definition.
mode operations	New term and definition.
personnel services	New term and definition.
sustainment (Army)	New term and definition.
theater closing	New term and definition.

**Introductory Table-2. Modified Army terms**

<i>Term</i>	<i>Remarks</i>
movement control (Army)	Modified the definition.
sustainment preparation of the operational environment	Modified the definition.

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## Chapter 1

# Fundamentals of Sustainment

For the Army, *sustainment* is the provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0). 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). The concept leverages host nation (HN) and multinational support, operational contract support (OCS), and other available capabilities to reduce over burdening military resources and at the same time maintaining a quality Army.

The quality of force readiness is measured by its sustainment. Sustainment maintains the Army forces by manning it with trained Soldiers and leaders; funding it with required resources; equipping it with the materiel (individual and unit); maintaining Soldier and Family readiness; and sustaining it for decisive action. This is enabled by an integrated network of information systems linking sustainment to operations. As a result, commanders at all levels see the operational environment, understand what is needed, track what is requested, and make crucial decisions ensuring responsive sustainment.

Army sustainment is based on an integrated process (people, systems, materiel, health services, and other support) inextricably linking sustainment to operations. The concept focuses on building a combat ready Army, delivering it to the CCDR as part of the joint force, and sustaining its combat power across the depth of the operational area and with unrelenting endurance.

## SUSTAINMENT WARFIGHTING FUNCTION

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

### LOGISTICS

1-2. *Logistics* is 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. The explosive ordnance disposal tasks are discussed under the protection warfighting function (ADP 4-0). The proponent for explosive ordnance disposal doctrine is the Army Ordnance Corps. Army logistics include the following:

- Maintenance.
- Transportation.
- Supply.

- Field services.
- Distribution.
- Operational contract support.
- General engineering support.

### PERSONNEL SERVICES

1-3. *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 (ADP 4-0). Personnel services provide economic power at the operational and tactical levels and plan and coordinate efforts that sustain personnel. Personnel services include 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

1-4. The Army health system (AHS) mission includes both health service support (HSS) and force health protection. The HSS mission is part of the sustainment warfighting function. The force health protection mission falls under the protection warfighting function (see doctrine on Protection). See ATTP 4-02 for a detailed description of AHS support including HSS and force health protection.

1-5. *Health service support* encompasses all support and services performed, provided, and arranged by the Army Medical Department (AMEDD) to promote, improve, conserve, or restore the mental and physical well-being of Army personnel and as directed, other Services, agencies, and organizations (ATTP 4-02). This includes—

- Casualty care, which encompasses a number of Army Medical Department functions.
  - 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

1-6. The principles of sustainment 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 sustainment and the principles of logistics are the same.

### INTEGRATION

1-7. **Integration is combining all of the sustainment elements within operations assuring unity of command and effort.** It requires deliberate coordination and synchronization of sustainment with operations across all levels of war. Army forces integrate sustainment with joint and multinational operations to maximize the complementary and reinforcing effects of each Service component's and national resources. One of the primary functions of the sustainment staff is to ensure the integration of sustainment with operations plans.

## ANTICIPATION

1-8. **Anticipation is the ability to foresee operational requirements and initiate necessary actions that most appropriately satisfy a response without waiting for operations orders or fragmentary orders.** It is shaped by professional judgment resulting from experience, knowledge, education, intelligence, and intuition. Commanders and staffs must understand and visualize future operations and identify appropriate required support. They must then start the process of acquiring the resources and capabilities that best support the operation. Anticipation is facilitated by automation systems that provide the common operational picture upon which judgments and decisions are based. Anticipation is also a principle of personnel services.

## RESPONSIVENESS

1-9. **Responsiveness is the ability to react to changing requirements and respond to meet the needs to maintain support.** It is providing the right support in the right place at the right time. It includes the ability to anticipate operational requirements. Responsiveness involves identifying, accumulating, and maintaining sufficient resources, capabilities, and information necessary to meet rapidly changing requirements. 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.

## SIMPLICITY

1-10. **Simplicity relates to processes and procedures to minimize the complexity of sustainment.** Unnecessary complexity of processes and procedures leads to the confusion. Clarity of tasks, standardized and interoperable procedures, and clearly defined command relationships contribute to simplicity. Simplicity enables economy and efficiency in the use of resources, while ensuring effective support of forces. Simplicity is also a principle of financial management (see FM 1-06).

## ECONOMY

1-11. **Economy is providing sustainment resources in an efficient manner that enables the commander to employ all assets to the greatest effect possible.** Economy is achieved through efficient management, discipline, prioritization, and allocation of resources. Economy is further achieved by eliminating redundancies and capitalizing on joint interdependencies. Disciplined sustainment assures greatest possible tactical endurance and constitutes an advantage to commanders. Economy may be achieved by contracting for support or using host nation resources that reduce or eliminate the use of limited military resources.

## SURVIVABILITY

1-12. **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 to avoid or withstand hostile actions or environmental conditions while retaining the ability to fulfill their primary mission. This quality or capability of military forces is closely related to protection (the preservation of a military force's effectiveness) and to the protection/force protection warfighting function (the tasks or systems that preserve the force). Hostile actions and environmental conditions can disrupt the flow of sustainment and significantly degrade forces' ability to conduct and sustain operations. In mitigating risks to sustainment, commanders often must rely on the use of redundant sustainment capabilities and alternative support plans.

## CONTINUITY

1-13. **Continuity is the uninterrupted provision of sustainment across all levels of war.** Continuity is achieved through a system of integrated and focused networks linking sustainment to operations. Continuity is achieved through joint interdependence; linked sustainment organizations; a strategic to

tactical level distribution system, and integrated information systems. Continuity assures confidence in sustainment allowing commanders freedom of action, operational reach, and endurance.

### IMPROVISATION

1-14. **Improvisation is the ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission.** It includes creating, inventing, arranging, or fabricating resources to meet requirements. It may also involve changing or creating methods that adapt to a changing operational environment. Sustainment leaders must apply operational art to visualize complex operations and understand additional possibilities. These skills enable commanders to improvise operational and tactical actions when enemy actions or unexpected events disrupt sustainment operations. In regards to financial management, it includes task organizing units in non-traditional formations, submitting fiscal legislative proposals to acquire new fiscal authorities, applying existing financial and communication technologies (FM 1-06).

### PRINCIPLES OF PERSONNEL SERVICES

1-15. 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:

#### SYNCHRONIZATION

1-16. **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: plan, prepare, execute, and assess.

#### TIMELINESS

1-17. **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.

#### STEWARDSHIP

1-18. **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. The Department of Defense (DOD) is entrusted by the American people as a steward of vital resources (funds, people, material, land, and facilities) provided to defend the nation (JP 1-06, Financial Management Support in Joint Operations). The Army operates under the mandate to use all available resources in the most effective and efficient means possible to support the CCDR. Good stewardship requires the availability of timely and accurate financial information to facilitate sound decision making and ensures that resources are used in compliance with existing statutory and regulatory guidance.

#### ACCURACY

1-19. **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 (NOK) notification. Personnel services providers must understand the dynamic nature of a system's architecture and the fact that data input at the lowest level has direct impact on decisions being made at the highest level.

## CONSISTENCY

1-20. **Consistency** involves providing uniform and compatible guidance and support to forces across all levels of operations. Providers of personnel services must 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

1-21. The principles of the Army health system (AHS) are the enduring tenets upon which the delivery of health care in a field environment is founded. The principles guide medical planners in developing operational plans which are effective, efficient, flexible, and executable. The AHS plans are designed to support the tactical commander's scheme of maneuver while still retaining a Soldier/patient focus. 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.

## CONFORMITY

1-22. **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. AHS planners must be involved early in the planning process and once the plan is established it must be rehearsed with the forces it supports.

## PROXIMITY

1-23. **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. AHS support assets are placed within supporting distance of the maneuver forces which they are supporting, but not close enough to impede ongoing combat operations. As the battle rhythm of the medical commander is similar to the tactical commander's, it is essential that AHS assets are positioned to rapidly locate, acquire, stabilize, and evacuate combat casualties. Peak workloads for AHS resources occur during combat operations.

## FLEXIBILITY

1-24. **Flexibility** is being prepared and empowered to shift AHS resources to meet changing requirements. Changes in tactical plans or operations make flexibility in AHS planning and execution essential. In addition to building flexibility into operation plans to support the tactical commander's scheme of maneuver, the medical commander must also ensure that he has the flexibility to rapidly transition from one level of violence to another across the range of military operations. As the current era is one characterized by conflict, the medical commander may be supporting simultaneous actions along the continuum from stable peace through general war (JP 3-0). The medical commander exercises command authority to effectively manage scarce medical resources to benefit the greatest number of Soldiers in the area of operations.

## MOBILITY

1-25. **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. AHS support must be continually responsive to shifting medical requirements in the operational environment. In noncontiguous operations, the use of ground ambulances may be limited depending on the security threat and air ambulance use may be limited by environmental conditions and enemy air defense threat. Therefore, to facilitate a continuous evacuation flow, medical evacuation must be a synchronized

effort to ensure timely, responsive, and effective support is provided to the tactical commander. The only means available to increase the mobility of medical units is to evacuate all patients they are holding. Medical units anticipating an influx of patients must medically evacuate patients on hand prior to the start of the engagement.

### CONTINUITY

1-26. **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 continental United States (CONUS)-support base. Each type of AHS unit contributes a measured, logical increment in care appropriate to its location and capabilities. In current operations, lower casualty rates, availability of rotary-wing air ambulances, and other situational variables often times enables a patient to be evacuated from the point of injury directly to the supporting combat support hospital. In more traditional combat operations, higher casualty rates, extended distances, and patient condition may necessitate that a patient receive care at each role of care to maintain physiologic status and enhance chances of survival. The medical commander's depth of medical knowledge, ability to anticipate follow-on medical treatment requirements, and assessment of the availability of specialized medical resources can adjust the patient flow to ensure each Soldier receives the care required to optimize patient outcome. The medical commander can recommend changes in the theater evacuation policy to adjust patient flow within the deployed setting.

### CONTROL

1-27. **Control** is required to ensure that scarce AHS resources are efficiently employed and support the tactical through strategic plans. It also ensures that the scope and quality of medical treatment meet professional standards, policies, and U.S. and international law. As the Army Medical Department (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.

### SUMMARY

1-28. Sustainment is the provision of logistics, personnel services, and health service support necessary to maintain operations until mission accomplishment. The provision of sustainment is an integrated process (people, systems, materiel, financial, medical services, and other support) inextricably linking it to operations. This integrated process focuses on building a combat ready Army, delivering it to the CDR as part of the joint force, and sustaining its combat power across the depth of the operational area and with unrelenting endurance.

## Chapter 2

# Sustainment of Unified Land Operations

*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 acknowledges that strategic success requires fully integrating U.S. military operations with the efforts of interagency and multinational partners. The sustainment of unified land operations requires a continuous link between the strategic, operational, and tactical levels. It also requires close coordination and collaboration with other Services, allies, host nation, and other governmental organizations. This chapter demonstrates the important roles that the U.S. military and intergovernmental partners play during the sustainment of Army forces. It also builds the doctrinal bridge between our strategic and inter-organizational partners and sustainment of Army forces conducting operations.

## STRATEGIC CONTEXT

2-1. In the U.S., sustainment originates at the strategic base. The strategic base consists of the Department of Defense and industrial base. The DOD acquisition(s) sustainment resources and capabilities and then provide(s) them for use in support of national strategic objectives. The industrial bases, 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 environment. Army forces through joint interdependence rely upon joint capabilities, air and maritime, to deliver sustainment to a theater of operations. Through coordination and collaboration between strategic and operational partners, a continuous and accountable flow of sustainment is provided to achieve national military objectives. Also through coordination, collaboration, and agreements with host nation, allies and intergovernmental organizations certain sustainment efficiencies are achieved to facilitate a unity of effort.

## JOINT INTERDEPENDENCE

2-2. *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. Army forces operate as part of an interdependent joint force.

2-3. There are many services that joint forces provide each other. The U.S. Air Force (USAF) provides lift capabilities to quickly move Army forces across strategic lines of communication to theater operations. In emergency situations, the USAF may aerial deliver sustainment to forward areas or areas where terrain may be too restrictive for ground operations. The USAF through the Air Mobility Command (AMC) provides worldwide cargo and passenger airlift, air refueling, and aeromedical evacuation. AMC also provides Contingency Response Elements that provide enroute ground support for airlift operations.

2-4. The Naval Forces provide critical sustainment support to Army operations. Naval forces provide essential joint logistics over the shore (JLOTS) support ensuring sustainment is provided to land forces when ports may be austere, damaged, or non-existent. Naval forces may be responsible for removing sustainment from vessels and delivering them to port operations for release to Army forces. The Naval Construction Force provides port construction such as warehouses, storage facilities. The Navy also provides explosive ordnance disposal support to locate and dispose of mines along ports and channels.

2-5. A crucial role the Army plays as a joint interdependent force is opening and setting the theater. Setting the theater is described as all activities directed at establishing favorable conditions for conducting

military operations in the theater, generally driven by the support requirements of specific operation plans and other requirements established in the geographic combatant commander's (GCC) theater campaign plan. Setting the theater includes whole-of-government initiatives such as bilateral or multilateral diplomatic agreements to allow U.S. forces to have access to ports, terminals, airfields, and bases within the area of responsibility (AOR) to support future military contingency operations. Setting the joint operations area (JOA) includes activities such as theater opening, establishing port and terminal operations, conducting reception, staging, onward movement, and integration, force modernization and theater-specific training, and providing Army support to other Services and common-user logistics to Army, joint, and multinational forces operating in the JOA (FM 3-93).

2-6. The U.S. Military Surface Deployment and Distribution Command (SDDC) is the Army service component command (ASCC) to U.S. Transportation Command (USTRANSCOM) and is responsible for port opening and operations. The theater sustainment command is responsible for theater opening and setting the theater. As a result of Title 10, United States Code (USC) and executive agent responsibility, the Army contributes a significant portion of sustainment to support joint operations. A more detailed discussion of Army Title 10 USC and executive agent responsibility is provided later in this chapter.

## **SUSTAINMENT OF JOINT FORCES**

2-7. Sustainment of joint forces is the deliberate, mutual reliance by each Service component on the sustainment capabilities of two or more Service components. CCDRs and their staffs must consider a variety of sustainment factors including defining priorities for common sustainment functions and responsibilities.

2-8. Common sustainment consists of materiel, services, and/or support that is shared with or provided by two or more military Services, DOD agencies, or multinational partners to another Service, DOD agency, non-DOD agency, and/or multinational partner in an operation. It can be restricted by type of supply and/or service and to specific unit(s) times, missions, and/or geographic areas. Service component commands, DOD Agencies (such as Defense Logistics Agency [DLA]), and Army commands (such as U.S. Army Materiel Command (USAMC)/U.S. Army Medical Command (USAMEDCOM), provide common sustainment to other service components, multinational partners, and other organizations authorized to receive support.

2-9. Defense Logistics Agency provides support for joint forces during peace and war. DLA is the focal point for the industrial base and is the executive agent for all CL I, II, III (B) (P), IV, VIII and a majority of Class IX. Excluded supply items are munitions, missiles, and military Service unique items. DLA Disposition Services provides material reutilization, marketing, demilitarization and disposal services at sites throughout the world and is an active partner with deployed units in contingency environments. Authorized unserviceable and excess Department of Defense property destined for DLA Disposition Services sites is inspected and categorized upon receipt. An appropriate disposition is determined that may include reutilization, transfer, donation to approved organizations, demilitarization or disposal. As the theater matures, DLA-directed activities may expand to include theater storage and delivery. When the theater situation permits, DLA may use host nation or contractor support to assist in the storage, transportation or delivery of parts and material to the customer.

2-10. Department of Defense Directive (DODD) 5101.9 designates the DLA Troop Support as the executive agent (EA) for medical materiel. As the EA, DLA troop support is designated the DOD single point of contact to establish the strategic capabilities and systems integration necessary for effective and efficient Class VIII supply chain support to the combatant commander. As part of this directive, Army medical logistics units may be tasked to provide support to all Services and designated multinational partners (in accordance with applicable contracts and agreements) under the joint concepts of single integrated medical logistics manager (SIMLM), and theater lead agent for medical materiel (TLAMM). The TLAMM is designated by the combatant commander to provide the operational capability for medical supply chain management and distribution from strategic to tactical levels. In a land-based theater, the Army will normally be designated as the TLAMM, consistent with its traditional designation as SIMLM. Within the theater, these capabilities are provided by operational medical units that are task-organized under the control of the medical command (deployment support) (MEDCOM [DS]). (See JP 4-02 and FM 4-02.1 for additional information.)



## ARMY SUSTAINMENT RESPONSIBILITIES

2-11. 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, United States Army (CSA) and the Theater Army assigned to each combatant command. The Theater Army is responsible for the preparation and administrative support of Army forces assigned or attached to the combatant command.

### ARMY TITLE 10 SUSTAINMENT REQUIREMENTS

2-12. Title 10, USC and DOD Directive 5100.1, *Functions of the DOD and Its Major Components*, describe 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 as follows:

2-13. There are 12 Army Title 10 responsibilities; of the 12, ten are sustainment related responsibilities:

- Recruiting.
- \*Organizing.
- Supplying.
- Equipping (including research and development).
- \*Training.
- Servicing.
- Mobilizing.
- Demobilizing.
- Administering (including the morale and welfare of personnel).
- Maintaining.
- Construction, outfitting, and repair of military equipment.
- Construction, maintenance, repairs of building and structures, utilities, acquisition of real property and interests in real property necessary to carry out the responsibilities.

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\*Organizing and Training are not considered sustainment responsibilities.

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2-14. The Secretary of the Army exercises this responsibility through the Chief of Staff the Army and the Theater Army assigned to each combatant command. 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 complementary Service capabilities to create joint interdependent forces is often the most effective and efficient means by which to sustain a joint force. Therefore additional authorities to Title 10 have been developed to provide for interservice and interagency mutual support. The options for executing sustainment of a joint force may include any combination of following:

- Executive Agent.
- Lead Service.
- Directive Authority for Logistics.

2-15. All of these authorities may have the same possible impact on Army sustainment headquarters, which is that the Army may be required to provide support to other Services and agencies involved in an operation or that other Services or agencies may provide support to Army units which would normally receive such support from the Army. Army sustainment leaders must be prepared to plan and execute such operations as tasked.

### EXECUTIVE AGENT

2-16. Executive Agent (EA) is a term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. An EA may be limited to providing only administration and support or coordinating common functions; or it may be delegated authority, direction, and control over specified resources for specified purposes (JP 1).

2-17. When designated as an EA, 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. The list below (not all inclusive) is an example of some of the Army's sustainment EA 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.

### **LEAD SERVICE**

2-18. The CCDR may choose to assign specific common support functions, to include both planning and execution to a lead Service. These assignments can be for single or multiple common user functions and may also be based on phases and/or locations within the AOR. The CCDR may augment the lead Service logistics organization with capabilities from another component's logistics organizations as appropriate. The lead Service must plan, issue procedures, and administer sustainment funding for all items issued to other Services as well as a method for collecting items from other Services.

### **JOINT COMMAND FOR LOGISTICS**

2-19. The CCDR may assign joint logistics responsibilities to a subordinate Service component and establish a joint command for logistics (JP 4-0). The senior logistics HQ of a designated Service component will normally serve as the basis for this command. 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. When the Army is designated for establishing a joint command for logistics, the Theater Sustainment Command, Expeditionary Sustainment Command, or Sustainment Brigade might fulfill that role.

### **DIRECTIVE AUTHORITY FOR LOGISTICS**

2-20. The *Directive Authority for Logistics* (DAFL) is the CCDR's authority to issue logistics directives to subordinate commanders, including peacetime measures, necessary to ensure the effective execution of approved operation plans (JP 1). The CCDRs may delegate directive authority for as many common support capabilities as required to accomplish the assigned mission. It includes peacetime measures to ensure the effective execution of approved OPLANs, effectiveness and economy of operation, prevention or elimination of unnecessary duplication of facilities, and overlapping of functions among the Service component commands.

2-21. When the CCDR gives a Service component common support responsibility, the responsibility must be specifically defined. When two or more Services have common commodities or support services, one Service may be given responsibility for management based on DOD designations or inter service support agreement. However, the CCDR must formally delineate this directive authority by function and scope. The Army, when directed to provide management of common sustainment functions which include other services, most often establishes and leads joint boards. These boards are ad hoc, and if directed by the Theater Army, the TSC may serve as the board lead.

### **ROLE OF GENERATING FORCES**

2-22. The generating force consists of those Army organizations whose primary mission is to generate and sustain the operational Army's capabilities for employment by Joint Force Commanders (JFCs). The generating force activities include support of readiness, Army force generation, and the routine performance of functions specified and implied in Title 10 USC. As a consequence of its performance of functions specified and implied by law; the generating force also possesses operationally useful capabilities

for employment by or in direct support of JFCs. The generating force organizations enable strategic reach by helping to project Army capabilities. Generating force capabilities include analyzing, understanding and adapting, and generating operational forces tailored to the specific context in which they will be employed.

2-23. The generating force's ability to develop and sustain potent land power capabilities is useful in developing partner security forces and governmental institutions, with its capability to develop, maintain, and manage infrastructure. Army generating forces train and advise partner generating force activities to build institutional capacity for professional education, force generation, and force sustainment (ADP 3-0). Army sustainment forces play a significant role in transitioning to HNS capacity. Sustainment forces assess host nation sustainment capacity, identify process improvements and then train and mentor the HN sustainment force in building its own capacity.

2-24. 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 GCC to conduct reception, staging, onward movement, and integration (RSOI).

## **U.S. ARMY MATERIEL COMMAND**

2-25. The U.S. Army Materiel Command (USAMC) equips and sustains the Army, providing strategic impact at operational speed. The USAMC is the Army's materiel integrator. It provides national level sustainment, acquisition integration support, contracting services, and selected logistics support to Army forces. It also provides related common support to other Services, multinational, and interagency partners. The capabilities of USAMC are diverse and are accomplished through its various major subordinate commands and other subordinate organizations.

2-26. The USAMC is the lead for the Army's national-level maintenance and supply programs which are managed and executed by its subordinate Life Cycle Management Commands (LCMCs). These USAMC LCMCs coordinate with the USAMC staff as well as related Assistant Secretary of the Army, Acquisitions Logistic and Technology (ASA [ALT]), Program Executive Officers (PEOs) and Product/Project Managers offices. Together, USAMC LCMC and Assistant Secretary of the Army for Acquisition, Logistics and Technology elements work to ensure support for fielded weapon systems and equipment for their entire life cycle. The LCMCs support to deploying and deployed forces is coordinated through the Army Sustainment Command (ASC) and is executed under the control of the supporting Army Field Support Brigade (AFSB). LCMCs are discussed in more detail below.

2-27. In addition to the functions performed by the LCMCs, USAMC exercises overall responsibility of sustainment maintenance for the Army and managing secondary items through the National Maintenance Program, whose tenets are as follows:

- Managing sustainment maintenance unit workloads to meet national requirements.
- Ensuring all component repairs are performed to a national standard.
- Ensuring sustainment maintenance providers possess the facilities, tools, test, measurement, and diagnostic equipment, skills, and workforce required to meet national standards.
- Facilitating quality assurance by ensuring that maintainers use documented quality systems and are technically certified to repair to standards.

2-28. The USAMC is also the lead, but not sole, Army organization responsible for providing contracting services to the Army. USAMC contracting support includes the Logistics Civil Augmentation Program (LOGCAP). Through its subordinate contracting commands, USAMC provides both institutional and operational contract support planning assistance and contract execution support to Army forces (except the National Guard Bureau, U.S. Army Intelligence and Security Command, U.S. Army Corps of Engineers, U.S. Army Medical Command, U.S. Army Special Operations Command, U.S. Army Space and Missile Defense Command, and Program Executive Office for Simulation, Training, and Instrumentation).

2-29. The USAMC and its subordinate organizations work with forward deployed commands in executing sustainment support and synchronizing distribution and redistribution of materiel in and out of theaters. Keys to success are data accuracy, asset visibility, property accountability, and disposition instructions. Retrograde Property Assistance Teams (RPATs), an ad hoc organization, facilitate the turn-in of equipment for redistribution or retrograde:

- Aviation and Missile Life Cycle Management Command – AM LCMC integrates functions across their commodity and sustains aviation, missile, and unmanned aircraft systems, ensuring weapons systems readiness with seamless transition to combat operations.
- The CECOM Life Cycle Management Command – CECOM LCMC integrates functions across their commodity and sustains command, control, communications, computers, intelligence, surveillance, and reconnaissance (C4ISR) information systems for joint interoperability. It assists materiel developers (program executive officer/PM) with the development, acquisition, and fielding of C4ISR systems. The LCMC performs applied research, integrated logistics support, materiel readiness management, and maintenance support and provides technical support capabilities to deploying and deployed Army forces
- The Tank-Automotive and Armaments Life Cycle Management Command –integrates functions across their commodity and sustains Soldier and ground systems for the operating force and is responsible for the integration of initial fielding.
- The Joint Munitions and Lethality Life Cycle Management Command–manages research, development, production, storage, distribution, and demilitarization of conventional ammunition.

2-30. The **U.S. Army sustainment command** provides logistics from the strategic through tactical level by synchronizing acquisition, logistics, and technology support (AL&T). ASC designed to support the operational Army both in CONUS and deployed. ASC is responsible for integrating logistics support with strategic partners, and links the national sustainment base with the expeditionary Army. Major mission areas include systems support contracting services, logistics synchronization in support of Army Force Generation (ARFORGEN), Army Prepositioned Stocks, theater support, materiel management, and the LOGCAP. Mission execution is through a global network of organizations to include a Distribution Management Center (DMC), Army Field Support Brigades (AFSBs), Army Field Support Battalions (AFSBn), and Brigade Logistics Support Teams (BLSTs).

2-31. **Army field support brigades** are responsible for integrating, balancing, and providing reach back to the sustainment base. AFSBs are augmented with additional staff or capabilities to meet expanded and/or unique operational requirements, particularly where RPATs may be used to facilitate the turn-in of equipment for redistribution or retrograde.

2-32. SDDC is an operational level Army force designated by the Secretary of the Army as the ASCC of the USTRANSCOM and major subordinate command of USAMC. SDDC exercises ADCOM authority and responsibility on behalf of the Commander USAMC and exercises OPCON over Army forces as delegated by the Commander, USTRANSCOM. SDDC also partners with the commercial transportation industry as the coordinating link between DOD surface transportation requirements and the capability industry provides. See paragraph 3-58 for more information on SDDC.

2-33. The **U.S. Army Contracting Command** (USACC) is a major subordinate command within the USAMC and exercises both command and procurement authority over all Army contracting organizations, except for the National Guard Bureau, U. S. Army Corps of Engineers, U.S. Army Medical Command, U.S. Army Special Operations Command, U.S. Army Installation Management Command, Space and Missile Defense Command, and Program Executive Office for Simulation, Training, and Instrumentation. This includes most of the active component contingency contracting force structure. The USACC provides both theater support contracting to deployed Army forces and installation contract support to garrison operations through its two subordinate commands: the Expeditionary Contracting Command (ECC) and the Mission and Installation Contracting Command (MICC). In addition, the USACC provides reach back contracting support from its CONUS based acquisition centers.

2-34. The **Expeditionary Contracting Command** is responsible for theater support contracting in support of deployed forces and garrison contracting in support of all OCONUS Army installations and associated forward station units. The Mission and Installation Contracting Command, through its continental United States (CONUS) director of contracting offices, is responsible for providing supplies, services, and construction contracts in support of all CONUS installations.

2-35. The **Contracting Support Brigade** (CSB) is assigned to the ECC. The CSBs are regionally aligned and provide theater support contracting services and operational contract support planning assistance in support of the ASCC, Army force headquarters, and their major subordinate commands. The CSB serves

under the mission command and procurement authority of the ECC, providing direct support to the ASCC or TSC as directed (FM 4-92).

2-36. The **U.S. Army Research Development and Engineering Command** rapidly transitions state of the art technology to the force. The Research Development and Engineering Command (RDECOM) develops supplies and equipment for a variety of items, including combat rations, clothing, battledress, weapons, vehicles, and future combat systems.

2-37. The **U.S. Army Security Assistance Command** manages Army security assistance that provides program management, including planning, delivery, and life cycle support of equipment, services, and training to and co-production with U.S. allies and multinational partners.

2-38. The **U.S. Army Chemical Materials Agency** provides safe and secure storage of the chemical stockpiles and recovered chemical warfare material; and destroys all chemical warfare materials.

## **U.S. ARMY MEDICAL COMMAND**

2-39. The U.S. Army Medical Command (USAMEDCOM), commanded by the Army Surgeon General, provides AHS support for mobilization, deployment, sustainment, redeployment, and demobilization across a range of military operations. The USAMEDCOM integrates the capabilities of its subordinate operational Army medical units with generating force assets such as medical treatment facilities and research, development, and acquisition capabilities. The USAMEDCOM's generating force capabilities not only augment those of operating forces but also provide significant assistance in coping with unanticipated health threats.

2-40. The U.S. Army Medical Command maintains the capability to provide continuity of care for patients returning from theater. It also provides individual AMEDD training, medical materiel, and research and development activities to support the Army mobilization force. The USAMEDCOM's major subordinate commands include—

- U.S. Army Dental Command.
- U.S. Army Medical Research and Materiel Command.
- U.S. Army Medical Department Center and School.
- U.S. Army Public Health Command.
- U.S. Army Warrior Transition Command.

2-41. The USAMEDCOM also has regional medical commands responsible for oversight of day-to-day operations in military treatment facilities, exercising mission command over the military treatment facilities (MTFs) in the supported region. See ATTP 4-02, Army Health System and FM 1-01, Generating Force Support for Operations for additional information.

## **U. S. ARMY FINANCIAL MANAGEMENT COMMAND**

2-42. The U.S. Army Financial Management Command (USAFMCOM) is a strategic level command that serves as a field operating agency of the Assistant Secretary of the Army (Financial Management and Comptroller) (ASA [FM&C]). The USAFMCOM provides strategic financial management oversight and support to include: financial management operations policy; field coordination for national provider support; Army liaison with the Defense Finance and Accounting Service (DFAS); administering the Army banking program; strategic Electronic Commerce and financial management systems integration, deployment and training; contingency operations technical training and assessments for deploying units, G-8s, and Financial Management Support Operations (FM SPOs); systems deployment and support; coordination for Army financial management audits; classified financial management and accounting oversight; and Army/Joint staff coordination.

## **U.S. ARMY INSTALLATION MANAGEMENT COMMAND**

2-43. The U.S. Army Installation Management Command (IMCOM) supports unit commanders in the conduct of predeployment activities. Through its installation transportation offices, IMCOM plans and coordinates the movement of units from home station to ports of debarkation. IMCOM provides

capabilities to operate and manage bases in support of Army and Joint Force commanders. It also provides capabilities to support the unit deployment, redeployment and reintegration. Operational Army organizations, headquarters and units, routinely rely on civilian specialists to execute the day-to-day tasks associated with the management of munitions in transportation and storage during peacetime. Most of these civilian specialists are not organic to these operational Army organizations. Instead, they are assigned to IMCOM installations or USAMC. Consequently, non-unit civilian augmentees are required at headquarters, transportation hubs, and storage sites when munitions are provided to operating forces. IMCOM provides base operations support to the Army in contingency operations as directed. The Army Environmental Command is a major subordinate command within IMCOM. The Army Environmental Command provides technical expertise to ensure sustainable Army bases worldwide and advises commanders in support of operations in environmentally constrained conditions.

## **U. S. ARMY SPACE AND MISSILE DEFENSE COMMAND**

2-44. The Army is reliant on space-based capabilities and systems, such as global positioning, communication, weather satellites, and intelligence collection platforms. These systems are critical enablers for Army personnel to plan, communicate, navigate and maneuver, maintain situational awareness, engage the enemy, provide missile warning, and protect and sustain our forces.

2-45. Army Space operations provide space-related tactical planning and support, expertise, advice, and liaison regarding available space capabilities that facilitate joint sustainment operations. Army's Space Support Elements, Army's Space Support Teams, and Commercial Imagery Teams provide space-related support for sustainment across all levels of war. Army space support to sustainment facilitates real-time data transfer/visibility and provides the following capabilities:

- Satellite Communications provides sustainment units with secure broadcast of information, to plan and coordinate movements, and exchange sustainment data in support of operations across intra-continental distances.
- The global positioning system (GPS) satellites enable the movement tracking system to track movements from point of origin to destination.
- The multispectral imagery provides planners with current information on subsurface, surface, and air conditions such as traffic ability, port accessibility, beach conditions, vegetation, and land use.
- Geospatial intelligence and signal intelligence provide imagery to support planning, combat assessment, situational awareness, and cartography.
- Space control provides commanders with geo-locations to investigate and prevent adversaries from jamming communications and GPS signals.

## **ROLE OF OPERATING FORCES**

2-46. The *operating forces* are those forces whose primary missions are to participate in combat and the integral supporting elements thereof (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 ASCCs.

## **ARMY SERVICE COMPONENT COMMAND /THEATER ARMY**

2-47. When an Army Service component command (ASCC) is in support of a GCC, it is designated as a Theater Army (TA). The Theater Army is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces (MNFs). The TA HQ performs functions that include reception, staging, onward movement, and integration; logistics over-the-shore operations; and security coordination.

2-48. The Theater Army is responsible for providing support to Army forces and common sustainment/support to other Services as directed by the CCDR and other authoritative instructions. The Theater Sustainment Command (TSC) is assigned to the Theater Army and is the Army's senior logistics headquarters (HQ) within the theater of operations. When directed, the TSC provides lead Service and

executive agency support for designated logistics and services to other government agencies, MNFs, and nongovernmental organizations (NGO). When directed, the MEDCOM (DS) provides AHS support to other services.

2-49. The TA exercises administrative control over all Army forces in the area of responsibility unless modified by DA. This includes Army forces assigned, attached, or OPCON to the combatant command. The TA coordinates with the TSC for operational sustainment planning and management. The TA defines theater policies and coordinates with the TSC for technical guidance and execution of force projection and sustainment.

## **CORPS**

2-50. The corps provides a HQ that specializes in operations as a land component command HQ and a joint task force for contingencies. When required, a corps may become an intermediate tactical HQ under the land component command, with OPCON of multiple divisions (including multinational or Marine Corps formations) or other large tactical formations. Its primary mission command is land combat operations. The corps HQ has the capability to provide the nucleus of a joint HQ.

## **DIVISION**

2-51. Divisions are the Army's primary tactical warfighting HQ. Their principal task is directing subordinate brigade operations. Divisions are not fixed formations. Therefore, they may not have all types of Brigade Combat Teams (BCT) in an operation or they may control more than one of a particular type of BCT. A division can control up to six BCTs with additional appropriate supporting brigades during major combat operations. The types of support brigades are combat aviation, fires, maneuver enhancement, battlefield surveillance, and sustainment. The sustainment brigade normally remains attached to the TSC or ESC but supports the division. The division may have OPCON of a SUSTAINMENT BRIGADE while conducting large-scale exploitation and pursuit operations.

## **BRIGADE COMBAT TEAM**

2-52. As combined arms organizations, Brigade Combat Teams (BCT) form the basic building block of the Army's tactical formations. They are the principal means of executing engagements. Three standardized BCT designs exist: armor, infantry, and Stryker. Battalion-sized maneuver, fires, reconnaissance, and Brigade Support Battalion (BSB) are organic to BCTs.

## **THEATER SUSTAINMENT COMMAND**

2-53. 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 OPCON. The mission of the TSC is to provide theater sustainment (less medical) (FM 4-94).

2-54. The Theater Sustainment Command is capable of planning, preparing, executing, and assessing logistics and human resource support for Army forces in theater. It provides support to unified land operations. As the distribution coordinator in theater, the TSC leverages strategic partnerships and joint capabilities to establish an integrated theater-level distribution system that is responsive to Theater Army requirements. It employs sustainment brigades to execute theater opening (TO), theater sustainment, and theater distribution operations.

2-55. The TSC includes units capable of providing multifunctional logistics: supply, maintenance, transportation, petroleum, port, and terminal operations. Other specialized capabilities, such as mortuary affairs (MA), aerial delivery, human resources, sustainment to internment/resettlement operations, and financial management, are available from the force pool. The combination of these capabilities gives the TSC commander the ability to organize and provide tailored support.

**EXPEDITIONARY SUSTAINMENT COMMAND**

2-56. Expeditionary Sustainment Commands (ESC) are force pooled assets. They are normally under the mission command of the TSC. The ESC provides mission command of sustainment units (less medical) in designated areas of a theater. The ESC plans, prepares, executes, and assesses sustainment, distribution, theater opening, and reception, staging, and onward movement operations for Army forces in theater. It may serve as a basis for an expeditionary command for joint logistics when directed by the GCC or designated multinational or joint task force commander. It normally deploys when the TSC determines that a forward command presence is required. This capability provides the TSC commander with the regional focus necessary to provide effective operational-level support to Army or JTF missions.

**THEATER ENGINEER COMMAND**

2-57. The Theater Engineer Command (TEC) 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 joint force commander 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 and typically serves as the senior engineer headquarters for a Theater Army, land component headquarters, or potentially a JTF (see FM 3-34).

**HUMAN RESOURCE SUSTAINMENT CENTER**

2-58. The Human Resource Sustainment Center (HRSC) is a multifunctional, modular organization (staff element), and theater-level center assigned to a TSC that integrates and ensures execution of Personnel Accountability (PA), casualty, and postal functions throughout the theater as defined by the policies and priorities established by the ASCC G-1/AG. The HRSC, in coordination with the TSC, has a defined role to ensure that the theater HR support plan is developed and supported with available resources within the TSC. This includes collaborating with the ASCC G-1/AG and TSC to ensure appropriate HR support relationships are established and properly executed through the OPORD process.

2-59. The HRSC provides planning and operations technical support to the TSC Distribution Management Center. HRSCs flexible, modular and scalable design increases the director's ability to recommend HR support requirements based upon the number of units and Soldiers supported. The HRSC also provides theater-wide technical guidance and training assistance for PA, casualty, and postal functions performed by Theater Gateway Personnel Accountability Teams, Military Mail Terminal Teams, HR companies, platoons, and the Human Resource Operations Branch in the sustainment brigades and ESC.

**FINANCIAL MANAGEMENT CENTER**

2-60. The Financial Management Center (FMC) is a modular and tailorable operational financial management unit whose mission is inextricably linked to the TA G-8. In order to provide adequate theater and national-provider responsiveness and support, the FMC maintains visibility of all financial management operations and placement of all operational and tactical financial management units in theater. The primary mission of the FMC is to provide technical coordination of all theater finance operations and serve as the principal advisor to the TA G-8 and the TSC commander on all aspects of theater finance operations. Technical coordination of theater financial management units (financial management companies and their subordinate detachments) encompasses the provision of recommendations and advice to theater commanders and staff regarding the employment, integration, direction, and control of their financial management forces for the accomplishment of assigned missions. Other missions include but are not limited to: negotiations with host nation banking facilities, advising unit commanders on the use of local currency, and coordination with national providers (e.g., Department of the Treasury, DFAS, Assistant Secretary of the Army Financial Management & Comptroller, USAFMCOM) and the ECC to establish financial management support requirements (FM 1-06).



**ARMY FIELD SUPPORT BRIGADE**

2-61. The Army Field Support Brigade (AFSB) is assigned to the ASC-and when deployed, is placed OPCON to the supported theater Army. This OPCON relationship is normally delegated to the supporting TSC or ESC as appropriate. An AFSB provides materiel readiness focused support to include coordination of acquisition logistics and technology actions, less theater support contracting and medical, to Army operational forces. AFSBs serve as ASC's link between the generating force and the operational force. AFSBs are also responsible to integrate LOGCAP support into contract support integration plans, in coordination with the theater Army G-4 and the supporting CSB (ATP 4-91).

**SUSTAINMENT BRIGADE**

2-62. When deployed, the sustainment brigade is a subordinate command of the TSC, or by extension the ESC. The sustainment brigade is a flexible, multifunctional sustainment organization, tailored and task organized according to mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). It plans, prepares, executes, and assesses sustainment operations within an area of operations. It provides mission command of sustainment operations and distribution management.

**COMBAT SUSTAINMENT SUPPORT BATTALION**

2-63. The Combat Sustainment Support Battalion (CSSB) is a flexible and responsive unit that executes logistics throughout the depth of an area of operations including transportation, maintenance, ammunition, supply, MA, airdrop, field services, water, and petroleum. The CSSB is attached to a sustainment brigade and is the building block upon which the sustainment brigade capabilities are developed. The CSSB is tailored to meet specific mission requirements. Employed on an area basis, the CSSB plans, prepares, executes, and assesses logistics operations within an area of operations. The CSSB also supports units in or passing through its designated area.

2-64. The Combat Sustainment Support Battalion may operate remotely from the sustainment brigade and therefore must maintain communications with the sustainment brigade. The CSSB establishes voice communications to support mission command and convoy operations as well as to monitor, update, and evaluate the logistics posture.

**MEDICAL COMMAND (DEPLOYMENT SUPPORT)**

2-65. The Medical Command (Deployment Support) (MEDCOM [DS]) serves as the senior medical command within the theater in support of the CCDR. The MEDCOM (DS) provides the mission command for medical units delivering health care in support of deployed forces. The MEDCOM (DS) is a regionally focused command and provides subordinate medical organizations to operate under the medical brigade (MEDBDE) and/or multifunctional medical battalion (MMB).

2-66. The Medical Command (Deployment Support) is a versatile, modular mission command structure composed of a main command post (MCP) and an operational command post (OCP). The operational command post provides mission command, policy development, and technical guidance for subordinate medical units. It also provides interface and liaison with supported theater forces at echelons above brigade and subordinate BCTs. The MCP is a deployable augmentation module which completes the staffing of the MEDCOM (DS) HQ. The MCP facilitates mission command, policy development, and technical guidance to subordinate MEDBDEs and provides interface and liaison with supported theater forces. See FM 4-02.12 for more information.

**MEDICAL BRIGADE**

2-67. The Medical Brigade (MEDBDE) provides a scalable expeditionary mission command capability for assigned and attached medical functional organizations task-organized for support of the BCTs and supported units at echelons above brigade (EAB). The MEDBDE provides all of the mission command and planning capabilities necessary to deliver responsive and effective AHS support. The MEDBDE ensures

the right mixture of medical professional (operational, technical, and clinical) expertise to synchronize the complex system of medical functions.

2-68. The Medical Brigade has the capability to provide an early entry module, an expansion module, and the campaign module, thus enabling its capability to be tailored to METT-TC factors of a specific operation. As the supported forces grow in size and complexity, the MEDBDE can deploy additional modules that build upon one another to support unified land operations. When required, a multifunctional MMB may be employed to provide mission command and operational planning for task-organized medical functional teams, detachments, and companies.

### **MULTIFUNCTIONAL MEDICAL BATTALION**

2-69. The Multifunctional Medical Battalion (MMB) is designed as a multifunctional HQ. It can also be deployed to provide mission command to expeditionary forces in early entry operations and facilitate the RSOI of theater medical forces. All EAB medical companies, detachments, and teams in theater may be assigned, attached, or placed under the OPCON of an MMB. The MMB is under the mission command of the MEDBDE/MEDCOM (DS).

### **SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)**

2-70. The Sustainment Brigade (Special Operations) (Airborne) is a subordinate command of the U.S. Army Special Operations Command. Its mission is to provide limited sustainment, medical, and signal support to Army Special Operations Forces (ARSOF). ARSOF are not logistically self-sufficient. ARSOF units rely upon the GCC theater infrastructure for virtually all of their support above their organic capabilities. The planning and execution of logistics support to ARSOF must be nested within the GCC's concepts of operation and support, as well as tailored to interface with the theater logistics structures. For further information on ARSOF logistics capabilities refer to FM 3-05.140.

### **BRIGADE SUPPORT BATTALION**

2-71. The Brigade Support Battalion (BSB) is an organic component of BCT, fires, and maneuver enhancement brigades. The BSB is tailored to support the particular brigade to which it is organic. For example, the BSB of an armor brigade combat team (HBCT) has more fuel distribution capabilities and maintenance than does a fires brigade BSB. The BSB provides supply, maintenance, motor transport, and medical support to the supported brigade. The BSB plans, prepares, and executes, logistics operations in support of brigade operations (see FM 4-90).

### **AVIATION SUPPORT BATTALION**

2-72. The Aviation Support Battalion is the primary aviation logistics organization organic to Combat Aviation Brigade and the Theater Aviation Brigade. The Aviation Support Battalion performs the BSB mission. It provides aviation and ground field maintenance, brigade-wide satellite signal support, replenishment of all supplies, and medical support to the aviation brigade. The Aviation Support Battalion has been optimized to support the Combat Aviation Brigade's forward support companies, aviation maintenance companies, and the brigade HQ and HQ company (FM 3-04.111).

## **INTERGOVERNMENTAL AND INTERAGENCY COORDINATION**

2-73. Interagency coordination is the coordination that occurs between elements of DOD and U.S. Government agencies for the purpose of achieving an objective. It is an essential characteristic of unified action. The SECDEF may determine that it is in the national interest to task U.S. military forces with missions that bring them into close contact with (if not in support of) intergovernmental organizations (IGOs) and NGOs. In such circumstances, it is mutually beneficial to closely coordinate the activities of all participants.

2-74. In a national emergency or complex contingency operation, DOD and the U.S. military often serve in a supporting role to other agencies and organizations. Unified action partners normally provide for their own sustainment. However, when authorized by the SECDEF, U.S. military sustainment capabilities may

be provided to these organizations. This support may include inter-theater and intra-theater airlift, ground transportation of personnel, equipment, and supplies, airfield control groups, and port and railhead operations groups.

2-75. The key to interagency coordination is in understanding the civil-military relationship as collaborative rather than competitive. The most productive way to look at this relationship is seeing the comparative advantages of each of the two communities—military and civilian. While the military normally focuses on reaching clearly defined and measurable objectives within given timelines under a command and control structure, civilian organizations are concerned with fulfilling changeable political, economic, social, and humanitarian interests using dialogue, bargaining, risk taking, and consensus building.

2-76. While the ways and means between military and civilian organizations may differ, they share many purposes and risks, and the ultimate overall goal may be shared. Unity of effort between IGOs, NGOs, and military forces should be the goal. However, this is not always the case. For instance, in a hostile or uncertain environment, the military's objective may be stabilization and security of its own force. NGOs, on the other hand, may be primarily interested in addressing humanitarian needs, an objective that does not always coincide with the military's objectives. Taskings to support IGOs and NGOs are normally for a short-term purpose due to extraordinary events. In most situations, sustainment, communications, mobility, and security are the capabilities most needed. Ideally, requests to support IGOs and NGOs should be coordinated through a Civil-Military Operations Center, which establishes a system in which the military and NGO/IGO communities can meet and work together in advancing common goals. Sustainment commanders should bear in mind the wide ranging size, capabilities, expertise, and purposes of the scores of NGOs they will likely encounter. Commanders should anticipate NGOs objecting to military actions they perceive as compromising to their impartiality, independence, humanitarianism, or neutrality, principles that NGOs vigorously protect. In all cases there must be specific legal authority authorizing DOD support to U.S. agencies, the United Nations, IGOs, NGOs, and MNFs.

2-77. The following basic steps support an orderly and systematic approach to building and maintaining coordination and collaboration:

- Forge a collective definition of the problem in clear and unambiguous terms. Appropriate representatives from relevant agencies, departments, and organizations, to include field offices, should be involved at the onset of the planning process and share their perspectives.
- Understand the objectives, end state, and transition criteria for each involved organization or agency. Commanders and decision makers should establish a clearly defined end state supported by attainable objectives and transition criteria. Not all agencies and organizations will necessarily understand or agree to clearly define the objective with the same sense of urgency or specificity as military planners.
- Develop a common, agreed set of assumptions that will drive the planning among the supported and supporting agencies. Collectively amend the assumptions as necessary throughout the planning and execution of operations.

2-78. Operations such as stability and humanitarian support are often sustainment intensive particularly in logistics, financial management, medical and engineering capabilities. Therefore, the overall sustainment concept should be closely tied into the operational strategy and be mutually supporting. Planning also should consider the potential requirements to provide support to nonmilitary personnel (e.g., IGOs, NGOs, indigenous populations and institutions, and the private sector).

2-79. For some operations, sustainment forces may be employed in quantities disproportionate to their normal military roles and in nonstandard tasks. Furthermore, they may precede other military forces or may be the only forces deployed. They also may have continuing responsibility after the departure of combat forces in support of MNFs, OGAs, NGOs, and IGOs. In such cases, they must adhere to any applicable status-of-forces agreements and acquisition cross servicing agreements (ACSAs) to which the United States is a party.

2-80. U.S. sustainment capabilities are often tasked to support civilian populations. Sustainment support to the population occurs in stability tasks and defense support of civil authorities. Sustainment provided to civilians may very well determine the success or failure of the overall mission.

## SUSTAINMENT IN MULTINATIONAL OPERATIONS

2-81. 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. There are two types of multinational operations: alliances and coalitions.

2-82. In multinational operations, sustainment of forces is primarily a national responsibility. However, relations between the United States and its NATO allies have evolved to where sustainment is viewed as a collective responsibility (NATO Military Committee Decision 319/1). In multinational operations, the multinational commander must have sufficient authority and control mechanisms over assets, resources, and forces to effectively achieve the mission. For each nation to perform sustainment functions separately, it would be inefficient and expensive. It would also hinder the multinational commander's ability to influence and prioritize limited resources to support the operation and accomplish the mission.

## NATO LOGISTICS OPTIONS

2-83. NATO doctrine allows for the formation of a Combined Joint Force Land Component Command (CJFLCC). The CJFLCC HQ can be set at a sub-regional command level or formation level. The CJFLCC commander establishes requirements and sets priorities for support of forces in accordance with the overall direction given by the Joint Force Commander. The commander coordinates sustainment operations with all participating nations. See Allied Land Publication 4.2 (Standardization Agreement 2406) for additional details.

2-84. Merging national sustainment systems into multinational support systems requires the willingness to share the control of vital support functions with a NATO commander and requires technical interoperability of national support assets. Standardization Agreement (STANAGs) provide agreed policy and standards to NATO nations and contribute to the essential framework for specific support concepts, doctrine procedures, and technical designs. Non-NATO nations will be expected to comply with NATO publications while on NATO-led operations.

2-85. The basic sustainment support options for multinational operations may range from totally integrated multinational sustainment forces to purely national support. NATO Allied Publication 4.2 provides details on the following support options.

## NATIONAL SUPPORT ELEMENT

2-86. A National Support Element is any national organization or activity that supports national forces that are a part of a MNF. Their mission is nation-specific support to units and common support that is retained by the nation. It should also be noted that National Support Elements operating in the NATO commander's area of operation are subject to the status of forces agreement, memorandums of agreements, and other HN arrangements.

## HOST NATION SUPPORT

2-87. Host nation support (HNS) is civil and military assistance rendered by a nation to foreign forces within its territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Many HNS agreements have already been negotiated between NATO nations. Potential HNS agreements may address labor support arrangements for port and terminal operations, using available transportation assets in country, using bulk petroleum distribution and storage facilities, possible supply of Class III (Bulk) and Class IV items, and developing and using field services. The U. S. initiates and continually evaluates agreements with multinational partners for improvement. They should be specifically worded to enable planners to adjust for specified requirements. Additionally, the commander should assess the risk associated with using HNS, considering operational area security and operational requirements.

## **MULTINATIONAL INTEGRATED LOGISTICS UNITS**

2-88. A Multinational Integrated Logistics Unit is formed when two or more nations agree, under OPCON of a NATO commander, to provide logistics support to a MNF. Multinational Integrated Logistics Units are designed to provide specific logistics support where national forces cannot be provided, or could be better utilized to support the commander's overall sustainment plan.

## **LEAD NATION**

2-89. A lead nation for logistic support has agreed to assume overall responsibility for coordinating and/or providing an agreed range of sustainment for all or part of a MNF within a defined geographical area. This responsibility may also include procurement of goods and services with compensation and/or reimbursement subject to agreements between the parties involved.

## **ROLE SPECIALIZATION**

2-90. One nation may assume the responsibility for providing or procuring a particular class of supply or service for all or part of the MNF. A role specialization nation's responsibilities also include the provision of assets needed to deliver the supply or service. Compensation and/or reimbursement will then be subject to agreement between the parties involved.

## **CONTRACTING SUPPORT TO MULTINATIONAL OPERATIONS**

2-91. A deployed force may be required to set up contractual arrangements with contractors. These are normally negotiated individually with vendors to make use of available HN resources. Coordination between contributing nations and the NATO HQ in contractual arrangements is essential. Coordination should be accomplished at the highest appropriate level.

## **THIRD PARTY LOGISTICS SUPPORT SERVICES**

2-92. Third party logistics support services is the use of preplanned civilian contracting to perform selected sustainment. The aim is to enable competent commercial partners to provide a proportion of deployed sustainment so that such support is assured for the commander and optimizes the most efficient and effective use of resources. Third party logistics support services is most likely to be used once the operational environment has become more benign. The third party logistics support services database, which NATO Maintenance & Supply Agency developed, contains details of potential contractors worldwide, capable of providing sustainment to NATO operations. NATO commands and nations may consider using the technical expertise of NATO Maintenance & Supply Agency for their contract activities.

## **MUTUAL SUPPORT AGREEMENTS**

2-93. Participating nations have the option to develop mutual support arrangements (bi- and multi-laterally) to ensure provision of logistics support to their forces. This is especially useful when nations have small force contingents collocated with the forces of another nation that have the capacity to support them. By working together and sharing resources (especially services capabilities), nations can achieve economies of scale in their sustainment operations. Mutual support arrangements have the advantage of being simple to set up and can take place on an ad hoc basis.

## **ACQUISITION CROSS-SERVICING AGREEMENT**

2-94. Under ACSA authority (Title 10 USC, sections 2341 and 2342), the SECDEF can enter into ACSA for logistics support, supplies, and services on a reimbursable, replacement-in-kind, or exchange-for-equal-value basis. These agreements can be with eligible nations and international organizations of which the United States is a member. An ACSA is a broad overall agreement, which is generally supplemented with an implementing agreement. Implementing agreements contain points of contact and specific details of the transaction and payment procedures for orders for logistics support. Neither party is obligated until the order is accepted.

2-95. Under these agreements, common support may include food, billeting, transportation (including airlift), petroleum, oils, lubricants, clothing, communications services, medical services, ammunition, base operations, storage services, use of facilities, training services, spare parts and components, repair and maintenance services, calibration services, and port services. Items that may not be acquired or transferred under the ACSA authority include weapon systems, major end items of equipment, guided missiles, nuclear ammunition, and chemical ammunition (excluding riot control agents).

### **OTHER SUSTAINMENT OPTIONS**

2-96. Chapter 138 of Title 10 USC authorizes exchanging support between U.S. services and those of other countries. It authorizes DOD acquisition from other countries by payment or replacement-in-kind, without establishing a cross-servicing agreement. Supplies and services authorized under Chapter 138 do not include major end items, missiles, or bombs. It does include food, billeting, petroleum, oils, transportation, communication services, medical services, ammunition, storage, spare parts, maintenance services, and training. Therefore, negotiations in advance of operations for sharing projection and sustainment resources are recommended.

### **SUMMARY**

2-97. Sustainment is joint interdependent. The deliberate and mutual reliance on joint sustainment can reduce duplication and increase efficiency. Title 10, U.S. Code requires each Service to provide its own logistics support. However, authority is available through other means to conduct joint sustainment. DAFL gives the CCDR authority to issue directives to subordinate commanders in order to meet joint sustainment needs. Strategic level sustainment is provided by joint organizations such as DLA, USTRANSCOM, USAHRC, DFAS, and USAFMCOM. These generating forces unique capabilities allow them to provide support directly to the operational Army. Army forces also operate as part of multinational operations. While sustainment of forces is a national responsibility, certain efficiencies and effects can be obtained through sharing, supporting, and/or receiving support from allied forces. There are several options available for the mutual support of multinational operations. During NATO lead operations, the NATO commander may designate a nation as lead nation or role specialization for certain sustainment requirements. Contract support and other agreements also facilitate sustainment of multinational operations.

## Chapter 3

# Sustainment of Decisive Action

*Decisive action* is the continuous, simultaneous combinations of offensive, defensive, and stability or defense support of civil authorities tasks (ADRP 3-0). In unified land operations, commanders seek to seize, retain, and exploit the initiative while synchronizing their actions to achieve the best effects possible. Sustainment, through mission command, enables decisive action. Sustainment provides the operational commander with operational reach, freedom of action and endurance.

### OPERATIONAL CONTEXT

3-1. Any operational environment consists of many interrelated variables and subvariables, as well as the relationships among those variables and subvariables. How the many entities and conditions behave and interact with each other within an operational environment is difficult to discern and always results in differing circumstances. Different actor or audience types do not interpret a single message in the same way. Therefore, no two operational environments are the same (ADRP 3-0).

### UNIFIED LAND OPERATIONS

3-2. Unified land operations require the integration of U.S. military operations with that of multinational partners and other government agencies and nongovernmental organizations. The Army's two core competencies—combined arms maneuver and wide area security— provide the means for balancing the application of the elements of combat power in unified action to defeat enemy ground forces; to seize, occupy, and defend land areas; and to achieve physical, temporal, and psychological advantages over the enemy to seize and exploit the initiative (ADP 3-0).

3-3. The sustainment warfighting function is essential for conducting operations and providing resources for generating and maintaining combat power. Sustainment provides the operational commander operational reach, freedom of action, and operational endurance. As mentioned previously, sustainment is inherently joint and requires a coordinated and collaborated effort between joint and multinational partners and other government agencies.

3-4. A *sustaining operation* is an operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power (ADRP 3-0). Sustaining operations are inseparable from decisive and shaping operations, though not decisive in and of itself.

3-5. When executing sustainment operations, commanders, staffs, and subordinates ensure their decisions and actions comply with 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 (see FM 27-10) and the rules of engagement.

3-6. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative and it provides the support necessary to maintain operations until mission accomplishment.

3-7. Failure to provide sustainment could cause a pause or culmination of an operation resulting in the loss of the initiative. It is essential that sustainment planners and operation planners work closely to synchronize all of the warfighting functions, in particular sustainment, to allow commanders the maximum flexibility to conduct decisive action.

## MISSION COMMAND OF SUSTAINMENT OPERATIONS

3-8. *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). It blends the art of command and the science of control while integrating the warfighting functions to accomplish decisive action. Mission command is a pivotal aspect of providing sustainment to operational forces.

3-9. In executing mission command sustainment commanders must have 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 elements of 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. The principles of mission command and many of the sustainment principles guide sustainment commanders and staff actions.

### BUILD COHESIVE TEAMS THROUGH MUTUAL TRUST

3-10. Sustainment commanders and their staffs must be a part of the overall team and work as an integral team member. Sustainment must be synchronized and planned in conjunction with operational planning. Through this collaborative planning effort, operational and sustainment commanders and staffs build a mutual bond, trust, and understanding of each other's capabilities and requirements. Building trust and confidence in sustainment to support decisive action is essential.

3-11. Sustainment commanders and their staffs cannot lead sustainment operations only from their command posts or operation centers. Sustainment command and staff face to face visits with supported commands facilitate understanding, enable commanders to determine the implications of what is happening (situational understanding) and anticipate what may happen (commander's visualization). These visits also establish character, presence, and intellect and instill competence in sustainment commanders and staff elements. Sustainment commanders talk with their peers, subordinates, superiors, with their staffs and with community and civilian agency leaders. This assures sustainment commanders are better able to integrate sustainment into operations, anticipate support requirements, and provide responsive and continuous support.

3-12. During complex operations, sustainment commanders should establish liaisons with supported organizations. A liaison is that contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action (JP 3-08). The liaison officer is the personal and official representative of the sending organization commander and should be authorized direct face-to-face liaison with the supported commander. The liaison officer must have the commander's full confidence and the necessary rank and experience for the mission. Through monitoring of the supported command's mission, the liaison officer provides quick information on mission changes thus enabling responsive adjustments in support of the operation.

### CREATE SHARED UNDERSTANDING

3-13. Understanding is fundamental to mission command. Sustainment commanders must understand the supported commanders' intents and concept of operations. They must understand how and what the supported commanders think. Sustainment commanders must understand processes and procedures for the provision of sustainment, in relation to the operational environment and the resources available to them. They must understand the correlation between each of the warfighting functions and how sustainment impacts each. Sustainment commanders must understand the relationship of strategic through tactical levels of sustainment, roles and responsibilities of sustainment HQ, and distribution processes. Sustainment commanders must also understand the flow of sustainment and the critical decision points at which they can effect or adjust resources based on changing mission requirements.

3-14. Sustainment commanders and staffs must share their understanding vertically and horizontally to ensure proper coordination and synchronization. Various shared operational and sustainment information



systems enable commanders to keep abreast of rapidly changing variables of an operational environment to facilitate responsive sustainment to the force.

### **PROVIDE A CLEAR COMMANDER'S INTENT**

3-15. Sustainment commanders and staffs at every level must have a clear understanding of the supported commanders' intent. This is essential to making sure sustainment is synchronized and the appropriate level and type of sustainment is forecasted. Sustainment commanders then provide a clear supporting vision and intent to their subordinates to ensure required sustainment to supported commanders.

### **EXERCISE DISCIPLINED INITIATIVE**

3-16. There are four sustainment principles that support the exercise disciplined initiative principle: anticipation, responsiveness, economy, and improvisation. Sustainment commanders cannot wait for a supported commander to request support. Through understanding and knowledge of the operation, sustainment commanders must exercise operational initiative by anticipating future operational requirements and facilitating the provision of logistics, medical, and personnel support in order to be responsive.

3-17. Exercising disciplined initiative means being effective and efficient. Sustainment commanders must be disciplined in ensuring the appropriate amount of sustainment is available to support the mission. Excessive resources could burden an operational commander's ability to exercise freedom of action.

3-18. Sustainment leaders must be able to exercise disciplined initiative by improvising and acting quickly when planned support goes awry. Enemy forces understand that interdiction of sustainment could have an adverse effect on the operational commander's ability to conduct operations. Sustainment commanders and staffs must employ all means necessary to ensure sustainment is distributed in a timely manner.

### **USE MISSION ORDERS**

3-19. Mission orders are the most effective means for conducting mission command of sustainment units. Sustainment commanders must have confidence that subordinate sustainment leaders know and understand the maneuver commander's concept of operations and intent. Often sustainment leaders do not have the luxury of asking for permission. As such, maneuver commanders issue sustainment leaders their mission orders and allow them to execute the mission based on the METT-TC factors during the mission.

### **ACCEPT PRUDENT RISK**

3-20. The ability of threats to disrupt the flow of sustainment could significantly degrade forces' ability to conduct operations as well as sustain them. Sustainment planners and staffs must consider risk factors when planning sustainment. Sustainment commanders may have to balance risk with survivability in considering redundant capabilities and alternative support plans. The ability to protect lines of communications promotes survivability, helping to ensure operational reach and endurance.

### **MISSION COMMAND HEADQUARTERS AND STAFFS FOR SUSTAINMENT**

3-21. Chapter two provides a brief description of the sustainment headquarters within a theater of operation. One important role of the sustainment commander is to instill confidence in the operational commander's mind, that sustainment will be there to allow him to act boldly and freely and exercise initiative. The lack of sustainment should never be a limiting factor during an operation.

3-22. Sustainment commanders facilitate confidence building by establishing and maintaining personal contact with supported commanders. Sustainment staffs must constantly coordinate with supported operational staffs to synchronize and assess support and make adjustments as METT-TC factors warrant.

3-23. The sustainment staffs are responsible for providing staff support activities for the commander. The sustainment staff integrator monitors and coordinates sustainment functions between the sustainment staffs and other warfighting function staffs and advises the commander on force readiness. The sustainment staffs

also coordinate with the corresponding sustainment commands and specialized functional centers (HRSC and FMC) for oversight of operations.

3-24. Theater Army, corps, and division headquarters have staff elements aligned with the warfighting functions: movement and maneuver, fires, intelligence, mission command, protection, and sustainment. The sustainment warfighting function cell consists of the G1, G4, G8, Surgeon staff, and the Engineer Officer. These staff elements assist the sustainment commander in providing mission command of sustainment organizations. They plan, coordinate, and assist the commander in providing control of support to decisive action.

## **SUSTAINMENT PLANNING**

3-25. Sustainment planning begins with the operational commander's intent and concept of operations. This single, unifying idea provides direction for the entire operation. Based on a specific idea of how to accomplish the mission, commanders refine the concept of operations during planning. They adjust it throughout the operation as subordinates develop the situation or conditions change.

3-26. Sustainment planning indirectly focuses on a threat's ability to disrupt sustainment operations but more specifically on sustaining friendly forces to the degree that the Army as a whole accomplishes the desired end state. They must track developments and adjust plans as the operations unfold. Sustainment commanders must understand processes and procedures for how sustainment is provided, in relation to the operational environment and the resources available to them. Sustainment commanders build upon their understanding by collecting, processing, storing, displaying, and disseminating information that impacts the operation. As a result, the sustainment estimate and commanders' understanding have to be reviewed and re-evaluated throughout an operation.

3-27. Planning begins with analysis of the conditions in the operational environment with emphasis on the enemy and operational variables METT-TC. It involves understanding and framing the problem and envisioning the set of conditions that represent the desired end state (ADRP 3-0).

3-28. Planning sustainment support of an operation is vital to mission success. Sustainment commanders and their planning staffs must coordinate and synchronize every stage of the planning process with the operational staff. They must also coordinate, synchronize and integrate the sustainment plan with joint and multinational partners to ensure a continuous linkage with strategic level providers.

3-29. The sustainment staff's role in synchronizing sustainment planning with operations is necessary to assist operational commanders and staffs set the conditions for what is in the realm of the possibilities. To ensure maximum freedom of action sustainment planners must understand the commander's intent, be able to visualize the operation and articulate the operational risks. Limitations like, insufficient infrastructure or the availability of a key class of supply or replacement weapon systems has bearing on the commander's ability to execute the mission. Sustainment commanders and staffs must present credible courses of action commensurate with sustainment capabilities to allow as much freedom action as possible to accomplish the operational end state. While sustainment should not be an impediment to an operation, poor planning, lack of coordination, and understanding could severely impact the success of the operation.

## **DOCTRINAL LINKAGE**

3-30. Sustainment commanders must ensure their staffs are conversant in operational and sustainment doctrine as well as joint and multinational doctrine. Doctrine is a guide and establishes a basic framework for the conduct of operations that facilitates the planning process. Sustainment is a complex operation with many branches and sequels. Doctrine, based on past experiences and knowledge, helps leaders understand the broad context of what is possible, and then allow commanders and staffs to use judgment in the application of doctrine to adjust to the unique circumstances facing them.

3-31. To effectively conduct sustainment in unified land operations, sustainment planners must fully understand the *operations process*—the major mission command activities performed during operations: planning, preparing, executing, and continuously assessing the operation; operational art; and mission command (see ADP 5-0, 3-0, and 6-0, respectively). Additionally, sustainment planners must understand

the mechanics of Joint operations and the necessary links that ensure strategic level support (see JP 3.0, JP 4.0, and JP 5.0).

3-32. A firm doctrinal grasp enables sustainment staffs to use and apply the planning tools of the operations process (see ADP 5-0, 3-0 and 6-0, respectively). In addition to a firm foundation in planning, operational, and sustainment doctrine, planners must understand maneuver doctrine in order to arrange sustainment actions in a manner to effectively support the operation.

## PLANNING CONSIDERATIONS

3-33. Sustainment staffs create viable plans that are well coordinated and synchronized, facilitate operational tempo and support the commander's priorities before, during, and after operations. Sustainment planners in an operational headquarters generally do not drive the planning process but must be fully integrated throughout the Army design methodology. Sustainment planners use the commander's intent, planning guidance, and the military decision making process to develop the sustainment concept of support.

3-34. The concept of support is derived from running estimates developed using a variety of planning tools. These running estimates project consumption rates for key classes of supply, casualty figures, maintenance requirements, and other sustainment requirements (see ADRP 5-0 for additional information). Sustainment planners participate in all aspects of the military decision making process to ensure synchronization and unity of effort.

3-35. Planning in a sustainment headquarters requires lead planners to take an active role in the planning process. They assist the development of the commander's understanding of the operational environment, identify the problems, and articulate the sustainment commander's vision. It requires they have regular access to the commander. Sustainment planners must have the most current products from the organizations they support as well as planning products from their higher headquarters to ensure proper nesting and synchronization. Developing effective plans facilitates well synchronized transitions between operational phases.

3-36. A comprehensive analysis of host nation capabilities and plans incorporating these resources, provides sustainment commanders with an array of options. For example, the availability of reliable contractible resources could reduce the burden on military resources and an already strained distribution system. Contracted resources could enable military resources to be focused on high priority operations that are unsuitable for civilian personnel. The use of contractors and host nation support are often directly tied to the level of violence and threat in the operational environment.

## SECTION I – OPERATIONAL REACH

3-37. Operational reach is a necessity in order to conduct decisive action. *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.

3-38. Sustainment enables operational reach. It provides Army forces with the lift, materiel, supplies, health services, and other support necessary to sustain operations for extended periods of time. Army forces require strategic sustainment capabilities and global distribution systems to deploy, maintain, and conduct operations over great distances. Army forces increase the joint force's ability to extend operational reach by securing and operating bases in the AOR. In many instances, land operations combine direct deployment with movements from intermediate staging bases located outside the operational area.

3-39. Extending operational reach is a paramount concern for commanders. To achieve the desired end state, forces must possess the necessary operational reach to establish and maintain conditions that define success. Commanders and staffs increase operational reach through deliberate, focused operational design, and the appropriate sustainment to facilitate endurance.

## ARMY PREPOSITIONED STOCKS

3-40. Army Prepositioned Stocks (APS) is essential in facilitating strategic and operational reach. The APS program is a key Army strategic program. The USAMC manages and the ASC executes the APS program

and provides accountability, storage, maintenance, and transfer (issue and receipt) of all equipment and stocks (except medical supplies and subsistence items) (ATTP 4-15). Medical APS stocks are managed by U.S. Army Medical Materiel Agency for the Office of the Surgeon General and subsistence items are managed for the Army by DLA.

3-41. Prepositioning of stocks in potential theaters provides the capability to rapidly resupply forces until air and sea lines of communication are established. Army prepositioned stocks are located at or near the point of planned use or at other designated locations. This reduces the initial amount of strategic lift required for power projection, to sustain the war fight until the line of communication with CONUS is established, and industrial base surge capacity is achieved (FM 3-35.1).

3-42. The four categories of APS are: prepositioned unit sets, operational projects stocks, Army war reserve sustainment stocks, and war reserve stocks for allies (FM 3-35.1), as discussed below.

### **PREPOSITIONED UNIT SETS**

3-43. Prepositioned unit sets consist of prepositioned organizational equipment (end items, supplies, and secondary items) stored in unit configurations to reduce force deployment response time. Materiel is prepositioned ashore and afloat to meet the Army's global prepositioning strategic requirements of more than one contingency in more than one theater of operations.

### **OPERATIONAL PROJECTS STOCKS**

3-44. Operational projects stocks are materiel above normal table of organization and equipment, table of distribution and allowances, and common table of allowance authorizations, tailored to key strategic capabilities essential to the Army's ability to execute force projection. They authorize supplies and equipment above normal modified table of organization and equipment authorizations to support one or more Army operation, plan, or contingency. They are primarily positioned in CONUS, with tailored portions or packages prepositioned overseas and afloat. The operational projects stocks include aerial delivery, mortuary affairs, and Force Provider base camp modules.

### **ARMY WAR RESERVE SUSTAINMENT STOCKS**

3-45. Army war reserve sustainment stocks are acquired in peacetime to meet increased wartime requirements. They consist of major and secondary materiel aligned and designated to satisfy wartime sustainment requirements. The major items replace battle losses and the secondary items provide minimum essential supply support to contingency operations. Stocks are prepositioned in or near a theater of operations to reduce dependence on strategic lift in the initial stages of a contingency. They are intended to last until resupply at wartime rates or emergency rates are established.

### **WAR RESERVE STOCKS FOR ALLIES**

3-46. War reserve stocks for allies is an Office of the Secretary of Defense –directed program that ensures U.S. preparedness to assist designated allies in case of war. The United States owns and finances war reserve stocks for allies and prepositions them in the appropriate theater.

3-47. Land-based APS in Korea, Europe, or Southwest Asia allows the early deployment of a BCT to those locations. These prepositioned sets of equipment are essential to the timely support of the U.S. national military strategy in the areas of U.S. national interest and treaty obligations. Fixed land-based sites store Army prepositioned sets of BCT equipment, operational projects stocks, and sustainment stocks. Land-based sets can support a theater lodgment to allow the off-loading of Army pre-positioned afloat equipment and can be shipped to support any other theater worldwide (see FM 3-35.1).

3-48. The automated battlebook system contains details on each APS program. G3 planners and unit movement officers use the automated battlebook system to identify equipment in the categories to accompany troops. The automated battlebook system also provides a consolidated list of all APS stockpile inventories. The automated battlebook system supports deployment planning by providing the deploying unit with a contingency-updated database for all APS equipment and selected supplies in prepositioned

locations. AFSB coordinate APS support to include command over AFSBns responsible to maintain, issue, and account for APS unit equipment and supplies.

3-49. Army prepositioned afloat is the expanded reserve of equipment for an infantry brigade combat team, theater-opening sustainment units, port-opening capabilities, and sustainment stocks aboard forward-deployed prepositioned afloat ships. Army prepositioned afloat operations are predicated on the concept of airlifting an Army infantry brigade combat team with sustainment elements into a theater to link up with its equipment and supplies prepositioned aboard Army prepositioned afloat ships (see FM 3-35.1).

## FORCE PROJECTION

3-50. *Force projection* is the ability to project the military instrument of national power from the United States or another theater, in response to requirements for military operations (JP 3-0). Force projection 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. Force projection operations are inherently joint and require detailed planning and synchronization.

3-51. Sustainment of force projection operations is a complex process involving the GCC, strategic and joint partners such as USTRANSCOM, and transportation component commands like AMC, military sealift command, SDDC, USAMC, DLA, Service Component Commands, and Army generating forces. FM 1-01 and FM 3-35, provides greater detail on the force projection processes, but a general summarization is provided;

- **Mobilization** is the process of bringing the armed forces to a state of readiness in response to a contingency. Upon alert for deployment generating force sustainment organizations, ensure Army forces are manned, equipped, and meet all Soldier readiness criteria.
- **Deployment** is the movement of forces to an operational area in response to an order. Sustainment is crucial to the deployment of forces. Joint transportation assets including air and sealift provide the movement capabilities for the Army.
- **Employment** encompasses a wide array of operations—including, but not limited to—entry operations, decisive action, conduct of operations, and post-conflict operations.
- **Sustainment** provides logistics, personnel services, and health service support to maintain forces until mission completion. It gives Army forces its operational reach, freedom of action and endurance.
- **Redeployment** is the return of forces and materiel to the home or mobilization station or to another theater. It requires retrograde of logistics, personnel services, and health service support and reuniting unit personnel and equipment at their home station.

## THEATER OPENING

3-52. *Theater opening (TO)* is the ability to establish and operate ports of debarkation (air, sea, and rail) to establish a distribution system and sustainment bases, and to facilitate port throughput for the reception, staging, onward movement and integration of forces within a theater of operations (ADP 4-0). Preparing for TO operations requires unity of effort among the various commands and a seamless strategic-to-tactical interface. It is a complex joint process involving the GCC and strategic and joint partners such as USTRANSCOM and DLA. TO functions set the conditions for effective support and lay the groundwork for subsequent expansion of the theater distribution system.

3-53. When given the mission to conduct TO, a sustainment brigade, designated a sustainment brigade (TO), and a mix of functional battalions and multi-functional CSSBs are assigned based on mission requirements. The sustainment brigade HQ staff may be augmented with a Transportation Theater Opening Element to assist in managing the TO mission. The augmentation element provides the sustainment brigade with additional manpower and expertise to command and control TO functions, to conduct transportation planning, and provide additional staff management capability for oversight of RSOI operations, port operations, node and mode management, intermodal operations, and movement control. The sustainment brigade will participate in assessing and acquiring available HN infrastructure capabilities and contracted

support and coordinating with military engineers for general engineering support (FMI 4-93.2 and ATTP 4-0.1)

### PORT OPENING

3-54. Port opening is a subordinate function of theater opening. **Port opening is the ability to establish, initially operate and facilitate throughput for ports of debarkation (POD) to support unified land operations.** The port opening process is complete when the POD and supporting infrastructure is established to meet the desired operating capacity for that node. Supporting infrastructure can include the transportation needed to support port clearance of cargo and personnel, holding areas for all classes of supply, and the proper in-transit visibility systems established to facilitate force tracking and end to end distribution.

3-55. Port opening and port operations are critical components for preparing TO. Commanders and staffs coordinate with the HN to ensure sea ports and aerial ports possess sufficient capabilities to support arriving vessels and aircraft. USTRANSCOM is the port manager for deploying U.S. forces (ATTP 4-0.1).

### Joint Task Force Port Opening

3-56. The Joint Task Force Port Opening (JTF-PO) is a joint capability designed to rapidly deploy and initially operate aerial and sea ports of debarkation, establish a distribution node, and facilitate port throughput within a theater of operations (JP 4-0). The JTF-PO is a standing task force that is a jointly trained, ready set of forces constituted as a joint task force at the time of need. The Army contribution to the JTF-PO is the Rapid Port Opening Element (RPOE) which deploys within hours to establish air and sea ports of debarkation in contingency response operations. The RPOE also provides in-transit visibility and cargo clearance.

3-57. The Joint Task Force Port Opening facilitates joint RSOI and theater distribution by providing an effective interface with the theater JDDOC and the sustainment brigade for initial aerial port of debarkation (APOD) operations. The JTF-PO is designed to deploy and operate for up to 60 days. As follow-on theater logistics capabilities arrive, the JTF-PO will begin the process of transferring mission responsibilities to arriving sustainment brigade forces or contracted capabilities to ensure the seamless continuation of airfield and distribution operations.

### Seaports

3-58. Surface Deployment and Distribution Command is the single port manager (SPM) for all common user seaports of debarkation (SPOD) and as the SPM it develops policy and advises the GCC on port management, recommends ports to meet operational demands, and is primarily responsible for the planning, organizing, and directing the operations at the seaport. The TSC and its subordinate Sustainment Brigades, Terminal Battalions and Seaport Operating Companies perform the port operator functions at SPODs. These functions can include port preparations and improvement, cargo discharge and upload operations, harbor craft services, port clearance and cargo documentation activities. If the operational environment allows, SDDC may have the ability to contract locally for port operator support eliminating or decreasing the requirement for the TSC and its subordinate units.

3-59. The single port manager may have OPCON of a port support activity which is an ad hoc organization consisting of military and/or contracted personnel with specific skills to add in port operations. The TSC and SDDC will coordinate the PSA requirement. The PSA assists in moving unit equipment from the piers to the staging/marshaling/loading areas, assisting the aviation support element with movement of helicopters in preparation for flight from the port, providing limited maintenance support for equipment being offloaded from vessels, limited medical support, logistics support, and security for port operations.

3-60. Ideally, the SPOD will include berths capable of discharging large medium speed roll-on/roll-off ships. The SPOD can be a fixed facility capable of discharging a variety of vessels, an austere port requiring ships to be equipped with the capability to conduct their own offloading, or beaches requiring the conducting of JLOTS operations. Whatever the type of SPOD, it should be capable of accommodating a HBCT.

3-61. When vessels arrive at the SPOD, the TSC and/or SDDC is responsible for discharging the unit equipment, staging the equipment, maintaining control and in-transit visibility (ITV), and releasing it to the unit. This includes minimum standards that are critical for the physical security/processing of DOD sensitive conventional arms, ammunition, and explosives, including non-nuclear missiles and rockets.

3-62. The Theater Gateway Personnel Accounting Team and supporting HR company and platoons will normally operate at the SPOD as well as movement control teams to facilitate port clearance of personnel and equipment. The movement control team that has responsibility for the SPOD, coordinates personnel accounting with the supporting CSSB or sustainment brigade for executing life support functions (billeting, feeding, transportation, and so forth) for personnel who are transiting into or out of the theater.

### Aerial Ports

3-63. Airfields supporting strategic air movements for deployment, redeployment, and sustainment are designated aerial ports. Aerial ports are further designated as either an aerial port of embarkation (APOE) for departing forces and sustainment, or as an aerial port of debarkation (APOD) for arriving forces and sustainment. Reception at the APOD is coordinated by the senior logistics commander and executed by an Air Force contingency response group/element and an arrival/departure airfield control group (A/DACG). The A/DACG is an ad hoc organization established to control and support the arrival and departure of personnel, equipment, and sustainment cargo at airfields and must be a lead element when opening an APOD. Elements of a movement control team and an inland cargo transfer company typically operate the A/DACG however the mission can be performed by any unit with properly trained personnel and the appropriate equipment. See doctrine on base camps for more information.

3-64. USTRANSCOM's Air Mobility Command (AMC) is the single port manager for all common user APODs. Ideally, the APOD will provide runways of varying capacity, cargo handling equipment, adequate staging areas, multiple links to the road and rail network, and a qualified work force. The single port manager works with the service provided A/DACG of offload aircraft and assists in moving unit equipment to the staging/marshaling/loading areas. The A/DACG also assists the aviation support element with movement of helicopters in preparation for flight from the APOD.

### Basing

3-65. 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. 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 combat power to operational depth. Options for basing range from permanent basing in CONUS to permanent or contingency (non-permanent) basing OCONUS. 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.

3-66. Bases or base camps may have a specific purpose (such as serving as an intermediate staging base, logistics base, or forward operating base) or they may be multifunctional. A base or base camp has a defined perimeter and established access controls, and should take advantage of natural and man-made features.

3-67. Bases or base camps may be joint or single service and will routinely support both U.S. and multinational forces, as well as interagency partners, operating anywhere along the range of military operations. Commanders often designate a single commander as the base or base camp commander that is responsible for protection, terrain management, and day-to-day operations of the base or base camp. This allows other units to focus on their primary function. Units located within the base or base camp are under the tactical control of the base or base camp commander for base security and defense.

3-68. Within large echelon support areas, controlling commanders may designate base clusters for mutual protection and mission command. Within a support area, a designated unit such as a brigade combat team or maneuver enhancement brigade provides area security, terrain management, movement control, mobility support, clearance of fires, and required tactical combat forces. Operational area security operations focus on the protected force, base, base camp, route, or area. This allows sustainment units to focus on their

primary function. Sustainment commanders and planners must constantly coordinate with supported operational staffs to synchronize sustainment operations to include all activities of the base camp life cycle and the basing strategy.

### ***Intermediate Staging Bases***

3-69. An *intermediate staging base (ISB)* is a tailorable, temporary location used for staging forces, sustainment and/or extraction into and out of an operational area (JP 3-35). While not a requirement in all situations, the intermediate staging base may provide a secure, high-throughput facility when circumstances warrant. The commander may use an ISB as a temporary staging area en route to a joint operation, as a long-term secure forward support base, and/or secure staging areas for redeploying units, and noncombatant evacuation operations.

3-70. An intermediate staging base is task organized to perform staging, support, and distribution functions as specified or implied by the CCDR and the theater Army operations order. The intermediate staging base task organization is dependent on the operational situation and the factors of METT-TC. It may provide life support to staging forces in transit to operations or serve as a support base supporting the theater distribution plan.

3-71. As a support base, an intermediate staging base may serve as a transportation node that allows the switch from strategic to intratheater modes of transportation. Whenever possible an intermediate staging base takes advantage of existing capabilities, serving as a transfer point from commercial carriers to a range of tactical intratheater transport means that may serve smaller, more austere ports. Army forces may use an intermediate staging base in conjunction with other joint force elements to pre-position selected sustainment capabilities. Intermediate staging base personnel may perform limited sustainment functions, such as materiel management and selected sustainment maintenance functions.

### **Forward Operating Bases**

3-72. Forward operating bases extend and maintain the operational reach by providing secure locations from which to conduct and sustain operations. They not only enable extending operations in time and space; they also contribute to the overall endurance of the force. Forward operating bases allow forward deployed forces to reduce operational risk, maintain momentum, and avoid culmination.

3-73. Forward operating bases are generally located adjacent to a distribution hub. This facilitates movement into and out of the operational area while providing a secure location through which to distribute personnel, equipment, and supplies.

## **THEATER CLOSING**

3-74. *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. Theater closing begins with the termination of joint operations.

## **TERMINATING JOINT OPERATIONS**

3-75. Terminating joint operations is an aspect of the CCDR's functional or theater strategy that links to achievement of national strategic objectives (JP 5-0). Based on the President's strategic objectives that compose a desired national strategic end state, the supported CCDR can develop and propose termination criteria. The termination criteria describe the standards that must be met before conclusion of a joint operation. These criteria help define the desired military end state, which normally represents a period in time or set of conditions beyond which the President does not require the military instrument of national power as the primary means to achieve remaining national objectives. Termination criteria should account for a wide variety of operational tasks that the joint force may need to accomplish, to include disengagement, force protection (including force health protection support to conduct retrograde cargo inspections and pest management operations), transition to post-conflict operations, reconstitution, and redeployment. While there may be numerous terminating tasks the Army must achieve, the discussion



below is deliberately broad and not all inclusive. The discussion focuses on redeployment, drawdown of non-unit materiel, and transitioning of materiel, facilities and capabilities to host nation or civil authorities.

3-76. Planning for the transition from sustained combat operations to the termination of joint operations, and then a complete handover to civil authority, must commence during plan development and be ongoing during all phases of a campaign or major operation. Planning for redeployment should be considered early and continued throughout the operation and is best accomplished in the same time-phased process in which deployment was accomplished.

## REDEPLOYMENT

3-77. Redeployment involves the return of personnel, equipment, and materiel to home and/or demobilization stations and is considered as an operational movement critical in reestablishing force readiness (FM 3-35). Under the ARFORGEN model deployment and redeployment of forces in support of extended operations is a cyclic process. However, for terminating joint operations, Army forces may be completely redeployed from the joint operational area. Many of the procedures used to in the initial deployment of forces to theater apply during redeployment. Unlike cyclic deployment where units fall in on positioned unit equipment and sets, termination redeployment efforts require movement of unit sets to APOEs/SPOEs for shipment to home station or other designated locations. After completion of military operations, redeploying forces move to designated assembly areas or directly to redeployment assembly areas. The same elements that operate and manage the theater distribution system during deployment and sustainment will usually perform support roles during redeployment.

3-78. Two critical aspects of equipment and materiel redeployment are property book accountability and asset visibility. Furthermore, the identification of how much equipment is on the ground, location of the equipment, type of equipment, condition of the equipment, and reporting procedures will allow for timely planning, as it will impact mode of transportation, resources, timeline, personnel, storage capabilities, and the like. Moreover, the accurate reporting of equipment on property books, locations, and condition will influence strategic-level decision making in terms of funding, field or sustainment reset, and disposal of equipment.

## DRAWDOWN

3-79. Planning for drawdown of non-unit equipment and materiel should occur early in the operational and strategic planning process. Drawdown planning entails more than returning equipment to CONUS. At the strategic level, the requirement for specific types of equipment may necessitate the redistribution of equipment to another AOR.

3-80. Even though equipment drawdown is an important mission in the redeployment operation, it may not be the Army's or the GCC main priority; thus, prioritization of equipment redistribution/disposition must be established early on to maximize distribution capacity and velocity. A challenge is visibility of strategic-level materiel requirements synthesized into the already established priority timeline. Overcoming this challenge is through strategic-level collaboration between partners including Service Headquarters, GCCs, USAMC, DLA, and USTRANSCOM to effectively and efficiently strategically reset both Joint and Army forces. Through this partnership, the nation's resources are preserved for other security needs.

3-81. As planners begin the process of reducing forces in a theater of operations, they must develop a balance between operational capability and sustainment capability. There is a natural tendency to eliminate the sustainment and enabler forces first because they do not provide an inherent capability to engage with the population or enemy. However, as the sustainment and enabling force are withdrawn, there is a direct impact on the operational forces in the form of reduced operational reach and requirements for assumption of additional missions.

3-82. To provide unity of effort and ensure operational freedom of action through rapid return, repair, redistribution, and combat power regeneration for the Army, a USAMC Responsible Reset Task Force provides a comprehensive solution for drawdown. Reset is a coordinated effort to methodically plan and execute the timely, repair, redistribution, and/or disposal of non-unit equipment, nonconsumable and materiel identified as excess to theater requirements, to home station, sources of repair, or storage or

disposal facilities. Through the phased redeployment of forces, the Responsible Reset Task Force mission will reset the Army in the shortest time possible.

3-83. The TSC/ESC work closely with the DLA in the close out of materiel in the theater. Support Team serves as the single point of contact to the TSC/ESC. The DLA Support Teams are tasked to provide support to the theater closure plan and are focused on providing support to echelons at the theater level and below based on the priorities of effort. During theater closure, the DLA provides support in the form of adjusting the flow of CL I, II, III (B) (P), IV, VIII and IX to ensure support to the warfighter. DLA could, if requested, provide a theater consolidation and shipping point for departing forces. Additionally, DLA assists Army forward operating base closure by providing Expeditionary Disposal Remediation Teams to provide expert advice and oversight to U.S. forces on the preparation for and the closure of Army units.

### **CLOSING OPERATIONAL CONTRACTS**

3-84. The supporting contracting organization will be required to terminate and close out existing contracts and orders. Ratifications and claims must be processed to completion. Contracting for life support services and retrograde support may continue until the last element departs, but standards of support should be reduced as much as possible prior to final contract closeout. In some operations, the supporting contracting organization may be required to assist in the transition of contracted support (the contracts themselves are not transferable) to the Department of State, a multi-national partner or to the host nation. This transition of contract support may include limited continuation of existing contracts in support of high priority Department of State operations. Because of the nature of contract support transition/closeout during termination operations, contingency contracting officers will often be some of the last soldiers to leave the area of operations.

### **PORT CLOSING**

3-85. USTRANSCOM, through SDDC is responsible for providing and managing strategic common-user sealift, and terminal services in support GCC's drawdown or termination requirements. As the single port manager, it is SDDC's responsibility to integrate and synchronize strategic and theater re-deployment execution and distribution operations within each CCDR's area of responsibility. It ensures drawdown/termination requirements are met through the use of both military and commercial transportation assets based on the supported commander business rules and JDDE best business practices.

## **SECTION II – FREEDOM OF ACTION**

3-86. 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 the sustainment commanders synchronize the sustainment plan with the operation plan to ensure supported commanders can operate freely and unencumbered due to limited resources. Sustainment commanders can enable freedom of action through preparing and putting in place sustainment activities.

### **SUSTAINMENT PREPARATION**

3-87. Preparation for the sustainment of operations consists of activities performed by units to improve their ability to execute an operation. Preparation includes but is not limited to plan refinement, rehearsals, information collection, coordination, inspections, and movements. For sustainment to be effective, several actions and activities are performed across the levels of war to properly prepare forces for operations.

### **NEGOTIATIONS AND AGREEMENTS**

3-88. Negotiating and establishing agreements with host nation resources is an important task of mission command for sustainment operations. Through negotiation and agreements, Army forces are able to reduce its military sustainment footprint and/or all military sustainment resources to focus on higher priority operations that may not be conducive to civilian support functions.

3-89. Negotiation of agreements enables access to HNS resources identified in the requirements determination phase of planning. This negotiation process may facilitate force tailoring by identifying available resources (such as infrastructure, transportation, warehousing, and other requirements) which if not available would require deploying additional sustainment assets to support.

3-90. 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

3-91. *Sustainment preparation of the operational environment* is the analysis to determine infrastructure, physical environment, and resources in the operational environment that will optimize or adversely impact friendly forces means for supporting and sustaining the commander's operations plan (ADP 4-0). The sustainment preparation of the operational environment assists planning staffs to refine the sustainment estimate and concept of support. It identifies friendly resources (HNS, contractible, or accessible assets) or environmental factors (endemic diseases, climate) that impact sustainment.

3-92. Some of the factors considered (not all inclusive) are as follows:

- **Geography.** Information on climate, terrain, and endemic diseases in the AO to determine when and what types of equipment are needed. For example, water information determines the need for such things as early deployment of well-drilling assets and water production and distribution units.
- **Supplies and Services.** Information on the availability of supplies and services readily available in the AO. Supplies (such as subsistence items, bulk petroleum, and barrier materials) are the most common. Common services consist of bath and laundry, sanitation services, and water purification.
- **Facilities.** Information on the availability of warehousing, cold-storage facilities, production and manufacturing plants, reservoirs, administrative facilities, hospitals, sanitation capabilities, and hotels.
- **Transportation.** Information on road and rail networks, inland waterways, airfields, truck availability, bridges, ports, cargo handlers, petroleum pipelines, materials handling equipment, traffic flow, choke points, and control problems.
- **Maintenance.** Availability of host nation maintenance capabilities.
- **General Skills.** Information on the general skills such as translators and skilled and unskilled laborers.

## SUSTAINMENT EXECUTION

3-93. *Execution* is putting a plan into action by applying combat power to accomplish the mission (ADP 5-0). It focuses on actions to seize, retain, and exploit the initiative.

3-94. Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the initiative and it provides the support necessary to maintain operations until mission accomplishment. Failure to provide sustainment could cause a pause or culmination of an operation resulting in the loss of the initiative. It is essential that sustainment planners and operation planners work closely to synchronize all of the warfighting functions, in particular sustainment, to allow commanders the maximum freedom of action.

3-95. Sustainment plays a key role in enabling decisive action. For example, general engineering support provides construction support to protect key assets such as personnel, infrastructure, and bases. Horizontal and vertical construction enables assured mobility of transportation networks and survivability operations to alter or improve cover and concealment to ensure freedom of action, extend operational reach, and endurance of the force. Legal personnel supporting rule of law activities may find themselves working closely with host nation judicial, law enforcement, and corrections systems personnel.

### SUSTAINING OFFENSIVE TASKS

3-96. An *offensive task* is a task conducted to defeat and destroy enemy forces and seize terrain, resources, and population centers (ADRP 3-0). The intent of an offensive task is to impose the commander's will on the enemy. In the offense, the decisive action is a sudden, shattering action against an enemy weakness that capitalizes on speed, surprise, and shock. The sustainment of offensive tasks is high in intensity. Commanders and staffs plan for increased requirements and demands on sustainment. Sustainment planners work closely with other warfighting function staffs to determine the scope of the operations and develop estimates for quantity and types of support required. They 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. They also consider alternative methods for delivering sustainment in emergency situations.

3-97. To maintain initiative and freedom of action, coordination between staff planners must be continuous. The most important assets are typically fuel (Class III Bulk) and ammunition (Class V), Class VII, movement control, and medical evacuation. Based on planning assessments, sustainment commanders direct the movement of these and other support to meet anticipated requirements.

3-98. Another aspect of sustaining the offensive is the lengthened lines of communication (LOCs). Widely dispersed forces, longer LOCs, and congested road networks increase stress on transportation systems. As a result, a combination of ground and aerial delivery maybe planned to accommodate the distribution. Distribution managers and movement control units synchronize movement plans and priorities according to the commander's priority of support. Distribution must be closely coordinated and tracked to ensure delivery of essential support. The routing function of movement control becomes an essential process for coordinating and directing movements on main supply routes or alternate supply routes, and regulating movement on LOCs to prevent conflict and congestion.

3-99. Higher casualty rates associated with the offensive may increase the requirement for medical resources. Positioning medical support close to operations facilitate treatment and evacuation. If increased casualty rates overwhelm medical resources, nonmedical transportation assets may be needed for evacuation. Additional combat and operational stress control teams may also be required to support combat and operational stress casualties following operations.

3-100. Higher casualty rates also increase the emphasis on personnel accountability, casualty reports, and replacement operations. G1s and S1s plan for accurate tracking of casualties and replacements through coordination with Casualty Liaison Teams and the HRSC.

3-101. Religious support may become critical during the offensive. Religious support through counseling and appropriate worship can help reduce combat and operational stress, increase unit cohesion, and enhance performance.

3-102. Using contractors during the sustainment of offensive operations entails great risk and raises significant practical and legal considerations. However, when necessary, the force commander may be willing to accept this risk and use contractors in forward areas. Commanders should seek counsel from their judge advocates when considering the use of contractors during offensive operations.

### SUSTAINING DEFENSIVE TASKS

3-103. 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). Defensive tasks can set conditions for a counteroffensive or counterattack that enables Army forces to regain the initiative.

3-104. Typically, the defensive task requires more centralized control. Movements of materiel and troops within the AO have to be closely and continuously coordinated, controlled, and monitored. Distribution managers direct forecasted sustainment to designated units. Increases in CL IV requirements, such as barrier and construction materials, are pushed to designated collection points for unit retrieval.

3-105. The task of medical units is to triage casualties, treat, and return to duty or resuscitate and stabilize for evacuation to the next higher role of medical care or out of the theater of operations. MTFs and other

AHS support assets should be placed within supporting distance of maneuver forces but not close enough to impede ongoing combat operations.

### **SUSTAINING STABILITY TASKS**

3-106. *Stability* is an overarching term encompassing various military missions, tasks, and activities. 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 Stability Operations). Sustainment in operations with a dominant stability component often involves supporting U.S. forces, multinational forces, and other contributing partners in a wide range of missions and tasks. It will require interaction with other governmental agencies and nongovernmental organizations.

3-107. At the tactical or local level, sustainment, in support of stability tasks, restores essential civil services as defined in terms of immediate humanitarian needs (such as providing food, water, shelter, and medical support) necessary to sustain the population until local civil services are restored. Efforts to restore essential services involve developing host nation capacity to operate, maintain, and improve those services. Other sustainment tasks associated with restoration of services include support to dislocated civilians and demining operations.

3-108. Security and economic stability precede an effective and stable government. Operational contract support plays a significant role in supporting economic stabilization and infrastructure development, especially at the local level. Here the emphasis is on generating employment opportunities, infusing monetary resources into the local economy, stimulating market activity, fostering recovery through economic development, and supporting the restoration of physical infrastructure. Drawing on local goods, services, and labor through contracting, presents the force an opportunity to infuse cash into the local economy, which in turn stimulates market activity. A functioning economy provides employment and reduces the dependence of the population on the military for necessities.

3-109. Institutions necessary for a functioning justice system include; police, investigative services, prosecutorial arm, and public defense. If transitional military authority is instituted, intervening forces will likely carry out judicial and correctional functions.

### **SUSTAINING DEFENSE SUPPORT OF CIVIL AUTHORITY TASKS**

3-110. 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, U.S.C., 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 FM 3-28 and JP 3-28 for details of defense support of civil authorities.

3-111. The principal logistics functions of the Army during disaster response is to move, maintain and provide logistical capabilities necessary to respond to requests for assistance from civil authorities and also provide sustainment support to the responding DOD forces. Army units are expected to be self-sustaining during any civil support operations and individual should deploy with sufficient basic sustainment commodities (food, water, and fuel) to be self sufficient for the initial phase of operations, usually 72 hours. Resupply is then coordinated through the higher headquarters tasked to coordinate, synchronize and execute the resupply mission. National Guard forces continue to be supported through their state's military infrastructure, primarily through the state's joint force headquarters.

### **SUSTAINING ARMY SPECIAL OPERATIONS FORCES**

3-112. The Army Special Operations Forces (ARSOF) are not self-sufficient. They require external sustainment to support their operations. The sustainment of ARSOF is provided by sustainment forces on an area basis and they may draw from sustainment resources from a number of sustainment organizations supporting an area of operations.

3-113. Army Special Operations Forces sustainment structures are lean and unable to provide all sustainment functions required to support their missions. ARSOF routinely arrive in an AO early, execute forced-entry operations, and operate independently in small teams. Because of these factors, logistics support to ARSOF must be tailored based upon mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC). For more information on ARSOF, see FM 3-05.

3-114. The integration of ARSOF support capabilities with those of the Theater Sustainment Command facilitates synchronized and tailored support to specific ARSOF mission requirements. This relationship provides sufficient flexibility to respond to changing requirements. Additionally, the coordination and synchronization between the ARSOF and TSC leverages logistics resources and achieves greater operating efficiencies for the ARSOF.

3-115. The Sustainment Brigade (Special Operations) (Airborne) plans, integrates, and assesses the need for sustainment to ARSOF. The brigade is designed to serve as an early entry element to provide mission command of one Combat Sustainment Support Battalion in support of a conventional force subordinate to the JSOTF. The brigade synchronizes and manages sustainment and distribution operations; determines and anticipates sustainment requirements; plans, coordinates, and synchronizes both current and future sustainment operations for deployed SOF units.

3-116. The most challenging support of ARSOF is during operations in austere environments. When an ARSOF unit deploys into an undeveloped theater of operations, it must bring sufficient resources to survive and operate until it establishes a bare-base support system or makes coordination for support through the Theater Sustainment Command, HN, or MNF.

3-117. The Army Expeditionary Contracting Command provides direct support contingency contracting capability to special operations. ARSOF have an assigned direct support contingency contracting battalion with five contingency contracting teams in direct support of each Active Army Special Forces group. Their mission is to provide operational contracting support to ARSOF.

## SECTION III – ENDURANCE

3-118. Endurance refers to the ability to employ combat power anywhere for protracted periods. Endurance stems from the ability to create, protect, and sustain a force, regardless of the distance from its base and the austerity of the environment (ADRP 3-0). Endurance involves anticipating requirements and continuity of integrated networks of interdependent sustainment organizations. Prolonged endurance is enabled by an effective distribution system and the ability to track sustainment from strategic to tactical level.

3-119. The sustainment principle continuity is paramount for ensuring endurance. Sustainment commanders must ensure the continuous link between strategic to tactical levels are maintained and free flowing. Commanders must be able to track sustainment in near real time and quickly make decisions resulting from changes to missions or operations.

## DISTRIBUTION

3-120. Distribution is the primary means to prolong endurance. *Distribution* is the operational process of synchronizing all elements of the logistic system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander. Additionally, it is also the process of assigning military personnel to activities, units, or billets (JP 4-0).

3-121. The distribution system consists of a complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, manage, and control the flow of military materiel between point of receipt into the military system and point of issue to using activities and units.

3-122. The Joint segment of the distribution system is referred to as global distribution. It is defined as the process that synchronizes and integrates the fulfillment of joint requirements with the employment of joint forces (JP 4-09). It provides national resources (personnel and materiel) to support the execution of joint operations.

3-123. The Army segment of the distribution system is referred to as theater distribution. *Theater distribution* is the flow of equipment, personnel, and materiel within theater to meet the CCDR's mission. The theater segment extends from the ports of debarkation or source of supply (in theater) to the points of need (Soldier). It is enabled by a distribution management system synchronizes and coordinates a complex of networks (physical, communications, information, and resources) and the sustainment warfighting function to achieve responsive support to operational requirements. Distribution management includes the management of transportation and movement control, warehousing, inventory control, order administration, site and location analysis, packaging, data processing, accountability for equipment (materiel management), people, and communications. See ATTP 4-0.1, Army Theater Distribution for details.

3-124. The distribution management of medical materiel is accomplished by a support team from the Medical Logistics Management Center (MLMC). The MLMC support team collocates with the DMC of the TSC/ESC to provide the MEDCOM (DS) with visibility and control of all Class VIII.

### IN-TRANSIT VISIBILITY

3-125. *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). This includes force tracking and visibility of convoys, containers/pallets, transportation assets, other cargo, and distribution resources within the activities of a distribution node.

3-126. In-transit visibility provides the distribution manager the ability to assess how well the distribution process is responding to supported force needs. Distribution managers gain and maintain visibility (items, personnel, units, transition hubs, and transport modes) at the earliest practical point in the management process. This allows managers to operate with timely information to effectively assess the status of resources, adapt and rapidly respond to immediate distribution requirements.

### RETROGRADE OF MATERIEL

3-127. Another aspect of distribution is retrograde of materiel. *Retrograde of materiel* is the return of materiel from the owning/using unit back through the distribution system to the source of supply, directed ship-to location, and/or point of disposal (ATTP 4-0.1). Retrograde includes turn-in/classification, preparation, packing, transporting, and shipping. To ensure these functions are properly executed, commanders must enforce supply accountability and discipline and utilize the proper packing materials. Retrograde of materiel can take place as part of theater distribution operations and as part of redeployment operations. Retrograde of materiel must be continuous and not be allowed to build up at supply points/nodes.

3-128. Early retrograde planning is essential and necessary to preclude the loss of materiel assets, minimize environmental impact, and maximize use of transportation capabilities. Planners must consider environmental issues when retrograding hazardous materiel.

3-129. Contractor or HNS may be used in the retrograde of materiel. This support is planned and negotiated early in the operation. HNS must be identified early enough to ensure they are properly screened and present no security risk. Leaders at all levels are responsible for the adherence of all policies and safety measures by contractors and HNS.

3-130. Retrograde materiel flows through the distribution system from the tactical to strategic levels. Retrograde materiel is consolidated at the lowest supply support activity and reported up through the support operations for distribution instructions. When released by the maneuver commander, USAMC assumes responsibility for providing disposition instructions, accounting, and shipment of retrograde materiel from the theater.

3-131. An approved military customs inspection program must be in place prior to redeployment to pre-clear not only redeployment materiel but also the shipment of battle damaged equipment out of theater. The Theater Army is responsible for establishing the customs inspection program to perform U.S. customs pre-

clearance and United States Department of Agriculture inspection and wash down on all materiel retrograded to the United States in accordance with DTR 4500.9-R.

## **SUMMARY**

3-132. Sustainment enables commanders with operational reach, freedom of action, and endurance. Operational reach is achieved by the ability to open theaters, deploy forces to support the combatant commander's mission. Mission command is the primary means by which sustainment headquarters plan, prepare, execute, and assess the sustainment of operations. An effective distribution system enables prolonged endurance by delivering sustainment in the right quantities to support decisive action.



## Chapter 4

# Elements of Sustainment

This chapter explains in greater detail, the elements of the sustainment. These elements (logistics, personnel services, and health service support) encompass all facets of Soldier support. Integration of sustainment elements sets the condition to ensure mission success and extend strategic and operational reach.

## LOGISTICS

4-1. Logistics involves both military art and science. Knowing when and how to accept risk, prioritizing a myriad of requirements, and balancing limited resources all require military art while understanding equipment capabilities incorporates military science. Logistics integrates strategic, operational, and tactical support of deployed forces while scheduling the mobilization and deployment of additional forces and materiel. Logistics include; maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering support. Distribution was previously discussed in Chapter 3.

## MAINTENANCE

4-2. *Maintenance* is all actions taken to retain materiel in a serviceable condition or to restore it to serviceability. The Army's two levels of maintenance are field maintenance and sustainment maintenance (see ATTP 4-33). Maintenance is necessary for endurance and performed at the tactical through strategic levels of war.

### Field Maintenance

4-3. *Field maintenance* is repair and return to user and is generally characterized by on-(or near) system maintenance, often utilizing line replaceable unit, component replacement, battle damage assessment, repair, and recovery (see ATTP 4-33). It is focused on returning a system to an operational status. Field level maintenance is not limited to remove and replace, but also provides adjustment, alignment, and fault/failure diagnoses. Field maintenance also includes battlefield damage and repair tasks performed by either the crew or support personnel to maintain system in an operational state.

### Sustainment Maintenance

4-4. *Sustainment maintenance* is generally characterized as "off system" and "repair rear" (see ATTP 4-33). The intent is to perform commodity-oriented repairs on all supported items to one standard that provides a consistent and measurable level of reliability. Off-system maintenance consists of overhaul and remanufacturing activities designed to return components, modules, assemblies, and end items to the supply system or to units, resulting in extended or improved operational life expectancies.

## TRANSPORTATION OPERATIONS

4-5. Army transportation units play a key role in facilitating endurance. Transportation units move sustainment from ports to points of need and retrograde materiel as required. Transportation operations encompass the wide range of capabilities needed to allow joint and Army commanders to conduct operations. Important transportation functions are movement control, intermodal operations (terminal and mode), and container management.

## Movement Control

4-6. **Movement control is the dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize distribution flow over lines of communications to sustain land forces.** Movement control balances requirements against capabilities and requires continuous synchronization to integrate military, host nation, and commercial movements by all modes of transportation to ensure seamless transitions from the strategic through the tactical level of an operation. It is a means of providing commanders with situational awareness to control movements in their operational area. Movement control responsibilities are imbedded in an infrastructure that relies on coordination for the planning and execution to ensure transportation assets are utilized efficiently while ensuring LOCs are deconflicted to support freedom of access for military operations.

## Intermodal Operations

4-7. **Intermodal operations is the process of using multiple modes (air, sea, highway, rail) and conveyances (i.e. truck, barge, containers, pallets) to move troops, supplies and equipment through expeditionary entry points and the network of specialized transportation nodes to sustain land forces.** It uses movement control to balance requirements against capabilities against capacities to synchronize terminal and mode operations ensuring an uninterrupted flow through the transportation system. It consists of facilities, transportation assets and material handling equipment required to support the deployment and distribution enterprise.

## Terminal Operations

4-8. *Terminal operations* consist of the receiving, processing, and staging of passengers; the receipt, transit storage and marshalling of cargo; the loading and unloading of transport conveyances; and the manifesting and forwarding of cargo and passengers to a destination (JP 4-01.5). Terminal operations are a key element in supporting operational reach and endurance. They are essential in supporting deployment, redeployment and sustainment operations. There are three types of terminals: air, water, and land.

## Mode Operations

4-9. **Mode operations are the execution of movements using various conveyances (truck, lighterage, railcar, aircraft) to transport cargo.** It includes the administrative, maintenance, and security tasks associated with the operation of the conveyances.

## Container Management

4-10. **Container management is the process of establishing and maintaining visibility and accountability of all cargo containers moving within the Defense Transportation System.** In theater, container management is conducted by commanders at the operational and tactical levels.

4-11. The TSC distribution management center coordinates intermodal operations with the movement control battalion at transportation, storage, and distribution nodes. The TSC maintains information on the location and status of containers and flatracks in the theater. The movement control battalion provides essential information on container location, use, flow and condition. They assist with control of containers by indentifying that they are ready for return to the distribution system. The distribution management center sets priorities for container shipment and diversion.

## SUPPLY

4-12. Supply is essential for enhancing Soldiers' quality of life. Supply provides the materiel required to accomplish the mission. Supply includes the following classes.

Table 4-1. Classes of supply

<i>Class</i>	<i>Description</i>
Class I	Subsistence, including health and welfare items.
Class II	Clothing, individual equipment, tentage, tool sets and tool kits, hand tools, administrative, and housekeeping supplies and equipment (including maps). This includes items of equipment, other than major items, prescribed in authorization/allowance tables and items of supply (not including repair parts.
Class III	POL, petroleum and solid fuels, including bulk and packaged fuels, lubricating oils and lubricants, petroleum specialty products; solid fuels, coal, and related products.
Class IV	Construction materials, to include installed equipment and all fortification/barrier materials.
Class V	Ammunition of all types (including chemical, radiological, and special weapons), bombs, explosives, mines, fuses, detonators, pyrotechnics, missiles, rockets, propellants, and other associated items.
Class VI	Personal demand items (nonmilitary sales items.)
Class VII	Major items: A final combination of end products which is ready for its intended use: (principal item) for example, launchers, tanks, mobile machine shops, vehicles.
Class VIII	Medical materiel, including medical peculiar repair parts.
Class IX	Repair parts and components, including kits, assemblies and subassemblies, reparable and nonreparable, required for maintenance support of all equipment.
Class X	Material to support nonmilitary programs; such as, agricultural and economic development, not included in Class 1 through Class 9

## FIELD SERVICES

4-13. Field services maintain combat strength of the force by providing for its basic needs and promoting its health, welfare, morale, and endurance. Field services provide life support functions.

### Shower and Laundry

4-14. Shower and laundry capabilities provide Soldiers a minimum of one weekly shower and up to 15 pounds of laundered clothing each week (comprising two uniform sets, undergarments, socks, and two towels). The shower and laundry function does not include laundry decontamination support.

### Field Feeding

4-15. Food preparation is a basic unit function and one of the most important factors in Soldiers' health, morale, and welfare. The standard is to provide Soldiers at all echelons three quality meals per day (AR 30-22). Proper refuse and waste disposal is important to avoid unit signature trails and maintain field sanitation standards.

### **Water Production and Distribution**

4-16. Water production and distribution are essential for hydration, sanitation, food preparation, medical treatment, hygiene, construction, and decontamination. The water production is both a field service and a supply function. Quartermaster supply units normally perform purification in conjunction with storage and distribution of potable water.

### **Clothing and Light Textile Repair**

4-17. Clothing and light textile repair is essential for hygiene, discipline, and morale purposes. Clean, serviceable clothing is provided as far forward as the brigade area.

### **Aerial Delivery**

4-18. Aerial delivery includes parachute packing, air item maintenance, and rigging of supplies and equipment. This function supports airborne insertions, airdrop and airland resupply. It is a vital link in the distribution system and provides the capability of supplying the force even when land LOCs have been disrupted or terrain is too hostile, thus adding flexibility to the distribution system. See FM 4-20.41 for details.

### **Mortuary Affairs**

4-19. Mortuary affairs is a broadly based military program to provide for the necessary care and disposition of deceased personnel. The Army is designated as the Executive Agent for the Joint Mortuary Affairs Program (JP 4-06, Mortuary Affairs).

## **OPERATIONAL CONTRACT SUPPORT**

4-20. *Operational contract support* is the integration of commercial sector support into military operations. Operational contract support consists of two complementary functions: contract support integration and contractor management. Operational contract support has three types of contract support: theater support, external support, and systems support. See ATTP 4-10 for full discussion on operational contract support.

### **Contract Support Integration**

4-21. *Contract support integration* is the process of synchronizing operational planning, requirements development and contracting in support of deployed military forces and other designated organizations in the area of operations (ATTP 4-10). The desired end state of contract support integration actions include—

- Increased effectiveness, efficiencies, and cost savings of the contracting effort.
- Increased visibility and control of contracting functions.
- Minimized competition for scarce commercial resources.
- Increased ability for the Army force commander to enforce priorities of support.
- Decreased and/or mitigated contract fraud.
- Limiting sole source (vice competitively awarded) and cost-plus contracts (vice fixed price) as much as practical.
- Enhanced command operational flexibility through alternative sources of support.

### **Contractor Management**

4-22. *Contractor management* is the process of managing and integrating contractor personnel and their equipment into military operations (ATTP 4-10). Contractor management includes planning and deployment/redeployment preparation; in-theater management; force protection and security; and executing government support requirements. Integrating the two related operational contract support functions is a complex and challenging process. Multiple organizations are involved in this process including commanders, their primary/special staffs (at the ASCC down to, and including, battalion levels) and the supporting contracting organizations.

## **Types of Operational Contract Support**

4-23. There are three types of operational contract support: theater support contracts, external support contracts, and system support contract.

### ***Theater Support Contracts***

4-24. Theater support contracts are a type of contingency contract awarded by contracting officers deployed to the AO serving under the direct contracting authority of the designated head of contracting activity for that particular contingency operation. These contracts, often executed under expedited contracting authority (e.g. reduced time frames for posting of contract solicitations; allowing for simplified acquisition procedures for higher dollar contracts, etc.), provide goods, services, and minor construction from commercial sources, normally within the AO. Also important from a contractor management perspective are local national employees that often make up the bulk of the theater support contract workforce.

### ***External Support Contracts***

4-25. External support contracts are awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting head(s) of contracting activity or from systems support contracting authorities. External support contracts provide a variety of logistics and other non-combat related services and supply support. External support contracts normally include a mix of U. S. citizens, host nation, and local national contractor employees. Examples of external support contracts are:

- Service (Air Force, Army and Navy) civil augmentation programs.
- Special skills contract (e.g. staff augmentation, linguists, etc.).
- Defense Logistics Agency prime vendor contract.

4-26. The largest and most commonly known external support contract is the Army's LOGCAP. LOGCAP can provide a complete range of logistics services, including supply services (e.g. storage, warehousing, distribution, etc.) for the 9 classes of supplies, but the Services source the actual commodities. LOGCAP does not provide personal services type contracts.

### ***System Support Contracts***

4-27. System support contracts are prearranged contracts awarded by and funded by acquisition PEOs and project/product management officers. These contracts provide technical support, maintenance support and, in some cases, Class IX support for a variety of Army weapon and support systems. Systems support contracts are routinely put in place to provide support to newly fielded weapon systems, including aircraft, land combat vehicles and automated command and control information systems. Systems support contracting authority and contract management resides with the Army Contracting Command, while program management authority and responsibility for requirements development and validation resides with the system materiel acquisition program executive officers and project/product management offices. The AFSB assists in systems support integration. Systems support contractor employees, made up mostly of U.S. citizens, provide support both in garrison and in contingency operations. Operational commanders generally have less influence on the execution of systems support contracts than other types of contracted support. For more information on operational contract support (see ATTP 4-10 and JP 4-10).

## **GENERAL ENGINEERING SUPPORT**

4-28. The Army has a broad range of diverse engineer capabilities, which commanders can use to perform various tasks for various purposes. One such purpose is to provide support that helps ground force commanders enable logistics. To accomplish this purpose, engineers combine and apply capabilities from all three engineer disciplines (combat, general, and geospatial engineering) to establish and maintain the infrastructure necessary for sustaining military operations in the AO. This involves primarily general engineering tasks that consist largely of building, repairing, and maintaining roads, bridges, airfields, and other structures and facilities needed for APODS, SPODS, main supply routes, and base camps. Depending on the range of military operations, other tasks include the planning, acquisition, management, remediation

and disposition of real estate, supplying mobile electric power, utilities and waste management, environmental support and firefighting (see FM 3-34.400).

4-29. Although engineering tasks that help enable logistics are primarily considered general engineering tasks, engineers also use capabilities from the other engineer disciplines to enable logistics. Similarly, although general engineering tasks are often used to enable logistics, engineers also use capabilities from the general engineering discipline for other purposes and to support other warfighting functions. FM 3-34 provides additional information about all three engineer disciplines and how they are used for various purposes and to support all the warfighting functions. FM 3-34.400 provides additional information about general engineering. ATTP 3-34.80 and JP 2-03 provide additional information about geospatial engineering.

## **PERSONNEL SERVICES**

4-30. Personnel services relate to personnel welfare (i.e. readiness, quality of life) and economic power. Personnel services facilitate the Army's capability to achieve endurance. Personnel services include: human resources, financial management, legal, religious, and band support.

## **HUMAN RESOURCES SUPPORT**

4-31. Human resources support maximizes operational effectiveness and facilitates support to Soldiers, their families, Department of Defense civilians, and contractors authorized to accompany the force. Human resources support includes personnel readiness management; personnel accountability; strength reporting; personnel information management; casualty operations; essential personnel services, band support, postal operations; reception, replacement, return-to-duty, rest and recuperation, and redeployment operations; morale, welfare, and recreation (MWR); and human resource planning and staff operations (see FM 1-0).

### **Personnel Accountability**

4-32. Personnel accountability is the process for recording by-name data on Soldiers, Department of the Army civilians, and contractors when they arrive and depart from units; when their location or duty status changes (such as from duty to hospital); or when their grade changes. These activities include the reception of personnel, the assignment and tracking of replacements, return-to-duty, rest and recuperation, and redeployment operations.

### **Strength Reporting**

4-33. Strength reporting is a numerical end product of the accounting process, achieved by comparing the by-name data obtained during the personnel accountability process (faces) against specified authorizations (spaces or in some cases requirements) to determine a percentage of fill. Strength reporting relies on timely, accurate, and complete personnel information into the database of record. It is a command function conducted by the G1/S1 to enable them to provide a method of measuring the effectiveness of combat power.

### **Personnel Information Management**

4-34. Personnel information management encompasses the collecting, processing, storing, displaying, and disseminating of information about Soldiers, units, and civilians. Personnel information management is the foundation for conducting or executing all human resources functions and tasks.

### **Personnel Readiness Management**

4-35. Personnel readiness management involves analyzing personnel strength data to determine current combat capabilities, projecting future requirements, and assessing conditions of individual readiness. Personnel readiness management is directly interrelated and interdependent upon the functions of personnel accountability, strength reporting, and personnel information management.

## **Casualty Operations Management**

4-36. The casualty operations management process includes the recording, reporting, verifying, and processing of information from unit level to HQ, Department of the Army. The process collects casualty information from multiple sources and then collates, analyzes, and determines the appropriate action.

## **Essential Personnel Services**

4-37. Essential personnel services provide Soldiers and units timely and accurate personnel services that efficiently update Soldier status, readiness and quality of life. It allows the Army leadership to effectively manage the force, including actions supporting individual career advancement and development, proper identification documents for security and benefits entitlements, recognition of achievements, and service. It also includes personal actions such as personnel support.

## **Personnel Support**

4-38. Personnel support encompasses command interest/human resources programs, MWR, and retention functions. Personnel support also includes substance abuse and prevention programs, enhances unit cohesion, and sustains the morale of the force.

## **Postal Operations**

4-39. The Military Postal Service serves as an extension of the U.S. Postal Services; therefore, its services are regulated by public law and federal regulation. Postal operations require significant logistics and planning for air and ground transportation, specialized equipment, secured facilities, palletization crews, and mail handlers.

## **Morale, Welfare, and Recreation and Community Support**

4-40. Morale, welfare, and recreation (MWR) and community support provide Soldiers, Army civilians, and other authorized personnel with recreational and fitness activities, goods, and services. The morale, welfare, and recreation support network provides unit recreation, library books, sports programs, and rest areas for brigade-sized and larger units. Community support programs include the American Red Cross, Army Air Force Exchange System, and family support system. They capitalize on using cellular, e-mail, and video-teleconference technologies to provide links between Soldiers and their Families. Soldiers are also entertained through the latest in visual and audio entertainment over satellite, worldwide web, and virtual reality technologies.

## **FINANCIAL MANAGEMENT**

4-41. The financial management mission is to ensure that proper financial resources are available to accomplish the mission in accordance with commander's priorities. The financial management mission generates economic power by providing banking and disbursing support, as well as resources to fund the force. This is accomplished by two mutually supporting core functions: finance and resource management operations. See FM 1-06 for additional information on financial management.

## **Finance Operations**

4-42. The finance operations mission is to support the sustainment of Army, joint, and multinational operations through the execution of key finance operations tasks. These key finance operations tasks are to provide timely commercial vendor services and contractual payments, various pay and disbursing services, oversee and manage the Army's Banking Program and to implement financial management policies and guidance prescribed by the Office of the Under Secretary of Defense (Comptroller) and national providers (e.g., U.S. Treasury, Defense Finance and Accounting Service, Federal Reserve Bank).

## ***Banking and Disbursing***

4-43. Banking support encompasses financial management activities ranging from currency support of U.S. military operations to liaison with host nation banking officials to strengthen local financial

institutions. Other financial management activities within banking support include Limited Depository selection and Limited Depository Account establishment, coordination with U.S. embassies, USAFMCOM, DFAS, and Department of the Treasury in order to integrate all agencies in support of banking initiative.

4-44. Disbursing is the arm within financial management that ensures all payments are made IAW DOD regulations. It is strongly recommended that all elements of the fiscal triad are co-located to facilitate fiscal communication, accuracy of documentation, and timely payment of goods and services. *Disbursing* is the paying of public funds to entities in which the U.S. Government is indebted; the collection and deposit of monies; the safeguarding of public funds; and the documenting, recording, and reporting of such transactions (FM 1-06). Disbursements are cash, check, electronic funds transfer, intra-governmental payment and collection system, or interfund payments that liquidate established obligations, disburse amounts previously collected into a deposit fund account, or provide payment in advance of performance.

### ***Pay Support***

4-45. This competency provides for full U.S. pay (including civilian pay where not supported by DFAS); travel support; local and partial payments; check-cashing and currency exchange to Soldiers, civilians and U.S. contractors; and non-U.S. pay support (e.g., enemy prisoner of war, host nation employees, day laborers, civilian internee). Pay support also includes support to noncombatant evacuation operations in the form of travel advances. Financial management units providing pay support must ensure that all Soldiers, regardless of component, receive timely and accurate pay in accordance with existing statutes and regulations.

### **Resource Management**

4-46. The resource management mission is to analyze resource requirements, ensure commanders are aware of existing resource implications in order for them to make resource informed decisions, and then obtain the necessary funding that allows them to accomplish their mission. Resource management is the critical capability within the financial management competency that matches legal and appropriate sources of funds with thoroughly vetted and validated requirements. Key resource management tasks are providing advice and recommendations to the commander, identifying sources of funds, forecasting, capturing, analyzing and managing costs; acquiring funds, distributing and controlling funds; tracking costs and obligations; establishing and managing reimbursement processes; and establishing and managing the Army Mangers' Internal Control Program.

### ***Fund the Force***

4-47. Fund the force is a critical capability which matches legal and appropriate sources of funds with thoroughly vetted and valid requirements. Fund the force provides flexibility through monetary integration to augment, and in some cases, leads the effort in obtaining the effects the commander is trying to achieve. Key tasks include identifying, acquiring, distributing and certifying funds.

### ***Accounting Support and Cost Management***

4-48. Accounting support entails the accurate and complete recording of financial transactions within the Army financial management information systems. Additional accounting support involves review and reconciliation of these financial transactions to ensure the proper expenditure of entrusted funds.

4-49. Cost management transforms accounting data into valuable and accurate cost information that enables the commander's decision making process. It collects and links financial (cost) data with non-financial (output and performance) data and presents information in a way directly related to the major mission objectives of the unit or organization. The process is the accurate measurement and thorough understanding of the full cost of a unit/organization's processes, products and services in order to support leader's decision making and fiscal stewardship thereby maximizing the effectiveness and efficiency of the unit/organization's operations.



### ***Management Internal Controls***

4-50. In accordance with AR 11-2, *Managers' Internal Control Program*, all commanders and managers have a statutory and inherent responsibility to establish and maintain effective management controls, assess areas of risk, identify and correct weaknesses in those controls and keep their superiors informed. Financial managers coordinate management controls throughout the unit. The Managers' Internal Control program is designed to provide reasonable assurance that established accountability and control procedures comply with applicable laws and regulations. The Managers' Internal Control program must be established as soon as possible, but not at the expense of operational or tactical considerations.

## **LEGAL SUPPORT**

4-51. The Office of the Staff Judge Advocate participates in actions related to mission command of its subordinates (ADP 6-0). The Office of the Staff Judge Advocate's command and staff functions include advising commanders, their staffs, and Soldiers on the six core legal disciplines: military justice, international and operational law, contracts and fiscal law, administrative and civil law, claims, and legal assistance. For additional information on legal support see FM 1-04.

### **Military Justice**

4-52. *Military justice* is the administration of the Uniform Code of Military Justice (FM 1-04). The purpose of military justice, as a part of military law, is "to promote justice, to assist in maintaining good order and discipline in the armed forces, to promote efficiency and effectiveness in the military establishment, and thereby to strengthen the national security of the United States." Military justice (Preamble, Manual for Courts-Martial, 2008). The Judge Advocate General is responsible for the overall supervision and administration of military justice within the Army. Commanders are responsible for the administration of military justice in their units and must communicate directly with their servicing Staff Judge Advocate about military justice matters (AR 27-10).

### **International and Operational Law**

4-53. *International law* is the application of international agreements, U.S. and international law, and customs related to military operations and activities (FM 1-04). The practice of international law includes the interpretation and application of foreign law, comparative law, martial law, and domestic law affecting overseas activities, intelligence, security assistance, counter-drug, operations with a stability focus, and rule of law activities.

4-54. *Operational law* is that body of domestic, foreign, and international law that directly affects the conduct of military operations (FM 1-04). Operational law encompasses the law of war, but goes beyond the traditional international law concerns to incorporate all relevant aspects of military law that affect the conduct of operations. Operational law supports the commander performing mission analysis, preparing legal estimates, designing the operational legal support architecture, war gaming, writing legal annexes, assisting in the development and training of rules of engagement, and reviewing plans and orders.

### **Administrative and Civil Law**

4-55. *Administrative and civil law* is the body of law containing the statutes, regulations, and judicial decisions that govern the establishment, functioning, and command of military organizations (FM 1-04). The practice of administrative law includes advice to commanders and litigation on behalf of the Army involving many specialized legal areas, including military personnel law, government information practices, investigations, relationships with private organizations, labor relations, civilian employment law, military installations, regulatory law, intellectual property law, and government ethics.

### **Contract and Fiscal Law**

4-56. *Contract law* is the application of domestic and international law to the acquisition of goods, services, and construction (FM 1-04). The practice of contract law includes battlefield acquisition, contingency contracting, bid protests and contract dispute litigation, procurement fraud oversight,

commercial activities, and acquisition and cross-servicing agreements. The Staff Judge Advocate's contract law responsibilities include furnishing legal advice and assistance to procurement officials during all phases of the contracting process, overseeing an effective procurement fraud abatement program, and providing legal advice to the command concerning operational acquisition, theater support contracting, use of LOGCAP, Acquisition and Cross-Servicing Agreement, the commercial activities program, and overseas real estate and construction.

4-57. *Fiscal law* is the application of domestic statutes and regulations to the funding of military operations and support to non-federal agencies and organizations (FM 1-04). Fiscal law applies to the method of paying for obligations created by procurements.

### **Claims**

4-58. The Army claims program investigates, processes, adjudicates, and settles claims on behalf of and against the United States world-wide under the authority conferred by statutes, regulations, international and interagency agreements, and DOD Directives. The claims program supports commanders by preventing distractions to the operation from claimants, promoting the morale of Army personnel by compensating them for property damage suffered incident to service, and promoting good will with the local population by providing compensation for personal injury or property damage caused by Army or DOD personnel.

### **Legal Assistance**

4-59. *Legal assistance* is the provision of personal civil legal services to Soldiers, their dependents, and other eligible personnel (FM 1-04). The mission of the Army Legal Assistance Program is to assist those eligible for legal assistance with their personal legal affairs quickly and professionally. The program assists eligible people by meeting their needs for help and information on legal matters and resolving their personal legal problems whenever possible. The legal assistance mission ensures that Soldiers have their personal legal affairs in order before deploying. Once Soldiers deploy, legal assistance attorneys and other judge advocates need to resolve their legal assistance needs quickly and efficiently. Providing competent legal assistance prior to and during deployments is among the Judge Advocate General Corps' most important functions.

### **RELIGIOUS SUPPORT**

4-60. Religious support facilitates the Soldier's right to the free exercise of religion, provides religious activities that support resiliency efforts to sustain Soldiers, and advises commands on matters of religion, morals, morale, and their impact on military operations (see FM 1-05). As chaplain sections and unit ministry teams, Chaplains and Chaplain Assistants provide and perform religious support in the Army. Three core competencies provide the fundamental direction as the Chaplain Corps executes its mission through nurturing the living, caring for the wounded, and honoring the dead.

#### **Nurture the Living**

4-61. In preparation for and during the execution of missions, unit ministry teams develop and execute a religious support plan that seeks to strengthen and sustain the resilience of Soldiers and Family members. Unit ministry teams also provide religious support, care, comfort, and hope to the living.

#### **Caring for the Wounded**

4-62. Unit ministry teams bring hope and strength to those who have been wounded and traumatized in body, mind, and spirit, by assisting in the healing process. Through prayer and presence, the unit ministry teams provide the Soldier with courage and comfort in the face of death.

#### **Honoring the Dead**

4-63. Our nation reveres those who have died in military service. Religious support honors the dead. Memorial ceremonies, services, and funerals reflect the emphasis the American people place on the worth

and value of the individual. Chaplains conduct these services and ceremonies, fulfilling a vital role in rendering tribute to America's sons and daughters who paid the ultimate price serving the nation in the defense of freedom.

## **BAND SUPPORT**

4-64. Army bands provide support to the force by tailoring music support throughout military operations. Music instills in Soldiers the will to fight and win, fosters the support of our citizens, and promotes America's interests at home and abroad. Music serves as a useful tool to reinforce relations with host nation populations and favorably shapes the civil situation throughout the peace building process. Inherently capable of providing a climate for international relations, bands serve as ambassadors in multi-national operations or to the host nation population (see FM 1-0 and ATTP 1-19).

## **HEALTH SERVICE SUPPORT**

4-65. Under the Army sustainment warfighting function, the health service support provides continual, flexible, and deployable medical support designed to sustain a force projection Army and its varied missions. The health service support mission includes— casualty care, medical evacuation, and medical logistics.

## **CASUALTY CARE**

4-66. Casualty care encompasses all issues pertaining to the provision of clinical services for the treatment of Soldiers from the point of injury to successive roles of care. Casualty care includes the following subfunctions: organic and area medical support, hospitalization, the treatment aspects of dental care and behavioral health/neuropsychiatric treatment, clinical laboratory services, and treatment of chemical, biological, radiological, and nuclear patients.

### **Organic And Area Medical Support**

4-67. The medical treatment function encompasses Roles 1 and 2 medical treatment support. Role 1 medical treatment is provided by the combat medic or by the physician, the physician assistant, or the health care specialist in the battalion aid station/Role 1 medical treatment facility. Role 2 medical care provides greater resuscitative capability than is available at Role 1 and is rendered by the medical company (brigade support battalion) or by the medical company (area support), which is an echelon above brigade asset. These roles of care are provided by organic assets or on an area support basis from supporting medical companies or detachments. The area support function encompasses emergency medical treatment, advanced trauma management, routine sick call, emergency dental care, preventive medicine, and combat and operational stress control support. See ATTP 4-02 for additional information on organic and area medical support and a full description of the roles of medical care.

### **Hospitalization**

4-68. The Army's hospitalization capability consists of Role 3 combat support hospitals purposely positioned to provide support in the area of operations. At Role 3, the combat support hospital expands the support provided at Role 2 and is staffed and equipped to provide care for all categories of patients, to include resuscitation, initial wound surgery, damage control surgery, and postoperative treatment. Hospitalization capabilities deploy as modules or multiple individual capabilities that provide incrementally increased medical services in a progressively more robust area of operations. The hospitalization capability in the area of operations offers essential care to either return the patient to duty (within the theater patient movement policy) and/or stabilization to ensure the patient can tolerate evacuation to a definitive care facility outside the area of operations (this support is key to early identification and treatment of mild traumatic brain injuries).

**Dental Care**

4-69. Dental care provided as part of health service support includes far forward dental treatment, treatment of oral and dental disease, and early treatment of severe oral and maxillofacial injuries. Dental personnel may also be used to augment medical personnel (as necessary) during mass casualty operations.

**Behavioral Health**

4-70. The primary focus of behavioral health/neuropsychiatric treatment is to screen and evaluate Soldiers with maladaptive behaviors. The purpose of this function is to provide diagnosis, treatment, and disposition for Soldiers with neuropsychiatric/behavioral health-related issues.

**Clinical Laboratory Services**

4-71. Clinical laboratory services provide basic support within the theater, to include procedures in hematology, urinalysis, microbiology, and serology. Role 2 area support medical companies and brigade support medical companies receive, maintain, and transfuse blood products. The combat support hospital performs procedures in biochemistry, hematology, urinalysis, microbiology, and serology in support of clinical activities. The hospital also blood-banking services.

**Treatment of Chemical, Biological, Radiological, and Nuclear Patients**

4-72. Health service support operations in a chemical, biological, radiological, and nuclear (CBRN) environment are complex. Medical personnel may be required to treat CBRN injured and contaminated casualties in large numbers. Medical treatment must be provided in protected environments and protective clothing must be worn. Movement of CBRN casualties can spread contamination to clean areas. All casualties are decontaminated as far forward as the situation permits and must be decontaminated before they are admitted into a clean medical treatment facility. The admission of one contaminated casualty into a clean medical treatment facility will contaminate the facility; thereby, reducing treatment capabilities in the facility. See FM 4-02.7 for additional information.

**MEDICAL EVACUATION**

4-73. Medical evacuation provides en route medical care and emergency medical intervention. En route medical care enhances the Soldiers' prognosis, reduces long-term disability, and provides a vital linkage between the roles of care necessary to sustain the patient during transport.

**MEDICAL LOGISTICS**

4-74. Medical logistics encompasses planning and executing all Class VIII supply support to include medical materiel procurement and distribution, medical equipment maintenance and repair, blood management, optical fabrication and repair, and the centralized management of patient movement items. It also includes contracting support, medical hazardous waste management and disposal, and production and distribution of medical gases. The system is anticipatory with select units capable of operating in a split-based mode.

**SUMMARY**

4-75. This chapter covered the elements of sustainment which are vital to the success of decisive action. Holistically, they provide the Army with materiel and equipment, moral values, fitness and wellness, and human resources that give the Army combat power. Sustainment is joint interdependent and is critical in the execution of military operations. Sustainment provides operational reach, freedom of action, and endurance.

# Glossary

## SECTION I – ACRONYMS AND ABBREVIATIONS

<b>A/DACG</b>	arrival/departure airfield control group
<b>ACSA</b>	Acquisition Cross Servicing Agreement
<b>ADP</b>	Army doctrine publication
<b>ADRP</b>	Army doctrine reference publication
<b>AFSB</b>	Army field support brigade
<b>AFSBn</b>	Army field support battalions
<b>AHS</b>	Army health system
<b>AMC</b>	air mobility command
<b>AMEDD</b>	Army Medical Department
<b>AOR</b>	area of responsibility
<b>APOD</b>	aerial port of debarkation
<b>APS</b>	Army prepositioned stocks
<b>ARFORGEN</b>	Army Force Generation
<b>ARSOF</b>	Army Special Operations Forces
<b>ASC</b>	Army sustainment command
<b>ASCC</b>	Army Service component command
<b>ASOS</b>	Army support to other services
<b>BCT</b>	brigade combat team
<b>BSB</b>	brigade support battalion
<b>CBRN</b>	chemical, biological, radiological, and nuclear
<b>CCDR</b>	combatant commander
<b>CECOM</b>	Communications-Electronics Command
<b>CJFLCC</b>	Combined Joint Forces Land Component Command
<b>CONUS</b>	continental United States
<b>CSA</b>	Chief of Staff of the Army
<b>CSB</b>	contracting support brigade
<b>CSSB</b>	combat sustainment support battalion
<b>CUL</b>	common user logistics
<b>DAFL</b>	directive authority for logistics
<b>DFAS</b>	Defense Finance and Accounting Service
<b>DLA</b>	Defense Logistics Agency
<b>DODD</b>	Department of Defense Directive
<b>DS</b>	deployment support
<b>EA</b>	executive agent
<b>EAB</b>	echelons above brigade
<b>ECC</b>	expeditionary contracting command
<b>ESC</b>	expeditionary sustainment command
<b>FHP</b>	Force Health Protection

<b>FMC</b>	Financial Management Center
<b>FMSPO</b>	Financial Management Support Operations
<b>GCC</b>	geographic combatant commander
<b>GPS</b>	global positioning system
<b>HBCT</b>	heavy brigade combat team
<b>HN</b>	host nation
<b>HNS</b>	host nation support
<b>HR</b>	human resources
<b>HRSC</b>	Human Resources Sustainment Center
<b>HSS</b>	health service support
<b>IGO</b>	intergovernmental organization
<b>IMCOM</b>	U.S. Army Installation Management Command
<b>JLOTS</b>	Joint logistics over the shore
<b>JOA</b>	joint operations area
<b>JTF</b>	joint task force
<b>JTF-PO</b>	joint task force port opening
<b>LOGCAP</b>	Logistic Civilian Augmentation Program
<b>MA</b>	mortuary affairs
<b>MEDBDE</b>	medical brigade
<b>METT-TC</b>	mission, enemy, terrain and weather, troops, time, civilian considerations
<b>MLMC</b>	Medical Logistics Management Center
<b>MMB</b>	multifunctional medical battalion
<b>MNF</b>	multinational force
<b>MTF</b>	military treatment facility
<b>NATO</b>	North Atlantic Treaty Organization
<b>NGO</b>	nongovernmental organization
<b>OCONUS</b>	outside of the continental United States
<b>OPCON</b>	operational control
<b>PA</b>	personnel accountability
<b>PEO</b>	Program Executive Officers
<b>RSOI</b>	reception, staging, onward movement, and integration
<b>SDDC</b>	Surface Deployment and Distribution Command
<b>SIMLM</b>	Single Integrated Medical Logistics Manager
<b>SPOD</b>	sea port of debarkation
<b>TA</b>	theater Army
<b>TLAMM</b>	theater lead agent for medical materiel
<b>TO</b>	theater opening
<b>TSC</b>	theater sustainment command
<b>U.S.</b>	United States
<b>USACC</b>	U.S. Army Contracting Command
<b>USAFMCOM</b>	U.S. Army Financial Management Command

<b>USAMC</b>	U.S. Army Material Command
<b>USAMEDCOM</b>	U.S. Army Medical Command
<b>USASAC</b>	U.S. Army Security Assistance Command
<b>USC</b>	U.S. Code
<b>USTRANSCOM</b>	U.S. Transportation Command

## SECTION II – TERMS

### \*anticipation

The ability to foresee events and requirements and initiate necessary actions that most appropriately satisfy a response without waiting for operations orders or fragmentary orders.

### \*container management

The process of establishing and maintaining visibility and accountability of all cargo containers moving within the Defense Transportation System.

### \*continuity

The uninterrupted provision of sustainment across all levels of war.

### directive authority for logistics

The CCDR's authority to issue directives to subordinate joint force commanders of service component commanders for as many common support capabilities required to accomplish the assigned mission (JP 3-33).

### \*economy

Providing sustainment resources in an efficient manner that enables the commander to employ all assets to the greatest effect possible.

### \*improvisation

The ability to adapt sustainment operations to unexpected situations or circumstances affecting a mission.

### \*integration

Combining all of the sustainment elements within operations assuring unity of command and effort.

### \*intermodal operations

The process of using multiple modes (air, sea, highway, rail) and conveyances (i.e. truck, barge, containers, pallets) to move troops, supplies and equipment through expeditionary entry points and the network of specialized transportation nodes to sustain land forces.

### \*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, evacuation, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

### \*mode operations

The execution of movements using various conveyances (truck, lighterage, railcar, aircraft) to transport cargo.

### \*movement control

The dual process of committing allocated transportation assets and regulating movements according to command priorities to synchronize distribution flow over lines of communications to sustain land forces.

### \*personnel services

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.

**\*port opening**

The ability to establish, initially operate and facilitate throughput for ports of debarkation (POD) to support unified land operations.

**\*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.

**sustainment**

The provision of logistics, personnel services, and health service support necessary to maintain operations until successful mission completion (ADP 4-0).

**\*sustainment preparation of the operational environment**

The analysis to determine infrastructure, physical environment, 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**

The related tasks and systems that provide support and services to ensure freedom of action, extended 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 distribution**

The flow of equipment, personnel, and materiel within theater to meet the CCDR's mission.

**\*theater opening**

The ability to establish and operate ports of debarkation (air, sea, and rail), establish a distribution system and sustainment bases, and to facilitate port throughput for the reception, staging, onward movement and integration of forces within a theater of operations.



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*General, United States Army*  
*Chief of Staff*

Official:



**JOYCE E. MORROW**  
*Administrative Assistant to the*  
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