

ADP 4-0

SUSTAINMENT



JULY 2019

DISTRIBUTION RESTRICTION:

Approved for public release; distribution is unlimited.

This publication supersedes ADP 4-0 and ADRP 4-0, dated 31 July 2012.

HEADQUARTERS, DEPARTMENT OF THE ARMY

Foreword

Seldom will all logistics principles exert equal influence; usually one or two will dominate in any given situation. Identifying those principles that have priority in a specific situation is essential to establishing effective support. —JP 4-0, *Doctrine for Logistics Support of Joint Operations*, Sep 25, 1992.

The Army's contribution to joint operations is unified land operations executed through decisive action and guided by the Army's approach to command and control, mission command. ADP 4-0, *Sustainment*, is the Army's principal sustainment doctrine that captures the most critical lessons from a decade of continuous, small scale, land combat. In this edition, we retain lessons of the past but also look to a future where large-scale combat operations against peer threats is a distinct possibility. This publication builds on the idea that success requires fully integrating Army sustainment operations with the efforts of unified action partners, across all domains, to achieve enduring outcomes.

ADP 4-0 provides a common operational doctrine for sustaining Army forces operating across the full range of military operations in multiple domains of air, land, sea, space, and cyberspace. Army forces not engaged in ongoing operations are focused on their readiness for future operations that require sustainment, training and professional education built on doctrine. ADP 4-0 informs the preparation, sustainment, and execution of operations. All leaders need to understand and be familiar with it.

The central idea of unified land operations is that, as part of a joint force, Army forces seize, retain, and exploit the initiative to gain a position of relative advantage in order to shape the operational environment, prevent conflict, consolidate gains, and win our nation's wars.

ADP 4-0 is a continuation of the doctrine established in ADP 3-0, *Operations*. It describes the sustainment warfighting function and discusses the principles of sustainment. It discusses the elements of sustainment—logistics, financial management, personnel services and health service support and describes the sustainment of unified action. ADP 4-0 discusses how sustainment provides operational reach, freedom of action and endurance in the execution of unified land operations. It emphasizes the connection between the strategic support area and operational and tactical sustainment actions.

ADP 4-0 serves as the sustainment doctrine for the Army. Its central idea, adapted to the unique conditions of each operational environment, represents how the Army sustains unified action. It will permeate our sustainment doctrine, our training, and our leader professional development programs now and into the future.



RODNEY D. FOGG
MAJOR GENERAL, UNITED STATES ARMY
COMMANDING

Army Doctrine Publication
No. 4-0

Headquarters
Department of the Army
Washington, DC, 31 July 2019

Sustainment

Contents

	Page
PREFACE.....	III
INTRODUCTION	v
Chapter 1 FUNDAMENTALS OF SUSTAINMENT	1-1
Sustainment Warfighting Function	1-1
Principles of Sustainment.....	1-2
Logistics Elements.....	1-5
Financial Management	1-10
Personnel Services.....	1-11
Human Resources Support	1-11
Health Service Support.....	1-18
Summary	1-20
Chapter 2 SUSTAINMENT OF UNIFIED ACTION	2-1
Strategic Support Area	2-1
Army Sustainment Responsibilities	2-2
Joint Interdependence	2-4
Role of Institutional Army.....	2-6
Role of Operating Forces	2-10
Interorganizational Coordination	2-16
Multinational Coordination	2-18
Operational Contract Support.....	2-20
Summary	2-22
Chapter 3 SUSTAINMENT OF UNIFIED LAND OPERATIONS	3-1
Operational Context.....	3-1
Sustainment Planning.....	3-2
Section I – Operational Reach.....	3-4
Army Pre-positioned Stocks	3-4
Force Projection	3-6
Theater Opening.....	3-6
Section II – Freedom of Action.....	3-9
Sustainment Preparation	3-9
Sustainment Execution.....	3-10
Section III – Endurance	3-13
Reconstitution	3-13
Distribution.....	3-13

DISTRIBUTION RESTRICTION: Approved for public release; distribution is unlimited.

*This publication supersedes ADP 4-0 and ADRP 4-0 dated 31 July 2012.

Contents

Theater Closing	3-15
Summary.....	3-17
GLOSSARY	Glossary-1
REFERENCES.....	References-1
INDEX	Index-1

Figures

Introductory figure-1. ADP 4-0 logic chart.....	vi
Figure 1-1. Principles of sustainment	1-3
Figure 2-1. Competition continuum.....	2-1
Figure 2-2. Joint deployment and distribution enterprise.....	2-5
Figure 2-3. Notional area of responsibility command and control of sustainment forces	2-12
Figure 2-4. Notional task organized division sustainment brigade for an armored division	2-14
Figure 2-5. Notional division sustainment support battalion	2-15

Tables

Introductory table-1. New and modified Army terms	vii
Table 1-1. Classes of supply	1-7

This publication is available at the Army Publishing Directorate site (<https://armypubs.army.mil>), and the Central Army Registry site (<https://atiam.train.army.mil/catalog/dashboard>).

Preface

ADP 4-0, *Sustainment*, expands the discussion on the overarching guidance on sustainment in ADP 3-0, *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 ADP 4-0 is all Army Soldiers and civilians who provide sustainment support as well as those members of the Army profession who depend on and receive that support. Sustainment commanders and staffs of Army headquarters should also refer to applicable joint or multinational doctrine concerning support to joint or multinational forces. Trainers and educators throughout the Army will also use this publication as the foundation for training and education.

To comprehend the doctrine contained in ADP 4-0, readers must first understand the fundamentals of unified land operations described in ADP 3-0. They must also understand the language of tactics and the fundamentals of Army operations described in FM 3-0, *Operations*.

Commanders, staffs, and subordinates ensure that their decisions and actions comply with applicable United States, international, and in some cases host nation laws and regulations. Commanders at all levels ensure that their Soldiers operate in accordance with the law of war and the rules of engagement. (See FM 27-10.)

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

ADP 4-0 applies to the Regular Army, Army National Guard of the United States, the Army National Guard while in the service of the United States, and the United States Army Reserve unless otherwise stated.

United States Army Combined Arms Support Command (CASCOM) is the proponent for this publication. The preparing agency is the G-3/5/7 Doctrine Division, United States Army Combined Arms Support Command. Send written comments and recommendations on a DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TDID (ADP 4-0), 2221 Adams Avenue, Building 5020, Fort Lee, VA, 23801-1809; or submit an electronic DA Form 2028 by e-mail to: usarmy.lee.tradoc.mbx.lee-cascom-doctrine@mail.mil.

This page intentionally left blank.

Introduction

ADP 4-0, *Sustainment*, is the Army's doctrine for sustainment in support of operations. The doctrine discussed in this manual is nested with ADP 3-0, *Operations*, and describes the sustainment warfighting function. The endurance of Army forces is primarily a function of their sustainment and is essential to retaining and exploiting the initiative. Sustainment provides the support necessary to maintain operations until mission accomplishment. The relationship between sustainment and operation is depicted in introductory figure-1 on page vi.

Sustainment must be integrated and synchronized with operations at every level to include those of our joint and multinational partners. Sustainment depends on joint and strategic links for strategic airlift, sealift, intra-theater airlift, and strategic and theater-level supply support. Sustainment depends on our host nation (HN) partners to provide infrastructure and logistics support necessary to ensure both maneuver forces and follow-on sustainment are delivered to right place, at the right time, and in an operable condition. This dependence on our joint and strategic links and our multinational partners means sustainment is inherently joint. Through joint interdependence, the combatant commander (CCDR) is able to maximize the effect the Army's capabilities in an operational area. The Army's robust sustainment capability assists in providing theater and port opening functions enabling joint forces to conduct strategic and operational reach. Army sustainment capabilities provide the bulk of Army support to other services in the forms of executive agent, common-user logistics, lead service, and other common sustainment resources. Army support to other services enables joint forces with freedom of action and endurance.

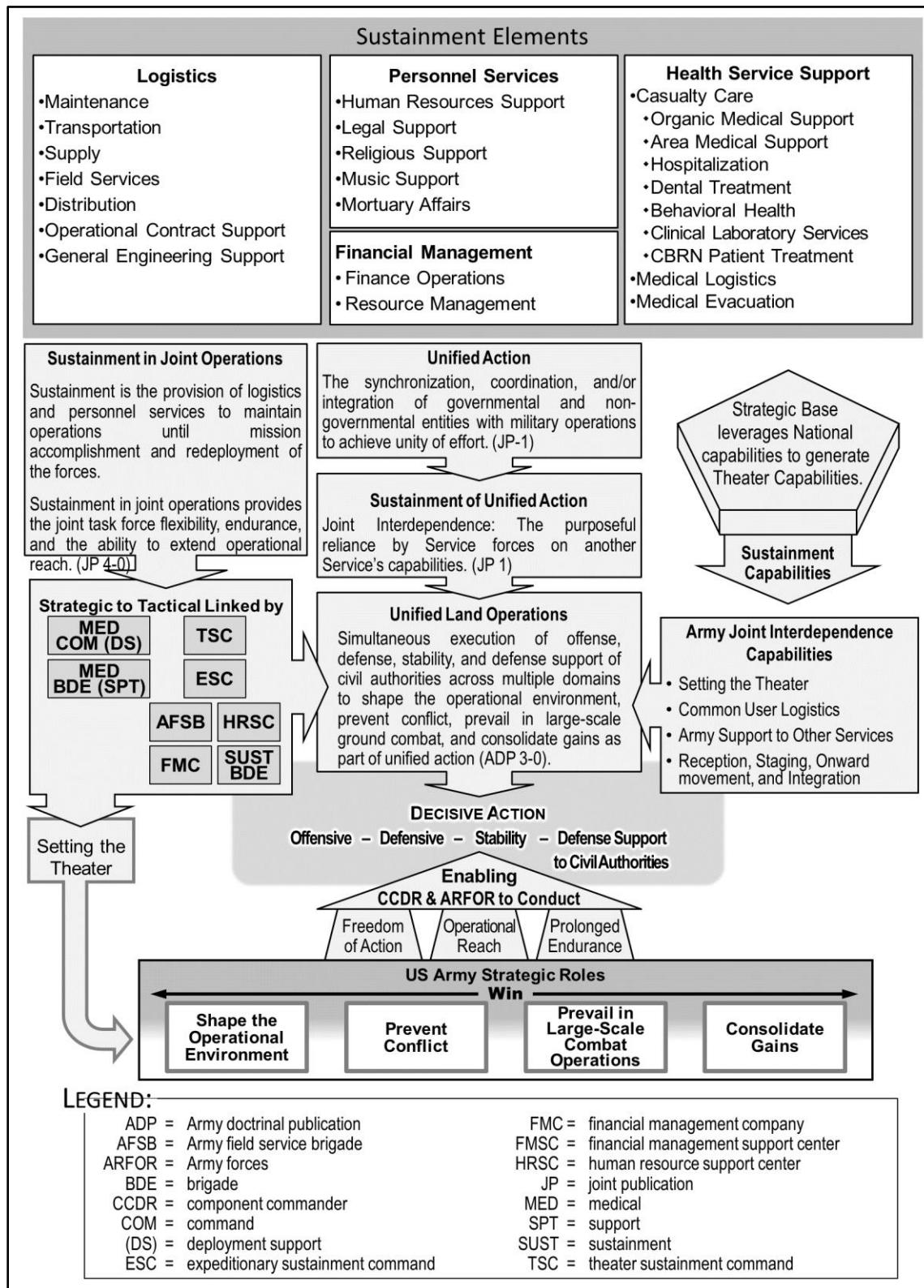
ADP 4-0 contains three chapters:

Chapter 1 discusses the four elements of the sustainment warfighting function: logistics, financial management, personnel services, and health service support. It establishes the principles for each of the elements.

Chapter 2 describes the important roles that the United States (U.S.) military and interorganizational partners play during the sustainment of Army forces. It describes joint interdependence and how sustaining the Army and joint forces are linked. It also describes the Army's Title 10 responsibilities and the roles of the generating force, operating force, interorganizational coordination and multinational partners in providing sustainment.

Chapter 3 discusses unified land operations in an operational context and continues with a description of command and control of sustainment forces. This chapter concludes with describing how sustainment provides operational reach, freedom of action and endurance to combat forces.

For the purpose of this manual, the use of the terms sustainment headquarters and sustainment command refers to those organizations that provide one or more of the elements of the sustainment warfighting function.



Introductory figure-1. ADP 4-0 logic chart

Terms for which ADP 4-0 is the proponent are listed in introductory table-1. These terms also appear in the glossary.

Introductory table-1. New and modified Army terms

Term or Acronym	Remarks
anticipation	ADP 4-0 is now the proponent for the term.
container management	ADP 4-0 is now the proponent for the term.
continuity	ADP 4-0 is now the proponent for the term.
distribution management	Modifies the definition. ADP 4-0 is now the proponent for the term.
economy	ADP 4-0 is now the proponent for the term.
field services	ADP 4-0 is now the proponent for the term.
improvisation	ADP 4-0 is now the proponent for the term.
integration	ADP 4-0 is now the proponent for the term.
intermodal operations	ATP 4-13 is now the proponent for the term.
logistics	ADP 4-0 is now the proponent for the term.
mode operations	ADP 4-0 is now the proponent for the term.
movement control (Army)	ADP 4-0 is now the proponent for the term.
personnel services	ADP 4-0 is now the proponent for the term.
port opening	ADP 4-0 is now the proponent for the term.
responsiveness	ADP 4-0 is now the proponent for the term.
simplicity	ADP 4-0 is now the proponent for the term.
sustainment	Modifies the definition. ADP 4-0 is now the proponent for the term.
sustainment preparation of the operational environment	ADP 4-0 is now the proponent for the term.
theater opening	ADP 4-0 is now the proponent for the term.
theater closing	ADP 4-0 is now the proponent for the term.

This page intentionally left blank.

Chapter 1

Fundamentals of Sustainment

For the Army, sustainment is the provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion. Sustainment is accomplished through the coordination, integration, and synchronization of resources from the strategic level through the tactical level in conjunction with our joint and multinational partners.

Sustainment operations enable force readiness. Sustainment operations maintain Army forces by equipping it with materiel, funding it with required resources, staffing it with trained Soldiers and leaders, and by providing it with the force health protection needed.

Army sustainment is based on an integrated process (people, systems, materiel, health service support, and other support) inextricably linking sustainment to operations. The concept focuses on building an operational 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

The sustainment warfighting function is one of the eight elements of combat power: leadership, information, command and control, movement and maneuver, intelligence, fires, sustainment, and protection (See ADP 3-0). The *sustainment warfighting function* is the related tasks and systems that provide support and services to ensure freedom of action, extended operational reach, and prolong endurance (ADP 3-0). Sustainment determines the depth and duration of Army operations (ADP 3-0). Successful sustainment enables freedom of action by increasing the number of options available to the commander. Sustainment is essential for retaining and exploiting the initiative. The sustainment warfighting function consists of four elements: logistics, financial management, personnel services and health service support as shown in the sustainment warfighting function logic chart (Introductory figure-1).

Sustainment Warfighting Function

- Logistics
- Financial Management
- Personnel Services
- Health Service Support

LOGISTICS

1-1. *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. Army logistics elements are: maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering. For additional details, see FM 4-95.

FINANCIAL MANAGEMENT

1-2. Financial management leverages fiscal policy and economic power across the range of military operations. Financial management encompasses finance operations and resource management. For additional details, see FM 1-06.

PERSONNEL SERVICES

1-3. *Personnel services* are sustainment functions that man the force, maintain Soldier and Family readiness, promote the moral and ethical values of the Nation, and enable the fighting qualities of the Army. Personnel services include planning, coordination, and sustaining personnel efforts at the operational and tactical levels. Personnel services include human resources support, legal support, religious support, and band support. For additional details, see FM 1-0, FM 1-04, FM 1-05, FM 1-06, and ATP 1-19.

HEALTH SERVICE SUPPORT

1-4. Army Health System (AHS) support includes both health service support and force health protection that are critical capabilities embedded within formations across all warfighting functions. The force health protection mission falls under the protection warfighting function and will not be covered in this publication (see ADP 3-37). For additional details on health service support and the AHS see FM 4-02.

1-5. Health service support encompasses all support and services performed, provided, and arranged by the Army Medical Department to promote, improve, conserve, or restore the behavioral and physical well-being of Army personnel and as directed, unified action partners (UAPs). Health service support includes the following—

- Casualty care, which encompasses a number of medical functions, including:
 - Medical treatment (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 (including medical regulating).
- Medical logistics (including blood management).

PRINCIPLES OF SUSTAINMENT

1-6. The principles of sustainment shown in figure 1-1 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 and must be synchronized in time, space, and purpose. The principles of sustainment and the principles of logistics are the same.

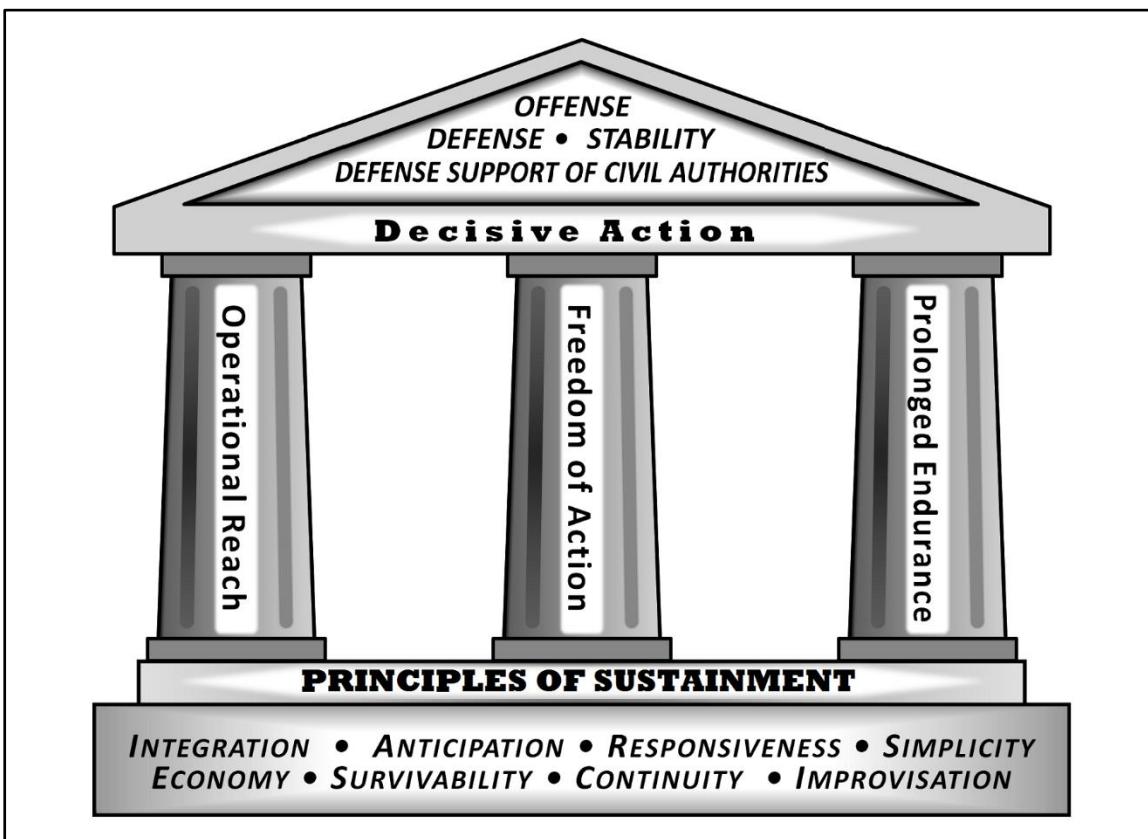


Figure 1-1. Principles of sustainment

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 other UAPs 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 or 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. Commanders integrate risk management into the operations process to identify threats, assess those threats, and emplace controls to mitigate the risk of gaps in support. 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 is facilitated by a common operational picture

facilitated by the Army Readiness-Common Operating Picture, and follow-on business intelligence tools associated with Army enterprise resource planning systems. That common operational picture enables commanders to see all supported forces, anticipate requirements based on situational understanding, and provide support when and where needed. 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 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.

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 HN resources that reduce or eliminate the use of limited military resources. By efficiently and ethically managing Army resources, Army professionals are stewards who act in the best interest of the American people.

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, 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. While deception is related to survivability in that deception contributes to survivability, improvisation is where logisticians can actively achieve deception of enemy forces. Improvisation is also a principle of financial management.

LOGISTICS ELEMENTS

1-15. 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. For the sustainment warfighting function, explosive ordnance disposal tasks are discussed under protection and intelligence warfighting functions (ADP 3-37 and FM 2-0.) Army logistics include the following—

- Maintenance.
- Transportation.
- Supply.
- Field services.
- Distribution.
- Operational contract support.
- General engineering support.

1-16. Logistics involves both operational art and science. Knowing when and how to accept risk, when and how to prioritize a myriad of requirements and how to balance limited resources all require operational art. While, understanding equipment capabilities, consumption rates, operational contract support and host-nation support (HNS) require science. Logistics integrates strategic, operational, and tactical support of deployed forces while scheduling the mobilization and deployment of additional forces and materiel.

MAINTENANCE

1-17. Maintenance is all actions taken to retain materiel in a serviceable condition or to restore it to serviceability. The Army utilizes a tiered, two-level maintenance system composed of field and sustainment maintenance. Command teams, maintenance personnel and planners must have a complete understanding of two-level maintenance fundamentals in order to properly plan and execute their mission. Maintenance is necessary for endurance and performed at the tactical through strategic levels of war. See ATP 4-33 for more information.

Field Maintenance

1-18. *Field maintenance* is on or near system maintenance, repair and return of equipment to the user including maintenance actions performed by operators (ATP 4-33). It often includes replaceable line unit and component replacement, and battle damage assessment, repair, and recovery. 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. It includes battle damage assessment, repair, and recovery tasks performed by either the crew or support personnel to maintain systems in an operational state. Field maintenance includes all actions performed at unit level to maintain equipment readiness.

1-19. Field maintenance is performed by Soldiers as far forward as possible with the equipment being retained by or returned to the owning unit. Crewmembers, equipment operators, and ordnance-trained maintainers perform field maintenance. All Army modification table of organization and equipment maintenance units perform field maintenance. Field-level maintenance consists of two subcategories, operator/crew and maintainer and is performed on an unserviceable piece of equipment, communication or weapon system utilizing line replaceable units or modules and component replacement or repair. It is normally performed by the owning unit or a supporting unit using tools and test equipment found in the unit. The unit should retain and repair the item until it is ready to return to service. Field maintenance is not limited to simply remove and replace actions. If the maintainers possess the requisite skills, proper tools, proper repair parts, references, and adequate time the item should not be evacuated for sustainment maintenance. This is especially relevant to brigade combat teams (BCTs). The expertise to fix major weapons systems (Abrams, Bradley, Paladin and Stryker Combat Vehicle) resides only in the supporting forward support company. There are no maintenance units equipped or manned who can perform field-level maintenance repairs to these weapon systems outside the BCT. The brigade support battalion (BSB) in Stryker BCT is the only exception as the field maintenance company includes assigned mechanics to maintain the medical

company's Stryker medical vehicles (ambulances). The BSB has organic low density specialty maintainers whose mission is to provide maintenance for specialty equipment in the BCT. These personnel maintain equipment the forward support companies are not structured to accomplish including missiles, fire control and signal systems. Field-level maintenance also includes adjustment, alignment, service, applying approved field-level modification work orders, fault/failure diagnoses, battle damage assessment and repair, and recovery. These maintainers at echelons below brigade level are found in the owning unit, forward support company and field maintenance company. See ATP 4- 33 for a description of the field maintenance subcategories.

Sustainment Maintenance

1-20. *Sustainment maintenance* is off-system component repair and/or end item repair and return to the supply system or by exception to the owning unit, performed by national-level maintenance providers (ATP 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 units, resulting in extended or improved operational life expectancies. Sustainment maintenance includes all actions usually performed by an authorized special repair activity to conduct off-system maintenance.

1-21. Sustainment maintenance is performed by Department of Defense (DOD) civilians and contractors who return equipment to a national standard, after which the equipment is placed back into the overall supply system. The United States Army Materiel Command (USAMC) through the Army Sustainment Command (ASC) and its subordinate Army field support brigades (AFSBs) and Army field support battalions execute contingency sustainment maintenance missions. When a unit sends equipment to a sustainment maintenance organization the owning unit, in most cases removes the equipment from the property book. Only in rare instances such as unit reset, will the equipment be returned to the unit. Sustainment maintenance is composed of two subcategories; below depot-level sustainment maintenance and depot-level sustainment maintenance. Units utilize sustainment maintenance when crew, operator, operator-maintainer or Ordnance Corps trained maintainers lack the requisite skills, special tools, proper repair parts, or references to complete repairs using field maintenance. Based on the extent of damage to the specific item, leaders must decide the best course of action based on operational and mission variables. There is no absolute checklist. Field-level maintenance is the preferred method of repair. The intent of sustainment-level maintenance is to perform commodity oriented repairs to return items to a national standard, providing a consistent and measureable level of reliability. Sustainment-level maintenance supports both operational forces and the Army supply system. See ATP 4-33 for a description of the sustainment maintenance subcategories.

TRANSPORTATION

1-22. Army transportation units play a key role in facilitating endurance. Transportation units move sustainment from ports through the system to points of employment, and they retrograde materiel as required. The tenets of transportation operations include centralized control and decentralized execution, forward support, fluid and flexible movements, effective use of assets and carrying capacity, in-transit visibility, regulated movements and interoperability. For additional information, see FM 4-95.

Movement Control

1-23. **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, HN, and commercial movements by all modes of transportation to ensure seamless transitions from the strategic to the tactical level of an operation. Proper management of the movement control function aids the operational commander in applying control over the depth of the battlefield. It is a means of providing commanders with situational understanding to control movements in their operational area. Movement control responsibilities are embedded in an infrastructure that relies on coordination to ensure transportation assets are used efficiently while ensuring lines of

communications are de-conflicted to support freedom of access for military operations. See ATP 4-16 for more information on movement control.

Intermodal Operations

1-24. *Intermodal operations* is the process of using multimodal capabilities (air, highway, rail, sea) and conveyances (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 (ATP 4-13). They use movement control to balance requirements against capabilities and capacities to synchronize terminal and mode operations ensuring an uninterrupted flow through the transportation system. Intermodal operations consist of facilities, transportation assets, and materials-handling equipment required to support the deployment and distribution enterprise. Included under this function are terminal operations and container management.

1-25. *Terminal operations* are the reception, 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). They are essential in supporting deployment, redeployment, and sustainment operations. The three types of terminals are air, water, and land (ATP 4-13).

1-26. ***Container management*** is the process of establishing and maintaining visibility and accountability of all cargo containers moving within the Defense Transportation System. ATP 4-12 provides additional information on container management.

Mode Operations

1-27. ***Mode operations*** are the execution of movements using various conveyances (truck, lighterage, railcar, aircraft) to transport cargo and personnel. They include the administrative, maintenance, and security tasks associated with the operation of the conveyances. There are two transportation modes of operation, surface and air, available to support military operations. The surface mode includes motor, water, and rail. The air mode consists of fixed-wing and rotary-wing aircraft. Intermodal operations are covered in ATP 4-13.

Theater Distribution

1-28. *Theater distribution* is the flow of personnel, equipment, and materiel within a theater to meet the geographic combatant commander's missions (JP 4-09). Theater distribution is a process of synchronizing all elements of the logistics system to deliver the right things to the right place at the right time to support the geographic combatant commander (GCC). Theater distribution begins at the port of debarkation and ends at the unit. Personnel and materiel enter the theater by surface (land or water) or by air and move through the various transportation modes/hubs/nodes to their destination or point of use.

SUPPLY

1-29. Supply is essential for enhancing Soldiers' quality of life. It provides the materiel required to accomplish the mission. U.S. Army supply classes are listed in table 1-1. Supply classes for the North Atlantic Treaty Organization (NATO) differ from U.S. supply classes. Additional information on NATO supply classes can be found in the NATO Logistics Handbook.

Table 1-1. Classes of supply

Class	Description
Class I	Subsistence, including water.
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).

Table 1-1. Classes of supply (*continued*)

Class	Description
Class III	Petroleum, oils, and lubricants: 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 (such as health and hygiene products, soaps, and toothpaste, writing materials, snack food, and beverages and other items that are non-military 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, health, and welfare items.
Class IX	Repair parts and components, including kits, assemblies and subassemblies, repairable and nonrepairable, required for maintenance support of all equipment.
Class X	Material to support nonmilitary programs; such as agricultural and economic development, not included in class I through IX.

FIELD SERVICES

1-30. **Field services includes aerial delivery, food service, shower and laundry, contingency fatality operations, and water purification. These services enhance unit effectiveness and mission success by providing for Soldier basic needs.** 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. ATP 4-42 has additional information on field services. A means of providing support is Force Provider, which can provide life support capabilities for Soldier sustainment during operations. It can also support humanitarian assistance, disaster relief and noncombatant evacuation operations. For additional details, see ATP 4-45.

Aerial Delivery

1-31. Aerial delivery includes parachute packing, air item maintenance, sling load, and rigging of supplies and equipment. This function supports airborne insertions, airdrop, and air-land resupply. It is a vital link in the distribution system and provides the capability of supplying the force even when land line of communications have been disrupted, or terrain is too hostile, thus adding flexibility to the distribution system. Aerial delivery is covered in more depth in ATP 4-48.

Shower and Laundry

1-32. Shower and laundry capabilities are capable of providing Soldiers a minimum of two weekly showers and up to 17 pounds of laundered clothing each week (comprising three uniform sets, undergarments, socks, two towels and two wash cloths). The shower and laundry function does not include laundry decontamination support.

Field Feeding

1-33. Field feeding operations are a basic unit function and one of the most important factors in Soldiers' health, morale, performance and welfare. The standard is to provide Soldiers at all echelons three quality meals per day. Field feeding and field sanitation are intrinsically linked. Effective field feeding and field sanitation practices include the timely disposal of refuse and waste to avoid unit signature trails and prevent adverse health issues as a means of force protection. For additional information on field feeding operations and the Army food program, see AR 30-22. For additional information on sanitation standards see ATP 4-41 and TB MED 530, *Tri-Service Food Code*.

Contingency Fatality Operations

1-34. *Mortuary affairs* provides for the search for, recovery, identification, preparation, and disposition of human remains for whom the Services are responsible by status and executive order (JP 4-0). The mortuary affairs program starts at the unit level with search and recovery operations. It continues until human remains are returned to the person authorized to direct disposition and all personal effects are returned to the person eligible to receive effects. The mortuary affairs program covers the initial search and recovery, tentative identification, coordinated evacuation, and contamination mitigation (if necessary) of human remains and personal effects. At the tactical level, mortuary affairs companies establish mortuary affairs collection points for the recovery and evacuation of human remains in the theater. At the theater base, mortuary affairs collection companies establish theater mortuary affairs evacuation points where human remains are either evacuated or stored in refrigeration. If these means are not available, only the geographic combatant commander can authorize temporary interment of human remains. For additional information, see ATP 4-46.

Water Production and Distribution

1-35. Water production and distribution are essential for hydration, sanitation, food preparation, medical treatment, hygiene, construction, and decontamination. 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.

DISTRIBUTION

1-36. *Distribution* is the operational process of synchronizing all elements of the logistics system to deliver the “right things” to the “right place” at the “right time” to support the geographic combatant commander (JP 4-0). It delivers the right quantity as determined by logisticians in synchronization with operational commanders and mission. Distribution is more than physical distribution of materiel; it also includes synchronizing the functions of warehousing, inventory control, outbound transportation, materials handling, packaging, communications, and services such as maintenance.

1-37. Distribution provides operational commanders with endurance and operational reach. It ensures that forces are receiving the materiel when needed and in the right quantities. Sustainment planners establish a distribution system in theater to support the needs of operational forces. The distribution system extends from the source of supply to the point of need (ATP 4-0.1).

OPERATIONAL CONTRACT SUPPORT

1-38. Operational contract support encompasses the entire process of planning and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations. The operational contract support process begins when a requiring activity identifies a need for commercial support, and it concludes with contract closeout. Both acquisition (contracting officers) and non-acquisition personnel and activities have operational contract support roles and responsibilities in this process. For more information, see ATP 4-10.

GENERAL ENGINEERING SUPPORT

1-39. *General engineering* consists of those engineering capabilities and activities, other than combat engineering, that provide infrastructure and modify, maintain, or protect the physical environment (JP 3-34). It encompasses those engineer tasks that establish and maintain the infrastructure required to conduct and sustain military operations. Although primarily executed through general engineering resources, engineers combine capabilities from all three engineering disciplines (combat, general, and geospatial) to enable logistics and force protection.

1-40. General engineering tasks that support sustainment include building, repairing, and maintaining roads, bridges, airfields, and other structures, facilities, and utilities infrastructure needed for ports of debarkation, main supply routes, and base camps. General engineering units also install, manage and maintain electric power systems, utilities, and waste management systems; plan, acquire, manage, and remediate real estate; and assess environmental impacts. Additional information on general engineering support is in ATP 3-34.40.

FINANCIAL MANAGEMENT

1-41. Financial management is guided by the following principles: stewardship, synchronization, anticipation, improvisation, simplicity, and consistency. These principles are described in appendix A of FM 4-0. Financial management consists of finance operations and resource management.

FINANCE OPERATIONS

1-42. 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, and oversight and management of the Army's Banking Program. Finance operations also implement financial management policies and guidance prescribed by the Office of the Under Secretary of Defense (Comptroller) and national providers (such as the U.S. Treasury, Defense Finance and Accounting Service, and Federal Reserve Bank).

RESOURCE MANAGEMENT

1-43. The resource management mission, accomplished by a battalion or brigade finance officer (S-8)/assistant chief of staff, finance/finance directorate of joint staff personnel, is to analyze resource requirements and ensure commanders are aware of existing resource implications. This allows commanders to make resource informed decisions, and 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's Managers' Internal Control Program.

FINANCIAL MANAGEMENT CORE COMPETENCIES

1-44. The core competencies of financial management are fund the force, banking and disbursing, pay support, accounting support and cost management, and audit readiness.

Fund the Force

1-45. Fund the force is a critical capability, which matches legal and appropriate sources of funds with thoroughly vetted and valid unit 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 on the battlefield. Key tasks include identifying, acquiring, distributing and certifying funds and obligating funds to units, providing payments in cash or via electronic funds transfers in support to contracting operations, and commercial vendor services.

Banking and Disbursing

1-46. Banking support encompasses financial management activities ranging from currency support (local or U.S.) of U.S. military operations to liaising with HN banking officials and strengthening local financial institutions. Other activities within banking support include establishing e-commerce and limited depository capabilities, as well as coordination with U.S. embassies, U.S. Army Financial Management Command, Defense Finance and Accounting Service, and Department of the Treasury entities to support theater banking initiatives.

1-47. Disbursing is the arm within financial management that ensures all payments are made in accordance with DOD regulations. It is strongly recommended that all elements of the fiscal triad, financial management, contracting and legal counsel, be 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 to 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).

Pay Support

1-48. This support function provides for full U.S. pay (including civilian pay where not supported by the Defense Finance and Accounting Service); travel support; local and partial payments; check-cashing and currency exchange to Soldiers, civilians and U.S. contractors; and non-U.S. pay support (such as detainee(s), HN employees, day laborers). Pay support also includes support to noncombatant evacuation operations in the form of travel advances. Finance offices ensure all Soldiers, regardless of component, receive timely and accurate pay in accordance with existing statutes and regulations.

Accounting Support and Cost Readiness

1-49. Accounting support entails the accurate and complete recording of financial transactions within the Army financial management support information systems. Additional accounting support involves review and reconciliation of these financial transactions to ensure the proper expenditure of entrusted funds.

1-50. 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 to support leader's decision-making and fiscal stewardship, thereby maximizing the effectiveness and efficiency of the organization's operations.

Audit Readiness

1-51. Audit readiness ensures that organizations produce timely, accurate, and relevant information that is consistently auditable. With the Chief Financial Officers Act of 1990, Congress mandated that all federal agencies produce auditable financial statements. The Office of the Under Secretary of Defense Comptroller outlines the DOD priorities for improving financial information and achieving financial statement audit readiness and directs DOD components to improve budgetary information, as this is the information most useful to the Department's decision makers. Specifically, DOD components focus on improving budgetary processes and information to obtain an unqualified audit opinion on the Statement of Budgetary Resources. Transition to enterprise resource planning systems will help in this area.

PERSONNEL SERVICES

1-52. **Personnel services are sustainment functions that man the force, maintain Soldier and Family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army.** Personnel Services provide support to the force utilizing the following principles: synchronization, timeliness, accuracy, and consistency. These principles are described in appendix A of FM 4-0. Personnel services involve planning and coordinating efforts that sustain personnel. Personnel services relate to personnel welfare (for example readiness, quality of life). Personnel services include the following—

- Human resources support (FM 1-0).
- Legal support (FM 1-04).
- Religious support (FM 1-05).
- Army band operations (ATP 1-19).

HUMAN RESOURCES SUPPORT

1-53. Personnel services includes human resources (HR) support. The functions of human resources support are described below under their respective human resources core competencies. The core competencies include: man the force, provide human resources services, coordinate personnel support, and conduct human resources plans and operations. All of these functions and tasks affect the personnel aspects of building combat power within an organization. FM 1-0 provides doctrine on HR support.

MAN THE FORCE

1-54. Man the force consists of personnel readiness management, personnel accountability, strength reporting, and personnel information management.

Personnel Readiness Management

1-55. 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.

Personnel Accountability

1-56. Personnel accountability is by-name management of the location and duty status of every person assigned or attached to a unit. It includes tracking the movement of personnel as they arrive to, and depart from, a unit. For deployed units, this includes maintaining visibility of individuals as they enter, transit, and depart theater for reasons that range from normal rest and recuperation to treatment at a medical treatment facility. Battalion and brigade personnel staff officer (S-1) personnel readiness teams are at the tip of the spear for managing the automation systems that support Army-wide personnel accountability and require a team of HR professionals who are competent with automated HR systems and understand the personnel accountability process.

Strength Reporting

1-57. Strength reporting is the process of using by-name data to create a numerical end product. Strength reporting is conducted at all levels of command. The personnel strength reporting process starts with by-name strength related transactions submitted at battalion or separate unit level and ends with personnel database updates at all echelons of command. Strength reports reflect the combat power of a unit and are used to monitor unit strength, prioritize replacements, monitor deployable/non-deployable personnel, execute strength distribution, and make tactical and HR support decisions.

Personnel Information Management

1-58. Personnel information management encompasses collecting, processing, storing, displaying, reconciling, and disseminating relevant HR information about units and personnel. Commanders, HR professionals, and planners rely on personnel information databases when performing their mission. Refer to AR 25-22, *The Army Privacy Program*, for specific recordkeeping requirements under the Privacy Act.

PROVIDE HUMAN RESOURCE SERVICES

1-59. HR services are those functions conducted by HR professionals specifically impacting Soldiers and organizations and include essential personnel services, postal operations, and casualty operations. Essential personnel services functions are performed by the assistant chief of staff, personnel (G-1) and the S-1. Postal operations are performed by HR personnel in G-1s, postal organizations, military mail terminal teams, human resources sustainment centers (HRSCs), HR companies, and monitored within the human resources operation branches. Casualty operations are performed by S-1s and HR unit personnel (for example, HRSC; human resources operations branches; HR company; and casualty liaison teams and monitored within the human resources operations branches).

Essential Personnel Services

1-60. Essential personnel services provide timely and accurate HR functions affecting Soldier status, readiness, and quality of life and allows Army leadership to effectively manage the force. Essential personnel services includes awards and decorations, evaluation reports, promotions and reductions, transfers and discharges, identification documents, leaves and passes, line of duty investigations, Soldier applications, and coordination of military pay and entitlements.

Postal Operations

1-61. Postal operations provide mail and postal finance services within the deployed area of operations (AO). Processing mail involves the following:

- Receiving, separating, sorting, dispatching, transporting, and redirecting ordinary, official, insured, certified, return receipt, and registered mail.
- Conducting multi-national and international mail exchange.
- Handling official casualty, contaminated/suspicious, and detainee mail.

1-62. Postal finance services include:

- Selling postage stamps.
- Cashing and selling money orders, and mailing packages.
- Providing insured/certified mail services and registered/special services (including classified up to SECRET level).
- Processing postal claims and inquiries.

Casualty Operations

1-63. Casualty operations management includes collecting, recording, reporting, verifying and processing of casualty information from unit-level to Headquarters, Department of the Army. The recorded information facilitates next of kin notification (within 4 hours of notification from Casualty and Mortuary Affairs Operations Division to local casualty assistance center), casualty assistance, casualty tracking and status updates, and provides the basis for historical and statistical reports. This information is also shared with other DOD and Army agencies to initiate required actions. Accuracy and timeliness are critical components of casualty operations which depends on assured communications and reliable access to personnel information.

COORDINATE PERSONNEL SUPPORT

1-64. Personnel support functions are normally coordinated by the G-1s and S-1s and generally fall under their responsibility. These functions include morale, welfare and recreation; command interest programs; and Army band operations.

RETENTION OPERATIONS

1-65. The objective of retention operations is to improve readiness, force alignment, and maintain Army end strength through the development and retention of Soldiers. While unit commanders and leaders are ultimately responsible for retaining Soldiers at their level, HR professionals are charged with coordinating with career counselors located at battalion and above organizations who are technical experts in advising commanders on all aspects of the Army Retention Program. HR professionals also assist career counselors in determining retention eligibility, retention options, and assist with eligibility for special commissioning programs consistent with published regulations and Department of the Army directives.

COMMAND INTEREST PROGRAMS

1-66. Command interest programs are of general interest to organizations and Soldiers and include such programs as the equal opportunity program, Army voting assistance program, Army substance abuse program, Army body composition program, Army continuing education system, sexual harassment/assault response and prevention program, Army sponsorship program, Family readiness, and other programs; however, this list is not all inclusive. All command interest programs have regulatory guidance or statutory requirements that S-1s must follow to ensure successful execution of the program.

MORALE, WELFARE, AND RECREATION AND COMMUNITY SUPPORT

1-67. Morale, welfare, and recreation operations include unit recreation, sports programs, and rest areas for military and deployed DOD Civilian personnel. Morale, welfare, and recreation personnel provide these services and facilities in coordination with unit points of contact. G-1s and S-1s coordinate and plan for

morale, welfare, and recreation operations. Morale, welfare, and recreation support includes coordinated Army and Air Force Exchange Service (and American Red Cross support).

CONDUCT HUMAN RESOURCES PLANNING AND OPERATIONS

1-68. HR planning and operations are the means by which HR leaders envision a desired HR end state in support of the operational commander's mission requirements through the use of the military decision-making process, rapid decision and synchronization process, and Army design methodology. It communicates to subordinate HR professionals the intent, expected requirements, and desired outcomes in the form of an operation plan and operation order. It also communicates the process of tracking execution of planned HR support to ensure effective support to the operational commander through the following processes:

- Assessing the current situation and forecasting HR requirements based on the progress of the operation.
- Making execution and adjustment decisions to exploit opportunities or requirements not forecasted.
- Directing actions to apply HR resources and support at decisive points and time.

Operate Human Resources Mission Command Nodes

1-69. Enabling HR mission command nodes by establishing, operating, and maintaining connectivity to HR data and voice communications nodes is required for HR operations. HR mission command nodes are required to enable HR personnel access to HR systems and should provide access across all commands and echelons.

Legal Support

1-70. The Judge Advocate General's Corp is the Army proponent for legal support matters. The Judge Advocate General has overall responsibility for legal support based on statutory, regulatory, delegated, and general authority, as well as by designation and assignment. The Judge Advocate General directs the delivery of Army legal support across a broad spectrum of legal functions.

1-71. Legal support to operations encompasses all legal services provided by members of the Judge Advocate Legal Service in support of units, commanders, and Soldiers. The Judge Advocate Legal Service provides legal services to the Army and joint force under two core competencies: legal support to the Army and legal support to Soldiers and Family members.

1-72. The legal support to the Army core competency encompasses legal support provided to commanders and units, as well as to the Army as an institution. The legal functions included in this core competency include administrative and civil law, contract and fiscal law, military justice, and national security law.

1-73. The legal support to Soldiers' and Family Members' core competency encompasses all legal services provided to the Soldier and/or Family members. The legal functions included in this core competency are Soldier and Family legal services and Trial Defense Services.

Legal Support to the Army Core Competency

1-74. Administrative law is the body of law containing the statutes, regulations, and judicial decisions that govern the establishment, functioning, and command of military organizations. Practice of administrative law includes advice to commanders and litigation on behalf of the Army involving many specialized areas, including military personnel law, investigations, and relationships with private organizations, military installations, and government ethics. While not a complete list, administrative law attorneys perform the following functions—

- Advise commanders, review actions, and litigate cases involving military personnel law.
- Advise installation commanders concerning the legal authorities applying to military installations.
- Advise investigating officers, review investigations for legal sufficiency, and advise appointing authorities concerning investigative findings and recommendations.

- Advise Army officials concerning support for, and relationships with, private organizations.
- Advise Army personnel concerning government ethics.
- Supervise the command financial disclosure and ethics training programs.

1-75. Civil law is the body of law containing the statutes, regulations, and judicial decisions that apply across all agencies of the Federal government and are not simply internal to the Army or DOD. The practice of civil law includes environmental law, the law of federal employment, federal labor relations, government information practices, federal litigation, regulatory law, and intellectual property law. See FM 1-04 for additional information on the scope of this legal function.

Affirmative and Third Party Claims

1-76. The Army claims program investigates processes, adjudicates, and settles claims on behalf of, and against, the United States worldwide. The claims program supports commanders by preventing distractions to the operation from claimants and promoting good will with the local population by providing compensation for personal injury or property damage caused by Army or personnel. Claims fall into four categories. First is claims for property damage of Soldiers and other employees arising incident to service. Second is torts alleged against Army or DOD personnel. Third is claims for personal injury or property damage caused by noncombat military operations. Lastly is claims by the United States for injury of Army personnel or their dependents or for the damage or destruction of Army property.

1-77. Although the client services legal function includes personnel claims or claims by Soldiers and Department of the Army civilians, claims by third parties or affirmative claims, in particular foreign claims belong to the core competency of legal support to the Army.

Contract and Fiscal Law

1-78. Contract law applies domestic and international law to acquire goods, services, and construction. The practice of contract law, to include contracting for services, includes battlefield acquisition, contingency contracting, bid protests and contract dispute litigation, procurement fraud oversight, commercial activities, and acquisition and cross-servicing agreements.

1-79. Contract law responsibilities include furnishing legal advice and assistance to procurement officials during all phases of the contracting process. It includes overseeing an effective procurement fraud abatement program and providing legal advice to the command concerning battlefield acquisition, external contractor support for contingencies and the logistics civil augmentation program (LOGCAP), acquisition cross-servicing agreements, the commercial activities program, and overseas real estate and construction.

1-80. Legal counsel must participate fully in the acquisition process, be continuously available to their clients, involve themselves early in the contracting process, communicate closely with procurement officials and contract lawyers in the technical supervision chain, and provide legal and business advice as part of the contract management team.

1-81. Fiscal law applies domestic statutes and regulations to funding military operations, and supporting non-Federal agencies and organizations. Fiscal law responsibilities include providing legal advice on the proper use and expenditure of funds, interagency agreements for logistics support, security assistance, and support to non-Federal agencies and organizations. Fiscal law support is generally provided at the main and tactical command posts in divisions and corps, theater sustainment command (TSC) headquarters, theater army headquarters, and each joint and multinational headquarters. See FM 1-04 for additional information on the scope of this legal function.

Military Justice

1-82. Military justice is the administration of the Uniform Code of Military Justice. 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” (Manual for Courts-Martial). The Judge Advocate General is responsible for the overall supervision and administration of military justice within the Army.

Commanders oversee the administration of military justice in their units and communicate directly with their Staff Judge Advocates about military justice matters.

1-83. The Staff Judge Advocate is responsible for military justice advice and services to the command. The Staff Judge Advocate advises commanders concerning administrative boards, the administration of justice, the disposition of alleged offenses, appeals of nonjudicial punishment, and action on courts-martial findings and sentences. The Staff Judge Advocate supervises the administration and prosecution of courts-martial, preparation of records of trial, the victim- witness assistance program, and military justice training.

1-84. Military justice services are centralized to facilitate timely and efficient delivery. Normally, courts-martial are processed at theater Army, corps, division, TSC, or other headquarters commanded by a general court-martial convening authority. Army brigade and battalion commanders, as well as joint task force commanders, have special and summary court-martial convening authority and may require support to conduct courts-martial. See FM 1-04 for additional information on the scope of this legal function.

National Security Law.

1-85. The practice of national security law includes the legal functions previously known as International and Operational law, but also includes some areas of law practiced at the highest levels of the U.S. Government. There are six legal tasks included in the national security law function: constitutional law, cyber law, intelligence law, international law, operational law, and special operations law. This legal function includes the domestic, foreign, and international law that directly affects the conduct of operations. See FM 1-04 for additional information on the scope of this legal function.

Legal Support to Soldiers and Families Core Competency

1-86. Client services are offered to Soldiers and their families. The legal function of client services includes the legal tasks: claims by Soldiers and Department of the Army Civilians, medical evaluation and disability law, Soldier and Family legal assistance, and special victims' counsel services. Each of these legal tasks centers on service to individuals as opposed to service to the Army as an institution. Trial defenses services provides legal support to Soldiers regarding judicial and nonjudicial disciplinary matters and represents Soldiers before courts-martial and administrative boards. See FM 1-04 for additional information on the scope of these legal functions.

Religious Support

1-87. The religious support mission of the Chaplain Corps is to assist commanders in the responsibility to provide for the free exercise of religion, and to provide religious, moral, and ethical leadership to sustain a ready force of resilient and ethical Soldiers and leaders. Unit ministry teams and chaplain sections, composed of at least one chaplain and one religious affairs specialist, possess three core competencies: nurture the living, care for the wounded, and honor the dead. The religious support mission is executed through two required capabilities—providing support and advising the command. For additional information on religious support, see FM 1-05.

Provide Religious Support

1-88. The Army requires the capability to provide religious support across extended distances, which accommodates the free exercise of religion and spirituality, and supports resiliency efforts to sustain Soldiers. Chaplain sections and unit ministry teams ensure provision of religious support that meets the religious and spiritual requirements of the unique military culture. Religious support includes providing those aspects of religious education, clergy counsel, pastoral care, authentic worship, and religious and spiritual expression that would otherwise be denied as a practical matter to Soldiers under the varied circumstances of military contingencies.

Advise the Command

1-89. The advisement capability is both internal and external. External advisement describes advice to commanders concerning potential impact of religion and culture of local populations that are external to the unit itself in an AO. For more information, see ATP 1-05.03. Internal advisement is defined as a required

religious support capability that advises on religion, morals, and morale within units, and ethical decision making of the command. ATP 1-05.04 has details. Internal advisement is concerned with two distinct types of potential operational impacts: 1) religious, moral, and morale needs and concerns of Soldiers, authorized civilians, and their Families, and 2) ethical decisions made on behalf of the command or organization.

ARMY BAND SUPPORT

1-90. Band support is an element of personnel services and is aligned under the sustainment warfighting function. Army bands support the Army through the provision of tailored music that enhances Warrior morale, supports Army recruiting efforts, provides comfort to recovering Soldiers, reinforces relations with HN populations, and maintains a connection with the American public and Army Families. Army band operations is a subordinate key function of the HR Support core competency, coordinate personnel support. (FM 1-0)

1-91. Army Bands promote the Army and our national interests, enable commanders to shape the environment to accomplish their mission, and set the conditions that lead to trust and confidence in America's Army and its readiness to conduct operations in peacetime, conflict, and war.

1-92. 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 HN 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 HN population. See ATP 1-19 for more details.

Core Competencies

1-93. Army Band's four core competencies enable bands to provide flexible, relevant, and ready music to support unified land operations: render honors, strengthen unit morale and esprit de corps, enhance HN relations, and communicate national values and beliefs. The competencies are flexibility, coordinate band support, strategic messaging, and readiness.

Flexibility

1-94. Army bands support joint, interagency, and multi-national operations and are composed of multiple teams that provide flexible and relevant music, tailored to meet the requirements of support operations in multiple operating environments. This design enables bands to support both deployment operations and home station missions concurrently, allowing commanders to simultaneously spread the positive impact of Army bands across the deployed force, international community, and the American public at home. Army bands based in the U. S. and its territories continue to provide music support of Army recruiting and public relations during overseas contingency operations (FM 1-0). For more information on Army bands, see ATP 1-19.

Coordinate Band Support

1-95. Coordinated band support activities with our joint partners and government agencies outside the DOD serve as a means of optimizing cooperation. These activities, developed in coordination with morale and welfare activities sections, food services, and other support elements, can create opportunities to enhance relations with our joint, interagency, multinational, and UAPs.

1-96. Army bands support operations by reassuring allies and promoting regional stability. Through cultural exchange, bands are uniquely capable of influencing human behavior and perceptions without ever speaking a word. Army bands support CCDRs by promoting U.S. national interests and building partnerships. By tapping into shared values, Army bands can exert a low-threat, influential effect when performing in support of the commander's outreach plan, or public and cultural diplomatic initiatives.

Strategic Messaging

1-97. The presence of an Army band presents an opportunity for CCDRs to convey strategic messaging, setting the conditions to alter the opinions and attitudes of audiences through band support operations. Army

band performances create an occasion for communication. Bands help shape the environment for interagency and HN success during stability. During this phase of operations band support may include, but is not limited to, ceremonial, diplomatic, HN outreach, Soldier morale, or memorial support. Through the provision of tailored music performances, Army band also enhances Soldier resilience, morale, and esprit de corps.

Readiness

1-98. Army bands contribute to unit readiness by providing opportunities for Soldiers and civilians to combat the negative effects of stress through music. Stress associated with large-scale combat operations can wear down individual morale and reduce unit effectiveness. Army bands perform music that builds morale and cohesion, therefore enhancing quality of life and promoting resilience in harsh environments such as large-scale combat operations. Families are expected to experience increased stress because of prolonged deployments under large-scale combat operations environments. Music performed by Army bands connects service-members to the Army values, reduces stress in a large-scale combat operations environment as well as back on the home-front, and allows Soldiers and civilians to maintain focus on the mission at hand.

Synchronization

1-99. An Army band liaison officer (42C) position may be established to synchronize and integrate band support for joint, interagency, diplomatic, or multinational events that can support UAPs. These events may include ceremonial, protocol, outreach, music mentorship, or entertainment activities throughout an area of operations. By capitalizing on the near-term benefits associated with low-threat music engagement, band support operations can help build interpersonal trust, improve understanding, and help pave the way for cooperation between U.S. forces, HN, and our UAPs.

HEALTH SERVICE SUPPORT

1-100. The Army Health System is composed of both health service support and force health protection. Health service support is part of the sustainment warfighting function, and force health protection is part of the protection warfighting function. The principles of the Army Health System are conformity, proximity, flexibility, mobility, continuity, and control. These principles are defined in appendix A of FM 4-0. Health service support encompasses all support and services performed, provided, and arranged by the AHS to promote, improve, conserve, or restore the behavioral and physical well-being of Army personnel and as directed, UAPs. Health service support includes—

- Casualty care which encompasses a number of Army Medical Department functions, including—
 - Medical treatment (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 (including medical regulating).
- Medical logistics (including blood management).

CASUALTY CARE

1-101. 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 sub-functions: medical treatment (organic and area medical support), hospitalization, the treatment aspects of dental care and behavioral health/neuropsychiatric treatment, clinical laboratory services, treatment of chemical, biological, radiological and nuclear patients.

Medical Treatment (Organic and Area Medical Support)

1-102. 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 in the BSB 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.

Hospitalization

1-103. The Army's hospitalization capability consists of Role 3 combat support hospitals and hospital centers purposely positioned to provide support in the AO. At Role 3, the combat support hospital and hospital centers expand the support provided at Role 2 and are 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 AO. The hospitalization capability in the AO 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

1-104. 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

1-105. 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

1-106. Clinical laboratory services provide basic support within the theater, to include procedures in hematology, urinalysis, microbiology, and serology. Role 2 medical company (area support) and brigade support medical companies, when operating with or collocated with a forward resuscitative and surgical team or other resuscitative and surgical team, may augment the clinical laboratory and blood storage capabilities of that element. The combat support hospital and hospital center perform procedures in biochemistry, hematology, urinalysis, microbiology, and serology in support of clinical activities. The hospital also provides blood-banking services.

Treatment of Chemical, Biological, Radiological, and Nuclear Patients

1-107. Health service support operations in a chemical, biological, radiological and nuclear environment are complex. Medical personnel may be required to treat chemical, biological, radiological and nuclear injured and contaminated casualties in large numbers. Medical treatment is provided in protected environments and protective clothing must be worn. Movement of chemical, biological, radiological and nuclear casualties can spread contamination to clean areas. All casualties are decontaminated as far forward as the situation permits and are decontaminated before they are admitted into a clean medical treatment facility. The admission of one contaminated casualty into a clean medical treatment facility may contaminate the facility, thereby reducing treatment capabilities in the facility. ATP 4-02.7 has additional information.

Medical Evacuation (Including Medical Regulating)

1-108. Medical evacuation is the timely and effective, movement of the wounded, injured, or ill to and between medical treatment facilities on dedicated and properly marked medical platforms with en route care provided by medical personnel. The provision of en route care on medically equipped vehicles or aircraft enhances the patient's potential for survival and recovery and may reduce long-term disability. Medical regulating is the coordination and control of moving patients to medical treatment facilities that are best able to provide the required specialty care. See ATP 4-02.2 for additional information.

MEDICAL LOGISTICS

1-109. Medical logistics encompasses planning and executing all class VIII supply support to include management of the following functions: medical materiel, medical equipment maintenance and repair, optical fabrication and repair, patient-movement items, medical gases, blood storage and distribution, regulated medical waste (including hazardous material), medical facilities and infrastructure, and medical contracting. The system is anticipatory with select units capable of operating in a split-based mode. ATP 4-02.1 has details.

SUMMARY

1-110. Sustainment is fundamental to the success of operations. Sustainment is composed of four elements: logistics, financial management, personnel services, and health service support. These four elements maintain Army forces by equipping it with materiel, funding it with required resources, manning it with trained Soldiers and leaders, and by providing it with the health service support needed to conduct operations. It is the coordination, integration, and synchronization of these resources that enables force readiness, sustains combat power, and maintains endurance in the conduct of operations.

Chapter 2

Sustainment of Unified Action

Unified action is the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve a unity of effort (JP 1). Unified action requires fully integrating the U.S. military with the efforts of interorganizational and multinational partners to achieve strategic, operational, and tactical success. The sustainment of unified action requires a continuous link, close coordination, and collaboration with other Services, allies, HN forces, and other governmental organizations. This chapter describes the important roles that the U.S. military and interorganizational partners play during the sustainment of Army forces. It also builds the doctrinal bridge between our strategic and interorganizational partners and sustainment of Army forces conducting operations.

STRATEGIC SUPPORT AREA

2-1. In the U.S., sustainment originates in the strategic support area. The strategic support area consists of the defense industrial base that includes DOD, government, and private sector worldwide industrial complexes with capabilities to perform research and development, design, produce, and maintain military weapon systems, subsystems, components, or parts to meet military requirement. The strategic support area generates Army sustainment capabilities, which enable sustained operations through end-to-end processes that drive efficiencies across military Services, agencies, and industry. The continuous effects created in the strategic support area may occur anywhere long the competition continuum, which ranges from peace to war as shown in figure 2-1.

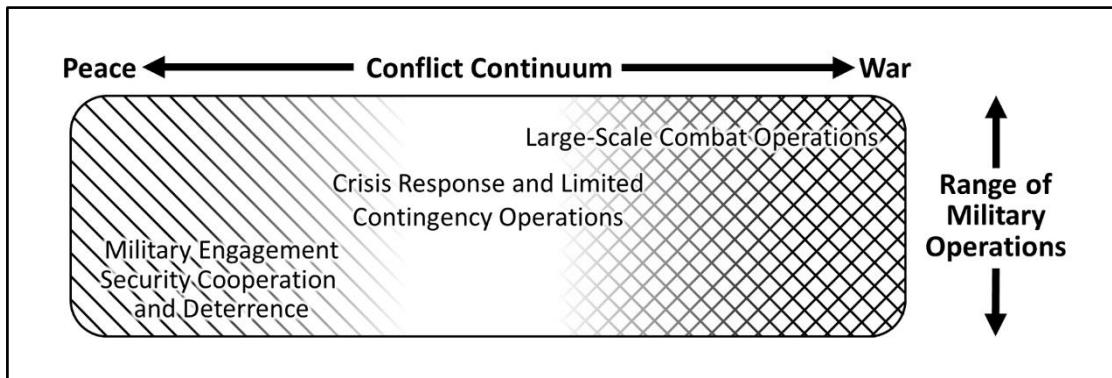


Figure 2-1. Competition continuum.

2-2. The strategic support area describes the area extending from the joint security area within a theater to the continental United States (CONUS) or another combatant's area of responsibility (AOR). It includes a vast array of DOD, government, and private sector agencies that participate in the sustainment enterprise. The support provided includes materiel integration and sealift support conducted by USAMC and United States Transportation Command (USTRANSCOM). Class I, III (B), IV, and VIII support is provided by the Defense Logistics Agency (DLA). United States Army Financial Management Command coordinates, synchronizes, and integrates financial management between strategic partners and the operational and tactical Army levels. The U.S. Army Human Resources Command is the U.S. Army's manning enterprise that distributes personnel in accordance with Army priorities and readiness objectives. The strategic support area

also includes the air and seaports that support the force projection, flow, and sustainment of forces into the joint security area within a theater. The joint security area is a specific surface area designated by a joint force commander to facilitate protection of joint bases and their connecting lines of communications (JP 3-10). The theater Army and its assigned TSC operate in and provide support to Army forces operating in the joint security area. The TSC integrates and synchronizes sustainment in the joint security area and across the theater Army's area of responsibility.

2-3. 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 uninterrupted flow of sustainment is provided to achieve national military objectives. Also through coordination, collaboration, and agreements with HN, allies and intergovernmental organizations certain sustainment efficiencies are achieved to facilitate a unity of effort.

ARMY SUSTAINMENT RESPONSIBILITIES

2-4. 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 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

2-5. Title 10, United States Code (USC) and DODD 5100.01, *Functions of the Department of Defense 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—

2-6. There are twelve Army Title 10 responsibilities; of the twelve, 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.

Note: Organizing* and Training* are not considered sustainment responsibilities.

2-7. The Secretary of the Army exercises this responsibility through the Chief of Staff, United States 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.

2-8. All of these authorities may have the same possible impact on Army sustainment headquarters, which is 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 that would normally receive such support from the Army. Army sustainment leaders must be prepared to plan and execute such operations as tasked.

EXECUTIVE AGENT

2-9. *Executive Agent* (EA) is a term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense (JP 1). 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.

2-10. 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.
- Military Postal Service and Official Mail Program.
- Explosives Safety Management.

LEAD SERVICE

2-11. The CCDR may choose to assign specific common-user logistics support functions, to include both planning and execution to a lead Service. A *lead Service or agency for common-user logistics* is a Service component or DOD agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives (JP 4-0). These assignments can be for single or multiple common-user logistics and may 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.

DIRECTIVE AUTHORITY FOR LOGISTICS

2-12. The *Directive Authority for Logistics* is the CCDR's authority to issue directives to subordinate commanders to ensure the effective execution of approved operation plans, optimize the use or reallocation of available resources, and prevent or eliminate redundant facilities and/or overlapping functions among the Service component commands (JP1). The CCDRs may delegate directive authority for as many common user commodities and services as required to accomplish the assigned mission. It includes peacetime measures to ensure the effective execution of approved operation plans, effectiveness and economy of operation, prevention or elimination of unnecessary duplication of facilities, and overlapping of functions among the Service component commands.

2-13. When the CCDR gives a Service component lead agent 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 that include other services, most often establishes and leads joint boards.

ARMY MEDICAL SUPPORT TO OTHER SERVICES

2-14. The Army Surgeon General is responsible to the Secretary of the Army (under the supervision of the Chief of Staff of the U.S. Army) for execution of assigned responsibilities as outlined in Title 10 U. S. Code Section 3013(b). In this role, The Surgeon General serves as the Army's strategic enabler for globally integrated health services and provides AHS support to other Services through oversight of assigned EA or lead Service responsibilities for a number of medical functions. This requires the synchronization and integration of national medical resources on a global scale to ensure that Soldiers and unified action partners receive the best possible operational medical support regardless of their geographic location. The Surgeon General's EA or lead Service responsibilities include—

- Serving as the DOD sole provider for veterinary public and animal health services in support of all of the military Services (except for the food inspection mission on U.S. Air Force installations).
- Serving as the EA for the Armed Services Blood Program for blood and blood product distribution.
- Serving as the DOD EA for medical research for prevention, mitigation, and treatment of blast injuries.
- Coordination for joint patient movement or strategic evacuation.
- Providing intra-theater aeromedical evacuation (which includes medical evacuation from ship-to-shore and shore-to-ship for U.S. Navy and Marine personnel).
- Coordinating for medical support to joint special operations forces. See FM 4-02 for additional information.

2-15. The medical command (deployment support) (MEDCOM [DS]), medical brigade (support) (MEDBDE [SPT]), and subordinate units are responsible to The Surgeon General and the Army Service Component Commander (ASCC) (through coordination with the ASCC surgeon) for regionally focused execution and oversight of AHS support to other Services within the AO. When designated, the MEDCOM (DS) is also responsible for providing operational medical logistics support to other Services. In cases where the ASCC is designated by the combatant commander as the single integrated medical logistics manager, functions are most commonly carried out through a coordinated effort. These functions are carried out between the ASCC surgeon, the Medical Logistics Management Center, the medical logistics company, and the MEDBDE (SPT), supported by the MEDCOM (DS) to provide common user medical logistics support for joint operations in theater.

JOINT INTERDEPENDENCE

2-16. 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. Joint forces support and provide each other with many services. The U.S. Air Force provides airlift capabilities to quickly move Army forces across strategic lines of communication to theater operations. In emergencies, the U.S. Air Force may support aerial delivery of sustainment to forward areas or areas where terrain may be too restrictive for ground operations. The U.S. Air Force through the Air Mobility Command provides worldwide cargo and passenger airlift, air refueling, and aeromedical evacuation. Air Mobility Command also provides Contingency Response Elements that provide en route ground support for airlift operations.

2-17. The Naval forces provide critical capabilities to support Army logistics over-the-shore operations. Naval forces provide essential causeway, sealift and logistics over-the-shore 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 capabilities provide 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.

2-18. As part of joint interdependence, the Army plays a crucial role in opening and setting the theater. Setting the theater is a continuous shaping activity and is conducted as part of steady-state posture and for contingency or crisis response operations. Set the theater describes the broad range of actions conducted to establish the conditions in an operational area for the execution of strategic plans. It begins with the identification and analysis of host and partner nation resources, and capabilities required to support campaign

and contingency plans. Planners leverage 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 AOR to support future military contingency operations. Setting the joint operations area includes activities such as theater opening, establishing port and terminal operations, conducting reception, staging, onward movement, and integration, and providing Army support to other Services and common-user logistics to Army, joint, and multinational forces operating in the joint operations area. See chapter 3 of FM 4-0 for additional details on setting the theater.

2-19. The U.S. Military Surface Deployment and Distribution Command (SDDC) is the ASCC to USTRANSCOM and surface transportation provider and part of USTRANSCOM's Joint Deployment and Distribution Enterprise and is responsible for port opening and operations. See figure 2-2 for a depiction of the Joint Deployment and Distribution Enterprise. The TSC executes the sustainment concept of support for planning and executing sustainment-related support to the AOR for the Army and is responsible for theater opening and setting the theater. As a result of Title 10, 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.

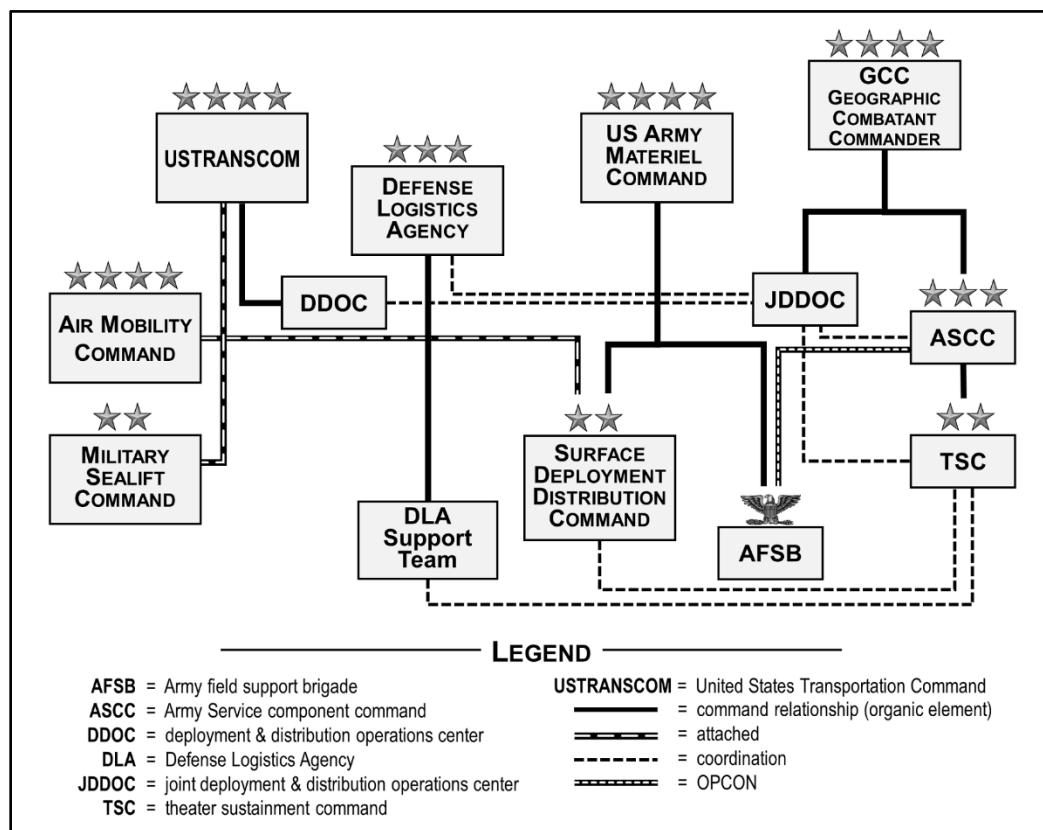


Figure 2-2. Joint deployment and distribution enterprise

SUSTAINMENT OF JOINT FORCES

2-20. 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.

2-21. Common-user logistics consists of materiel, services, and/or support shared with or provided by two or more military Services, DOD agencies, non-DOD agencies, and multinational partners. 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 DLA), and Army organizations (such as USAMC and the

Office of the Surgeon General), provide common logistics and medical support to other service components, multinational partners, and other organizations authorized to receive support.

JOINT COMMAND FOR LOGISTICS

2-22. The CCDR, through exercising directive authority for logistics, may assign joint logistics responsibilities to a Service component to establish a joint command for logistics (JP 4-0). The assignment as a joint command for logistics is clearly designated by orders and establishes the organization as a joint command. This command authority is not to be confused with executive agent, common-user logistics, or any other type of Army support to other services. Generally, the CCDR will designate the Service with the preponderance of forces or the most capable logistics structure to fill the joint command for logistics requirement. The designated joint command for logistics requires staff augmentation from other Services to meet joint force requirements. See JP 1-0, JP 3-31, and JP 3-33 for more information on establishing a joint command. In the event the ASCC is assigned responsibility for establishing a joint command for logistics, the TSC or expeditionary sustainment command (ESC) with staff augmentation from other Service components may be designed to fulfill that mission.

ROLE OF INSTITUTIONAL ARMY

2-23. The institutional Army consists of those Army organizations within the strategic support area whose primary mission is to generate and sustain the operational Army's capabilities for employment. The strategic area is the space where friendly strategic forces gain their combat power, project combat power, and sustain operations. Institutional Army activities in the strategic area, include materiel integration, support of readiness, Army force generation, strategic lift, and the routine performance of functions specified and implied in Title 10, USC. Because of its performance of functions specified and implied by law; the institutional Army also possesses operationally useful capabilities for employment by or in direct support of joint force commanders. These organizations enable strategic reach by helping to project Army capabilities into the support, close, and deep areas of combat operations. Institutional Army capabilities include analyzing, understanding and adapting, and generating operational forces tailored to the specific context in which they will be employed.

2-24. The institutional Army'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. These Army forces train and advise partner generating force activities to build institutional capacity for professional education, force generation, and force sustainment. Army sustainment forces play a significant role in transitioning to HNS capacity. Sustainment forces assess HN sustainment capacity, identify process improvements and then train and mentor the HN sustainment force in building its own capacity.

2-25. The institutional Army 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.

UNITED STATES ARMY MATERIEL COMMAND

2-26. 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. USAMC also provides sustainment and readiness support to installations worldwide through logistics readiness centers. The capabilities of USAMC are diverse and are accomplished through its various major subordinate commands and other subordinate organizations.

2-27. The USAMC is the lead for the Army's national-level maintenance and supply programs that are managed and executed by its subordinate life cycle management commands. These USAMC life cycle management commands coordinate with the USAMC staff as well as related Assistant Secretary of the Army, Acquisitions Logistic and Technology, program executive officers and product/project manager's offices. Together, USAMC life cycle management commands 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 life cycle management commands support to deploying and deployed forces is coordinated through the ASC and is executed under the control of the supporting AFSBs. Life cycle management commands are discussed in more detail below –

- U.S. Aviation and Missile Command: This command develops, acquires, fields, and sustains aviation, missile and unmanned vehicle systems, ensuring system readiness with seamless transition to operations. The life cycle management command transitions science and technology into aviation, missile and unmanned vehicle systems.
- U.S. Army Communications-Electronics Command: The Communications–Electronics life cycle management command develops, acquires, fields and sustains Army communications systems. It provides significant technical support capabilities to deploying and deployed Army forces.
- U.S. Army Tank-Automotive Command: This command develops, acquires, fields, and sustains Soldier and ground systems for the operational Army through the integration of effective and timely acquisition, logistics, and cutting-edge technology.
- The Joint Munitions and Lethality Life Cycle Management Command: This command develops, acquires, fields and sustains ammunition for the joint force. Core competencies include: research, development, and engineering; acquisition and program management; logistics management; industrial operations; contracting; serving as the Single Manager for Conventional Ammunition Executor and Field Operating Activity; performing demilitarization and disposal of unserviceable stocks; conducting industrial base management and executing transformation; providing real time munitions readiness reporting; maintaining worldwide asset visibility; centrally managing ammunition; and providing integrated lethality solutions. The Joint Munitions and Lethality Life Cycle Management Command—manages research, development, production, storage, distribution, and demilitarization of conventional ammunition.
- U.S. Army Medical Logistics Command: This command is the USAMC life cycle management command for medical logistics. The Army Medical Logistics Command delivers/fields medical solutions (on behalf of the Army Medical Program Executive Office) and manages and sustains medical programs for operational forces in the Total Army. The command manages medical materiel and logistics services required to generate and deploy ready medical forces and sustain Army and Joint health services. Core competencies include management of medical supply (class VIIIA), medical equipment and repair parts, medical logistics operations that include theater-level medical logistics support operations, medical equipment maintenance and recapitalization, optical fabrication, and the Army's globally employed centralized medical materiel readiness programs.

2-28. The United States Army Security Assistance Command leads the USAMC Security Assistance Enterprise. It enables security cooperation, military engagement and other activities conducted to, builds partner capacity, supports and strengthens U.S. global partnerships. The command acts as the primary entry point for Army materiel, service-related, and non-institutional foreign military sales and security assistance requirements as requested by partner nations to enable combatant command strategic priorities for the region.

2-29. The United States Army Chemical Materials Agency provides safe and secure storage of chemical stockpiles and recovered chemical warfare material; and destroys all chemical warfare materials.

2-30. In addition to the functions performed by the life cycle management commands, 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.

2-31. The USAMC is also the lead, but not sole, Army organization responsible for providing contracting services to the Army. USAMC contracted support includes the LOGCAP. Through its subordinate contracting commands, USAMC's Army Contracting Command provides contracting support to the Army; however, it is not the only Army organization with contracting authority. Other entities with contracting

authority include 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.

2-32. The USAMC and its subordinate organizations work with forward deployed commands in executing sustainment support and synchronizing distribution, redistribution, and divesture of materiel in and out of theaters. Keys to success are data accuracy, asset visibility, property accountability, demilitarization, and disposition instructions. Retrograde property assistance teams, an ad hoc organization, facilitate the turn-in of equipment for redistribution or retrograde.

United States Army Installation Management Command

2-33. The U.S. Army Installation Management Command supports unit commanders in the conduct of predeployment activities. Through its installation transportation offices, Installation Management Command plans and coordinates the movement of units from home station to ports of debarkation. It provides capabilities to operate and manage bases in support of Army and Joint Force commanders. It also provides capabilities to support 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 USAMC or assigned to logistics readiness centers. Consequently, non-unit civilian augmentees are required at headquarters, transportation hubs, and storage sites when munitions are provided to operating forces. It provides base operations support to the Army in contingency operations as directed. The Army Environmental Command is a major subordinate command within Installation Management Command. The Army Environmental Command provides technical expertise to ensure sustainable Army bases worldwide and advises commanders in support of operations in environmentally constrained conditions.

United States Army Sustainment Command

2-34. ASC integrates and synchronizes the delivery of USAMC and materiel enterprise capabilities at echelon from the strategic to the tactical level. ASC delivers materiel readiness, force generation, power projection, and sets the conditions for future readiness at home station. ASC forward stationed capabilities provide mission command to all USAMC assets in theater and shape the logistics environment and help set the theater to accelerate force reception into theater. Deployable logistics support elements provide expeditionary corps and divisions the ability to rapidly integrate into the theater delivery of USAMC capabilities at echelon for responsive support to warfighter priorities. ASC serves as the Army's lead materiel integrator, identifying excess and obsolete major end items, then providing disposition instructions to units. It is responsible for integrating logistics support with strategic partners and links the national sustainment base with the expeditionary Army. Major mission areas include logistics synchronization in support of Army Sustainable Readiness Model, Army pre-positioned stocks (APS), materiel management, the life cycle management command Logistics Assistance Program, and the Logistics Civil Augmentation Program. Mission execution is through a global network of organizations to include the ASC staff, Army field support brigades, Army field support battalions, logistics readiness centers, and logistics support elements embedded in units from brigade to corps. For additional information on the Army Sustainment Command, see FM 4-95 and ATP 4-91.

United States Army Contracting Command

2-35. The U.S. Army Contracting Command is a major subordinate command within the USAMC. It provides expeditionary contracting and contract administration to deployed Army forces through its subordinate contract support brigades (CSB), and systems contracting support to Army program executive officers and program managers, including the LOGCAP executive director as well as expeditionary contract administration. It also provides contracting support supplies, services, and minor construction to garrison operations through its subordinate command: the Mission and Installation Contracting Command CONUS and the U.S. Army Contracting Command, Deputy Commanding General for outside the continental United States (OCONUS) Operations for forward CSBs. In addition, the U.S. Army Contracting Command provides

OCONUS reach back contracting support from its CONUS based contracting centers. U.S. Army Contracting Command CSBs, contracting battalions, and contracting teams also perform the contingency contract administration services mission during expeditionary force operations. See ATP 4-92 for additional information.

Contract Support Brigades

2-36. The CSBs serve as the Army's primary theater support and contingency contract administration services contracting headquarters. The brigade executes theater support contracting actions and contract administration of external support contracts, for example LOGCAP in support of Army forces. The CSB commander also serves as the primary contracting support advisor to the ASCC. CSBs provide mission command over a number of contracting battalions and contracting teams as determined during the mission planning process. See ATP 4-92 for additional information.

Army Field Support Brigades

2-37. The AFSB is assigned to ASC, and forward stationed AFSBs are under operational control (OPCON) to the supported theater Army. US-based AFSBs are direct support to their supported corps at home station and deploy a Corps Logistics Support Element OPCON in support of expeditionary corps. This OPCON relationship may be 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 for the integration of LOGCAP support into contract support integration plans, in coordination with the theater Army assistant chief of staff, logistics and the supporting CSB (ATP 4-91).

2-38. AFSBs integrate and synchronize delivery of USAMC strategic capabilities and enablers to the operational and tactical points of need in support of ASCCs and corps during large-scale combat operations. The AFSB also synchronizes acquisition, logistics and technology systems contracted support with sustainment maintenance support for the theater Army. Senior command representatives from each USAMC life cycle management command OPCON of each AFSB and enable integrated delivery of USAMC capabilities. The representatives provide a built in forward technical presence in the tactical environment and anticipate requirements for logistics assistance representatives throughout each Army strategic role. Forward stationed AFSBs are OPCON to the ASCC, and U.S. stationed AFSBs deploy a corps logistics support element that is OPCON to their supported corps during large-scale combat operations. AFSBs are augmented with additional staff or capabilities to meet expanded and/or unique operational requirements, particularly where classification and inspection company may be used to facilitate the turn-in of equipment for redistribution or retrograde or retrograde.

Military Surface Deployment and Distribution Command

2-39. SDDC is an operational-level Army force designated by the SECARMY as the ASCC assigned to USTRANSCOM and a major subordinate command under administrative control of USAMC. SDDC exercises administrative control authority and responsibility on behalf of the Commander, USAMC and exercises OPCON over Army forces, as delegated by the Commander, USTRANSCOM. SDDC is the global ocean and inland waterway port manager and surface transportation service provider as part of USTRANSCOM's Joint Deployment and Distribution Enterprise. The Joint Deployment and Distribution Enterprise is a collaborative network of partner organizations, to include DOD components, sharing common deployment and distribution-related goals, interests, missions, and business processes, which comprise end-to-end deployment and distribution in support of CCDRs.

DEFENSE LOGISTICS AGENCY

2-40. DLA provides support for joint forces during peace and war. DLA is the focal point for the industrial base and is the executive agent for classes I, III (B), IV, and VIII. It also provides distribution and disposal support as appropriate, including the disposal of hazardous waste. DLA supports U.S. Indo-Pacific Command, U.S. Central Command/U.S. Special Operations Command and U.S. European Command/U.S. Africa Command through an established Regional Command as its focal point. U.S. Northern Command,

U.S. Southern Command, U.S. Strategic Command, and U.S. Transportation Command have dedicated liaison officers.

2-41. In accordance with DODI 5101.15, the director of DLA, in coordination with the CCDR, Chairman of the Joint Chiefs of Staff, and the secretaries of the military departments, also recommends the designation of a theater lead agent for medical materiel as necessary to ensure effective and efficient medical supply chain support to the GCC. Once designated, the unit serving as the theater lead agent for medical materiel remains within the chain of command of their parent organization (such as the parent combatant command, DOD component, or other headquarters element). It is responsible for providing medical materiel supply chain support to all Service members assigned or attached to the combatant command and to multinational or other non-U.S. customers as specified by the command. For additional information, see ATP 4-02.1 and JP 4-02.

DEFENSE HEALTH AGENCY

2-42. The Defense Health Agency is a joint, integrated combat support agency that enables the U.S. Army, Navy, and Air Force to provide a medically ready force and ready medical forces to the combatant commands. The Defense Health Agency activities include managing medical logistics and hospital facilities, and conducting activities in support of medical treatment facilities.

UNITED STATES ARMY FINANCIAL MANAGEMENT COMMAND

2-43. United States Army Financial Management Command coordinates, synchronizes, and integrates financial management between strategic partners and the operational and tactical Army levels. This direct reporting unit is responsible for the delivery of Army wide financial operations policy and functions; this includes systems support, audit and compliance support, finance operations support, pre-deployment training, ecommerce support, and Army enterprise resource planning systems business process standardization support. United States Army Financial Management Command also provides financial management technical coordination at the theater level and operational oversight for finance operations. See JP 3-80 and FM 1-06 for additional information.

UNITED STATES ARMY HUMAN RESOURCES COMMAND

2-44. The U.S. Army Human Resources Command is the U.S. Army's manning enterprise that sets conditions for the Army by distributing personnel in accordance with Army priorities and readiness objectives to build and preserve the highest levels of unit and service-level readiness. This direct reporting unit is the functional proponent of the G-1 for military personnel management (except for the judge advocate general and the chaplain branches). The U.S. Army Human Resources Command also supports the Director, Army National Guard and the Chief, Army Reserve, in their management of the Selected Reserve. The U.S. Army Human Resources Command's mission is to execute career management of personnel in order to optimize Army personnel readiness, enable leader development, and strengthen an agile and versatile Army that can shape the operational environment, prevent conflict, and prevail in large-scale combat operations. See JP 1-0 and FM 1-0 for additional information.

ROLE OF OPERATING FORCES

2-45. The operating forces are those forces whose primary missions are to participate in combat and the integral supporting elements thereof. 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

2-46. When an ASCC is in support of a GCC, it is designated as a theater Army. The theater Army is the primary vehicle for Army support to joint, interagency, intergovernmental, and multinational forces (MNFs). The theater Army headquarters (HQ) performs functions that include reception, staging, onward movement, and integration; logistics over-the-shore operations; and security coordination.

2-47. 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 TSC

is assigned to the theater Army and provides lead Service and executive agency support for designated logistics and services to other government agencies, MNFs, and nongovernmental organizations (NGO). The TSC is the Army's command for the integration and synchronization of sustainment in the AOR. MEDCOM (DS) is also assigned to the ASCC. It is the theater medical command responsible for command and control, integration, synchronization, and execution of AHS support within the AOR. The MEDCOM (DS) commander coordinates with the ASCC surgeon (as the staff proponent with execution through assistant chief of staff, operations channels under the authority of the ASCC commander) to provide AHS support within the AOR.

2-48. The theater Army 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. It coordinates with the TSC for operational sustainment planning and management. The theater Army defines theater policies and coordinates with the TSC for technical guidance and execution of force projection and sustainment.

THEATER ARMY SURGEON'S SECTION

2-49. The ASCC surgeon is the theater Army staff proponent responsible for (in coordination with the MEDCOM [DS] commander) the provision of AHS support within the AOR. The ASCC surgeon has staff responsibility for medical planning, coordination, and policy development for AHS support to deployed forces. This officer advises the ASCC commander concerning the health of the command, recommends changes to the theater evacuation policy, and provides input to and personnel in support of the theater patient movement requirements center, as required. Organizations from battalion through Army Service component command level are authorized a surgeon. The Army Medical Department leverages the surgeon's cells (staff channels) at each echelon and medical command channels (through the MEDCOM [DS], medical brigade [support], and medical battalion [multifunctional]) to provide AHS support to the deployed force. Integration of these two chains and other elements of sustainment occur at command headquarters at each echelon and not just between sustainment organizations. The ASCC surgeon and the surgeon cells at each echelon (including the TSC, ESC, and sustainment brigade surgeon cells) work with their staff to conduct planning, coordination, synchronization, and integration of AHS support to plans to ensure that all ten medical functions are considered and included in running estimates, operations plans, and operation orders in coordination with the MEDCOM (DS). The surgeon also prepares a portion of annex E (Protection) and annex F (Sustainment) to the operation order or operation plan. For additional information, see FM 4-02.

THEATER SUSTAINMENT COMMAND

2-50. The TSC is the Army's command for the integration and synchronization of sustainment in the AOR. The MEDCOM (DS) is the theater medical command responsible for command and control, integration, synchronization, and execution of AHS support within the AOR. For additional information on the TSC, see ATP 4-94.

2-51. The TSC 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, theater sustainment, and theater distribution operations.

2-52. The TSC includes units capable of providing multifunctional logistics: supply, maintenance, transportation, petroleum, port, and terminal operations. Other specialized capabilities, such as mortuary affairs, 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

2-53. The ESC provides mission command of sustainment units in designated areas of a theater. At the theater echelon, one or more ESC's may be attached to a TSC. An ESC may also be attached to the field Army and one assigned to the corps to act as the headquarters for the integration and synchronization of

sustainment at those echelons. The ESC plans, prepares, executes, and assesses sustainment, distribution, theater opening, and reception, staging, and onward movement operations for Army forces in theater. 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 joint task force missions. Figure 2-3 depicts a notional AOR command and control structure of sustainment forces. See ATP 4-94 for additional information on the ESC.

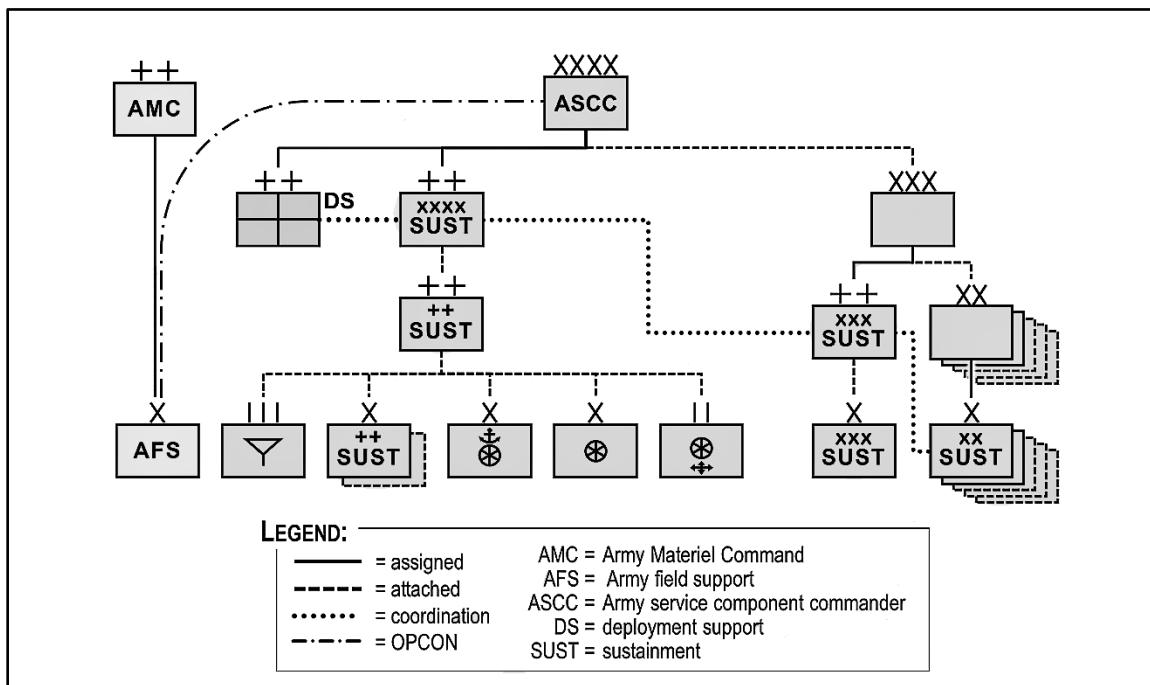


Figure 2-3. Notional area of responsibility command and control of sustainment forces

THEATER ENGINEER COMMAND

2-54. The theater engineer command 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 joint task force. The theater engineer command 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 joint task force. (See FM 3-34.)

HUMAN RESOURCE SUSTAINMENT CENTER

2-55. The HRSC is a multifunctional, modular organization (staff element), and theater-level center assigned to a TSC that integrates and ensures execution of personnel accountability, casualty, and postal functions throughout the theater 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 operation order process.

2-56. 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 personnel accountability, 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

2-57. The Financial Management Center is a modular and tailorabile operational financial management unit whose mission is inextricably linked to the theater Army assistant chief of staff, finance. In order to provide adequate theater and national-provider responsiveness and support, the Financial Management Center maintains visibility of all financial management operations and placement of all operational and tactical financial management units in theater. The primary mission of the Financial Management Center is to provide technical coordination of all theater finance operations and serve as the principal advisor to the theater Army assistant chief of staff, finance 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 HN banking facilities, advising unit commanders on the use of local currency, and coordination with national providers (i.e. Department of the Treasury, Defense Finance and Accounting Service, and Assistant Secretary of the Army [Financial Management & Comptroller], United States Army Financial Management Command) also known as U.S. Army Financial Management Command to establish financial management support requirements (FM 1-06).

SUSTAINMENT BRIGADE

2-58. When deployed, the sustainment brigade is a subordinate command of the TSC, or 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. It plans, prepares, executes, and assesses sustainment operations within an area of operations. It provides mission command of sustainment operations and distribution management.

DIVISION SUSTAINMENT BRIGADE

2-59. The division sustainment brigade is assigned to a division. The division sustainment brigade is a renamed sustainment brigade. The division sustainment brigade's commander is the primary senior advisor to the division commander and the deputy commanding general (support) for the sustainment warfighting function. The commander is responsible for the integration, synchronization, and execution of sustainment operations at echelon. The division sustainment brigade employs sustainment capabilities to create desired effects in support of the division commander's objectives. Its role as the sustainment coordinator does not replace the role of the division assistant chief of staff, logistics as the division sustainment planner responsible for developing the sustainment support concept based on the division assistant chief of staff, operations concept.

2-60. Depending upon operational and mission variables, the division sustainment brigade can command up to seven battalions. Figure 2-4 on page 2-14 depicts a notional task-organized division sustainment brigades in support of an armored division. It and its subordinate units assigned to a division provides direct support to all assigned and attached units in an operational area as directed by the division commander. The division sustainment brigade provides general support logistics, personnel services, and financial management to non-divisional forces operating in the division AO. A task-organized division sustainment brigade assigned to a division normally includes an organic division sustainment troops battalion and an organic division sustainment support battalion to support tactical-level sustainment operations. The division sustainment brigade coordinates and synchronizes tactical-level sustainment operations to meet current and future operations. The division sustainment brigade is dependent on the division staff for long-range planning capability. The division sustainment brigade and its subordinate units must be able to move and displace at the pace of large-scale combat operations.

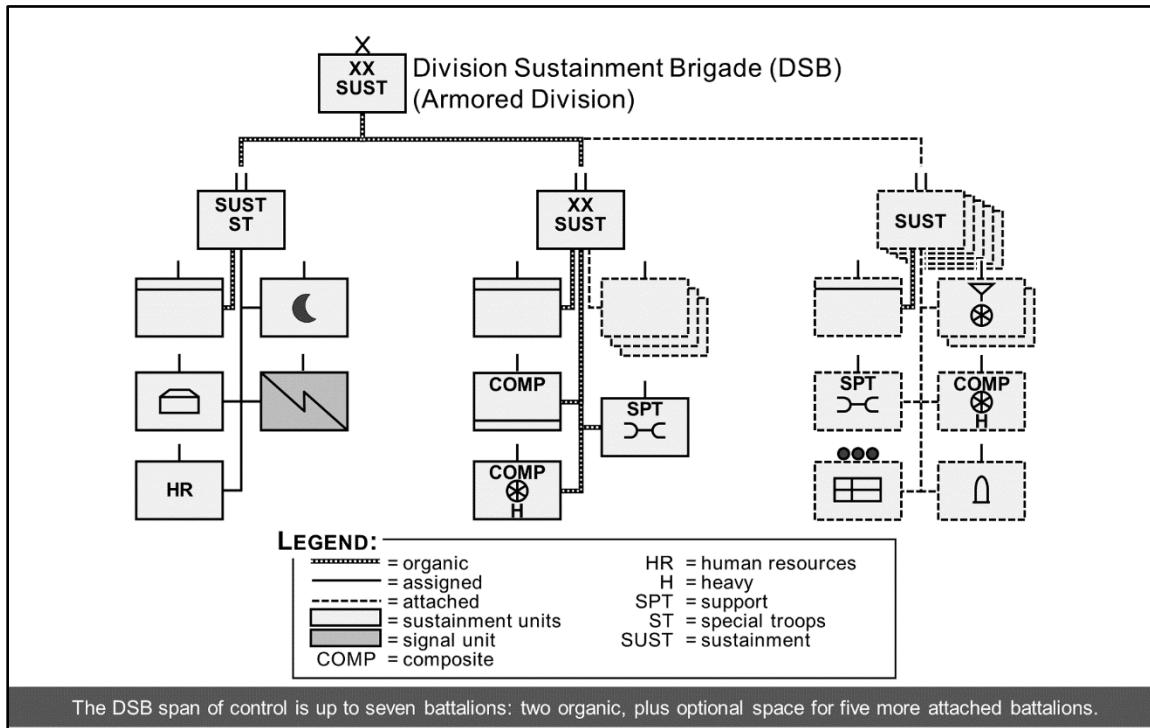


Figure 2-4. Notional task organized division sustainment brigade for an armored division

DIVISION SUSTAINMENT SUPPORT BATTALION

2-61. The division sustainment support battalion is employed using various task-organizations as shown in figure 2-5. The division sustainment support battalion is a renamed combat sustainment support battalion. It is organic to division sustainment support brigades assigned to divisions. The division sustainment support battalion and its subordinate units must be able to move and displace at the pace of large-scale combat operations. The division sustainment support battalion commands and controls all organic, assigned, and attached units. As directed by the division support brigade commander, the division sustainment support battalion conducts maintenance, transportation, supply, field services, and distribution. Division sustainment support battalions organic to division sustainment brigades supporting divisions have an organic composite supply company, composite truck company, and support maintenance company. Other capabilities are task organized by the division commander in accordance with requirements. The division sustainment support battalion synchronizes and executes logistics support to BCTs and multifunctional support brigades attached to the division.

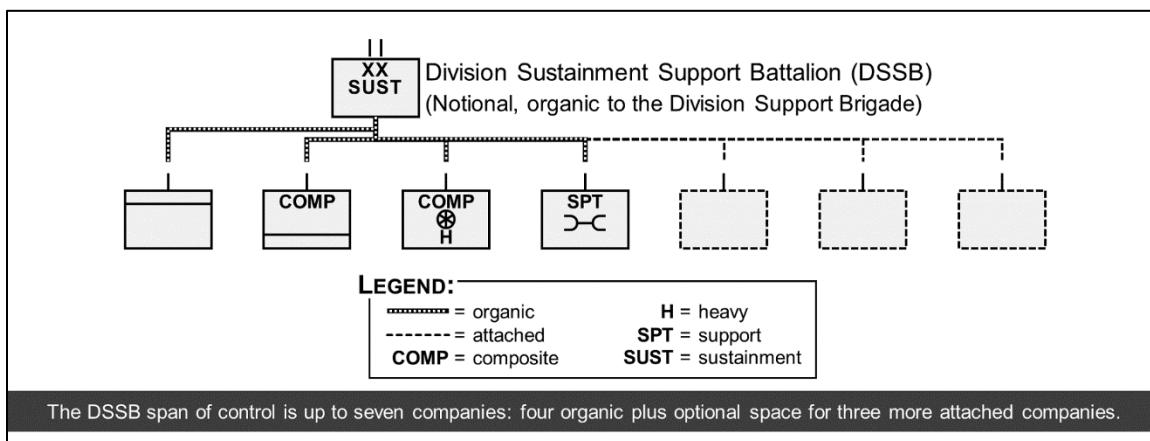


Figure 2-5. Notional division sustainment support battalion

528TH SUSTAINMENT BRIGADE (SPECIAL OPERATIONS) (AIRBORNE)

2-62. The 528th Sustainment Brigade (Special Operations) (Airborne) sets operational support conditions in order to enable Army Special Operations Forces (ARSOF) operations. Key tasks include providing tailored logistics management, limited aerial delivery, unique ARSOF surgical capability, signal, military intelligence and mission command of assigned, adjacent, and mission aligned elements. 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.

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, mortuary affairs, aerial delivery, 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 CSSB 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 MEDCOM (DS) is the senior medical command in support of the ASCC based upon operational and mission variables. The MEDCOM (DS) commander is responsible for maintaining a regional focus in support of the GCC and ASCC theater engagement plan, while providing effective and timely direct health service support and force health protection to tactical commanders and general support (on an area basis) to theater forces at echelons above brigade. The enduring regional focus of the ASCC drives organizational specialization in the supporting MEDCOM (DS) to address unique health threats, specific needs of the local populace, availability of other Service medical capabilities, and geographic factors that are distinctly related to a particular region.

2-66. The MEDCOM (DS) integrates and synchronizes all AHS operations and provides mission command of medical brigades (support), medical battalions (multifunctional), and other AHS units providing force health protection and health service support to tactical commanders. The MEDCOM (DS) employs an

operational command post and a main command post that can deploy autonomously into an operational area and is employed based on the size and complexity of operations or the support required. See ATP 4-02.1 and FM 4-02 for additional information.

MEDICAL BRIGADE (SUPPORT)

2-67. The medical brigade (support) (MEDBDE [SPT]) is a subordinate mission command organization of the MEDCOM (DS). It provides the mission command and planning capabilities necessary to deliver responsive and effective AHS support across the range of military operations. The MEDBDE (SPT) is mission variables driven to ensure the right mix of medical forces and expertise (operational, technical, and clinical) to synchronize AHS support to unified land operations.

2-68. The MEDBDE (SPT) consists of an early entry module, expansion module, and campaign module. The design and flexibility of the MEDBDE (SPT) facilitates the AHS's ability to tailor the unit to meet expeditionary health system support and force health protection requirements in support of early entry operations and transition to provide greater capability and capacity based on the size, composition, and location of supported forces. See ATP 4-02.1 for additional information.

MEDICAL BATTALION (MULTIFUNCTIONAL)

2-69. The medical battalion (multifunctional) is an echelon above brigade headquarters. The unit provides mission command, administrative assistance, logistical support, and technical supervision for assigned and attached medical functional organizations (companies, detachments, and teams) task-organized for support to deployed forces operating within the area of responsibility. The medical battalion (multifunctional) can be deployed to provide mission command of medical forces during early entry operations and facilitate the reception, staging, onward movement, and integration of theater medical forces. All echelon above brigade medical companies, detachments, and teams in theater may be assigned, attached, or placed under the OPCON of a medical battalion (multifunctional). It is under the mission command of the MEDBDE (SPT) and/or MEDCOM (DS). See FM 4-02 for additional information.

BRIGADE SUPPORT BATTALION

2-70. The BSB is an organic component of BCT, field artillery, and aviation brigades. The BSB is tailored to support the particular brigade to which it is organic. For example, the BSB of an armor BCT has more fuel distribution capabilities and maintenance than does an infantry BCT 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. Additionally, the BSB plays a significant role in the conduct of post-isolation screening following the recovery of previously isolated personnel. See ATP 4-90 for additional information on the BSB.

AVIATION SUPPORT BATTALION

2-71. The aviation support battalion is the support battalion for a combat aviation brigade, an expeditionary combat aviation brigade, and a theater aviation brigade. See FM 3-04 for additional information. There are three primary differences between a BSB and an aviation support battalion—

- The aviation support battalion does not have a brigade support medical company. Instead, it has a medical company, air ambulance in the general support aviation battalion in the same brigade. The medical company (air ambulance) has significantly less medical capability than a typical brigade support medical company.
- The forward support companies are distributed to helicopter battalions in the brigade.
- A signal company is added, similar to a maneuver enhancement brigade.

INTERORGANIZATIONAL COORDINATION

2-72. Interorganizational 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 Secretary of Defense 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.

UNIFIED ACTION PARTNERS

2-73. *Unified action partners* are those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations (ADP 3-0). 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. UAPs normally provide for their own sustainment. However, when authorized by the Secretary of Defense, 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.

2-74. The key to interorganizational 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.

NONGOVERNMENTAL ORGANIZATIONS

2-75. 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. Requirements 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 and/or 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.

2-76. 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.

2-77. 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 (IGOs, NGOs, indigenous populations and institutions, and the private sector).

2-78. 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, 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.

2-79. 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.

MULTINATIONAL COORDINATION

2-80. 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.

2-81. 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. Nations performing their own and separate sustainment functions would prove to 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.

LEAD NATION

2-82. 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

2-83. 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.

HOST NATION SUPPORT

2-84. Host nation support 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.

ACQUISITION CROSS-SERVICING AGREEMENT

2-85. Under ACSA authority (Title 10 USC, sections 2341 and 2342), the Secretary of Defense 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.

2-86. 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).

NATO LOGISTICS OPTIONS

2-87. NATO doctrine allows for the formation of a combined joint force land component command. It can be set at a sub-regional command level or formation level. The combined joint force land component commander establishes requirements and sets priorities for support of forces in accordance with the overall direction given by the NATO joint force commander. The commander coordinates sustainment operations with all participating nations. See Allied Land Publication 4.2 (Standardization Agreement 4206), Land Forces Logistics Doctrine for additional details.

2-88. 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 Agreements 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.

2-89. The basic sustainment support options for multinational operations may range from totally integrated multinational sustainment forces to purely national support. Allied Land Publication 4.2 provides details on the following support options.

National Support Element

2-90. 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. 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.

Multinational Integrated Logistics Units

2-91. 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.

Contracting Support To Multinational Operations

2-92. 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

2-93. 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

2-94. 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.

Other Sustainment Options

2-95. 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.

OPERATIONAL CONTRACT SUPPORT

2-96. Operational contract support is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of CCDR-directed operations, as well as CCDR-directed, single-Service activities, regardless of designation as a formal contingency operation or not. Army Service component commands will depend heavily on non-organic support from the HN and commercial sources to open ports, establish initial staging bases, and execute the reception, staging, and onward movement of combat forces. As the operation develops, most uniformed sustainment capabilities will deploy forward to support the brigades, divisions and corps headquarters engaged in direct combat, leaving an enormous joint security area dependent on contractors to operate the theater distribution network and provide security and base life support. Operational contract support consists of three complementary functions: contract support integration, contracting support, and contractor management. Operational contract support has three types of contract support: theater support, external support, and systems support. See ATP 4-10 for full discussion on operational contract support.

CONTRACT SUPPORT INTEGRATION

2-97. *Contract support integration* is the planning, coordination, and synchronization of contracted support in military operations (JP 4-10). The desired end state of contract support integration actions include:

- Enhanced command operational flexibility through utilization of available commercial sources of support.
- Development of accurate and complete, acquisition ready requirements packages to shorten acquisition lead time.
- Minimized competition for scarce commercial resources.
- Increased ability for the Army force commander to enforce priorities of support.

CONTRACTING SUPPORT

2-98. Contracting support is the planning, coordination, and execution of contracting authority to legally bind contractors in support of military operations. Contracting support tasks include contracting support planning; coordinating common contracting actions; translating requirements into contract terms; and

developing, soliciting, executing, administering, and closing out contracts. Contracting support also includes operational contract support planning advice and assistance, along with coordination/de-confliction, to optimize the procurement of contracting for common in-theater services and supplies. See JP 4-10 and ATP 4-92 for full discussion on contracting support.

CONTRACTOR MANAGEMENT

2-99. *Contractor management* is the oversight and integration of contractor personnel and associated equipment providing support to military operations (JP 4-10). Contractor management includes planning and deployment/redeployment preparation; in-theater management; force protection and security; and executing government support requirements. Integrating the three 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

2-100. There are three types of operational contract support: theater support contract, external support contract, and systems support contract.

Theater Support Contract

2-101. *Theater support contract* is a type of contract awarded by contingency contracting officers in the operational area serving under the direct contracting authority of the Service component, United States Special Operations Command, or designated joint head of a contracting activity for the operation (JP 4-10). These contracts, often executed under expedited contracting authority (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 Contract

2-102. *External support contract* is a contract awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting head(s) of a contracting activity or from systems support contracting authorities (JP 4-10). 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, HN, and local national contractor employees. Examples of external support contracts are:

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

2-103. 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 (storage, warehousing, distribution, etc.) for the nine classes of supplies, but the Services source the actual commodities. LOGCAP does not provide personal services type contracts.

Systems Support Contract

2-104. *Systems support contract* is a prearranged contract awarded by a Military Department and the United States Special Operations Command program management office that provide fielding, technical, and maintenance support for selected military weapon and other systems (JP 4-10). 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 ATP 4-10 and JP 4-10.

SUMMARY

2-105. The deliberate and mutual reliance on joint sustainment can reduce duplication and increase efficiency. Title 10, USC requires each Service to provide its own logistics support. However, authority is available through other means to conduct joint sustainment. Directive authority for logistics 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 USAMC, DLA, USTRANSCOM, USAHRC, Defense Finance and Accounting Service, and United States Army Financial Management Command. These organization's 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 obtain 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 multination operations.

Chapter 3

Sustainment of Unified Land Operations

Unified land operations is the simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape operational environments, prevent conflict, prevail in large-scale combat operations, and consolidate gains as part of unified action (ADP 3-0). Unified land operations is the Army's operational concept and contribution to unified action. This chapter discusses unified land operation in an operational context and continues with a description of mission command and command and/or control of sustainment forces. This chapter concludes with describing how sustainment provides operational reach, freedom of action and endurance to combat forces.

OPERATIONAL CONTEXT

3-1. Any operational environment consists of many interrelated variables and sub variables, as well as the relationships among those variables and sub variables. 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 (ADP 3-0).

UNIFIED LAND OPERATIONS

3-2. Unified land operations require the integration of U.S. military operations with that of multinational partners and our UAPs. The goal of unified land operations is to establish conditions that achieve the joint force commander's end state by applying landpower as part of unified action (ADP 3-0). Unified land operations is how the U.S. Army seeks to prevent or deter threats and prevent aggression.

3-3. The sustainment warfighting function is nested within all four of the Army' strategic roles (shape operational environments, prevent conflict, prevail in large-scale ground combat operations, and consolidate gains). FM 4-0 describes in detail how the sustainment warfighting function supports the strategic roles during operations described in FM 3-0. The sustainment warfighting function is also essential for conducting unified land operations and providing resources for generating and maintaining combat power. Sustainment provides maneuver commanders with operational reach, freedom of action, and operational endurance needed to maintain the initiative in conducting unified land operations.

SUSTAINMENT SUPPORT OF THE ARMY STRATEGIC ROLES

3-4. Sustainment supports the Army strategic role of shaping operational environments by setting the theater and supporting military engagements. Sustainment activities during shaping operational environments include establishing logistics partnerships, enhancing interoperability, establishing or refining HNS agreements, and gaining access to potential critical infrastructure nodes. Sustainment supports the Army strategic role of preventing conflict by tailoring forces to the type of operation, geographic location, permissiveness of the environment, threat, and a host of other planning considerations determined during continued analysis of the operational environment and mission variables. In addition, refinement of plans and logistics estimates to support expected operations occur during prevent conflict. Sustainment supports the Army strategic role of prevailing in large-scale ground combat operations by providing the freedom of action, prolonged endurance, and extended operational reach required to conduct sustained defensive and offensive operations. During the Army strategic role of consolidate gains, sustainment provides support to combat operations while establishing security, restoring combat power, and preparing for continued operations to

destroy remaining enemy forces. See chapters 3 through 8 in FM 4-0 for a detailed discussion of how sustainment supports the Army strategic roles.

3-5. Sustainment is inherently joint and requires a coordinated and collaborated effort between the Services, UAPs, and multinational partners. 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 and failure to exploit tactical successes. 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.

3-6. When executing sustainment operations, commanders, staffs, and subordinates ensure their decisions and actions comply with U.S., international, and in some cases, HN laws and regulations. Commanders at all levels ensure their Soldiers operate in accordance with the law of war (FM 27-10) and the rules of engagement.

COMMAND AND CONTROL OF SUSTAINMENT OPERATIONS

3-7. Sustainment staffs provide sustainment commanders with input and feedback that enable sustainment commanders to use the art of command and science of control to array sustainment support within the operational environment. Sustainment commanders use the philosophy of mission command to enable subordinate sustainment commanders to make decisions and adjustments within the supported commander's intent. This ensures supported commanders receive continued sustainment support even as the tactical and operational situations change.

3-8. Sustainment staffs monitor and coordinate sustainment functions between the sustainment and supported staffs. The sustainment staffs also coordinate with specialized functional centers (HRSC and Financial Management Support Center) for oversight of those operations. Theater Army, corps, and division headquarters have staff elements aligned with the movement and maneuver, field artillery, intelligence, mission command, and protection warfighting functions. The sustainment cell within these headquarters consists of the assistant chief of staff, personnel, assistant chief of staff, logistics, assistant chief of staff, finance, surgeon staff, and engineer officer. These staff elements assist the sustainment commander in providing command and control.

MISSION COMMAND OF SUSTAINMENT OPERATIONS

3-9. Sustainment commanders must understand the application of mission command in executing command and control. Sustainment commanders use command in exercising authority and responsibility for the using available assets and resources for organizing, directing, and coordinating forces in executing missions. Resident in command is control. Sustainment staffs support their commanders by receiving communications and providing feedback that allows sustainment commanders to provide direction while coordinating and synchronizing support actions. Mission command is the Army's approach to command and control and allows subordinates to make operational decisions needed to achieve the commander's intent as conditions change. It provides sustainment leaders with the ability to anticipate and improvise methods for providing support based on the tactical situation.

3-10. *Mission command* is the Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation (ADP 6-0). It allows sustainment leaders to anticipate and improvise methods for providing support as conditions change and based on the tactical situation. Mission command also helps sustainment commanders exercise better control of sustainment forces as they receive feedback. Successful mission command is enabled by: competence, trust, shared understanding, commander's intent, mission orders, initiative, and risk acceptance. For additional information see ADP 6-0.

SUSTAINMENT PLANNING

3-11. 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.

3-12. Sustainment planning continues with an analysis of the conditions in the operational environment with emphasis on the enemy and operational variables mission, enemy, terrain and weather, troops and support available, time available, and civil considerations. It involves understanding and framing the problem and envisioning the set of conditions that represent the desired end state.

3-13. 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.

3-14. The sustainment staff's role in synchronizing sustainment planning with operations is necessary to assist operational commanders and their staffs establish the conditions for what is possible. 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 of 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 influence the success of the operation.

DOCTRINAL LINKAGE

3-15. 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.

3-16. To conduct sustainment in unified land operations, sustainment planners must fully understand the operations process—planning, preparing, executing, and continuously assessing the operation; operational art and mission command (see ADP 5-0, ADP 3-0, and ADP 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.)

3-17. A firm doctrinal grasp enables sustainment staffs to use and apply the planning tools of the operations process. 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

3-18. 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 planning to help understand, visualize, and describe solutions. Sustainment planners use the commander's intent, planning guidance, and the military decision making process to develop the sustainment concept of support.

3-19. 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 ADP 5-0 for additional information.) Sustainment planners participate in all aspects of the military decision making process to ensure synchronization and unity of effort.

3-20. Planning in a sustainment headquarters requires planners to take an active role in the maneuver planning process. They assist in the development of the commander's understanding of the operational

environment, identify shortfalls, articulate risks, and articulate the sustainment commander's vision. 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.

3-21. A comprehensive analysis of HN capabilities and plans incorporating these resources provides sustainment commanders with an array of options. For example, the availability of reliable contracting 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 HNS are often directly tied to the level of violence and threat in the operational environment.

SECTION I – OPERATIONAL REACH

3-22. *Operational reach* is the distance and duration across which a unit can successfully employ military capabilities (JP 3-0). The limit of a unit's operational reach is its culminating point. Operational reach enables commanders to determine where to engage the enemy by giving them the ability to strike enemy decisive points to achieve decisive force at the appropriate time and place. Extending operational reach is critical to achieving the necessary freedom of action enabling the commander to seize and retain the initiative. Extended operational reach allows the commander to present the adversary with multiple dilemmas, confounding his decision making, and challenging their ability to act effectively.

3-23. Sustainment enables operational reach. Extending operational reach is a paramount concern for commanders. Commanders and staff increase operational reach through deliberate, focused operational design, and the allocating appropriate sustainment resources. This requires strategic sustainment capabilities such as materiel, supplies, health services, and other support and global distribution systems to deploy, maintain, and conduct operations over great distances for extended periods of time. Army forces can increase the joint force's ability to extend operational reach by securing and operating bases in the AOR, the use of contracted and local procurements, and the use of aerial delivery.

ARMY PRE-POSITIONED STOCKS

3-24. 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). 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.

3-25. Pre-positioning of stocks in potential theaters provides the capability to rapidly supply and resupply forces until air and sea lines of communication are established. Army pre-positioned 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 (ATP 3-35.1).

3-26. Land-based APS in Korea, Europe, Africa, Asia, Central and South America, and the Caribbean allows the early deployment of a BCT to those locations. These pre-positioned 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 pre-positioned 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 ATP 3-35.1 for additional details.

3-27. 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 pre-positioned locations. AFSB

coordinate APS support to include command over Army field support battalions responsible to maintain, issue, and account for APS unit equipment and supplies.

3-28. Army pre-positioned afloat is the expanded reserve of equipment for an infantry BCT, theater-opening sustainment units, port-opening capabilities, and sustainment stocks aboard forward-deployed pre-positioned afloat ships. Army pre-positioned afloat operations are predicated on the concept of airlifting an Army infantry BCT with sustainment elements into a theater to link up with its equipment and supplies pre-positioned aboard Army pre-positioned afloat ships (ATP 3-35.1). APS is located and various locations and consist of five categories: unit sets, operational projects stocks, Army war reserve sustainment stocks, war reserve stocks for allies, and activity sets.

UNIT SETS

3-29. Unit sets consist of pre-positioned organizational equipment (end items, supplies, and secondary items) stored in unit configurations to reduce force deployment response time. Materiel is pre-positioned 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

3-30. 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 its force projection strategy. They are designed to support one or more Army operations, plans, or contingencies. They are primarily positioned in CONUS, with tailored portions or packages pre-positioned overseas and afloat. The operational projects stocks include aerial delivery, mortuary affairs, and Force Provider base camp modules.

ARMY WAR RESERVE SUSTAINMENT STOCKS

3-31. The Army procures sustainment stocks in peacetime to meet increased wartime requirements. They consist of major end items and War Reserve Secondary Items designated to satisfy the Army's wartime sustainment requirements. They provide minimum essential support to combat operations and post-mobilization training beyond the capabilities of peacetime stocks, industry, and HNS. Army War Reserve Sustainment stocks are pre-positioned in or near a theater of operations to provide essential stocks until wartime production and supply lines can be established. These stocks consist of major and secondary end items to sustain the operation by replacing combat losses and to replace supplies consumed in the operation.

WAR RESERVE STOCKS FOR ALLIES

3-32. 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. They are released to the proper Army component commander for transfer to the supported allied force under provisions in the Foreign Assistance Act and under existing country-to-country memorandum of agreement or acquisition and cross-servicing agreement.

ACTIVITY SETS

3-33. Activity sets are pre-positioned specifically to equip Army forces deploying outside continental United States to conduct training and exercises, to include joint and bilateral training opportunities. The pre-positioned equipment will be stored, maintained, and managed by USAMC and Office of the Surgeon General/United States Army Medical Materiel Agency at operational readiness levels prior to unit deployment. Units will deploy with to-accompany-troops equipment and will draw the activity set equipment from APS upon arrival at the outside continental United States location.

FORCE PROJECTION

3-34. *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.

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

- *Mobilization* is the process of assembling and organizing national resources to support national objectives in time of war or other emergencies. The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. (JP 4-05).
- *Deployment* is the movement of forces into and out of an operational area (JP 3-35). Sustainment is crucial to the deployment of forces. Joint transportation assets including air and sealift provide the movement capabilities for the Army.
- *Employment* is the strategic, operational, and tactical use of forces (JP 5-0).
- *Sustainment* provides logistics, financial management, 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 transfer of forces and materiel to the home and/or mobilization station for reintegration and/or out-processing (ATP 3-35). It requires retrograde of logistics, personnel services, and health service support and reuniting unit personnel and equipment at their home station.

THEATER OPENING

3-36. *Theater opening* 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. Preparing for theater opening 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. Theater opening functions set the conditions for effective support and lay the groundwork for subsequent expansion of the theater distribution system.

3-37. When given the mission to conduct theater opening, a sustainment brigade, and a mix of functional battalions and multi-functional CSSBs are assigned based on mission requirements. 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. For additional information see ATP 4-93 and ATP 4-0.1.

PORt OPENING

3-38. 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 to support unified land operations. The port opening process is complete when the port of debarkation 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.

3-39. Port opening and port operations are critical components for preparing and conducting theater opening. Commanders and staffs coordinate with the HN to ensure seaports and aerial ports possess sufficient

capabilities to support arriving vessels and aircraft. USTRANSCOM is the port manager for deploying U.S. forces (ATP 4-0.1).

JOINT TASK FORCE PORT OPENING

3-40. The joint task force-port opening is a joint capability designed to rapidly deploy and initially operate aerial and seaports of debarkation, establish a distribution node, and facilitate port throughput within a theater of operations (JP 4-0). It 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 Joint Task Force-Port Opening is the rapid port opening element which deploys within hours to establish air and seaports of debarkation in contingency response operations. The rapid port opening element also provides in-transit visibility and cargo clearance.

3-41. The joint task force-port opening facilitates joint reception, staging, onward movement, and integration and theater distribution by providing an effective interface with the theater joint deployment and distribution operations center and the sustainment brigade for initial aerial port of debarkation (APOD) operations. It is designed to deploy and operate for up to 60 days. As follow-on theater logistics capabilities arrive, the joint task force-port opening 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

3-42. USTRANSCOM's SDDC is the single port manager for all common user seaports of debarkation (SPODs) and as the single port manager 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.

3-43. The single port manager may have OPCON of a port support activity that 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 port support activity requirements. It 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.

3-44. 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 joint logistics over-the-shore operations. Whatever the type of SPOD, it should be capable of accommodating an armored BCT.

3-45. 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, 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.

3-46. 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 (billetting, feeding, transportation, and so forth) for personnel who are transiting into or out of the theater.

Aerial Ports

3-47. 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 for departing forces and sustainment, or as an 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. It 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 arrival/departure airfield control group however; any unit can perform the mission with properly trained personnel and the appropriate equipment.

3-48. USTRANSCOM's Air Mobility Command 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 an arrival/departure airfield control group to offload aircraft and assists in moving unit equipment to the staging/marshaling/loading areas. The arrival/departure airfield control group also assists the aviation support element with movement of helicopters in preparation for flight from the APOD.

BASING

3-49. 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 (ATP 3-37.10). 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.

3-50. 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.

3-51. 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.

3-52. 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 BCT 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. See ATP 3-37.10 for more information on base camps.

Intermediate Staging Bases

3-53. An *intermediate staging base* is a tailorabile, 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 intermediate staging base 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.

3-54. 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 mission variables. It may provide life support to staging forces in transit to operations or serve as a support base supporting the theater distribution plan.

3-55. 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

3-56. 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.

3-57. 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.

SECTION II – FREEDOM OF ACTION

3-58. 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

3-59. 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

3-60. Negotiating and establishing agreements with HN resources is an important task of mission command for sustainment operations. Through negotiation and agreements, Army forces are able to reduce the military sustainment footprint and/or all military sustainment resources to focus on higher priority operations that may not be conducive to civilian support functions.

3-61. 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.

3-62. 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 HN 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

3-63. *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. 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.

3-64. 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 HN maintenance capabilities.
- **General Skills.** Information on the general skills such as translators and skilled and unskilled laborers.

SUSTAINMENT EXECUTION

3-65. *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.

3-66. 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.

3-67. Sustainment plays a key role in enabling the simultaneous offensive, defensive, and stability or defense support of civil authorities tasks that occur as part of unified land operations. 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 HN judicial, law enforcement, and corrections systems personnel.

SUSTAINING OFFENSIVE OPERATIONS

3-68. An *offensive operation* is an operation to defeat and destroy enemy forces and gain control of terrain, resources, and population centers (ADP 3-0). The intent of an offensive operation 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.

3-69. To maintain initiative and freedom of action, coordination between staff planners must be continuous. The most important commodities are typically fuel classes III(B), V and IX, along with the functions of maintenance, and medical evacuation. Based on planning assessments, sustainment commanders direct the movement of these and other support to meet anticipated requirements.

3-70. Another aspect of sustaining the offensive is the lengthening of line of communications. Widely dispersed forces, longer line of communications, and congested road networks increase stress on transportation systems. As a result, a combination of ground and aerial delivery may be 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 line of communications to prevent conflict and congestion.

3-71. Higher casualty rates associated with the offensive may increase the requirement for medical resources. Positioning medical support close to operations in order to 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.

3-72. Higher casualty rates also increase the emphasis on personnel accountability, casualty reports, and replacement operations. G-1s and S-1s plan for accurate tracking of casualties and replacements through coordination with casualty liaison teams and the HRSC.

3-73. 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.

3-74. 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 OPERATIONS

3-75. A *defensive operation* is an operation to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations (ADP 3-0). Defensive operations can set conditions for a counteroffensive or counterattack that enables Army forces to regain the initiative.

3-76. Typically, the defensive operation 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 class IV requirements, such as barrier and construction materials, are pushed to designated collection points for unit retrieval.

3-77. The task of medical units is to rapidly locate, acquire, 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. Medical treatment facilities 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 OPERATIONS

3-78. Stability operations are operations conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (See ADP 3-07, *Stability*.) 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.

3-79. At the tactical or local level, sustainment, in support of stability operations, 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 HN capacity to operate, maintain, and improve those services. Other sustainment tasks associated with restoration of services include support to dislocated civilians and demining operations.

3-80. 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 government for necessities.

SUSTAINING DEFENSE SUPPORT OF CIVIL AUTHORITIES

3-81. 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. These requests come from civil authorities for domestic emergencies, law enforcement support, and other domestic activities, or from qualifying entities for special events. This is also known as civil support. (See JP 3-28 for details of defense support of civil authorities.)

3-82. 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 units 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 OPERATIONS TO CONSOLIDATE GAINS

3-83. *Consolidate gains* are activities to make enduring any temporary operational success and set the conditions for a stable environment allowing for a transition of control to legitimate authorities (ADP 3-0). Consolidation of gains is an integral and continuous part of armed conflict, and it is necessary for achieving success across the range of military operations. Army forces deliberately plan to consolidate gains throughout an operation as part of defeating the enemy in detail to achieve the overall political and strategic objectives.

3-84. During operations to consolidate gains, sustainment priorities continue to focus on support to combat operations. Priorities include establishing security, restoring combat power, and preparing for continued operations to destroy remaining enemy forces. However, as the area becomes more stable and security increases, sustainment priorities include conducting stability tasks, providing medical treatment, and repairing line of communications.

SUSTAINING ARMY SPECIAL OPERATIONS FORCES

3-85. 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. ARSOF forces may not be self-sufficient. They require external sustainment to support their operations.

3-86. ARSOF 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 variables. For more information on ARSOF see FM 3-05.

3-87. The integration of ARSOF support capabilities with those of the TSC 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.

3-88. 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 joint special operations task force. 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 ARSOF units.

3-89. 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 TSC, HN, or MNF.

SECTION III – ENDURANCE

3-90. 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. 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.

3-91. 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.

RECONSTITUTION

3-92. Reconstitution operations are extraordinary actions that commanders plan and implement to restore attrited units' combat effectiveness commensurate with the mission requirements and available resources. Reconstitution restores combat power to the levels necessary to maintain endurance and continue operations. Reconstitution is not a sustainment operation although sustainment plays an integral part, and all sustainment functions are executed during reconstitution. Human resources, medical, supply, and maintenance personnel work closely with maneuver forces to rebuild combat power.

3-93. Reconstitution consists of two major elements—reorganization and regeneration. Reorganization is the expedient cross-leveling of internal resources within an attrited unit in place to restore necessary combat effectiveness and maintain endurance. Regeneration is the intentional restoration of a unit's combat power that requires time and resource intensive operations which includes equipment repairs/replacements, supply replenishment, mission essential training, and personnel replacements in accordance with theater commander guidance. See appendix C of FM 4-0 for additional details on reconstitution.

DISTRIBUTION

3-94. 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 (JP 4-0).

3-95. 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.

3-96. The joint segment of the distribution system is referred to as global distribution. *Global distribution* is defined as the process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment (JP 4-09). It provides national resources (personnel and materiel) to support the execution of joint operations.

3-97. The Army segment of the distribution system is referred to as theater distribution. *Theater distribution* is the flow of personnel, equipment, and materiel within theater to meet the GCC's missions (JP 4-09). The theater segment extends from the ports of debarkation or source of supply (in theater) to the points of need. **Distribution management synchronizes and optimizes transportation, its networks, and materiel management with the warfighting functions to move personnel and materiel from origins to the point of need in accordance with the supported commander's priorities.** 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 ATP 4-0.1, *Army Theater Distribution*, for additional information on distribution and distribution management.

3-98. A support team from the Medical Logistics Management Center accomplishes the distribution management of medical materiel. The Medical Logistics Management Center support team collocates with the DMC of the TSC and ESC to provide the MEDCOM (DS) with visibility and control of all class VIII.

IN-TRANSIT VISIBILITY

3-99. *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 4-01.2). This includes force tracking and visibility of convoys, containers/pallets, transportation assets, other cargo, and distribution resources within the activities of a distribution node.

3-100. 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

3-101. Another aspect of distribution is retrograde of materiel. *Retrograde of materiel* is an Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship-to location, and/or point of disposal (ATP 4-0.1). Retrograde includes turn-in/classification, preparation, packing, transporting, and shipping. Contractor equipment is considered when planning retrograde. 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.

3-102. 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 material.

3-103. Contractor or HNS may be used in the retrograde of materiel. This support is planned and negotiated early in the operation. HNS is 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.

3-104. 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.

3-105. 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.

THEATER CLOSING

3-106. *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. Theater closing also includes redeployment, drawdown, closing operational contracts, and port closing. The following paragraph describe these activities.

TERMINATION JOINT OPERATIONS

3-107. 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 to 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 HN or civil authorities.

3-108. Planning for the transition from sustained combat operations to the termination of joint operations, and then a complete handover to civil authority, starts during plan development and is ongoing during all phases of a campaign or major operation. Consider planning for redeployment early and continue it throughout the operation. Planning is best accomplished in the same time-phased process in which deployment is accomplished.

REDEPLOYMENT

3-109. 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 (ATP 3-35). Under the sustainable readiness 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 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 aerial or seaports of embarkation 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.

3-110. 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

3-111. 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.

3-112. 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 requires strategic-level collaboration between partners including Service Headquarters, GCCs, USAMC, DLA, and USTRANSCOM to effectively, efficiently and strategically reset both Joint and Army forces. Through this partnership, the nation's resources are preserved for other security needs.

3-113. 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.

3-114. 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, non-consumable 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.

3-115. The TSC and ESC work closely with DLA in the close out of materiel in the theater. The DLA support team serves as the single point of contact to the TSC and ESC. The DLA support teams are tasked to provide support to the theater closure plans, and are focused on providing support to all echelons based on the priorities of effort. During theater closure, DLA provides support in the form of adjusting the flow of supply classes 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

3-116. The supporting contracting organization will be required to terminate and close out existing contracts and orders and includes the redeployment of contractor personnel. Ratifications and claims must be processed to completion. Contracting for life support services and retrograde support may continue until the last Soldiers and U.S personnel depart, 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 HN. 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 and/or closeout during termination operations, contingency contracting officers will often be some of the last Soldiers to leave the area of operations.

PORT CLOSING

3-117. 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 for USTRANSCOM, 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. Ensures drawdown and/or termination requirements are met through the use of both military and commercial

transportation assets based on the supported commander business rules and Joint Deployment and Distribution Enterprise best business practices.

SUMMARY

3-118. This chapter provided an operational context for unified land operations. It described the command and control of sustainment forces conducting unified land operations and how the philosophy of mission command allows sustainment leaders to make decisions relative to the tactical situation and within the supported commander's intent. This chapter also discussed sustainment planning and planning considerations required for sustainment operations during unified land operations. The chapter continued by discussing how sustainment provides operational reach through APS, force projection, theater opening, and theater closing. It also described how sustainment supports freedom of action through sustainment preparation of the operational environment, and sustainment execution. This chapter concluded by describing how sustainment provided endurance through distribution, in-transit visibility, and retrograde.

This page intentionally left blank.

Glossary

The glossary lists acronyms and terms with Army or joint definitions. Where Army and joint definitions differ, (Army) precedes the definition. The glossary lists terms for which ADP 4-0 is the proponent with an asterisk (*) before the term. For other terms, it lists the proponent publication in parentheses after the definition.

SECTION I – ACRONYMS AND ABBREVIATIONS

ACSA	acquisition and cross-servicing agreement
ADP	Army doctrine publication
AFSB	Army field support brigade
AHS	Army Health System
AO	area of operations
AOR	area of responsibility
APOD	aerial port of debarkation
APS	Army pre-positioned stocks
AR	Army regulation
ARSOF	Army special operations forces
ASC	Army Sustainment Command
ASCC	Army Service component command
ATP	Army techniques publication
BCT	brigade combat team
BSB	brigade support battalion
CCDR	combatant commander
CONUS	continental United States
CSB	contracting support brigade
CSSB	combat sustainment support battalion
DA	Department of the Army
DLA	Defense Logistics Agency
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense Instruction
DS	deployment support
EA	executive agent
ESC	expeditionary sustainment command
FM	field manual
G-1	assistant chief of staff, personnel
GCC	geographic combatant commander
HN	host nation

HNS	host-nation support
HQ	headquarters
HR	human resources
HRSC	human resources sustainment center
IGO	intergovernmental organization
JP	joint publication
LOGCAP	logistic civil augmentation program
MEDCOM (DS)	medical command (deployment support)
MEDBDE (SPT)	medical brigade (support)
MNF	multinational force
NATO	North Atlantic Treaty Organization
NGO	nongovernmental organization
OCONUS	outside the continental United States
OPCON	operational control
S-1	battalion or brigade personnel staff officer
SDDC	Surface Deployment and Distribution Command
SPOD	seaport of debarkation
TB MED	technical bulletin medical
TSC	theater sustainment command
UAP	unified action partner
USAMC	United States Army Materiel Command
USC	United States Code
USTRANSCOM	United States 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.

base camp

An evolving military facility that supports military operations of a deployed unit and provides the necessary support and services for sustained operations. (ATP 3-37.10)

***container management**

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

contract support integration

The planning, coordination, and synchronization of contracted support in military operations. (JP 4-10)

contractor management

The oversight and integration of contractor personnel and associated equipment in support of military operations. (JP 4-10)

***continuity**

The uninterrupted provision of sustainment across all levels of war.

defensive operation

An operation to defeat an enemy attack, gain time, economize forces, and develop conditions favorable for offensive or stability operations. (ADP 3-0)

deployment

The movement of forces into and out of an operational area. (JP 3-35)

directive authority for logistics

The CCDR's authority to issue directives to subordinate commanders to ensure the effective execution of approved operation plans, optimize the use or reallocation of available resources, and prevent or eliminate redundant facilities and/or overlapping functions among the Service component commands. (JP1)

distribution

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. It is also the process of assigning military personnel to activities, units, or billets. (JP 4-0)

***distribution management**

Synchronizes and optimizes transportation, its networks, and materiel management with the warfighting functions to move personnel and materiel from origins to the point of need in accordance with the supported commander's priorities.

***economy**

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

employment

The strategic, operational, and tactical use of forces. (JP 5-0)

execution

The act of putting a plan into action by applying combat power to accomplish the mission and adjusting operations based on changes in the situation. (ADP 5-0)

executive agent

Term used to indicate a delegation of authority by the Secretary of Defense or Deputy Secretary of Defense to a subordinate to act on behalf of the Secretary of Defense. (JP 1)

external support contract

A contract awarded by contracting organizations whose contracting authority does not derive directly from the theater support contracting head(s) of a contracting activity or from systems support contracting authorities. (JP 4-10)

field maintenance

On system maintenance, repair and return of equipment to the user including maintenance actions performed by operators. (FM 4-30)

***field services**

Includes aerial delivery, food service, shower and laundry, mortuary affairs, and water purification. These services enhance unit effectiveness and mission success by providing for Soldier basic needs.

force projection

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)

general engineering

Those engineering capabilities and activities, other than combat engineering, that provide infrastructure and modify, maintain, or protect the physical environment (JP 3-34)

global distribution

The process that coordinates and synchronizes fulfillment of joint force requirements from point of origin to point of employment. (JP 4-09)

***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.

intermediate staging base

A tailororable, temporary location used for staging forces, sustainment and/or extraction into and out of an operational area. (JP 3-35)

***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.

in-transit visibility

The ability to track the identity, status, and location of DOD units, and non-unit cargo (excluding bulk petroleum, oils, and lubricants) and passengers; patients and personal property from origin to consignee, or destination across the range of military operations. (JP 4-01.2)

lead Service or agency for common-user logistics

Service component or DOD agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives. (JP 4-0)

***logistics**

Planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.

mission command

The Army's approach to command and control that empowers subordinate decision making and decentralized execution appropriate to the situation. (ADP 6-0)

mobilization

The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency. (JP 4-05)

***mode operations**

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

mortuary affairs

Provides for the search for, recovery, identification, preparation, and disposition of human remains of persons for whom the Services are responsible by status and executive order. (JP 4-0)

***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.

offensive operation

An operation to defeat or destroy enemy forces and gain control of terrain, resources, and population centers. (ADP 3-0)

***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 to support unified land operations.

redeployment

(Army) The transfer of forces and materiel to home and/or mobilization stations for reintegration and/or out-processing. (ATP 3-35)

***responsiveness**

The ability to react to changing requirements and respond to meet the needs to maintain support.

retrograde of material

An Army logistics function of returning materiel from the owning or using unit back through the distribution system to the source of supply, directed ship-to location, or point of disposal. (ATP 4-0.1)

***simplicity**

Relates to processes and procedures to minimize the complexity of sustainment.

stability operation

An operation conducted outside the United States in coordination with other instruments of national power to establish or maintain a secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief. (ADP 3-0)

survivability

All aspects of protecting personnel, weapons, and supplies while simultaneously deceiving the enemy. (JP 3-34)

***sustainment**

The provision of logistics, financial management, personnel services, and health service support necessary to maintain operations until successful mission completion.

sustainment maintenance

Off-system component repair and/or end item repair and return to the supply system or by exception to the owning unit, performed by national-level maintenance providers. (FM 4-30)

***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. (ADP 3-0)

Systems support contract

A prearranged contract awarded by a Military Department and the United States Special Operations Command program management office that provides fielding, technical, and maintenance support for selected military weapon and other systems. (JP 4-10)

***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 GCC's mission. (JP 4-09)

***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.

Theater support contract

A type of contract awarded by contingency contracting officers in the operational area serving under the direct contracting authority of the Service component, United States Special Operations Command, or designated joint head of a contracting activity for the operation. (JP 4-10)

unified action

The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve a unity of effort. (JP 1)

unified action partner

Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom Army forces plan, coordinate, synchronize, and integrate during the conduct of operations. (ADP 3-0)

unified land operations

The simultaneous execution of offense, defense, stability, and defense support of civil authorities across multiple domains to shape operational environments, prevent conflict, prevail in large-scale combat operations, and consolidate gains as part of unified action. (ADP 3-0)

References

All URLs accessed on 26 April 2019.

REQUIRED PUBLICATIONS

ADP 1-02. *Terms and Military Symbols*. 14 August 2018.

DOD Dictionary of Military and Associated Terms. June 2019.

RELATED PUBLICATIONS

These publications are referenced in this publication.

JOINT AND DEPARTMENT OF DEFENSE PUBLICATIONS

Most Department of Defense publications are available at the Department of Defense Issuances website www.dtic.mil/whs/directives.

Most joint publications are available online: <https://www.jcs.mil/Doctrine/Joint-Doctrine-Pubs/>.

DODD 5100.01. *Functions of the Department of Defense and its Major Components*.
21 December 2010.

DODI 5101.15. *DOD Medical Materiel Executive Agent (MMEA) Implementation Guidance*.
4 May 2012.

JP 1. *Doctrine for the Armed Forces of the United States*. 25 March 2013.

JP 1-0. *Joint Personnel Support*. 31 May 2016.

JP 3-0. *Joint Operations*. 17 January 2017.

JP 3-10. *Joint Security Operations in Theater*. 25 July 2019.

JP 3-28. *Defense Support of Civil Authorities*. 29 October 2018.

JP 3-31. *Joint Land Operations*. 24 February 2014.

JP 3-33. *Joint Task Force Headquarters*. 31 January 2018

JP 3-34. *Joint Engineer Operations*. 6 January 2016.

JP 3-35. *Deployment and Redeployment Operations*. 10 January 2018.

JP 3-80. *Resource Management*. 10 January 2018.

JP 4-0. *Joint Logistics*. 4 February 2019.

JP 4-01.2. *Sealift Support to Joint Operations*. 29 December 2015.

JP 4-01.5. *Joint Terminal Operations*. 2 November 2015.

JP 4-02. *Joint Health Services*. 11 December 2017.

JP 4-05. *Joint Mobilization Planning*. 23 October 2018.

JP 4-09. *Distribution Operations*. 14 March 2019.

JP 4-10. *Operational Contract Support*. 4 March 2019.

JP 5-0. *Joint Planning*. 16 June 2017.

ARMY PUBLICATIONS

Most Army doctrinal publications are available online at <https://armypubs.army.mil/>.

ADP 3-0. *Operations*. 31 July 2019.

ADP 3-07. *Stability*. 31 July 2019.

References

- ADP 3-37. *Protection*. 31 July 2019.
- ADP 5-0. *The Operations Process*. 31 July 2019.
- ADP 6-0. *Mission Command: Command and Control of Army Forces*. 31 July 2019.
- AR 25-22. *The Army Privacy Program*. 22 December 2016.
- AR 30-22. *Army Food Program*. 24 July 2012.
- ATP 1-05.03. *Religious Support and External Advisement*. 31 January 2019.
- ATP 1-05.04. *Religious Support and Internal Advisement*. 23 March 2017.
- ATP 1-19. *Army Music*. 13 February 2015.
- ATP 3-34.40. *General Engineering*. 25 February 2015.
- ATP 3-35. *Army Deployment and Redeployment*. 23 March 2015.
- ATP 3-35.1. *Army Pre-Positioned Operations*. 27 October 2015.
- ATP 3-37.10. *Base Camps*. 27 January 2017.
- ATP 4-0.1. *Army Theater Distribution*. 29 October 2014.
- ATP 4-02.1. *Army Medical Logistics*. 29 October 2015.
- ATP 4-02.2. *Medical Evacuation*. 11 July 2019.
- ATP 4-02.7. *Multi-Service Tactics, Techniques, and Procedures for Health Service Support in a Chemical, Biological, Radiological, and Nuclear Environment*. 15 March 2016.
- ATP 4-10. *Multi-Service Tactics, Techniques, and Procedures for Operational Contract Support*. 18 February 2016.
- ATP 4-12. *Army Container Operations*. 10 May 2013.
- ATP 4-13. *Army Expeditionary Intermodal Operations*. 16 April 2014.
- ATP 4-16. *Movement Control*. 5 April 2013.
- ATP 4-33. *Maintenance Operations*. 9 July 2019.
- ATP 4-41. *Army Field Feeding and Class I Operations*. 31 December 2015.
- ATP 4-42. *General Supply and Field Service Operations*. 14 July 2014.
- ATP 4-45. *Force Provider Operations*. 24 November 2014.
- ATP 4-46. *Contingency Fatality Operations*. 17 December 2014.
- ATP 4-48. *Aerial Delivery*. 21 December 2016.
- ATP 4-90. *Brigade Support Battalion*. 2 April 2014.
- ATP 4-91. *Army Field Support Brigade*. 15 December 2011.
- ATP 4-92. *Contracting Support to Unified Land Operations*. 15 October 2014.
- ATP 4-93. *Sustainment Brigade*. 11 April 2016.
- ATP 4-94. *Theater Sustainment Command*. 28 June 2013.
- FM 1-0. *Human Resources Support*. 1 April 2014.
- FM 1-04. *Legal Support to the Operational Army*. 18 March 2013.
- FM 1-05. *Religious Support*. 21 January 2019.
- FM 1-06. *Financial Management Operations*. 15 April 2014.
- FM 2-0. *Intelligence*. 6 July 2018.
- FM 3-0. *Operations*. 6 October 2017.
- FM 3-04. *Army Aviation*. 29 July 2015.
- FM 3-05. *Army Special Operations*. 9 January 2014.
- FM 3-34. *Engineer Operations*. 2 April 2014.
- FM 4-0. *Sustainment Operations*. 31 July 2019.
- FM 4-02. *Army Health System*. 26 August 2013.
- FM 4-30. *Ordnance Operations*. 1 April 2014.

- FM 4-95. *Logistics Operations*. 1 April 2014.
FM 27-10. *The Law of Land Warfare* (Incl. C-1). 18 July 1956.
TB MED 530. *Tri-Service Food Code*. 1 March 2019.

OTHER PUBLICATIONS

- Chief Financial Officer Act of 1990. <https://www.gao.gov/special.pubs/af12194.pdf>.
DTR 4500.9-R, *Defense Transportation Regulation*. <https://www.ustranscom.mil/dtr/>.
Manual for Courts-Martial United States. Preamble, 2016.
<https://jsc.defense.gov/Portals/99/Documents/MCM2016.pdf?ver=2016-12-08-181411-957>.
NATO Logistics Handbook. 30 November 2012 <https://nso.nato.int/nso/>.
NATO Military Committee Decision 319/1. *NATO Principles and Policies for Logistics*. 2 June 2014.
<https://nso.nato.int/nso/>.
Standardization Agreement 2406. Allied Land Publication 4.2. *Land Forces Logistics Doctrine*.
8 December 2015. <https://nso.nato.int/nso/>.

UNITED STATES LAW

- Most acts and public laws are available at <https://uscode.house.gov/>.
Title 10, United States Code. *Armed Forces*.
Title 32, United States Code. *National Guard*.

PRESCRIBED FORMS

None.

REFERENCED FORMS

- Unless otherwise indicated, DA forms are available on the Army Publishing Directorate website:
<https://armypubs.army.mil/>.
DA Form 2028. *Recommended Changes to Publications and Blank Forms*.

This page intentionally left blank.

Index

Entries are by paragraph number.

A

- acquisition cross-servicing agreement, 2-85
- Army field support brigade, 2-37
- Army health system, 1-4, 1-100
- Army Service Component Command, 2-19, 2-46
- Army Title 10, 2-5

B

- band support, 1-90, 1-93
- basing, 3-49
- brigade combat team, 1-19, 2-70
- brigade support battalion, 2-70

C

- casulatay care, 1-101
- combat sustainment support battalion, 2-63
- container management, 1-26
- contract support brigade, 2-36

D

- Directive Authority for Logistics, 2-12, 2-22
- distribution, 1-36, 2-19, 2-32
- division sustainment brigade, 2-59
- division sustainment support battalion, 2-61

doctrinal linkage, 3-15

drawdown, 3-111

E

- executive agent, 2-9
- expeditionary sustainment command, 2-53

F

- field maintenance, 1-18
- financial management, 1-41
- force projection, 3-34

G

- general engineering support, 1-39

H

- health service support, 1-4, 1-100
- host-nation support, 2-84, 3-62
- human resources support, 1-53

I

- intermodal operations, 1-24

J

- joint interdependence, 2-16

L

- legal support, 1-70
- logistics, 1-1

M

- maintenance, 1-17
- medical logistics, 1-109
- mission command of sustainment, 3-9

N

- NATO logistics options, 2-87

O

- operating forces, 2-454
- operational contract support, 2-96

P

- personnel services, 1-3, 1-52
- port closing, 3-117
- port opening, 3-38

R

- redeployment, 3-35, 3-109
- religious support, 1-87
- resource management, 1-43

S

- supply, 1-29
- sustainment brigade, 2-58
- sustainment execution, 3-65
- sustainment preparation, 3-59
- sustainment preparation of the operational environment, 3-63

This page intentionally left blank.

ADP 4-0
31 July 2019

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:



KATHLEEN S. MILLER
Administrative Assistant
to the Secretary of the Army
1922003

DISTRIBUTION:

Active Army, Army National Guard, and United States Army Reserve: To be distributed in accordance with the initial distribution number (IDN) 110512, requirements for ADP 4-0.



PIN: 102981-000