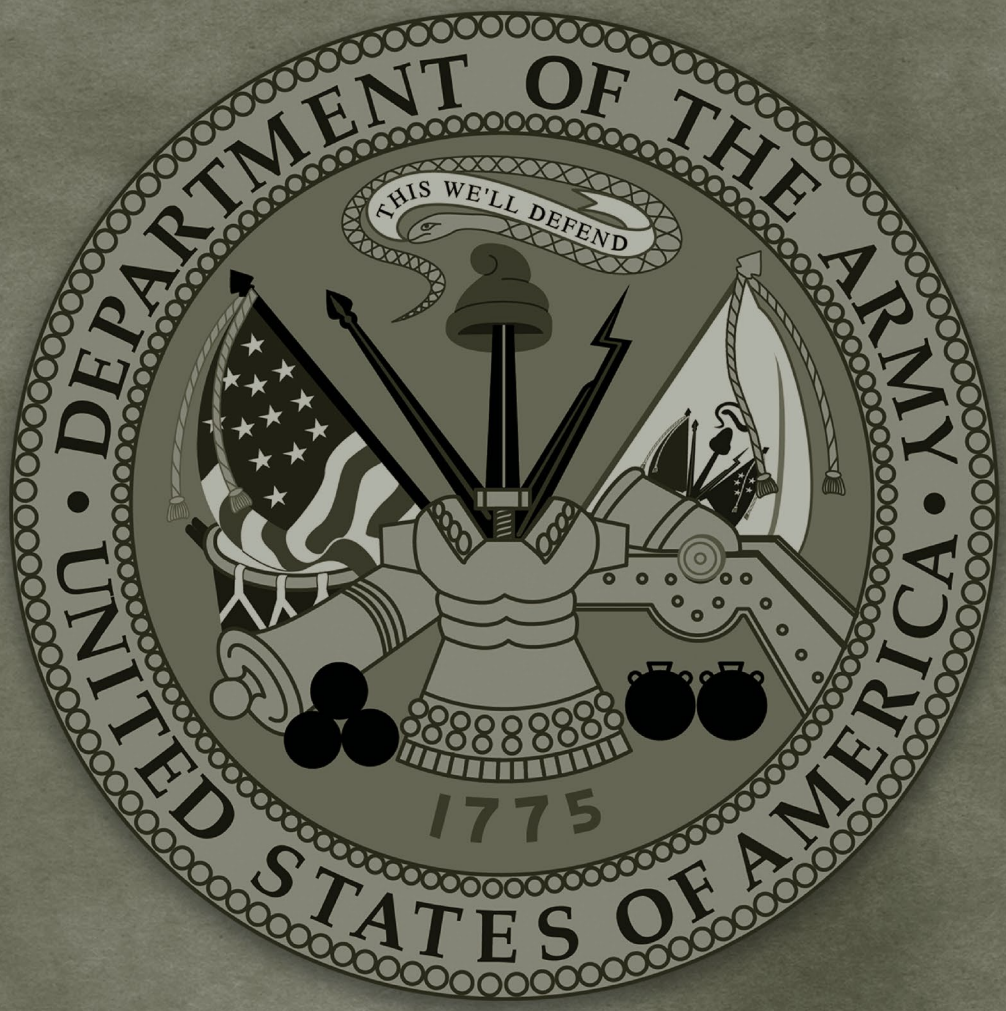
ADP 4-0
SUSTAINMENT



MARCH 2026

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This publication supersedes ADP 4-0, dated 31 July 2019.

HEADQUARTERS, DEPARTMENT OF THE ARMY

Foreword

In just a few years, the number of conflicts globally has increased in number and intensity. Insights gained from observing these conflicts will shape how the joint force utilizes advancements in military technology to sustain and conduct future operations. ADP 4-0 provides the doctrinal foundation for the sustainment warfighting function. It discusses principles that enable the provision of logistics, financial management, personnel services, and health service support. As the Army's keystone sustainment doctrine, it equips leaders with the guidance necessary to sustain operations in today's dynamic environment.

The modern battlefield presents challenges across the competition continuum and Army strategic contexts. In the Indo-Pacific theater, China's expanding military power threatens U.S. allies, and escalating tensions in the region may shift the Pacific theater from strategic competition to conflict. In the European theater, the Army must address Russia's military resurgence and long-range threats. In the Central Command theater, we must manage the complexities of the post Israel-Hamas conflict in Gaza, while the Syrian civil war further destabilizes the region. In Central and South America, political instability, narcoterrorism, and violence have triggered widespread displacement, creating humanitarian crises and significant regional hardships. ADP 4-0 outlines how the Army prepares to address these challenges and supports joint operations through the integration and synchronization of sustainment activities. It provides a framework for overcoming the unprecedented threats of strategic competitors in today's complex operational environment.

Multidomain operations drive the need for Army sustainment operations to evolve to meet the challenges described in ADP 3-0. As we prepare to meet and overcome these challenges, Army forces are expanding their capabilities to enable success in future operating environments. Maneuver units are expanding their capabilities to conduct warfare through advanced sensors, increased lethality in long-range precision fires, unmanned aerial systems, and survivability. Army sustainment forces are expanding their capabilities through the development of a data-centric unified network and predictive sustainment capabilities. This allows precision sustainment to gain efficiencies in decision dominance, autonomous distribution, demand reduction, advanced power, and maritime operations. The dilemmas posed by the integration of new technologies into the future battlefield will continue to change the way the Army and the joint force sustain operations. In the future, sustainment will be more complex, demanding, vulnerable, and visible to the enemy. Therefore, sustainment capabilities must be more integrated, synchronized, responsive, and dispersed than ever before.

Sustainment modernization efforts prioritize the Pacific theater and are focused on deterring adversaries, resolving conflicts, and winning our nation's wars. These efforts include developing theater-specific sustainment solutions tailored for disaggregated operations and providing scalable support options to meet mission demands. The Army demonstrates its readiness and commitment to unified action partners through building partner capacity and modernization of sustainment capabilities. Sustainment doctrine continues to evolve in response to operational demands, fostering agile sustainment professionals and increasing interoperability across the total force and with unified action partners. It focuses on interorganizational cooperation and generating innovative Army and joint sustainment capabilities, concepts, and doctrine to support large-scale combat operations, paving the way for a more agile, lethal, and modern force.



MICHELLE K. DONAHUE
MAJOR GENERAL, UNITED STATES ARMY
COMMANDING

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SUSTAINMENT

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Preface

ADP 4-0, *Sustainment* expands the discussion on the discussion of sustainment in ADP 3-0, *Operations*. It sets the foundation for developing the other principles, tactics, techniques, and procedures detailed in subordinate sustainment 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 and those members of the Army profession who depend on and receive that support. Commanders and staff of Army headquarters serving as a joint task force or multinational headquarters should also refer to applicable joint or multinational doctrine concerning the support to joint or multinational forces.

To comprehend the doctrine in ADP 4-0, readers must first understand the fundamentals of multidomain 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, staff, and subordinates must 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 will ensure that their Soldiers operate in accordance with the law of armed conflict and the rules of engagement. (See FM 6-27/MCTP 11-10C.)

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 boldfaced and italicized in the text and are marked with an asterisk (*) in the glossary. For other definitions shown in the text, the term is italicized, and the number of the proponent publication follows the definition.

The proponent of ADP 4-0 is the United States Army Combined Arms Support Command. The preparing agency is the Doctrine Division, United States Army Combined Arms Support Command. Send comments and recommendations on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*) to Commander, United States Army Combined Arms Support Command, ATTN: ATCL-TD (ADP 4-0), 2221 Adams Avenue, Fort Lee, VA 23801-1809; or by e-mail to usarmy.lee.tradoc.list.cascom-g3-5-7-tdid-doc@army.mil.

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Introduction

ADP 4-0 defines how the elements of sustainment (logistics, financial management, personnel services, and health service support) ensure operational success by enabling freedom of action, extending operational reach, and prolonging endurance. It serves as the Army's doctrine for sustainment during operations and describes how sustainment contributes to unified action in contested environments. Sustainment ensures that Army and joint forces maintain tempo and effectiveness during operations, supporting maneuver forces across air, land, sea, space, and cyberspace. By integrating sustainment functions at all levels of warfare, commanders can sustain operations until mission accomplishment.

Sustainment is inherently joint, as it depends on strategic and theater-level supply chains, joint strategic lift capabilities (air and sea), and host-nation infrastructure to ensure forces receive the necessary support at the right time and place. Joint interdependence allows combatant commanders to maximize the Army's sustainment capabilities within the operational environment, ensuring both maneuver forces and follow-on sustainment operations remain effective. Success of joint operations occur through constant coordination and collaboration with unified action partners. Army sustainment is enhanced by joint interdependence and inclusion of unified action partners.

A mission command approach to command and control enables sustainment commanders and their staffs to operate effectively in a decentralized and complex environment. Through command and control, sustainment commanders can support joint campaigns across multiple areas of responsibility. Command and control ensures the delivery of sustainment in the appropriate quantity and quality to maintain operational success. ADP 4-0 provides sustainment commanders and leaders with guiding principles and a structured framework for sustainment operations, ensuring that operations and sustainment remain seamlessly linked.

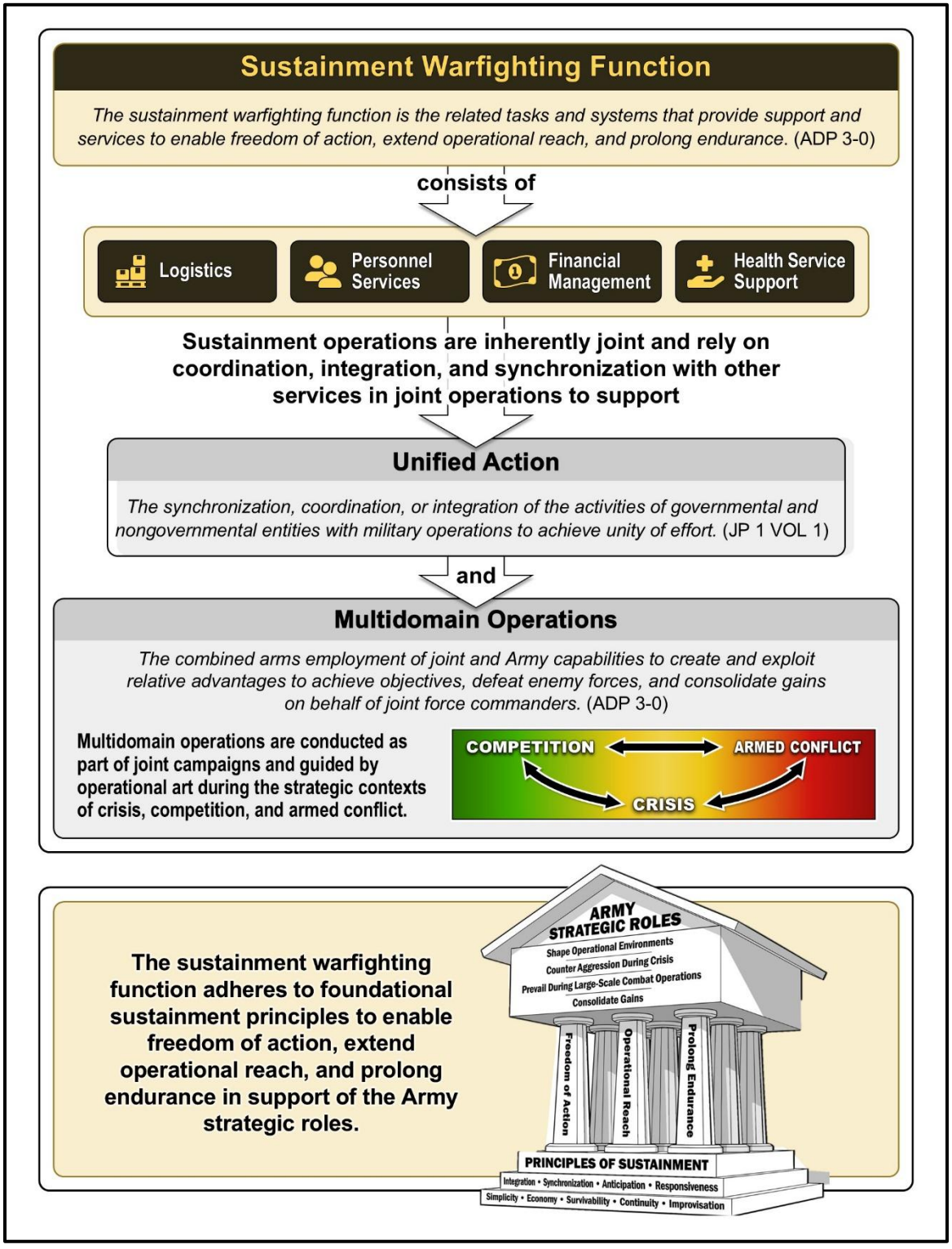
ADP 4-0 contains three chapters:

Chapter 1 discusses the sustainment warfighting function and the four elements of sustainment: logistics, financial management, personnel services, and health service support. This chapter lays out the fundamental principles governing each of these essential elements.

Chapter 2 describes the important roles that the U.S. military and unified action 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 interorganizational cooperation and multinational operations in providing sustainment.

Chapter 3 discusses sustainment during multidomain operations and continues with a description of command and control and mission command of sustainment forces. This chapter concludes with describing how sustainment enables freedom of action, extends operational reach, and prolongs endurance of combat forces.

The sustainment warfighting function and its elements are depicted in the logic chart. The chart emphasizes the central idea of unified action and defines multidomain operations as the Army's primary operational approach. It provides a visual representation of the strategic contexts in which forces operate, highlighting how the sustainment warfighting function's capabilities are intrinsically joint in nature. The chart also demonstrates the function's reliance on other Services' capabilities to effectively support unified action. The chart concludes by portraying how sustainment supports the Army strategic roles by adhering to the foundational sustainment principles that enable freedom of action, extend operational reach, and prolong endurance necessary to accomplish missions, consolidate gains, and win our nation's wars.



Introductory figure. Logic chart

Certain terms for which ADP 4-0 is the proponent have been added, rescinded, or modified. The glossary contains acronyms and defined terms.

Introductory table. New, modified, and rescinded Army terms

Term	*Reasoning*
precision sustainment	ADP 4-0 takes proponency from FM 4-0
predictive logistics	ADP 4-0 takes proponency from FM 4-0 and rescinds the term
predictive sustainment	New term

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Chapter 1
Fundamentals of Sustainment

This chapter begins with a discussion of the sustainment warfighting function and its elements. It then covers the principles of sustainment and the principles of each element that makes up the sustainment warfighting function.

SUSTAINMENT WARFIGHTING FUNCTION

1-1. The sustainment warfighting function is one of the six warfighting functions: command and control, movement and maneuver, intelligence, fires, sustainment, and protection. The *sustainment warfighting function* is the related tasks and systems that provide support and services to enable freedom of action, extend operational reach, and prolong endurance (ADP 3-0). Successful sustainment enables freedom of action, extends operational reach, and prolongs endurance 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.

LOGISTICS

1-2. ***Logistics* is planning and executing the movement and support of forces. It includes those aspects of military operations that deal with: design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; acquisition or construction, maintenance, operation, and disposition of facilities; and acquisition or furnishing of services.** Army logistics elements are maintenance, transportation, supply, field services, distribution, operational contract support, and general engineering support. Explosive ordnance disposal (EOD) tasks support the sustainment and protection warfighting functions. For additional details, see FM 4-0.

1-3. Maintenance is the logistics function that directly provides equipment serviceability and operational readiness to commanders for mission accomplishment. Maintenance occurs at every level of operations and is performed by operators, assigned maintenance technicians, or by maintenance units. For more information on maintenance operations see FM 4-0, ATP 4-31, ATP 4-33, and ATP 4-98.

1-4. Transportation operations include movement control and associated activities to incorporate military, commercial, and multinational motor, rail, air, and water mode assets in the movement of units, personnel, equipment, and supplies in support of the concept of operations. These operations encompass fort-to-port, port-to-port, port-to-end user, and return movements. Army transportation supports theater distribution and maneuver units, requiring integration with joint and strategic partners. For more information on transportation operations see FM 4-0, ATP 4-11, ATP 4-12, ATP 4-13, ATP 4-14, ATP 4-15, and ATP 4-16.

1-5. *Supply* is the process of providing items necessary to equip, maintain, and operate a military command (FM 1-02.1). It involves requesting, receiving, issuing, and maintaining or establishing accountability of individual, organizational, and expendable/durable supplies and equipment required to execute a unit's assigned mission. For more information see FM 4-0, ATP 4-0.6, ATP 4-35, and ATP 4-42.

1-6. ***Field services* include 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.** Field services are performed at the theater strategic, operational, and tactical levels. Field services are essential to supporting forces throughout the entire spectrum of operations during competition, crisis, and conflict. For more information see FM 4-0, ATP 4-41, ATP 4-42, ATP 4-46, ATP 4-48, and ATP 4-25.12.

1-7. In the Army, liquid logistics operations cross both the supply and field services logistics elements captured in water support and petroleum supply operations. Water support operations consist of treatment, storage, distribution, and issue of potable and non-potable water in a theater of operations. Petroleum supply operations are integrated processes that link the operational requirements of petroleum products to the sustainment capabilities required to support fuel demands. They focus on when, where, and how to provide

petroleum products to forces in a theater via timely distribution methods. For additional information, see FM 4-0, ATP 4-43, and ATP 4-44.

1-8. 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 combatant commander. It delivers the right quantity as determined by logisticians in synchronization with operational commanders and mission. For more information see FM 4-0 and ATP 4-93.

1-9. *Operational contract support* is the process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations (JP 4-10). The operational contract support process begins when a requiring activity identifies a need for commercial support, and it concludes with contract closeout. For more information see FM 4-0, ATP 4-10, ATP 4-10.1, and ATP 4-71.

1-10. *General engineering* support 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. This includes field force engineering which provides engineering services to the military, Department of Defense (DOD), and federal agencies in support of military and catastrophic disaster relief operations relevant to national security. The theater engineering command is responsible for theater infrastructure development and providing peacetime training and support of military engagement activities for the supported combatant command. For more information see FM 4-0 and ATP 3-34.40.

1-11. EOD support crosses all warfighting functions, with an emphasis on protection, intelligence, and sustainment. The EOD mission is to support operations by detecting, identifying, evaluating, rendering safe, and performing final disposition of all explosive ordnance. It also provides support for munitions and explosives safety as a priority consideration shared across the DOD. EOD provides this support through four functional areas: render safe, technical intelligence, protection, and disposal. For more information, see ADP 3-37, FM 4-0, ATP 4-32, ATP 4-32.1, ATP 4-32.2, and ATP 4-32.3

FINANCIAL MANAGEMENT

1-12. *Financial management* is an element of the sustainment warfighting function that leverages fiscal policy and economic power across operations through the two core competencies of finance operations and resource management (FM 4-80).

1-13. Financial management has a total of ten primary functions. Disbursing, banking, and payment support specifically pertain to finance operations. Programming, budget formulation, budget distribution, and budget execution specifically pertain to resource management. Accounting, internal controls, and financial data analytics are overarching functions executed in both finance operations and resource management.

1-14. Financial management operations have transformed its units to better support the combatant commander by integrating all financial management capabilities across theater and each area of support. The financial management mission is to analyze resource requirements, ensure commanders are aware of existing resource implications for them to make resource-informed decisions, and then obtain the necessary funding that allows the commander to accomplish the overall unit mission. For additional information, see FM 4-80.

PERSONNEL SERVICES

1-15. ***Personnel services*** **are sustainment functions that man and fund the force, maintain Soldier and family readiness, promote the moral and ethical values of the nation, and enable the fighting qualities of the Army.** Personnel services support is the management and execution of personnel-related functions including human resources, legal, religious, and Army band support. For additional details, see the publications below:

- Human Resources (FM 4-1).
- Army Bands (FM 4-1, ATP 1-19).
- Legal Support to Operations (FM 3-84).
- Religious Affairs (FM 3-83).

1-16. Human resources is a critical part of determining current combat capabilities and projecting future requirements to sustain or build combat power throughout all phases of large-scale combat operations. Success on the battlefield will depend, in part, on the effective execution of human resource competencies. Human resources support includes all activities and functions executed within the eight Army personnel development system life cycle management functions (structure, acquisition, distribution, development, deployment, compensation, sustainment, and transition). These functions man the force and provide human resources support and services to Soldiers, their Families, military retirees, and DOD Civilians. The principles of human resources support are nested within the personnel services element of the sustainment warfighting function since personnel services and human resources support are often interrelated and interdependent functions.

1-17. Army bands provide support to the force by tailoring music support through military operations. Music instills in Soldiers the will to fight and win, fosters the support of America's citizens, and promotes its interests at home and abroad. Music serves as a useful tool to reinforce relations with host-nation populations and favorably shapes the civil situation throughout the peace-building process. Inherently capable of providing a climate for international relations, Army bands serve as ambassadors in multinational operations or to the host-nation population. Army Bands also play a significant role in providing casualty management operations augmentation support to human resources capabilities. For additional information see FM 4-1 and ATP 1-19.

1-18. Legal support is a critical element of the Army's success, and it enables the good order and discipline that is the hallmark of enduring institutions, great units, and successful operations. A disciplined and fair environment is necessary for sustaining an Army culture centered on building trust between Soldiers who can then focus on accomplishing missions. This Army culture extends to families and military communities where trust and cohesion are essential to the long-term success of individuals, units, and institutions. For more information see FM 3-84. Judge advocate legal services personnel follow four guiding principles in the delivery of legal services to the Army and in joint operations:

- Principled counsel.
- Stewardship.
- Mastery of the law.
- Servant leadership.

1-19. The mission of the Army Chaplain Corps is to execute religious affairs to the Army across the range of military operations by assisting the commander in providing for the free exercise of religion and providing religious, moral, ethical, and morale advisement and leadership (from DODI 1304.28). The term "provide" is understood as either personal delivery or coordination of required support from other chaplain sources. For additional information see FM 3-83.

HEALTH SERVICE SUPPORT

1-20. *Health service support* is the support and services performed, provided, and arranged by Army Medicine to promote, improve, conserve, or restore the behavioral and physical well-being of personnel by providing direct patient care that includes medical treatment (organic and area support) and hospitalization, medical evacuation to include medical regulating, and medical logistics to include blood management (FM 4-02). Army health service support is a critical capability embedded within formations across all warfighting functions. For additional information, see FM 4-02.

1-21. The *Army Health System* is a component of the Military Health System that is responsible for operational management of the health service support and force health protection missions for training, predeployment, deployment, and postdeployment operations. The Army Health System includes all mission support services performed, provided, or arranged by the Army Medicine to support health service support and force health protection mission requirements for the Army and as directed, for joint, intergovernmental agencies, coalition, and multinational forces (FM 4-02). The force health protection mission falls under the protection warfighting function and will not be covered in detail in this publication. For information on force health protection, see ADP 3-37 and ATP 4-02.8. For a complete description of the Army Health System (AHS), see FM 4-02.

1-22. For the purposes of this publication, the AHS principles are listed under the health service support element of the sustainment warfighting function given AHS and health services support are interrelated and interdependent functions.

PRINCIPLES OF SUSTAINMENT

1-23. The principles of sustainment shown in figure 1-1 are essential to enabling freedom of action, extending operational reach, and prolonging endurance. Although these principles function independently, they are also interrelated. It is critical to integrate and synchronize these principles into operations and across time, space, and purpose to effectively support the Army's strategic roles. The principles of sustainment and the principles of logistics are the same. This synchronization ensures sustainment efforts are coordinated and optimized to meet the complex demands of large-scale combat operations. In this publication, when discussing the core principles for each element within the sustainment warfighting function, only the additional principles to the original nine are discussed. For example, synchronization is an original principle of sustainment. It is also a principle of financial management. Therefore, it will not be discussed in this publication under the principles of financial management. The primary financial management publication is FM 4-80, and it is the source for all financial management principles.

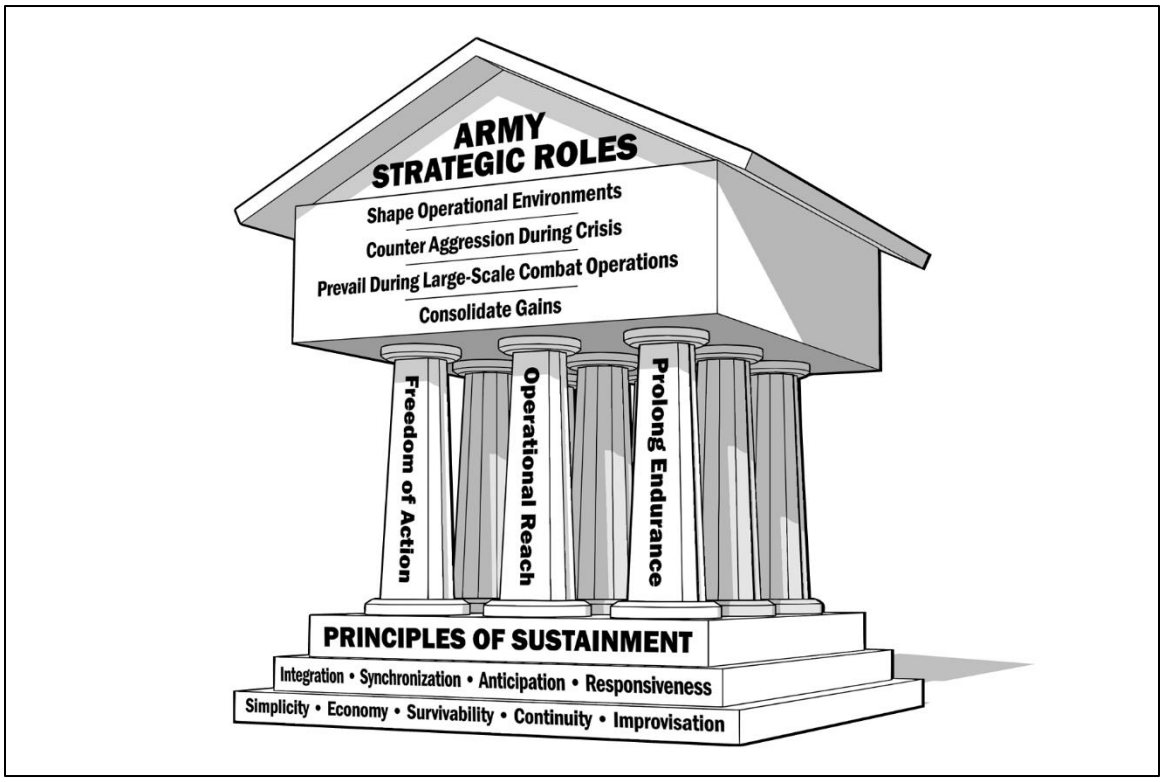


Figure 1-1. Principles of sustainment

INTEGRATION

1-24. ***Integration*** **is combining all of the sustainment elements within operations assuring unity of command and effort.** It requires deliberate coordination of sustainment with operations across units at all levels of war. Army forces integrate sustainment internally and with joint, interagency, and multinational operations to maximize the complementary and reinforcing effects across the Army, Service components, and other unified action partner resources. One of the primary functions of the sustainment staff is to ensure the holistic integration of sustainment capabilities in plans and operations.

SYNCHRONIZATION

1-25. *Synchronization* is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time (JP 2-0). Plans and orders link sustainment actions across the warfighting functions and establish the appropriate sequencing of events, units, or actions in support of plans and operations. Nesting sustainment support along multiple lines of effort creates opportunities to synchronize warfighting.

ANTICIPATION

1-26. ***Anticipation* is the ability to foresee events and requirements and initiate necessary actions that most appropriately satisfy a response without waiting for operation orders or fragmentary orders.** It is shaped by professional judgment based on experience, knowledge, education, intelligence, and intuition. Commanders and staff 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 predictive sustainment and data-driven information tools that provide the common operational picture (COP) and enable decision dominance and agility in action. Commanders and staff use the principle of anticipation to integrate risk management into the operations process by identifying anticipated hazards, assessing those hazards, and implementing controls to mitigate identified risks. For more information on the risk management process, see ATP 5-19.

RESPONSIVENESS

1-27. ***Responsiveness* is the ability to react to changing requirements and respond to meet the needs to maintain support.** It provides the right support in the right place at the right time. It includes the ability to anticipate operational requirements. Responsiveness is informed by the COP, including information from Army enterprise resource planning systems and other DOD information systems. That COP 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. Responsiveness is increased when sustainment forces utilize local production of supplies, autonomous distribution, and prepositioned sustainment nodes. 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

1-28. ***Simplicity* relates to processes and procedures to minimize the complexity of sustainment.** Simplicity in sustainment refers to minimizing the complexity of processes and procedures. Unnecessary complexity leads to confusion, while clear tasks, standardized and interoperable procedures, and clearly defined command relationships promote efficiency. Simplicity enables economy and efficiency in the use of resources, while ensuring effective support of forces.

ECONOMY

1-29. ***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 the greatest possible tactical endurance and constitutes an advantage to commanders. Economy may be achieved by contracting for support or using host-nation resources that reduce or eliminate the use of limited military resources. By efficiently and ethically managing Army resources, Army professionals are stewards who act in the best interest of the American people.

SURVIVABILITY

1-30. *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. Agility is integral to survivability during large-scale combat operations. This quality or capability

of military forces is closely related to protection (the preservation of a military force's effectiveness) and to the protection warfighting function (the tasks or systems that preserve the force). In mitigating risks to sustainment, commanders often must rely on the use of redundant sustainment capabilities and alternative support plans. Commanders who use mobility, deception, and dispersion increase the survivability of sustainment forces. See FM 4-0 for additional information on how sustainment commanders use mobility, deception, and dispersion.

CONTINUITY

1-31. ***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. Sustainment leaders prepare and train for primary, alternate, contingency, and emergency communications and sustainment operations during large-scale combat operations. This ensures continuity of sustainment in contested logistics environments. Continuity assures confidence in sustainment, allowing commanders freedom of action, operational reach, and endurance.

IMPROVISATION

1-32. ***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 (OE). 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.

PRINCIPLES OF FINANCIAL MANAGEMENT

1-33. Financial management operations are guided by fundamental principles that apply in large-scale combat operations as well as any other operation along the conflict continuum. The six financial management principles are adherence to fiscal law, timeliness, audit readiness, consistency, accuracy, and synchronization. These principles provide broad and enduring guidelines for the execution of the Finance Corps' role and are the foundation upon which the core competencies and functions are built.

1-34. Although independent of one another, these principles must be integrated in the planning and execution of financial management operations and synchronized in time, space, and purpose. The following paragraphs briefly describe the principles that enable finance elements to meet the commander's mission.

ADHERENCE TO FISCAL LAW

1-35. Adherence to fiscal law is understanding and complying with relevant laws, regulations, and policies during the execution of fiscal resources. It is critical for financial managers to understand fiscal law for two reasons. First, commanders care about funding because it drives operations. A command cannot execute its mission if it does not possess the necessary funding authority or funds. Second, spending funds inappropriately can result in punitive or adverse administrative action against a commander. Therefore, it is imperative for organizations to have a foundational understanding of the legally permissible way to spend appropriated funds.

TIMELINESS

1-36. Timeliness is the execution of functions or completion of transactions within identified legal, regulatory, or directed timelines. Timeliness is critical to relationships that are based on financial transactions such as those with vendors, host-nation banking facilities, and individuals requiring assistance (for example, solatium payments, non-combatant evacuation relocation assistance, and humanitarian relief efforts). Timely payments build credibility and trust, which facilitates operational freedom of action.

AUDIT READINESS

1-37. Audit readiness consists of the activities and enabling initiatives to strengthen internal controls and improve practices, processes, and systems so there is reasonable confidence that the information can

withstand scrutiny by an independent auditor. It includes conducting processes and maintaining records in a manner that facilitates a financial statement audit. A financial statement audit is an examination and evaluation of the Army's financial statements and accompanying disclosures by an independent auditor to ensure the Army's financial records comply with accounting standards. Ultimately, accountability and audit readiness support commanders through better management of Army resources. Having accurate financial information will help commanders prioritize efforts, eliminate inefficiencies, and maintain operational readiness with fewer resources.

CONSISTENCY

1-38. Consistency is the unwavering execution of transactions and processes using procedures that are standardized across the financial management enterprise. Consistency builds trust, minimizes errors, and creates reliable financial data. This enables audit readiness and results in a more efficient use of time and resources.

ACCURACY

1-39. Accuracy is the completion, computation, and recording of financial data and transactions in a precise and correct manner. Accuracy is critical to ensure that financial information is a reliable input in the decision-making process. Commanders can be more confident in the decisions they make if they have accurate and relevant data as evidence on which to base those decisions. Additionally, accuracy reduces the need to expend resources fixing errors.

PRINCIPLES OF PERSONNEL SERVICES

1-40. Human resources support describes those systems that belong to the manning and personnel services support portion of sustaining Soldiers and their systems. Human resources support is an element of personnel services aligned under the sustainment warfighting function. Systems consist of personnel, networks, information systems, processes and procedures, and facilities and equipment enabling commanders to support operations.

1-41. Human resources support uses a competency-based and performance-oriented strategy guided by enduring principles that set the conditions for a higher quality, more diverse, and ready total Army enabled by effective human resource systems and agile policies. Human resource leaders should not only understand the importance of their efforts and unit mission, but also the missions of their supported and supporting units. To meet the challenges of current and future operations, human resources professionals are guided by the nine principles of sustainment and two additional principles of human resources support (timeliness and accuracy). Human resources professionals consider and apply these principles during the planning, execution, and assessment of missions.

TIMELINESS

1-42. Timely human resources information and access to relevant analysis enable leaders to make effective decisions. They also support a near-real-time COP across all echelons of human resources support. Maintaining a near-real-time COP will be a challenge during large-scale combat operations against a near-peer; therefore, human resources professionals must plan for ways to improve the timeliness of the human resources COP in both connected and disconnected environments.

ACCURACY

1-43. Accuracy of information not only influences the decisions made by commanders but also impacts Service members and their Families. For Service members, accurate information affects their careers (for example, compensation, promotion, and retention) while supporting the general well-being of their Family members. Accuracy of information is critical to ensure the integrity of human resources processes. Human resources professionals must understand the dynamic nature of human resources systems architecture.

PRINCIPLES GUIDING HEALTH SERVICE SUPPORT

1-44. The AHS principles form the foundation (enduring fundamentals) upon which health care delivered in a field environment is founded. These principles guide the provision of health service support and force health

protection and are used by medical planners to develop effective, efficient, flexible, and executable operational plans and orders. AHS support plans are designed to support the operational commander's scheme of maneuver while maintaining a broader focus on the delivery of health care throughout the theater. The AHS principles apply across all medical functions and are synchronized through medical command and control for close coordination and integration of all deployed health service support and force health protection assets through medical technical channels. For additional details on health service support and the AHS, see FM 4-02.

CONFORMITY

1-45. Conformity with the tactical plan is the most basic element for effectively providing AHS support. To develop a comprehensive concept of operations, the medical commander must have direct access to the operational commander. AHS planners must be involved early in the planning process to ensure the provision of AHS support across the range of military operations. Once the plan is established, it must be rehearsed with the forces it supports. When the primary focus is on stability operations, it is essential that AHS support is integrated into civil-military operations and has been coordinated with the supporting assistant chief of staff for civil affairs operations.

PROXIMITY

1-46. The principle of proximity means providing AHS support to wounded, injured, and ill Soldiers at the right time and the right place and to keep morbidity and mortality to a minimum. AHS support assets are placed within supporting distance of the supported forces, but not so close that they impede ongoing operations. To support the operational commander's plan, it is essential that AHS assets are positioned to rapidly locate, acquire, treat, stabilize, and evacuate combat casualties.

FLEXIBILITY

1-47. Flexibility is being prepared to meet changing requirements and is essential in AHS support planning and execution. In addition to building flexibility into the operational plan to support the tactical commander's scheme of maneuver, the commander must also ensure flexibility to rapidly support the transition from one level of violence to another across the competition continuum. Medical forces may be supporting simultaneous actions across the range of military operations. Commanders and their operations staff must effectively manage scarce medical resources so that they benefit the greatest number of Soldiers. For example, there are insufficient numbers of forward resuscitative and surgical detachments to permit the habitual assignment of these organizations to each brigade combat team. The commander and command surgeon must closely monitor these assets to rapidly reallocate them to the brigade combat teams in contact and where the highest number of potentially traumatic wounds and injuries will occur.

MOBILITY

1-48. Mobility is the principle that ensures that AHS assets remain within supporting distance of maneuvering forces. The mobility, survivability, and sustainability of AHS units organic to maneuver elements must be equal to the forces being supported. Headquarters in echelons above brigade continually assess and forecast unit movement and redeployment. AHS support must be continually responsive to shifting medical requirements in an OE. In a noncontiguous operational area, the use of ground ambulances may be limited depending on the security threat in unassigned areas, and air ambulance use may be limited by environmental conditions and enemy air defenses. Therefore, medical evacuation must be properly synchronized to facilitate a continuous evacuation flow and ensure timely, responsive, and effective support to the tactical commander.

CONTINUITY

1-49. Continuity of care and treatment is achieved by moving the patient through progressive, phased roles of care, extending from the point of injury or wounding to the continental United States. Each type of AHS unit contributes a measured, logical increment in care and support appropriate to its location and capabilities. In recent operations, lower casualty rates, availability of rotary-wing air ambulances, and other situation variables often enabled a patient to be evacuated from the point of injury directly to the supporting hospital center. In large-scale combat operations, higher casualty rates, extended distances, and patient condition may necessitate that patients receive care at each role of care to maintain their physiological status and enhance

their chances of survival. A major consideration and an emerging concern in future conflicts is providing prolonged care at the point of need when evacuation is delayed. The Army's future OE is likely to be complex and challenging, and it will widely differ from previous conflicts. Operational factors will require the provision of medical care to a wide range of combat and noncombat casualties for prolonged periods that exceed current evacuation planning factors.

CONTROL

1-50. Control is required to ensure that scarce AHS resources are efficiently employed and support the tactical, operational, and strategic plans. It also ensures that the scope and quality of medical treatment meet professional standards, policies, and U.S. and international law. As the AHS is comprised of 10 medical functions which are interdependent and interrelated, control of health service support and force health protection operations require synchronization to ensure the complex interoperability of all medical assets remain in balance to optimize the effective functioning of the entire system. Within the operational area, medical commanders are the most qualified individuals to orchestrate this complex support due to their training, professional knowledge, education, and experience. In a joint and multinational environment, it is essential to coordinate across all unified action partners to leverage all medical skillsets available to support an operation. Due to specialization and the low density of some medical skills within the Military Health System, the providers may only exist in one Service (for example, the U.S. Army has the only Veterinary Corps officers within DOD). For additional details on the medical functions and AHS, see FM 4-02.

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Chapter 2
Sustainment in Unified Action

This chapter discusses unified action, the OE, the Army strategic contexts, and sustainment support to joint campaigns and operations. Sustainment requires full integration of the U.S. military with the efforts of interorganizational and multinational partners to achieve strategic, operational, and tactical success.

UNIFIED ACTION

2-1. *Unified action* is the synchronization, coordination, or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort (JP 1, Volume 1). It starts with national strategic direction reflecting the whole-of-government approach that focuses on cooperation of the U.S. military and other interorganizational participants toward common objectives, even though the participants are not part of the same command or organization. Achieving unified action can be challenging in contested environments due to the complex interplay of multiple actors, diverse interests, and dynamic conditions. Successful unified action requires persistent interorganizational cooperation between unified action partners, such as the Department of State and intelligence agencies, to align efforts toward a common goal. During sustainment operations, the principle of integration enhances decision making efficiency by leveraging joint and multinational capabilities. Integration with unified action partners maximizes the complementary and reinforcing effects of each Service component's and other unified action partners' resources. This cooperation is essential, as failure to achieve unity of effort can jeopardize mission success. For additional information on unified action, see JP 1, Volume 1, JP 3-0, FM 3-0, and FM 4-0.

SUSTAINMENT SUPPORT TO JOINT CAMPAIGNS AND OPERATIONS

2-2. Sustainment support to joint campaigns and operations is about enabling and maintaining the overall effort. The Army is a globally engaged, regionally responsive force that provides its full range of capabilities, which are essential for sustaining joint campaigns to combatant commanders in four primary roles. Army forces shape OEs, counter aggression during crisis, prevail during large-scale combat operations, and consolidate gains on land for the joint force. To support these roles, the Army relies on a robust network of joint and strategic capabilities. This network facilitates critical functions such as strategic airlift, sealift, intratheater air and sea lift, and supply support at both national strategic and theater strategic levels of warfare. *Campaigning* is the persistent conduct of related operations, activities, and investments that align military actions with the other instruments of national power, supporting global integration across the competition continuum in pursuit of strategic objectives (JP 3-0).

2-3. The sustainment warfighting function primarily contributes to joint force campaigning with port opening, theater opening, theater distribution, and sustainment functions, and provides lead Service and executive agent activities for designated common-user logistics to interorganizational and unified action partners as directed. The theater sustainment command is a theater enabling command that connects strategic enablers to tactical formations. It integrates and synchronizes sustainment support to Army and mission partners during military operations and is a tailorable headquarters, task-organized to support joint operations and command subordinate sustainment organizations. It can be augmented as necessary with a combination of combat sustainment support units and functional logistics units based on the mission. For additional information see ATP 4-93.

SUSTAINMENT OF JOINT FORCES

2-4. Sustaining joint forces involves how different military services coordinate and rely on each other for essential sustainment functions as part of a larger operation. Joint interdependence is the purposeful reliance by one Service on another Service's capabilities to maximize the complementary and reinforcing effects of both. As part of joint interdependence, the Army plays a crucial role in opening and setting the theater, establishing port and terminal operations, and conducting reception, staging, onward movement, and

integration. This also includes Army support to other Services and common-user logistics, including advanced manufacturing and maintenance capabilities, provided to unified action partners operating in the joint operations area. Setting the theater is a continuous activity and is conducted as part of steady-state posture and for contingency or crisis response operations. Setting 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 areas of responsibility to support future military contingency operations. See FM 4-0 for additional details on setting the theater.

2-5. The Army Transportation Command is the Army Service component command to the United States Transportation Command. It is the surface transportation provider and under administrative control of U.S. Army Materiel Command. Army Transportation Command exercises operational control over Army forces as delegated by Commander, U.S. Army Materiel Command. It is also a part of United States Transportation Command's Joint Deployment and Distribution Enterprise and is responsible for port opening and operations.

2-6. 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 theaters of operations. During operations, 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 its Air Mobility Command, provides worldwide cargo and passenger airlift, air refueling, and aeromedical evacuation. Air Mobility Command also provides contingency response elements that provide enroute ground support for airlift operations. For additional information, see JP 3-36.

2-7. Military Sealift Command is the Navy’s sealift component command of United States Transportation Command. The mission of Military Sealift Command is to provide common-user and exclusive-use sealift transportation services. These include logistics over-the-shore and essential causeway operations to sustain U.S. forces worldwide during peacetime and in war for as long as operational requirements dictate. Naval logistics over-the-shore support is provided to land forces when ports may be austere, damaged, or non-existent. See JP 4-0 for additional information on joint logistics. Naval construction capabilities provide port construction such as warehouses and storage facilities. Naval forces may be responsible for removing sustainment from vessels and delivering it to port operations for release to Army forces during essential causeway operations. Given the reliant nature of each Service’s capabilities, constant interorganizational cooperation and direct interagency coordination is required. See FM 4-0 for additional details on the United States Transportation Command and the Joint Deployment and Distribution Enterprise.

2-8. The Defense Logistics Agency provides support for joint forces during peace and war. It 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. Defense Logistics Agency supports U.S. combatant commands.

2-9. 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.

2-10. In addition, the Army provides common-user logistics consisting 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. There are several Army organizations such as United States Army Materiel Command and other subordinate sustainment commands and operating forces that can be tasked to provide this support. See FM 4-0 for additional information.

INTERORGANIZATIONAL COOPERATION

2-11. *Interorganizational cooperation* is the interaction that occurs among elements of the Department of Defense; participating United States Government departments and agencies; state, territorial, local, and tribal agencies; foreign military forces and government agencies; international organizations; nongovernmental

organizations; and the private sector (JP 3-08). The key to interorganizational cooperation is in understanding the civil-military relationship as collaborative rather than competitive. The most productive way to look at this relationship is to see 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. For additional information see JP 3-08. A subset of interorganizational cooperation is interagency coordination.

2-12. *Interagency coordination* is the planning and synchronization of efforts that occur between elements of Department of Defense and participating United States Government departments and agencies (JP 3-0). Intergovernmental and interagency partners often have command relationships, lines of authority, and planning processes that vary significantly from the Army. Understanding these authorities and processes requires liaison elements to be in place before operations, as it will likely be too late and ineffective to establish these elements after the fact. Partners often manage tasks through committees, steering groups, and interagency working groups organized along functional lines. The commander is responsible for developing interagency and intergovernmental coordination requirements and establishing a liaison element. The liaison element is similar to that required for multinational operations.

UNIFIED ACTION PARTNERS

2-13. *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). Sustainment commanders must consider the unique capabilities, structures, and priorities of interorganizational and interagency partners before conducting sustainment operations. Successful operations with unified action partners require a shared understanding and a common objective for the operation.

2-14. In a national emergency or complex contingency operation, DOD and the U.S. military often serve in a supporting role to other agencies and organizations. Unified action partners normally provide for their own sustainment. However, when authorized by the Secretary of Defense, U.S. military sustainment capabilities may be provided to these organizations. This support may include intertheater and intratheater airlift; ground transportation of personnel, equipment, and supplies; airfield control groups; and port and railhead operations groups. For additional information see ADP 3-0.

NONGOVERNMENTAL ORGANIZATIONS

2-15. A *nongovernmental organization* is a private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society (JP 3-08). Sustainment commanders should bear in mind the wide-ranging size, capabilities, expertise, and purposes of the nongovernmental organizations (NGOs) they will likely encounter. They must ensure adherence to cyberspace security procedures when conducting operations with NGOs. Planning with NGOs may be necessary for foreign humanitarian assistance, peace operations, and civil-military operations. Incorporating these organizations into an operation requires the commander to balance the NGO's need for information with operations security. Many NGOs may be hesitant to become associated with the military to prevent compromising their status as independent entities. Many seek to maintain this status to avoid losing their freedom of movement or members being at risk in hostile environments. In all cases, there must be specific legal authority authorizing DOD support to U.S. agencies, the United Nations, NGOs, and multinational forces (MNFs). For additional information see JP 3-08.

2-16. 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.

2-17. Operations that support stability, such as civil-military operations and foreign assistance, are often sustainment intensive, particularly in logistics, financial management, medical, and engineering capabilities. Therefore, the overall sustainment concept should prioritize military necessity, be closely tied into the operational strategy, and be mutually supporting. Planning also should consider the potential requirements to provide support to nonmilitary personnel (NGOs, local populations and institutions, and the private sector).

2-18. 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 and NGOs. In such cases, they must adhere to any applicable status-of-forces agreements and acquisition and cross-servicing agreements (ACSAs) to which the United States is a party.

2-19. U.S. sustainment capabilities are often tasked to support commanders with their responsibility of providing the minimum-essential stability operation tasks to civilian populations. Sustainment support to the population will primarily occur in stability operations and defense support of civil authorities. Sustainment provided to civilians may very well determine the success or failure of the overall mission. For additional information, see FM 3-57.

SUSTAINMENT IN MULTINATIONAL OPERATIONS

2-20. Unity of effort in multinational operations requires coordination of logistics operations not only between Services and United States Government departments and agencies, but also among relief and humanitarian organizations in theater. A major objective in the sustainment of multinational operations is to maximize operational effectiveness through interoperability. *Interoperability* is the ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives (JP 3-0). Support provided and received in multinational operations must be in accordance with existing legal authorities. Multinational operations are usually undertaken with the structure of a coalition or alliance. For additional information, see FM 3-16.

2-21. In multinational operations, sustainment is primarily a national responsibility. However, relations between the United States and its North Atlantic Treaty Organization (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 mission objectives. Multinational commanders consider each MNF capabilities and the desired level of interoperability during planning. Nations that perform their own, separate sustainment functions are inefficient and expensive and may not be interoperable with other nations. This hinders the multinational commander's ability to influence and prioritize limited resources to support the operation and accomplish the mission.

LEAD NATION

2-22. *Lead nation* is the nation with the will, capability, competence, and influence to provide the essential elements of political consultation and military leadership to coordinate the planning, mounting, and execution of a multinational operation (JP 3-16). The lead nation concept is one that sees one nation providing the framework for one or more logistics functions to support the MNF. For additional information, see JP 3-16 and FM 3-16.

ROLE SPECIALIST NATION

2-23. One nation may assume the responsibility for providing a particular class of supply or service for all or part of the MNF (JP 3-16). The role specialist 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. For additional information see JP 3-16.

HOST-NATION SUPPORT

2-24. 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 host-nation support agreements exist between partner, coalition and NATO nations. Potential host-nation support 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 United States initiates and continually evaluates agreements with multinational partners for improvement. They should be specifically designed to enable planners to adjust to specified requirements. Additionally, the commander should assess the risk associated with using host-nation support, considering operational area security and operational requirements. For additional information see FM 3-16.

ACQUISITION AND CROSS-SERVICING AGREEMENT

2-25. Under ACSA authority (Title 10 United States Code, sections 2341 and 2342), the Secretary of Defense can enter into ACSAs for logistical 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. Under specific circumstances, these agreements may be entered into with non-member nations (10 United States Code, section 2342). 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.

2-26. 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, and guided missiles. For additional information, see JP 3-16 and FM 3-16.

NATO LOGISTICS OPTIONS

2-27. NATO doctrine allows for the formation of a joint force land component command. It can be set at a sub-regional command level or formation level. The 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 2406) for additional details.

2-28. 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 and interoperability 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.

2-29. 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

2-30. A *national support element* is any national organization or activity that supports national forces that are a part of a multinational force (JP 1, Volume 2). Its 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 host-nation arrangements.

Multinational Integrated Logistics Units

2-31. A *multinational integrated logistic unit* is an organization resulting when two or more nations agree to provide logistics assets to a multinational logistic force under the operational control of a multinational commander for the logistic support of a multinational force (JP 3-16). 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. For additional information, see AJP-4.

Contracting Support to Multinational Operations

2-32. 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 host-nation resources. Coordination between contributing nations and the NATO headquarters in contractual arrangements is essential. Coordination should be conducted at the highest appropriate level. For additional information, see FM 3-16.

Mutual Support Agreements

2-33. 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, increasing interoperability, 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 establish and can take place on an ad hoc basis. For additional information, see FM 3-16.

Other Sustainment Options

2-34. Chapter 138 of Title 10, United States Code 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.

COMMAND STRUCTURES FOR MULTINATIONAL OPERATIONS

2-35. All multinational operations have two chains of command regardless of structure or authority. The first is the multinational chain of command constructed by the United Nations, alliance, or coalition. The second chain of command is a national chain of command extending back to the national capitals of the nations involved. The United Nations has three types of operations:

- Operations under the command of the United Nations reported to the Secretary General. The Security Council sets the mandate for these operations in a resolution. The Secretary General manages and supervises the execution of the mandate.
- Operations conducted by a coalition of willing states authorized by the United Nations. The coalition remains under the command of a lead state or regional organization and reports to its national or alliance chain of command. The Security Council that allows the coalition to achieve its specified mission authorizes these operations.
- Hybrid operations. The United Nations force operates with a force from another country without any formal command and control.

2-36. Alliances, United Nations forces, and coalitions create a command structure that meets the needs, diplomatic realities, constraints, and objectives of the participating nations. Since no single command structure fits the needs of all alliances and coalitions, several different command structures evolved:

- Lead nation.
- Parallel.
- Integrated.
- Combination.

For additional information on command structures used in multinational operations, see FM 3-16.

Chapter 3
Sustainment in Operations

This chapter describes sustainment of operations and how sustainment supports the Army strategic roles. It continues with a discussion of mission command during operations and how the unified network and data service capabilities enable it. The chapter also discusses command and control and how readiness is achieved through training.

MULTIDOMAIN OPERATIONS

3-1. *Multidomain operations* are the combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders (ADP 3-0). The sustainment warfighting function enables operations by providing the support required to keep the Army and its unified action partners engaged in operations across the Army's strategic contexts. During competition, sustainment forces enable operations to demonstrate readiness for conflict, deterring adversaries while assuring allies and partners. In crisis situations, sustainment enables operations by providing Army forces the freedom of action, operational reach, and endurance required to disrupt the enemy's decision making, stabilize situations, and demonstrate preparedness for any transition that may occur. During operations, sustainment forces support the employment of combat power to achieve national objectives while managing vast amounts of sustainment data, requiring a common data repository and automation for predictive analysis. For additional information, see ADP 3-0, FM 3-0, and FM 4-0.

3-2. Sustainment operations are inherently joint. Joint and multinational capabilities enable sustainment forces to project combat power, and Army capabilities enable joint and MNFs to achieve objectives. The interrelationship of the air, land, maritime, space, and cyberspace domains requires a shared understanding of an OE. Sustainment commanders and staff must understand the friendly and enemy capabilities that reside in each domain and their potential impacts on sustainment operations. To generate the complementary and reinforcing effects necessary to create and exploit relative advantages, leaders must understand the interdependence between their own assigned capabilities and the capabilities provided by others.

3-3. Distributed sustainment operations will be challenged across all domains during operations. In such an environment, sustainment decisions must be made quickly and precisely. ***Precision sustainment*** **is the effective delivery of the right capabilities at the point of employment, enabling commander's freedom of action, extending operational reach, and prolonging endurance.** Precision sustainment is enabled by predictive sustainment. ***Predictive sustainment*** **is a system of sensors, communications, and applications (data support tools and data visualization) that enables quicker and more accurate sustainment decision making at echelon from tactical to strategic.** Predictive sustainment enables decision dominance and greater precision and speed with running estimates and course of action development. It provides options for commanders and planners to know precisely where and when to prioritize support to ensure the right commodities go to the unit that most needs them for success. Precision sustainment, enabled by predictive sustainment, is key to delivering the complementary and reinforcing effects at the point of employment. Predictive sustainment provides commanders with data and information they can leverage for information advantages that contribute to achieving decision dominance. The Army Unified Network Plan is essential in enabling the precision sustainment and decision dominance required to support operations. Precision sustainment contributes to achieving decision dominance by supporting the commander's ability to quickly and efficiently make decisions that enhance projection of combat power and command and control. Sustainers must become accustomed to making decisions at echelon using real-time data received via predictive sustainment sensors and systems.

3-4. Precision sustainment is the goal for optimizing resources during operations. Precision sustainment integrates sustainment data and information that can be used at all echelons. It also provides anticipation and responsiveness for sustainment and operational planners to react to supply and maintenance trends. Precision sustainment also employs the principle of economy and ensures sustainment resources are provided in the most efficient manner to enable employment of assets to the greatest effect possible. For additional information, see FM 4-0.

3-5. Army forces employ joint and combined capabilities to the degree they are available. However, because peer threats can contest the joint force in all domains, Army forces must stay prepared to conduct operations when some or all joint capabilities cannot support mission accomplishment. Army forces must also account for threat capabilities from domains other than land and often outside their assigned areas. A continuous assessment of sustainment preparation of the operational environment and sustainment analysis while conducting operations are key activities for sustainers. The outcomes of sustainment preparation of the operational environment inform and influence operational plans and time-phased force and deployment data. The data also aids in identifying capabilities and capacities needed to successfully transition from crisis to operations in support of armed conflict or going back to a state of competition.

3-6. The Secretary of the Army exercises sustainment responsibilities through the Chief of Staff of the United States Army and the Army Service Component Command or 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 the mutual support of interorganizational and unified action partners. The options for executing sustainment of a joint force may include any combination of the following:

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

3-7. All of these authorities may have the same possible impact on Army sustainment headquarters; the Army may be required to provide support to other Services and agencies involved in an operation, or 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. For additional information, see FM 4-0.

OPERATIONAL ENVIRONMENT

3-8. The *operational environment* is the aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander (JP 3-0). Persistent threats in the OE can challenge Army and joint operations across multiple domains and multiple areas of responsibility. The OE can be uncertain, complex, and change rapidly. This requires Army forces to use operational and mission variables to understand and maintain military engagements and the ability to rapidly transition from one strategic context to another. Understanding the specific OE in each situation is essential to successful execution of sustainment operations conducted in support of combatant commander objectives. For additional information see JP 3-0, FM 3-0, and FM 4-0.

3-9. ***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.** It involves working closely with interorganizational and unified action partners. Commanders and staff use the dimensions to better assess relative advantages and anticipate the impacts on their operations. By identifying both friendly resources (host-nation support, contractible and accessible assets) and environmental factors (endemic diseases, climate), sustainment preparation of the operational environment informs planning staffs, allowing them to refine sustainment estimates and concepts of support. The insights gained from sustainment preparation of the operational environment enhance joint integration by ensuring that logistical support aligns with mission objectives, thus maximizing operational effectiveness. By anticipating and responding to changes in the OE, sustainment preparation fosters agility and responsiveness, which are essential for enabling operational reach and endurance throughout operations. This enables commanders to make informed decisions and develop effective strategies across the range of military operations. For additional information see FM 4-0, ATP 3-93, and ATP 4-93.

ARMY STRATEGIC CONTEXTS

3-10. Figure 3-1 provides an illustration of the Army strategic contexts. Combatant commands and theater Armies campaign across the competition continuum. Army tactical formations typically conduct operations within a context dominated by one strategic relationship at a time. The theater sustainment command and

task-organized elements can simultaneously support operations during competition in one operational area, provide sustainment support to a crisis in another, and sustain armed conflict in yet another area of responsibility. The global nature of many conflicts means that actions at the tactical level can have immediate strategic consequences, making it difficult to maintain coherence across all levels of war. Overcoming these challenges requires sustainment preparation of the operational environment. For additional information see JP 3-0, ADP 3-0, FM 3-0, and FM 4-0.

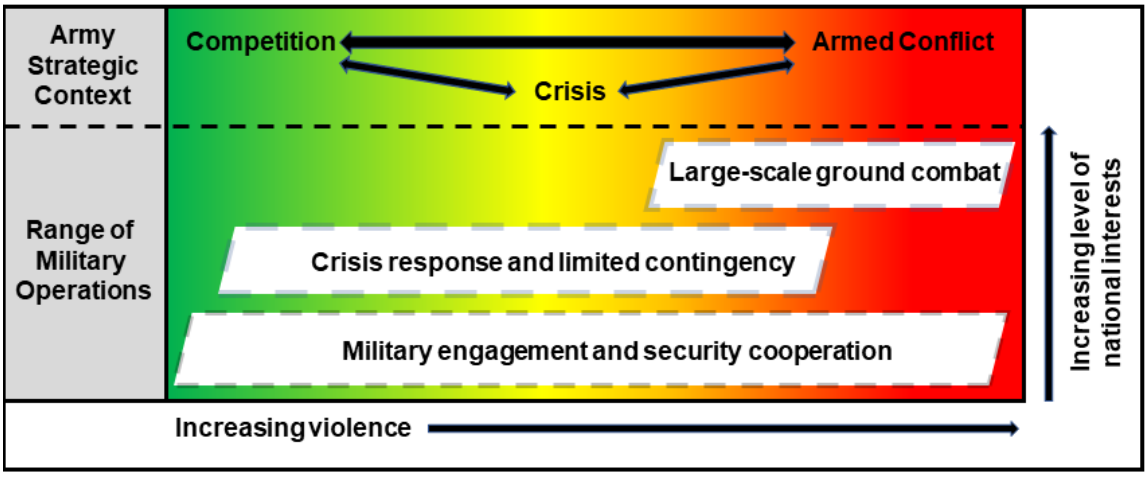


Figure 3-1. Army strategic contexts

3-11. During competition, Army forces help combatant commanders set theaters and improve regional security in ways that support mutual interests through joint campaigning that involves numerous cooperative actions with other nation armies. It is critical that sustainers work with other agencies to achieve integrated whole-of-government operations and synchronization of interorganizational activities such as information sharing, security cooperation, and foreign assistance and review of ACSAs. For additional information see ADP 3-0 and FM 4-0.

3-12. During crisis, Army forces set conditions to deny adversaries the ability to achieve objectives at acceptable military and political costs. Crisis activities include actions to protect and secure friendly forces, assets, and partners, and they indicate U.S. intent to execute subsequent phases of planned operations if required. Force projection is particularly important during crisis, as Army forces have an unknown or limited amount of time to shape a developing situation. Force projection can occur in any context. Forces are projected forward during competition to conduct exercises, bolster allies and partners, and conduct other activities under observation. Sustainment during a crisis is central to force projection to rapidly build combat power, and sustainment preparation of an OE is the basis for sustainment planning. For additional information see ADP 3-0 and FM 4-0.

3-13. During armed conflict, Army forces attack and defend against enemy forces using combinations of defeat mechanisms employed through the tenets and imperatives of operations. Joint force commanders require Army forces skilled in the use of combined arms and able to employ all available Army and joint capabilities in complementary ways. There is no fundamental difference in sustainment preparation of an OE during competition, crisis, or armed conflict, except that sustainment activities intensify as Army forces respond to crisis and prepare for armed conflict. For additional information see ADP 3-0 and FM 4-0.

3-14. Tactical success wins battles but is not enough to win wars. Sustainment forces must be prepared to support consolidation of gains. Therefore, rapidly consolidating gains is a form of exploitation that transitions tactical advantages into enduring operational and strategic outcomes. Sustainment support for consolidation of gains ensures that enemies cannot transition from defeat into other phases of operations which are foundational to victory. Sustainment commanders account for consolidating gains and preparing for follow-on operations during planning. For additional information see ADP 3-0.

3-15. By understanding, integrating, and synchronizing unified action partner capabilities, sustainment leaders enable Army forces with the agility and responsiveness necessary to support operations in various

OEs and simultaneously transition from one strategic context to another. Understanding the OE and sustainment preparation of the operational environment are critical components of successful Army sustainment support to unified action. The dynamic nature of the OE demands that sustainment leaders foster interoperability with interorganizational and unified action partners. These efforts ensure that a continuous and uninterrupted flow of sustainment is provided to achieve national military objectives.

SUSTAINMENT SUPPORT TO ARMY STRATEGIC ROLES

3-16. The Army's primary mission is to organize, train, and equip its forces to conduct prompt and sustained land combat to defeat enemy ground forces and seize, occupy, and defend land areas. The sustainment warfighting function, guided by the sustainment principles, is essential for generating combat power and conducting operations as the Army performs its strategic roles. Army forces shape OEs, counter aggression during crisis, prevail during large-scale ground combat, and consolidate gains. The Army fulfills its strategic roles by providing forces for joint campaigns that enable integrated deterrence of adversaries outside of conflict and the defeat of enemies during conflict or war. Sustainment supports the Army in achieving its primary mission through the provision of logistics, financial management, personnel services, and health service support. The integration and synchronization of each element of the sustainment warfighting function is essential in enabling freedom of action, extending operational reach, and prolonging endurance. The integration and synchronization of the sustainment warfighting function with the other warfighting functions is key to success during operations. For additional information, see FM 3-0 and FM 4-0.

SUSTAINMENT SUPPORT TO SHAPE OPERATIONAL ENVIRONMENTS

3-17. Army operations to deter adversarial activities strive to achieve regional goals short of military conflict and establish conditions for a favorable outcome in the event of a military confrontation. The Army provides trained and ready forces to combatant commanders to support the execution of joint campaigns. Theater Armies and subordinate sustainment forces help the combatant commander build partner capacity and capability while promoting stability across an area of responsibility. Successful operations in one theater may contribute to deterrence in other theaters. Army forces help the joint force shape OEs through many activities. These activities include—

- Supporting security cooperation.
- Maintaining a forward presence to promote U.S. interests.
- Developing allied and friendly military capabilities for self-defense and multinational operations.
- Continuously setting and maintaining the theater for operations.
- Providing peacetime and contingency access to unified action partners.
- Demonstrating credible combat capabilities during exercises and training.

3-18. Accomplishing objectives to strengthen the global network of multinational allies and partners and to prevent conflict requires regionally aligned and engaged Army forces. Army forces preposition equipment in areas to enable national leaders to respond quickly to contingencies. Army forces conduct operational readiness, training, and planning for potential operations as home station activities that also shape OEs. For additional information, see ADP 3-0 and FM 4-0.

3-19. Sustainment supports shaping OEs by setting the theater and supporting military engagements. Sustainment activities while shaping OEs include establishing logistics partnerships, enhancing interoperability, establishing or refining host-nation support agreements, and gaining access to potential critical infrastructure nodes.

SUSTAINMENT SUPPORT TO COUNTER AGGRESSION DURING CRISIS

3-20. Army forces enable the joint force to counter aggression on the ground when an adversary begins to escalate tensions in a theater of war. Typically, indications and warnings occur above previously established activity levels when an adversary intends to conduct military operations or activities. Army support to countering adversary aggression aims to change an adversary's risk calculus by immediately raising the adversary's costs for actions that threaten U.S. interests. Operations and activities designed to counter aggression are generally short term and weighted toward actions to protect friendly forces, assets, and partners, and to indicate U.S. intent to begin execution of an operation plan if needed.

3-21. As part of a joint force, Army forces may have a significant role in the execution of directed flexible deterrent options and flexible response options. These could include shows of force and demonstrations to highlight selected ground force capabilities to build an immediate deterrent effect. Army operations and activities designed to counter aggression may include mobilization, force tailoring, and other pre-deployment activities. They may also involve initial deployment into an operational area, including echeloning command posts; employing intelligence collection assets; and further developing communications, sustainment, and protection infrastructure to support the joint force commander's concept of operations. No matter the methods selected, successfully countering aggression requires the demonstrated ability to rapidly deploy a properly manned, equipped, and trained Army force that can assist the joint force to prevail in large-scale combat operations. For additional information, see ADP 3-0 and FM 4-0.

3-22. Sustainment supports countering aggression during crisis by tailoring forces to the type of operation, geographic location, permissiveness of the environment, and threat. Other planning considerations are determined during continued analysis of the OE, operational and mission variables, and the refining of plans and logistics estimates to support expected operations.

SUSTAINMENT SUPPORT TO PREVAIL DURING LARGE-SCALE COMBAT OPERATIONS

3-23. *Large-scale combat operations* are extensive joint combat operations in terms of scope and size of forces committed, conducted as a campaign aimed at achieving operational and strategic objectives (ADP 3-0). When conducted on land, large-scale combat operations involve multiple corps and divisions. Large-scale combat can occur above and below the nuclear threshold but is not synonymous with total war. Planning large-scale combat operations against enemies possessing weapons of mass destruction that include chemical, biological, radiological, and nuclear assets and the ability to employ them must be assessed for the possibility of use against friendly forces. The operational approaches employed by joint force commanders may thus be constrained to avoid escalation in terms of their geographic depth and assigned objectives. Large-scale combat operations, while potentially enormous in scale and scope, are typically limited by the law of armed conflict and political objectives of the conflict itself. Against nuclear armed enemies, the political objectives of a conflict are also informed by the strategic risk inherent in escalation. While the scale and scope of conventional conflict since 1945 have been smaller than in World War II, large-scale combat operations retain their inherent lethality and complexity.

3-24. Sustainment supports the strategic role of prevailing in large-scale combat operations by enabling freedom of action, extending operational reach, and prolonging endurance to conduct sustained defensive and offensive operations. It does this by providing forces that support joint campaigns and the defeat of enemies during large-scale combat operations. Army forces engaged in large-scale combat operations may require reconstitution. Reconstitution is directed by maneuver commanders with sustainment playing an integral role. The integration and synchronization of the sustainment warfighting function with other warfighting functions is the key to success during operations. For more information, see ADP 3-0 and FM 4-0.

SUSTAINMENT SUPPORT TO CONSOLIDATE GAINS

3-25. Consolidation of gains is an integral and continuous part of armed conflict, and it is necessary for achieving success across the phases of an operation. *Consolidate gains* are activities to make enduring any temporary operational success and to set the conditions for a sustainable strategic environment, allowing for a transition of control to other legitimate authorities (ADP 3-0). Army forces deliberately plan to consolidate gains throughout an operation as part of defeating enemy forces in detail to accomplish overall political and strategic objectives.

3-26. Early and effective consolidation activities are a form of exploitation performed while other operations are ongoing, and they enable the achievement of lasting favorable outcomes in the shortest time. When commanders consolidate gains throughout an operation, they may accept the risk of slower tempo in the near term to prevent enemy forces from prolonging the conflict with bypassed or irregular forces that avoid decisive engagement with friendly forces. Some circumstances exist when a commander accepts risk by deciding to consolidate gains in a later phase during operations because of an initial need to conduct operations at a higher tempo.

3-27. Army forces perform consolidation activities through and with unified action partners. In some instances, Army forces will oversee integrating forces and synchronizing activities to consolidate gains. In other situations, Army forces will support an ally or partner. Army forces may consolidate gains for a sustained period over large land areas. While Army forces consolidate gains throughout an operation, it becomes the overall focus of Army forces at the conclusion of large-scale combat operations.

3-28. Army tactical forces integrate indigenous populations and institutions to consolidate gains. Indigenous populations and institutions are the societal framework of an OE that includes governmental, tribal, ethnic, religious, commercial, and private organizations and entities. Effectively integrating indigenous populations and institutions significantly reduces the need of U.S. Army conventional forces to conduct security and stability operations. Commanders integrate special operations forces and civil affairs forces to effectively plan and execute operations with indigenous populations and institutions. See JP 3-57 for additional information on civil-military operations.

3-29. Sustainment requires a coordinated and collaborated effort between the Services, unified action partners, and multinational partners to consolidate gains. Sustainment forces play a key role in supporting forces as they consolidate gains made during competition, crisis, and armed conflict. Sustainment forces can assist with regenerating combat power for continued operations, restoring infrastructure and key facilities, providing governance to local populations, and providing medical support. Consolidation of gains is essential to retaining and exploiting the initiative and it provides the support necessary to maintain operations until mission accomplishment. Failure to provide sustainment support during consolidate gains could cause a pause or culmination of an operation resulting in the loss of the initiative and failure to exploit tactical successes. For additional information, see ADP 3-0, FM 3-0, and FM 4-0.

COMMAND AND CONTROL OF OPERATIONS

3-30. Sustainment staff provide commanders with input and feedback that enable commanders to use the art of command and science of control to array sustainment support within the OE. Sustainment commanders use the philosophy of mission command to enable subordinate 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.

3-31. Sustainment staff monitors and coordinates support functions between sustainment and operational commanders and staff. The sustainment staff also coordinates with specialized functional centers (human resources operations branch and financial operations center) for oversight of those operations. Theater Army, corps, and division headquarters have staff elements aligned with the movement and maneuver, fires, intelligence, command and control, and protection warfighting functions. The sustainment cell within these headquarters consists of the G-1, G-4, G-8, surgeon staff, and may include engineer support. These staff elements assist the sustainment commander in providing command and control.

MISSION COMMAND

3-32. Sustainment commanders must understand the application of mission command in executing command and control. *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 through competence, trust, shared understanding, commander's intent, mission orders, initiative, and risk acceptance. Effective execution of mission command is directly reliant on the ability to have access to the right knowledge at the right time. An effective knowledge management program will increase the flow of information and enhance shared understanding, learning, and decision making. See ADP 6-0 and ATP 6-01.1 for more information.

CONVERGED NETWORK SOLUTIONS AND DATA SERVICE CAPABILITIES

3-33. Decision dominance and overmatch ability are at the core of operations, and the Army can only achieve this through a resilient, secure, global network capability and capacity. This synchronized network plan serves as the underlying transport architecture for Next Generation Command and Control. This ensures continued access to sustainment data leveraging multiple, complex network modernization efforts. The Next

Generation Command and Control Transport Layer is a software defined network which provides end-to-end smart routing throughout the network, seamlessly connecting cloud and edge nodes for dismounted, mounted, and command post connections. The software defined network utilizes adaptive concepts to select the best transport asset and exploit concurrent use of multiple routing paths without user intervention and with automated self-initialization. It performs adaptive configuration in response to changing network conditions (for example, node movement, interference, jamming, and network congestion). The software defined network provides commanders the access to tools to rapidly synthesize large volumes of data ensuring they have the right information, at the right time, to compete and, if necessary, to fight and win in large-scale combat operations with unified action partners, against any adversary.

3-34. The Next Generation Command and Control Transport Layer enables sustainment formations to operate in a highly contested and congested OE with speed and at global range to enable decision dominance and maintain overmatch. A significant part of what makes the OE complex is the information environment. The information environment includes cyberspace, the electromagnetic spectrum, data flow, encryption and decryption, the media, biases, perceptions, decisions, managers, and leaders. User-friendly data tools that allow sustainment commanders and their staff to focus on decision-making tasks are key to success in the information environment.

3-35. Every Army unit relies on sustainment automation support management offices for utilizing all sustainment automation systems. These offices provide network administration and Tier 0/Tier 1 systems administration. They also provide sustainment expertise on select applications, Global Combat Support System-Army, Integrated Personnel and Pay System-Army, Operational Medicine Information Systems-Army, and Financial Management Tactical Platform. Depending on the unit of assignment, the sustainment automation support management office is organic to either the support operations section or distribution management center. This office is the only Army section that supports the warfighter with sustainment expertise (limited), systems administration, and network administration.

3-36. The integration of data from the sustainment business systems and the warfighting mission area is critical to help staff and commanders understand the OE. The Next Generation Command and Control Transport layer provides the means to link operational and tactical data in the Next Generation Command and Control Data Layer. The data layer provides the traditional enterprise transactional capabilities to record and act upon the sustainment decision tools linked to operational and tactical realities providing a holistic view of the supply chain.

3-37. Army sustainment forces technically integrate warfighting mission area and sustainment business systems data to generate a sustainment COP that provides decision support from strategic-level agencies to tactical-level consumers. Sustainment information systems operate during periods of intermittent connectivity in a degraded communications environment using hardened and redundant unified network capabilities. During periods of limited connectivity, critical sustainment processes continue uninterrupted. Leaders improvise during degraded communications and combine analog systems for communication and disciplined initiative to ensure an acceptable tempo for as long as necessary. Sustainment applications leveraging the Next Generation Command and Control Transport and Data layers enable commanders and staff to gather, track, analyze, and fuse logistics and operational information with intelligence and protection information to generate shared understanding of the situation, environment, assumptions, problems, risks, opportunities, and desired end state. This strategy supports effective and continuous assessment, providing valuable information on sustainment needs (what, when, and where) utilized in real time and for future planning that enables a commander to make decisions quickly and effectively. This assessment determines network connectivity, knowledge flow, shared understanding, and interoperability. For more information, see ATP 4-0.6.

READINESS THROUGH TRAINING

3-38. Training is the most important thing the Army does to prepare for operations. It is the cornerstone of combat readiness and the foundation for successful operations. Effective training must be commander driven, rigorous, realistic, and performed to the established standard and under the conditions in which units expect to operate during combat. Realistic training with limited time and resources demands that commanders focus their unit training efforts to maximize repetitions under varying conditions to build proficiency. Units execute effective collective and individual training based on the Army's principles of training as described in

FM 7-0. Through training and leader development, units achieve the tactical and technical competence that builds confidence and allows them to conduct successful operations across the competition continuum. Achieving this competence requires specific, dedicated training on offensive, defensive, and stability or defense support of civil authorities tasks. Training continues for deployed units so they can sustain skills and adapt to changes in an OE. See ADP 7-0 and FM 7-0 for more information on training doctrine.

3-39. Training enables sustainment forces to develop and practice operational skills. It must be tough, realistic, and challenging training. This requires dedicated and focused sustainment leaders and Soldiers committed to delivering the most effective training possible given the limitations of time and resources. Effective training prepares sustainment leaders and Soldiers for harsh and disorderly conditions while replicating the chaotic nature of combat. Effective training accounts for employing space, cyberspace, and other capabilities that influence the warfighting functions. Training must also include use of advanced technologies, predictive sustainment, and data analysis needed to equip leaders with the skills to make decisions in a data-driven environment. Training must also account for the threat's use of similar capabilities and operations in all environments. Well-rounded training includes candid assessments, after action reviews, and applied lessons learned to ensure improved readiness. Adversaries assess the training readiness of Army forces continuously, which is how training helps to shape OEs. Training creates combat credibility by demonstrating the ability to conduct offensive and defensive operations against an adversary. This in turn contributes to deterrence.

3-40. Sustainment commanders at all levels are the critical link for implementing unit training management to ensure progressive readiness and unit proficiency within their formations. Sustainment commanders achieve unit readiness through progressive, rigorous, and repetitive training conducted in a challenging and uncertain training environment. A commander's unit training plan must use a crawl-walk-run approach that progressively and systematically builds on successful task performance before progressing to more complex tasks. A progressive approach enables a logical succession, builds skills and knowledge from basic to advanced tasks, and sets conditions for individual and collective training.

3-41. Sustainment forces at each level of warfare continue to operate in complex and uncertain environments that present several considerations that leaders need to incorporate into training, embracing the principle of train as you fight. Key training considerations include—

- Survivability.
- Mobility.
- Distribution.
- Communications.
- Operational Energy.
- Chemical, Biological, Radiological and Nuclear.

3-42. Sustainment leaders must coordinate with United States Government departments and agencies to conduct continuous and integrated interagency, international organization, NGO, and public and private sector planning and training to synchronize all aspects of sustainment in a U.S. response to humanitarian and complex crises. Interagency training and training with non-United States Government stakeholders should provide for individual military and civilian instruction, military unit and civilian agency instruction, and combined military and civilian agency training in a formal joint program. See FM 4-0 for additional information on training sustainment formations and leader development.

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
AHS	Army Health System
AJP	Allied joint publication
ATP	Army techniques publication
COP	common operational picture
DOD	Department of Defense
DODI	Department of Defense instruction
EOD	explosive ordnance disposal
FM	field manual
G-1	assistant chief of staff, personnel
G-4	assistant chief of staff, logistics
G-8	assistant chief of staff, financial management
JP	joint publication
MNF	multinational force
NATO	North Atlantic Treaty Organization
NGO	nongovernmental organization
OE	operational environment
U.S.	United States

SECTION II – TERMS

***anticipation**

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

Army Health System

A component of the Military Health System that is responsible for operational management of the health service support and force health protection missions for training, predeployment, deployment, and postdeployment operations. The Army Health System includes all mission support services performed, provided, or arranged by the Army Medicine to support health service support and force health protection mission requirements for the Army and as directed, for joint, intergovernmental agencies, coalition, and multinational forces. (FM 4-02)

campaigning

The persistent conduct of related operations, activities, and investments that align military actions with the other instruments of national power, supporting global integration across the competition continuum in pursuit of strategic objectives. (JP 3-0)

consolidate gains

Activities to make enduring any temporary operational success and to set the conditions for a sustainable strategic environment, allowing for a transition of control to other legitimate authorities. (ADP 3-0)

***continuity**

The uninterrupted provision of sustainment across all levels of war.

***economy**

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

endurance

The ability to persevere over time throughout the depth of an operational environment. (FM 3-0)

***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.

financial management

(Army) An element of the sustainment warfighting function that leverages fiscal policy and economic power across operations through the two core competencies of finance operations and resource management. (FM 4-80)

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)

health service support

(Army) The support and services performed, provided, and arranged by Army Medicine to promote, improve, conserve, or restore the behavioral and physical well-being of personnel by providing direct patient care that includes medical treatment (organic and area support) and hospitalization, medical evacuation to include medical regulating, and medical logistics to include blood management. (FM 4-02)

***improvisation**

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

information environment

The aggregate of social, cultural, linguistic, psychological, technical, and physical factors that affect how humans and automated systems derive meaning from, act upon, and are impacted by information, including the individuals, organizations, and systems that collect, process, disseminate, or use information. (JP 3-04)

***integration**

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

interagency coordination

The planning and synchronization of efforts that occur between elements of Department of Defense and participating United States Government departments and agencies. (JP 3-0)

interoperability

The ability to act together coherently, effectively, and efficiently to achieve tactical, operational, and strategic objectives. (JP 3-0)

interorganizational cooperation

The interaction that occurs among elements of the Department of Defense; participating United States Government departments and agencies; state, territorial, local, and tribal agencies; foreign military forces and government agencies; international organizations; nongovernmental organizations; and the private sector. (JP 3-08)

large-scale combat operations

Extensive joint combat operations in terms of scope and size of forces committed, conducted as a campaign aimed at achieving operational and strategic objectives. (ADP 3-0)

lead nation

The nation with the will, capability, competence, and influence to provide the essential elements of political consultation and military leadership to coordinate the planning, mounting, and execution of a multinational operation. (JP 3-16)

***logistics**

(Army) 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

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

multidomain operations

The combined arms employment of joint and Army capabilities to create and exploit relative advantages to achieve objectives, defeat enemy forces, and consolidate gains on behalf of joint force commanders. (ADP 3-0)

multinational integrated logistic unit

An organization resulting when two or more nations agree to provide logistics assets to a multinational logistic force under the operational control of a multinational commander for the logistic support of a multinational force. (JP 3-16)

national support element

Any national organization or activity that supports national forces that are a part of a multinational force. (JP 1, Volume 2)

nongovernmental organization

A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. (JP 3-08)

operational contract support

The process of planning for and obtaining supplies, services, and construction from commercial sources in support of combatant commander-directed operations. (JP 4-10)

operational environment

The aggregate of the conditions, circumstances, and influences that affect the employment of capabilities and bear on the decisions of the commander. (JP 3-0)

operational reach

The distance and duration across which a force can successfully employ military capabilities. (JP 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.

***precision sustainment**

The effective delivery of the right capabilities at the point of employment, enabling commander's freedom of action, extending operational reach, and prolonging endurance.

***predictive sustainment**

A system of sensors, communications, and applications (data support tools and data visualization) that enables quicker and more accurate sustainment decision making at echelon from tactical to strategic.

***responsiveness**

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

setting the theater

The broad range of activities continuously conducted to establish conditions for the successful execution of operations in a theater. (ADP 3-0)

***simplicity**

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

survivability

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

***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 enable freedom of action, extend operational reach, and prolong endurance. (ADP 3-0)

synchronization

The arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. (JP 2-0)

transportation

A logistics function that includes movement control and associated activities to incorporate military, commercial, and multinational motor, rail, air, and water mode assets in the movement of units, personnel, equipment, and supplies in support of the concept of operations. (FM 1-02.1)

unified action

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

unified action partners

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)

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23 March 2026

By Order of the Secretary of the Army:

RANDY A. GEORGE
General, United States Army
Chief of Staff

Official:



MATTHEW L. SANNITO
Administrative Assistant
to the Secretary of the Army
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