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FM 4-0, *Sustainment Operations* summary version brief



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Purpose and Agenda



Purpose: Provide an information brief for FM 4-0 (2024)

Agenda:

- **FM 4-0 Evolution**
- **Doctrinal Changes:**
 - **FM 4-0 Logic Chart**
 - **FM 4-0 Chapters Summary**
 - **Strategic Context**
 - **Operational Framework**
 - **Sustainment Tasks**
 - **Distribution Network**
 - **Sustainment in a Maritime Environment**
- **Discussion**



Evolution of FM 4-0 Doctrine

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2019

**Army Strategic Roles
Large-Scale Combat
Operations**

Peer Threats

2022–2023

**Echelon Sustainment Series
Large-Scale Combat Operations
Multidomain Operations**

China and Russia

2024

Army Strategic Contexts

**Large-Scale Combat Operations
Multidomain Operations**

- Shifts focus from organization-based to echelon-based sustainment by level of warfare within the context of competition, crisis, and armed conflict
- Addresses sustainment support in maritime environments
- Places emphasis on the contested logistics environment and efficiencies in decision dominance, autonomous distribution, demand reduction, advanced power and maritime operations

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Facer: Doctrinal Changes in FM 4-0



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FM 4-0 sets the foundations for the update of all sustainment doctrine - the revision of FM 4-0 *Sustainment Operations* builds on the major changes captured in FM 3-0 that impact the sustainment warfighting function. The revision focuses on describing sustainment through:

- The purpose of sustaining operations to build and maintain combat power in multidomain operations.
- Roles and responsibilities of organizations by highlighting sustainment activities at the national strategic and theater strategic levels of warfare as well as the operational and tactical levels.
- Aligning sustainment operations with the tenets and imperatives to achieve success during multidomain operations.
- Sustainment tasks and functions for each element of the sustainment warfighting function: logistics, financial management, personnel services, and health service support based on the levels of warfare to apply combat power as described and visualized in the operational framework of deep, close, rear, and support area operations.
- Placing emphasis on the contested logistics environment and identifying the challenges and planning consideration implications for sustainment operations to set the theater, enable power projection, deployment and echelon sustainment for distributed operations.
- Adding descriptions of predictive logistics tools and processes as a means to achieve precision sustainment through efficiencies gained in decision dominance, autonomous distribution, demand reduction, advanced power, and maritime operations
- Addressing sustainment operations in the contexts of competition, crisis, and armed conflict.
- Adding a chapter on sustainment considerations and operations in a maritime operational environment.
- Providing a chapter focused on sustainment leadership challenges and considerations.
- Moving the detailed “Principles of Sustainment” to ADP 4-0 and rescinds FM 4-01, *Army Transportation Operations*; FM 4-30, *Ordnance Operations*; FM 4-40, *Quartermaster Operations*.

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Doctrinal Changes in FM 4-0



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- Shifts focus from organization-based to echelon-based sustainment tasks, roles and functions by level of warfare (national strategic, theater strategic, operational, tactical) within the context of competition, crisis, and armed conflict.
- Aligns sustainment operations with the tenets and imperatives for success during multidomain operations.
- Addresses sustainment in the strategic framework with a focus on support to deep, close, rear, and support area operational areas in time, space, purpose and resources.
- Places emphasis on the contested logistics environment and the implications for sustainment operations.
- Adds predictive logistics as a means to precision sustainment to gain efficiencies through decision dominance, autonomous distribution, demand reduction, advanced power, and maritime operations.
- Addresses sustainment support in maritime environments.
- Includes a chapter that describes sustainment leadership and how commanders adapt and train formations and leaders.
- Includes appendices on Quartermaster Operations, Transportation Operations, and Ordnance Operations.



Facer: FM 4-0 Logic Chart

- The top of the chart depicts the peer threats and methods expected to be employed by adversaries and the characteristics of the anticipated operational environment.
- Next, it reflects the joint operational concept of unified action and defines multidomain operations as the Army's operational concept and how the sustainment warfighting function contributes to unified action.
- It displays the strategic context through which forces conduct operations and how sustainment capabilities are task organized to support operational forces at echelon across all domains understood through the physical, information and human dimensions.
- The chart concludes by portraying how sustainment of large-scale combat operations requires integration into the operations process to enable freedom of action, extend operational reach, and prolong endurance necessary to accomplish missions, consolidate gains, and win our nation's wars.

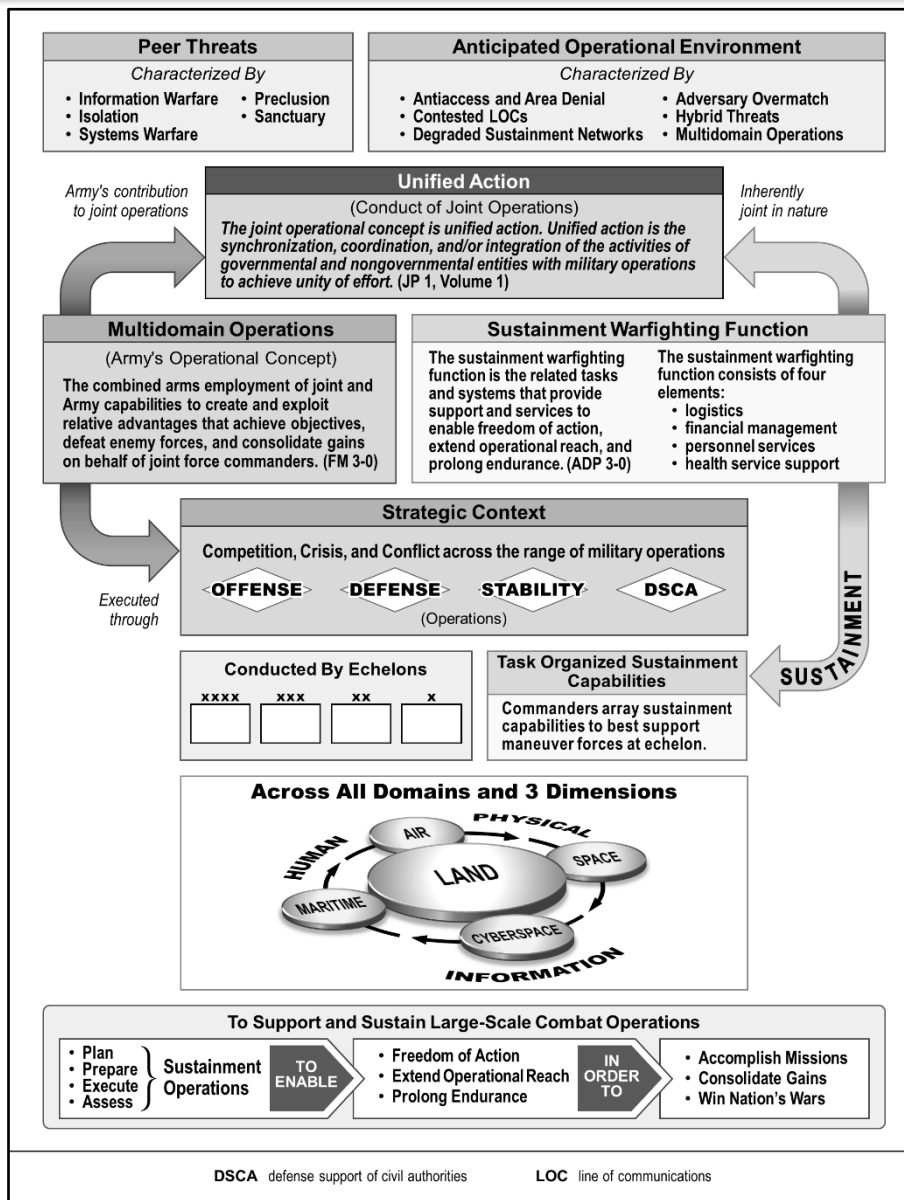


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FM 4-0 Logic Chart



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Facer: FM 4-0, Chapters Summary



- The FM 4-0 Sustainment Operations, revision expands the sustainment warfighting function on task-based, function focus by echelon level of warfare within the context of competition, crisis, and armed conflict. The revision updates to FM 4-0 Sustainment Operations doctrinal manuals mirror the FM 3-0 chapters, focusing the sustainment descriptions for conducting operations within the following chapters:
- Key to note/points:
 - (Chapter 1) This revision defines and describes the contested logistics environment and the importance of predictive logistics to deliver precision sustainment in conducting operations
 - (Chapter 2) Discusses and describes sustainment organizations roles, functions and capabilities to include sustainment activities and task at all echelons aligned to levels of warfare (national strategic, theater strategic, operational and tactical)
 - Describes sustainment operations in the contexts of competition, crisis, and armed conflict (Chapters 3 – 5) focused on sustainment contributions to:
 - planning and setting the theater in competition
 - opening the theater to build combat power and set conditions for operations in Crisis
 - sustaining operations focused on maintaining combat power for operations (offense and defense) in support of the division as the principal tactical warfighting formation
 - Describes Sustainment challenges and considerations for operations in a maritime environment as well as considerations for sustainment operations in the arctic (Chapter 6)
 - Provides a chapter to describe leadership and training considerations for sustainment leaders to include the importance of driving the operation process from a sustainment perspective (Chapter 7)
- Added three appendixes on logistics elements for Quartermaster, Ordnance and Transportation proponents that summarizes the overall descriptions of the operations and functions for the proponent with links to the detailed ATPs that addresses each of the logistics proponent functions in more detail. (Note: this publication of FM 4-0 will rescind FM 4-40, FM 4-30, and FM 4-01 as all the proponent functions are now captured in supporting ATP at echelon and in functional manuals.



FM 4-0, Chapters Summary



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- **Chapter 1 (Army Sustainment Operations)** provides an overview of Army sustainment and the four elements (Logistics, Financial Management, Personnel Services and Health Service support), principles of sustainment, and sustainment support to multidomain operations. Discusses tenets and imperatives relative to sustainment; addresses the operational and contested logistics environment considerations as well as describing sustainment in the strategic (Strategic Support area, Joint Security Area, Extended deep area), and operational frameworks of (deep, close, rear, and support areas); Addresses the importance of predictive logistics to deliver precision sustainment in conducting operations.
- **Chapter 2 (Army Sustainment at Echelons)** describes sustainment support organizations roles, functions and capabilities at echelon. Highlights sustainment activities at the national strategic and theater strategic levels of warfare as well as the operational and tactical levels. Discusses the importance of command and support relationships in terms of sustainment.
- **Chapter 3 (Sustainment During Competition Below Armed Conflict)** provides an overview of sustainment during competition. Discusses sustainment planning considerations during competition and roles and responsibilities by echelon.
- **Chapter 4 Sustainment During Crisis)** provides an overview of sustainment during crisis. Provides sustainment planning considerations during crisis and concludes with a discussion of sustainment activities during crisis.
- **Chapter 5 (Sustainment During Armed Conflict)** provides an overview of sustainment operations during armed conflict. Discusses the link between sustainment organizations and tasks at the strategic, operational, and tactical levels of war. Discusses sustainment of large-scale combat operations, defensive operations, and offensive operations.
- **Chapter 6 (Sustainment Operations in a Maritime Environment)** describes the characteristics of the maritime OE and the challenges and planning considerations for sustainment including the arctic region.
- **Chapter 7 (Leadership and Training for Sustainment Operations)** describes sustainment leadership during operations to include the art of command, the importance in driving the operations process and how sustainment commanders adapt, train formations and develop leaders.
- **Appendix A (Quartermaster Operations)** describes quartermaster operations and functions.
- **Appendix B (Transportation Operations)** describes transportation operations and functions.
- **Appendix C (Ordnance Operations)** describes ordnance operations and functions.
- **Appendix D (Army Sustainment Information Systems)** discusses the Army sustainment information systems and the importance of linking them to command-and-control systems.
- **Appendix E (LOGSTAT and PERSTAT Reporting)** provides logistics status report and personnel status report.
- **Appendix F (Sustainment Symbols)** describes the sustainment symbols within FM 4-0.



Facer: FM 4-0 Strategic Context



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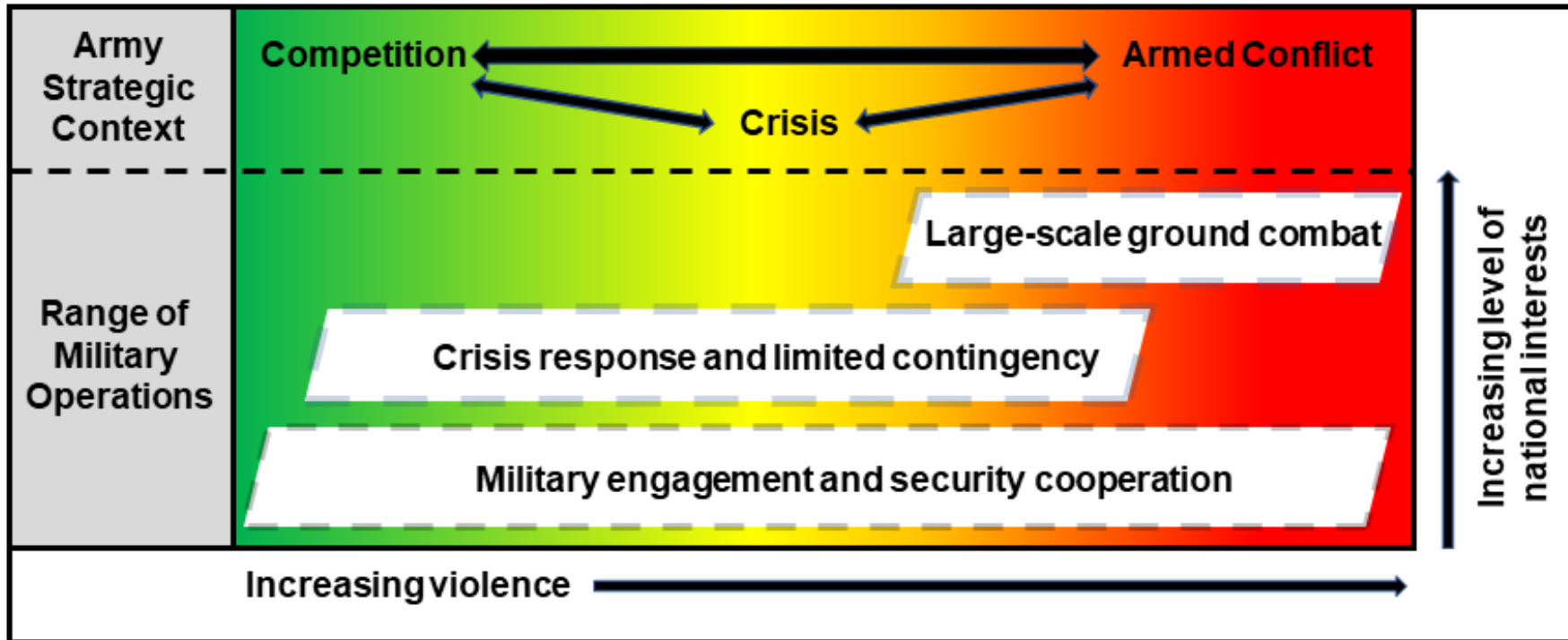
- Army forces must meet a diverse array of challenges to contribute to national objectives across a wide range of military operational categories including military engagement and security cooperation, crisis response and limited contingency operations, and large-scale combat operations.
- This figure illustrates the Army strategic context across the competition continuum and range of military operations against the spectrum of violence in which combatant commands and theater Armies conduct campaign. It helps us to further visualize how sustainment operates across the strategic contexts and how sustainment can be simultaneously engaged in supporting competition, providing sustainment support to crisis, and providing sustainment support to armed conflict in separate areas of operations.
- Sustainment operations in support of competition include support to combatant commander daily operational requirements, Title 10 requirements, Army support to other Services, support to military engagement, security cooperation, and set-the-theater tasks. These operations build trust and confidence in our allies and partners while ensuring the United States is prepared for future operations. During these operations, sustainment forces invest in facilities and infrastructure development as well as civilian engagement to build partnerships for required capabilities, capacities, and support during operations
- Crisis may result from a military action of the adversary or may result from human or natural disasters. Sustainment is key to providing Army forces the freedom of action, operational reach, and endurance required to disrupt the enemy's decision cycle to deter further aggression and return to competition. Sustainment actions during crisis response can be key in stabilizing the situation and demonstrating to our adversary that our forces are prepared for any transition that may occur.
- Sustainment during conflict provides the ability to deploy, employ, sustain, and redeploy required Army forces and materiel needed by a commander to build and maintain combat power within an operational area.



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FM 4-0 Strategic Context



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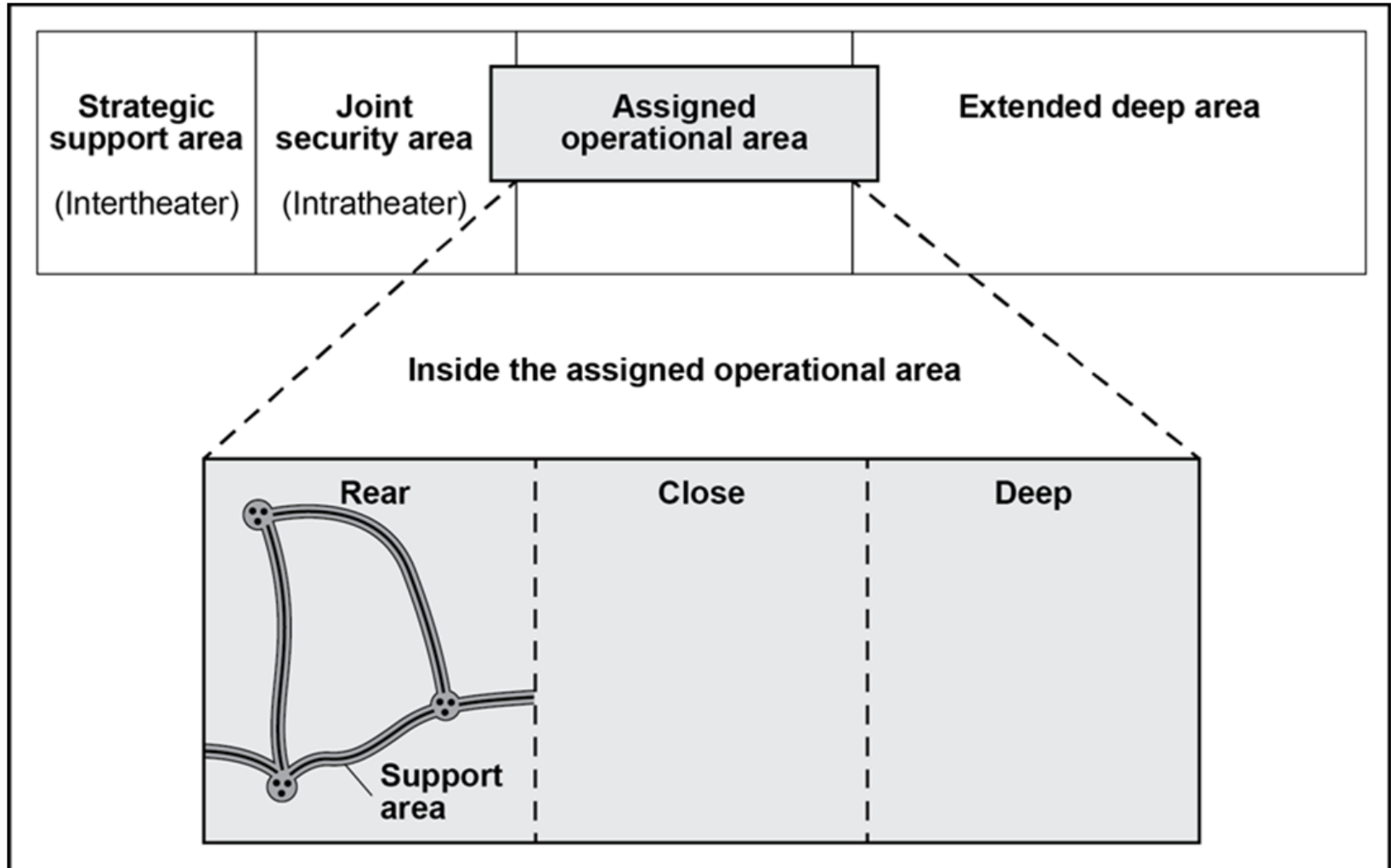
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Facer: The Operational Framework



- Army sustainment enables operations by providing the support required to keep the Army and its unified action partners in sustaining operations across the strategic and operational frameworks.
- The strategic framework accounts for factors in the strategic environment and the connection of strategic capabilities to operational and tactical-level operations. The strategic framework includes four areas: strategic support area, joint security area, extended deep area, and assigned operational area.
- The sustainment warfighting function enables freedom of action, extends operational reach, and prolongs endurance needed to conduct and sustain operations across the strategic and operational frameworks.
- The operational framework is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. The Army's operational framework consists of assigned operational areas;(area of operations, zone, and sector); deep, close, rear, and support area operations; and main effort, supporting effort, and reserve. Sustainment forces can be found conducting operations throughout the strategic and operational frameworks and across the competition continuum.

FM 4-0 Operational Framework





Facer: Sustainment Tasks

- Sustainment organizations execute a series of roles, functions, and tasks within the sustainment warfighting function that enable the continuous provision of sustainment across the levels of warfare throughout all domains and across the competition continuum.
- The figure provides an overview of select tasks within each element of the sustainment warfighting function. These tasks are collectively linked to support operational objectives and unified action partners by ensuring freedom of action, extending operational reach, and prolonging endurance during operations.



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FM 4-0 Sustainment Tasks

LEVEL OF WARFARE SUSTAINMENT ELEMENTS	National Strategic	Theater Strategic	Operational	Tactical
Logistics	<ul style="list-style-type: none"> – Conduct force generation and mobilization – Establish the industrial base – Execute materiel readiness – Conduct force deployment 	<ul style="list-style-type: none"> – Establish and operate the theater distribution network – Conduct sustainment mission command and control – Conduct reception, staging and onward movement – Manage host nation support and operational contract support – Establish and operate forward and intermediate basing 	<ul style="list-style-type: none"> – Conduct maintenance – Conduct transportation – Conduct supply and resupply – Conduct field services – Establish and manage operational distribution network – Conduct operational contract support – Conduct general engineering 	
Financial Management	<ul style="list-style-type: none"> – Execute Title 10 functions related to finance 	<ul style="list-style-type: none"> – Establish and manage banking operations – Establish and conduct central funding operations – Establish theater financial management policy – Establish and conduct internal control operations – Conduct accounting operations – Conduct budget distribution and execution 	<ul style="list-style-type: none"> – Conduct disbursing operations – Conduct payment support – Conduct internal controls – Conduct budget distribution and execution 	
Personnel Services	<ul style="list-style-type: none"> – Execute Title 10 functions related to personnel services (recruit and man) 	<ul style="list-style-type: none"> – Establish and manage theater personnel tracking and reporting – Manage personnel replacement operations – Establish and conduct theater personnel support operations 	<ul style="list-style-type: none"> – Conduct personnel tracking and reporting – Conduct replacement operations – Conduct essential personnel services 	
Health Service Support	<ul style="list-style-type: none"> – Execute Title 10 function related to health service support – Provide Role 4 hospitalization 	<ul style="list-style-type: none"> – Conduct medical command and control – Provide health service support to other Services – Conduct theater hospitalization – Establish and manage theater medical evacuation (to include medical regulation) – Execute theater lead agent for medical materiel – Serve as the single integrated medical logistics manager 	<ul style="list-style-type: none"> – Provide medical treatment – Provide hospitalization – Conduct medical evacuation – Conduct medical logistics – Establish and manage area joint blood program 	

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Facer: Distribution Network

- Distribution management, uses all modes of transportation and is the method by which sustainment commanders and staffs move materiel and personnel from an originating point to the point of employment.
- The distribution system extends from ports of debarkation and supply points in the joint security area and extends to the forward line of troops.
- Distribution execution becomes ever more complex and threatened by enemy action as it moves from higher to lower echelons. Leaders must assume they are under constant observation from one or more domains and continuously ensure they are not providing lucrative targets for the enemy to attack.
- In addition to balancing time, distance, and risk trade offs, distribution planners must understand that retrograde of materiel, casualties, and human remains is a significant component of distribution and requires extensive planning and management.
- Well-developed distribution plans, synchronized across all warfighting functions and echelons with redundancy, are critical to ensure all units have the materiel and personnel needed to deliver maximum capability in support of operations.



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Facer: Maritime Environment



Army watercraft are a critical link between maritime strategic lift and land-oriented tactical movements. They must integrate across all Services and multinational partners in a denied, degraded, and contested logistics environment with limited communications. This figure depicts Army watercraft supporting the operational maneuver of Army forces against enemy forces in the corps and division areas of operations.

- Army watercraft are essential for conducting sustained operations in a maritime environment as they are designed to perform missions specifically related to intratheater operational maneuver of combat power and sustainment.
- While the operational framework also applies to the maritime environment, this chapter describes the challenges of planning and operating across varying distances of maritime surface areas and the accompanying sizes of land masses that challenge what constitutes deep, close, and rear operations.
- The maritime environment includes littoral regions within the Arctic. The extreme cold temperatures in the Arctic can slow the pace of sustainment operations and impact personnel. Sustainment leaders must understand the requirements and conduct extensive planning to protect personnel and materiel from the effects of cold weather.
- Sustainment forces must be prepared to operate in a dispersed nature on individual islands. Sustainment leaders must be prepared for the challenges of command and control, supporting joint offensive operations, and sustaining large-scale combat operations in maritime centric scenario.
- This diagram captures Army watercraft systems moving forces and equipment from the joint security area into the division support areas, BSAs, and to division and corps deep areas to conduct operations. It also depicts watercraft supporting movement and maneuver within the corps and division boundaries.
- Logistics over-the-shore operations using vessels, bridging, and causeway systems are conducted in the corps and division boundaries to facilitate operations due to potential threats within the area of operation.
- Command and control of watercraft systems are provided by the harbormaster command and control center from either the division or brigade area of operation.

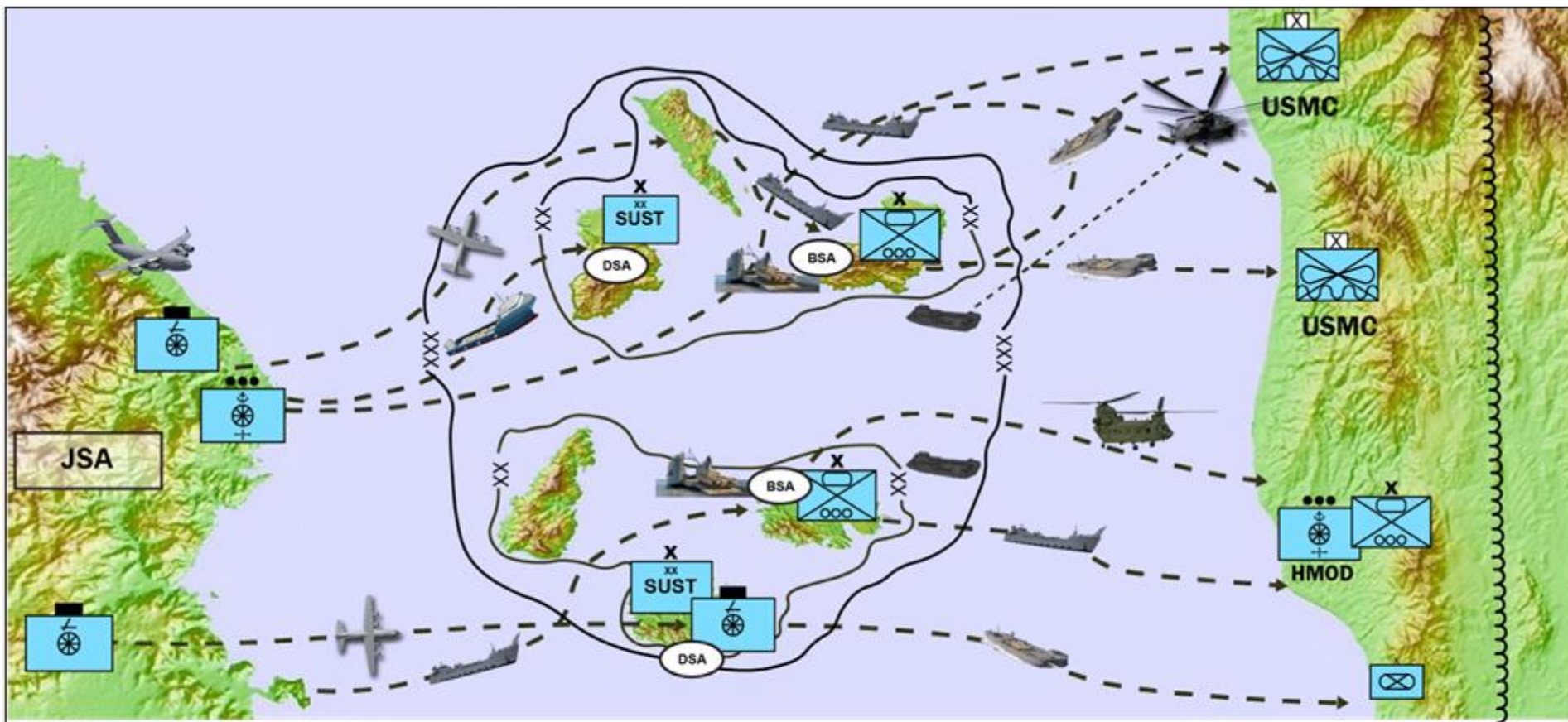


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Sustainment in a Maritime Environment

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Theater Strategic

Operational

Tactical

BSA brigade support area
DSA division support area
HMOD Harbormaster operations detachment

JSA joint support area
USMC United States Marine Corps

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Questions / Discussion



The "Big Bend", Which Gives the Camp its Horseshoe Shape.

Courtesy The Bayonet.



Expanded Brief Version



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FM 4-0, *Sustainment Operations* expanded version brief



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Agenda:

- **FM 4-0 Evolution**
- **Doctrinal Changes**
- **FM 4-0 Logic Chart**
- **Chapter Overview and Detailed Chapter Breakdown Discussion**



Evolution of FM 4-0 Doctrine

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2019

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Doctrinal Changes in FM 4-0



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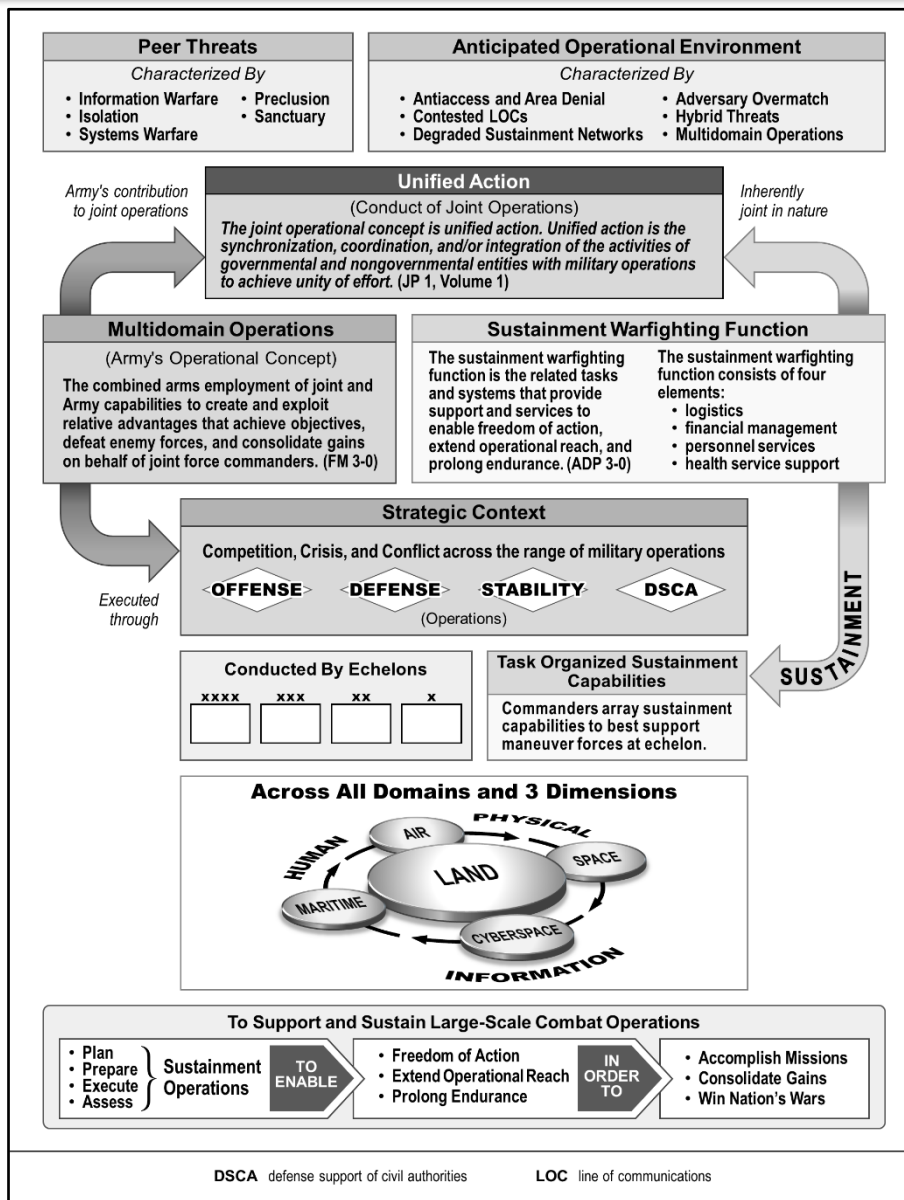


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FM 4-0 Logic Chart



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FM 4-0, *Sustainment Operations* Chapters

- **Chapter 1 Army Sustainment Operations**
- **Chapter 2 Army Sustainment at Echelons**
- **Chapter 3 Sustainment During Competition Below Armed Conflict**
- **Chapter 4 Sustainment During Crisis**
- **Chapter 5 Sustainment During Armed Conflict**
- **Chapter 6 Sustainment Operations in a Maritime Environment**
- **Chapter 7 Leadership and Training for Sustainment Operations**
- **Appendix A Quartermaster Operations**
- **Appendix B Transportation Operations**
- **Appendix C Ordnance Operations**
- **Appendix D Army Sustainment Information Systems**
- **Appendix E LOGSTAT AND PERSTAT Reporting**



Facer CH 1: Army Sustainment Operations

Chapter one describes Army sustainment operations .(Key to note/points):

- Army forces must meet a diverse array of challenges and contribute to national objectives across a wide range of operational categories.
- Illustrates the Army strategic contexts against the range of operational categories. (depicted in the figure at the bottom left)
- The strategic context captures and demonstrates how sustainment elements can be simultaneously engaged in supporting competition in one operational area within the area of responsibility while providing sustainment support to crisis in another operational area and sustainment support to armed conflict in yet another operational area within the area of responsibility.
- Understanding the specific operational environment in each situation is essential to the successful execution of deployment and sustainment operations conducted in support of combatant commanders' objectives. Sustainers mitigate risks identified during operation environment analysis by conducting sustainment preparation of the operational environment. This is captured in the strategic and operational frameworks describe conducting deep, close, rear and support area operations inside the assigned operational area and the sustainment implications to conducting those operations.(depicted in the figure at the bottom right)
- Sustainment forces must be prepared to operate in a contested logistics environment. Peer adversaries possess the capability and capacity to observe, disrupt, delay, and attack U.S. forces, infrastructure, and operations in all domains within the United States, abroad, and while in transit. Sustainment forces must understand that a peer adversary can deploy capabilities that may impact logistics operations during competition. A peer adversary's capability to employ effects across multiple domains can disrupt critical infrastructure at home and locations abroad.
- In a contested logistics environment, distributed sustainment operations are challenged in every domain 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 logistics. **Predictive logistics 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.**
- 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. Sustainment provides the operational commander the freedom of action, extended operational reach, and prolonged endurance necessary to shape operational environments, counter aggression on land during crisis, prevail during large-scale ground combat, and consolidate gains.



Chapter 1 (Army Sustainment Operations)

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- Describes the strategic contexts of **competition**, **crisis**, and **armed conflict**. Continues focus on large-scale combat operations.
- Adds sustainment considerations for **tenets and imperatives**.
- Describes challenges of the **contested logistics environment**.
- Adds definitions for **precision sustainment** and **predictive logistics**.
- Adjust the strategic and operational frameworks to address **assigned operational areas**, in terms of **Deep/Close/Rear** and **Support Area Operations**.

Section I – Overview of Army Sustainment

- Sustainment Warfighting Function
- Principles of Sustainment

Section II – Overview of Army Operations

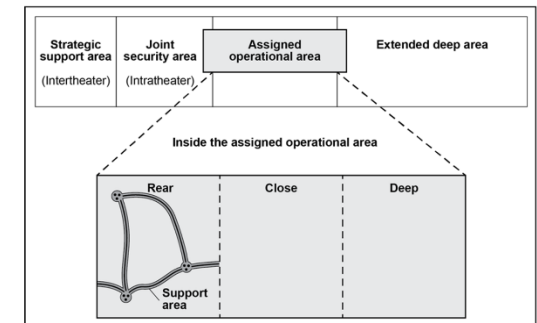
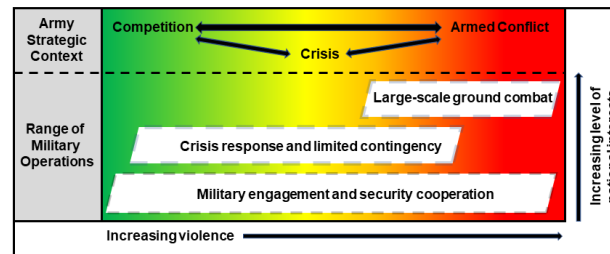
- Army Strategic Contexts
- Large-scale Combat Operations
- Tenets of Operations
- Imperatives

Section III – The Operational Environment

- Contested Logistics Environment
- Logistics Threats
- Contested Logistics Challenges and Planning Considerations

Section IV – Sustainment Support to Multidomain Operations

- Enable Freedom of Action, Extend Operational Reach, and Prolong Endurance
- Authorities and Responsibilities
- Army Title 10 Sustainment Requirements
- Army Executive Agent Responsibilities



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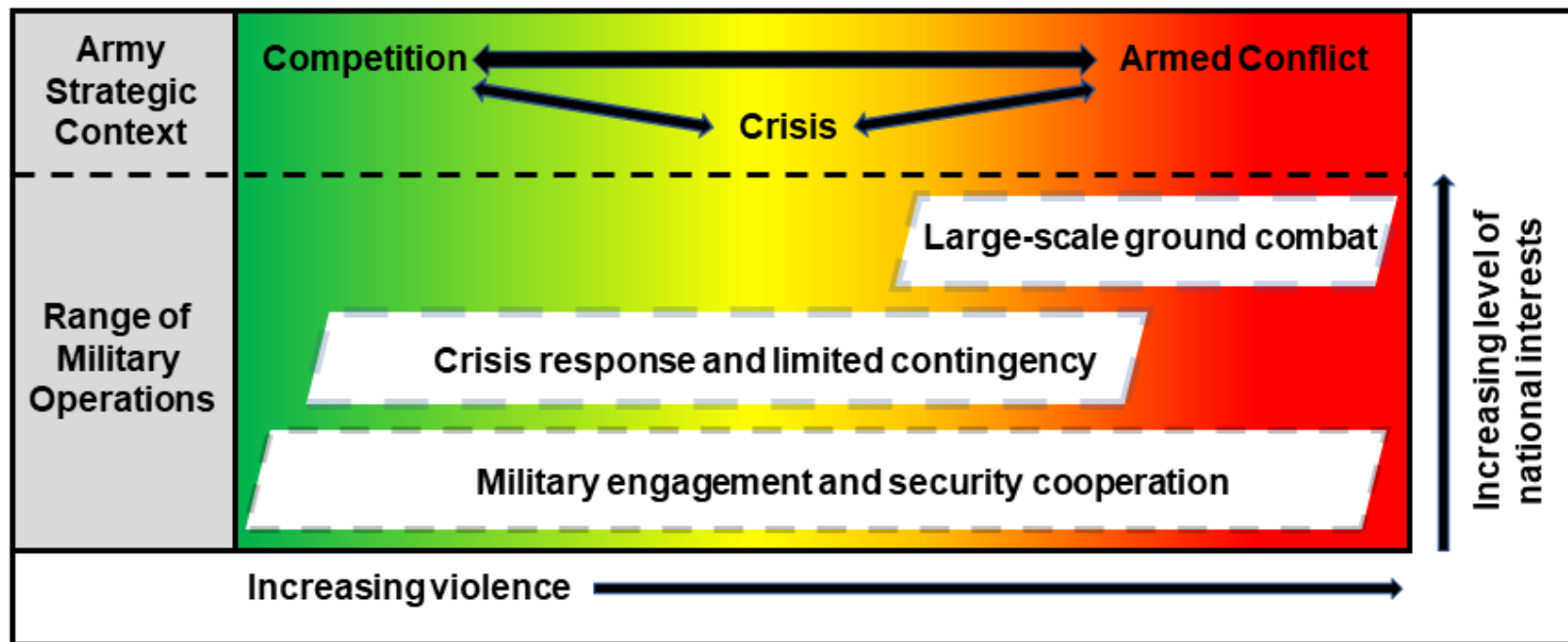
Facer: FM 4-0 Strategic Context



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FM 4-0 Strategic Context

- Army forces must meet a diverse array of challenges and contribute to national objectives across a wide range of operational categories.
- Illustrates the Army strategic contexts against the range of operational categories.





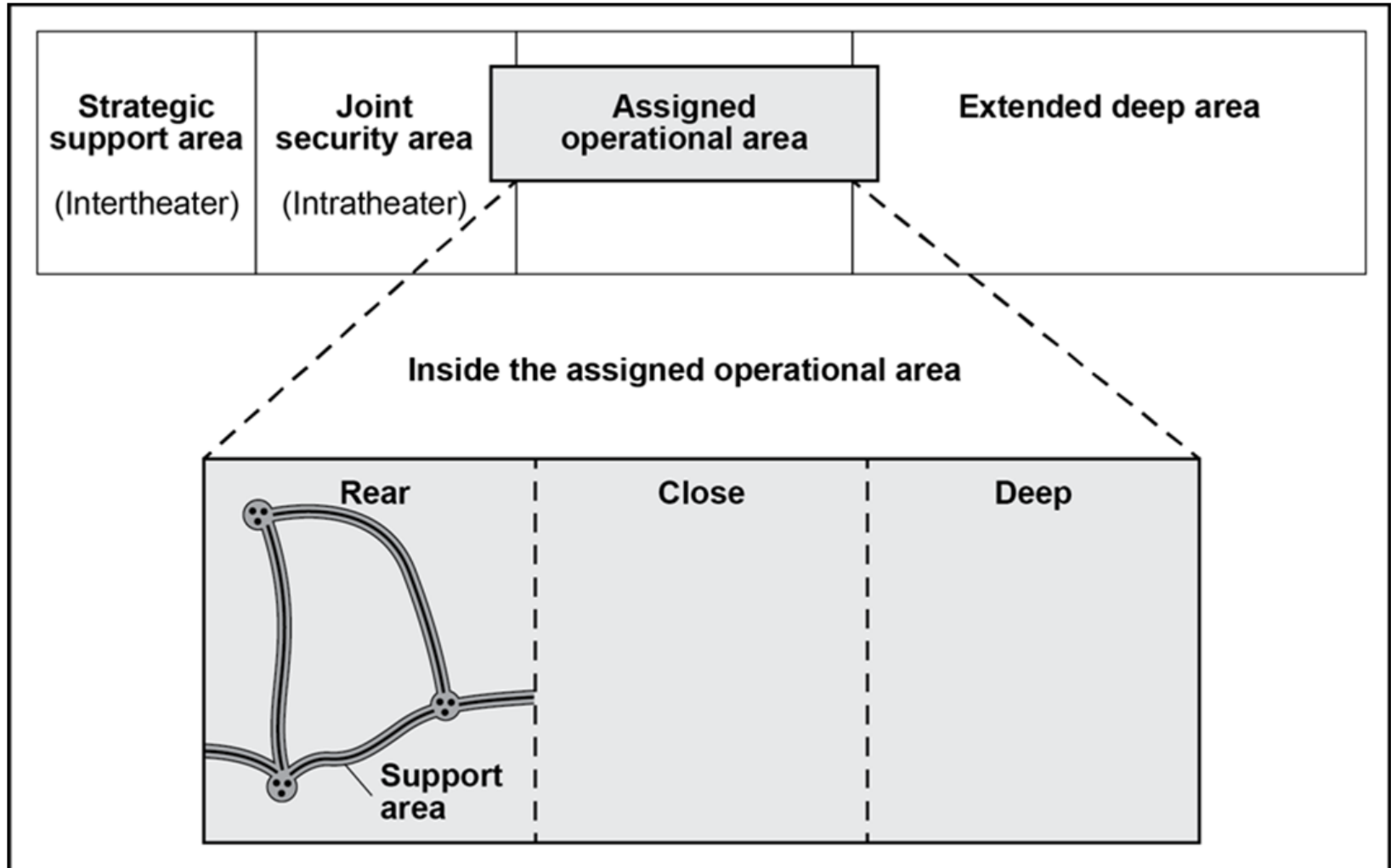
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Facer: The Operational Framework



- Army sustainment enables operations by providing the support required to keep the Army and its unified action partners sustained in operations across the strategic and operational frameworks.
- The strategic framework accounts for factors in the strategic environment and the connection of strategic capabilities to operational and tactical-level operations. The strategic framework includes four areas: strategic support area, joint security area, extended deep area, and assigned operational area.
- The sustainment warfighting function enables freedom of action, extends operational reach, and prolongs endurance needed to conduct and sustain operations across the strategic and operational frameworks.
- The operational framework is a cognitive tool used to assist commanders and staffs in clearly visualizing and describing the application of combat power in time, space, purpose, and resources in the concept of operations. The Army's operational framework consists of assigned operational areas;(area of operations, zone, and sector); deep, close, rear, and support area operations; and main effort, supporting effort, and reserve. Sustainment forces can be found conducting operations throughout the strategic and operational frameworks and across the competition continuum.

FM 4-0 Operational Framework





Facer CH 2: Army Sustainment at Echelon



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Chapter two describes Army sustainment at echelon. (Key to note/points):

- The levels of warfare distinguish four broad overlapping activities: providing national direction and creating national strategy (national strategic); conducting continuous theater campaigning (theater strategic); planning and conducting campaigns and major operations (operational); or planning and executing operations, battles, engagements, and actions (tactical).
- The national strategic level of warfare is the level of warfare at which the U.S. government formulates policy goals and ways to achieve them by synchronizing action across government and unified action partners and employing the instruments of national power. Examples include United States transportation Command, Defense Logistics Agency, United States Army Material Command, Defense Finance and Accounting Service, and the United States Special Operations Command.
- The theater Army is the senior Army headquarters in a combatant commands area or responsibility and serves as the Army service component command for the combatant commander, responsible for executing the combatant commanders daily operational requirements. Theater Army tasks and functions include opening the operational area (for example: joint operational area, area of operations, and theater of operations), serving as a joint task force or joint force land component for crisis response and limited contingency operations and as the primary interface between the Department of the Army, Army commands, and other Army service component commands.
- Each theater Army has an assigned a Theater Sustainment Command for the integration and synchronization of sustainment in an area of responsibility. The theater sustainment command provides Title 10 support of Army forces. The theater sustainment command manages requirements for sustainment and the physical flow of forces, equipment, and cargo/supplies to meet the daily operational requirements of the Army service component command.
- The operational level of warfare is the level of warfare in which campaigns and operations are planned, conducted, and sustained to achieve operational objectives to support achievement of strategic objectives. The field army's role is to serve as the Army forces command of multi-corps in a subordinate area of operations. When the Army is designated as the lead for joint or multinational operations with multiple corps, the field Army can serve as the designated command. The Army service component command maintains control of all Army units in an area of responsibility until such time that control is passed to the field army. An ESC may be attached to a field army to control the integration and synchronization of sustainment to support field army operations.

Support Starts Here!



Facer CH 2: Army Sustainment at Echelon (Cont.)



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Chapter two describes Army sustainment at echelon. (Key to note/points -Continued):

- The corps is the Army's most versatile headquarters. The corps functions as one of the principal integrators of land power into campaigns. When a field army is not present, a corps is the primary link between the operational and tactical levels of war. Each corps has an assigned corps sustainment command (CSC). The corps sustainment command is the corps' command for the integration and synchronization of sustainment in an operational area. The CSC headquarters is normally task-organized with sustainment brigades, a petroleum group, finance center, and movement control battalion. The CSC executes logistics support, human resources (HR), financial management, and distribution management operations at the operational and tactical levels of war.
- The sustainment brigade plans, synchronizes, and executes sustainment operations across the theater Army, field Army and corps. The sustainment brigade is the Army's primary brigade-level sustainment headquarters providing command and control for assigned, attached, and OPCON sustainment units. Sustainment brigades are typically assigned or attached to a theater sustainment command (TSC), expeditionary sustainment command (ESC) and corps sustainment command (CSC). Based on mission requirements, additional sustainment brigades may be attached to a division to augment the assigned Division Sustainment Brigade (DSB) in special situations.
- The combat sustainment support battalion (CSSB) executes logistics operations within the theater Army, corps, and division echelons. CSSBs are normally attached to sustainment brigades and may be attached to division sustainment brigade (DSB) to support division operations based on missions.
- The **division is the Army's principal tactical warfighting formation** during large-scale combat operations. Its primary role is to serve as a tactical headquarters commanding brigades. The division is typically the lowest tactical echelon that employs capabilities from multiple domains to achieve convergence during large-scale combat operations. A division conducts operations in an area of operation assigned by its higher headquarters—normally a corps. The DSB assigned to a division synchronizes and integrates sustainment for the division. It can provide command and control for up to seven battalions with two organic battalions (the division sustainment support battalion (DSSB) and division sustainment troops battalion (DSTB)) and optional capacity for five additional battalions normally task organized CSSBs.
- Determining the optimal command and support relationships between maneuver commanders and sustainment units is critical for both sustainment leaders and those supported. Command and support relationships directly influence the ability to meet maneuver commander requirements.
- Commanders establish support relationships when subordination of one unit to another under a command relationship is inappropriate. Assigning support relationships is one aspect of command and control. Commanders assign a support relationship when: The echelon of the supporting unit is the same as or higher than that of the supported unit. For example, the supporting unit may be a brigade, and the supported unit may be a battalion. It would be inappropriate for the brigade to be subordinated to the battalion; hence, the echelon uses an Army support relationship.



Chapter 2 (Army Sustainment at Echelon)

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- Shifts focus from **organization-based to echelon-based** sustainment tasks, roles and functions by **level of warfare**.
- Added **Theater Strategic** as a fourth distinct **level of warfare**. (national strategic, theater strategic, operational and tactical)
- Defines the **division** as the Army's **principal tactical warfighting formation**.
- Describes **Army Command and Support Relationships**.

SECTION I – Levels of Warfare

SECTION II – Overview of National Strategic Level of Warfare

SECTION III – Overview of Theater Strategic Level of Warfare

- Theater Army
- Theater Sustainment Command

SECTION IV – Overview of Operational Level of Warfare

- Field Army
- Sustainment Brigade
- Combat Sustainment Support Brigade

SECTION V – Overview of Tactical Level of Warfare

- Corps
- Division

SECTION VI – Command and Support Relationships

- Army Command and Support Relationships
- Command and Support Relationships by Echelon

LEVEL OF WARFARE SUSTAINMENT ELEMENTS	National Strategic	Theater Strategic	Operational	Tactical
Logistics	<ul style="list-style-type: none"> Conduct force generation and mobilization Establish the industrial base Execute materiel readiness Conduct force deployment 	<ul style="list-style-type: none"> Establish and operate the theater distribution network Conduct sustainment mission command and control Conduct reception, staging and onward movement Manage host nation support and operational contract support Establish and operate forward and intermediate basing 	<ul style="list-style-type: none"> Conduct maintenance Conduct transportation Conduct supply and resupply Conduct field services Establish and manage operational distribution network Conduct operational contract support Conduct general engineering 	
Financial Management	<ul style="list-style-type: none"> Execute Title 10 functions related to finance 	<ul style="list-style-type: none"> Establish and manage banking operations Establish and conduct central funding operations Establish theater financial management policy Establish and conduct internal control operations Conduct accounting operations Conduct budget distribution and execution 	<ul style="list-style-type: none"> Conduct disbursing operations Conduct payment support Conduct internal controls Conduct budget distribution and execution 	
Personnel Services	<ul style="list-style-type: none"> Execute Title 10 functions related to personnel services (recruit and man) 	<ul style="list-style-type: none"> Establish and manage theater personnel tracking and reporting Manage personnel replacement operations Establish and conduct theater personnel support operations 	<ul style="list-style-type: none"> Conduct personnel tracking and reporting Conduct replacement operations Conduct essential personnel services 	
Health Service Support	<ul style="list-style-type: none"> Execute Title 10 function related to health service support Provide Role 4 hospitalization 	<ul style="list-style-type: none"> Conduct medical command and control Provide health service support to other Services Conduct theater hospitalization Establish and manage theater medical evacuation (to include medical regulation) Execute theater lead agent for medical materiel Serve as the single integrated medical logistics manager 	<ul style="list-style-type: none"> Provide medical treatment Provide hospitalization Conduct medical evacuation Conduct medical logistics Establish and manage area joint blood program 	



Facer: Sustainment Tasks

- This figure provides an overview of selected tasks accomplished at each level of warfare within each element of the sustainment warfighting function. These tasks are collectively linked to support operational objectives and unified action partners to enable freedom of action, extend operational reach, and prolong endurance during operations.
- Sustainment organizations execute a series of tasks, missions, and functions within the sustainment warfighting function that enable the continuous provision of sustainment across the levels of warfare throughout all domains across the competition continuum. To effectively support large-scale combat operations, sustainment leaders must understand the roles, missions, and functions of sustainment forces and the capabilities each provides from the national strategic to the tactical levels of warfare.



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FM 4-0 Sustainment Tasks

LEVEL OF WARFARE SUSTAINMENT ELEMENTS	National Strategic	Theater Strategic	Operational	Tactical
Logistics	<ul style="list-style-type: none"> – Conduct force generation and mobilization – Establish the industrial base – Execute materiel readiness – Conduct force deployment 	<ul style="list-style-type: none"> – Establish and operate the theater distribution network – Conduct sustainment mission command and control – Conduct reception, staging and onward movement – Manage host nation support and operational contract support – Establish and operate forward and intermediate basing 	<ul style="list-style-type: none"> – Conduct maintenance – Conduct transportation – Conduct supply and resupply – Conduct field services – Establish and manage operational distribution network – Conduct operational contract support – Conduct general engineering 	
Financial Management	<ul style="list-style-type: none"> – Execute Title 10 functions related to finance 	<ul style="list-style-type: none"> – Establish and manage banking operations – Establish and conduct central funding operations – Establish theater financial management policy – Establish and conduct internal control operations – Conduct accounting operations – Conduct budget distribution and execution 	<ul style="list-style-type: none"> – Conduct disbursing operations – Conduct payment support – Conduct internal controls – Conduct budget distribution and execution 	
Personnel Services	<ul style="list-style-type: none"> – Execute Title 10 functions related to personnel services (recruit and man) 	<ul style="list-style-type: none"> – Establish and manage theater personnel tracking and reporting – Manage personnel replacement operations – Establish and conduct theater personnel support operations 	<ul style="list-style-type: none"> – Conduct personnel tracking and reporting – Conduct replacement operations – Conduct essential personnel services 	
Health Service Support	<ul style="list-style-type: none"> – Execute Title 10 function related to health service support – Provide Role 4 hospitalization 	<ul style="list-style-type: none"> – Conduct medical command and control – Provide health service support to other Services – Conduct theater hospitalization – Establish and manage theater medical evacuation (to include medical regulation) – Execute theater lead agent for medical materiel – Serve as the single integrated medical logistics manager 	<ul style="list-style-type: none"> – Provide medical treatment – Provide hospitalization – Conduct medical evacuation – Conduct medical logistics – Establish and manage area joint blood program 	



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Facer: Chapter Three: Competition



Chapter three describes sustainment during competition below armed conflict. (Key to note/points):

- Preparation for large-scale combat operations is the primary focus of Army conventional forces during competition. Some of the activities Army forces execute to prepare for armed conflict with sustainment implications include—
 - Setting the theater and conducting reception, staging, onward movement and integration (RSOI).
 - Building allied and partner capabilities and capacity through exercises and training.
- It is critical that sustainers work with other agencies to achieve integrated whole-of-government operations and synchronization of interagency and competition activities.
- Certain conditions must be established in theater during competition at the theater strategic, operational, and tactical levels. These conditions must be in place to enable deployment, employment, sustainment, and redeployment of forces.
- The theater Army integrates land power within theater engagement plans and security cooperation activities. Integrating land power requires the theater Army to train and prepare Army forces for operations and to coordinate training and readiness requirements with Service force providers.
- Though applicable across the range of military operations, Army special operations force (ARSOF) support planning and execution begins during competition below armed conflict. Army special operations forces rely on theater logistics structures to provide common user logistics regardless of command structure.
- Field armies, when assigned, assist the theater Army commander and joint force commanders with building the joint and multinational forces and partner capabilities in competition below armed conflict. They do so by relieving the theater Army from day-to-day command and control of Army forces operating in an area of operations and by executing competition tasks within the overall framework established by the combatant commander and the theater Army.
- Army units at the corps and lower echelons execute shaping tasks and provide the forces for security cooperation in accordance with higher headquarters guidance and directives. If a field Army is not available or activated, the corps is able to assist in limited capacity.



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Facer: Chapter Three: Competition (Cont.)

Chapter three describes sustainment during competition below armed conflict. (Key to note/points-continued):

- Divisions provide trained and ready forces for missions in addition to command and control in support of exercises or training events with the intent to shape the security environment, improve mutual understanding, and interoperability with partners or potential coalition partners based on directives from higher headquarters.
- When regionally aligned, a division with a tailored package of subordinate brigades and other enablers from both Active and Reserve Components can help execute that combatant commander's theater campaign plan.
- The Division Sustainment Brigade synchronizes and integrates sustainment operations for the division which include security cooperation activities and exercises.



Chapter 3 (Sustainment During Competition Below Armed Conflict)



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- Improves shared understanding by aligning **maneuver and mission command** doctrine with sustainment doctrine.
- Describes sustainment **planning considerations by elements** of the sustainment warfighting function.
- Describes sustainment tasks, roles and functions by echelon (**theater Army, field army, corps and division**) to help set conditions in competition.

Section I - Overview of Army operations during competition

- Preparation for Large Scale Combat Operations
- Interagency and competition Activities

Section II- Planning considerations during competition

- Theater Strategic, Operational, and Tactical Competition Activities
- Considerations for Sustainment Functions
- Support to Army Special Operations Forces

Section III - Roles and Responsibilities by Echelon

- Theater Army
- Field Army
- Corps
- Division



Facer: Chapter Four: Crisis



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Chapter four describes sustainment operations during crisis. (Key to note/points):

- A crisis is an incident or situation involving a threat to the United States, its citizens, military forces, or vital interest that develops rapidly and creates a condition of such diplomatic, economic, or military importance that commitment of military forces and resources is contemplated to achieve national objectives (JP 3-0). A crisis may be the result of adversary actions or indicators of imminent action, or it may be the result of natural or human disasters
- When directed, the Army provides a joint force commander with capabilities to help deter further provocation and sufficient combat power to maintain or re-establish conventional deterrence.
- Sustainment operations during crisis requires a force array tailored to the type of operation, geographic location, permissiveness of the environment, threat, and a host of other considerations determined during the planning phase.
- Force projection is particularly important during crisis, as Army forces may have an unknown amount of time to shape a developing situation. Given the fluid nature of a crisis, force projection may continue well after a crisis has transitioned to armed conflict.
- The military supports unified action partners during crisis by providing flexible deterrent and response options. Sustainment forces support these operations by improving infrastructure and executing reception, staging, onward movement, and integration operations.
- The outcomes of sustainment preparation of the operational environment are informed operational plans and time phased force deployment data. The planning and preparation data also aids in identifying capabilities and capacities needed to successfully transition from crisis to operations in support of armed conflict or back to a state of competition.
- Refinement of sustainment plans, logistics estimates, casualty estimates, and replacement estimates is a continuous process and essential to mission success and risk reduction. Sustainment planners continue to conduct detailed analysis and assessment to update support requirements and availability of resources based on the ever-changing operational environment .
- The theater Army is often designated as the lead for reception, staging, onward movement, and integration operations for arriving forces. The theater sustainment command is responsible for executing reception, staging, onward movement, and integration operations for the theater Army.
- During crisis, a division may deploy to initially conduct defensive, security, and stability tasks in support of joint operations. The primary role of a division during crisis is to demonstrate credible coercive force as a combined arms formation.



Chapter 4 (Sustainment Operations During Crisis)



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- Describes and illustrates **sustainment preparations** based on adversary actions or natural/human disasters.
- Depicts **sustainment integration & synchronization** planning and estimations to support opening a theater (RSOI)
- Describes sustainment **tasks, roles, and functions by echelon** (TSC, ESC/CSC, DSB) focused on force projection and building combat power.

Section I – Overview Of Army Operations During Crisis

- Army Support to the Joint Force During Crisis
- Force Projection

Section II – Overview of Sustainment Activities During Crisis

- Refining Plans and Developing Estimates
- Logistics Estimation
- Casualty Estimation and Replacement Requirements
- Army Health System Support During Crisis
- Medical Planning Tools

Section III – Roles and Responsibilities by Echelon

- Theater Army
- Corps
- Division



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Facer: Chapter Five: Armed Conflict

Chapter five describes sustainment during armed conflict. (Key to note/points):

- Large-scale combat occurs normally within the framework of a larger joint campaign. An Army headquarters may often be designated to form the base of a joint force headquarters. These operations typically entail high tempo, high resource consumption, and high casualty rates.
- The Army supports the joint force by providing the capabilities and capacity to apply sustained combined arms land power through movement, close combat, and fires at whatever scale is necessary to defeat enemies on land. Divisions and corps are the formations central to the conduct of large-scale combat operations, as they are organized, trained, and equipped to support operations that enable subordinate success during close combat.
- Large-scale combat operations demand a sustainment system at the right place and time that can move and distribute a tremendous volume of supplies, personnel, and equipment. Successful sustainment operations strike a balance between protecting sustainment capabilities and providing responsive support in the execution of deep, close, and rear operations. A well-planned and executed logistics operation permits the flexibility and endurance in the application of combat power.
- Enabling operations set the friendly conditions required for most operations. Examples of enabling operations are reconnaissance, security, troop movement, relief in place, passage of lines, countermobility, and mobility. While sustainment supports all enabling operations, troop movement and combined arms mobility require the most sustainment support.
- Sustainment forces are under persistent visual surveillance by enemy space and other capabilities. Sustainment forces and individuals are in constant electromagnetic contact with adversaries who persistently probe and disrupt individual, group, and Army capabilities dependent on space and cyberspace domains. Army forces are subject to adversary influence through disinformation campaigns targeting Soldiers and their families and friends through social media and other platforms.
- Logistics, financial management, personnel services, and HSS require coordination and synchronization at every stage of the planning process. Integrating and synchronizing sustainment functions and systems helps produce required effects at the speed, volume, velocity, and lethality of large-scale combat operations.



Facer Chapter Five: Armed Conflict (Cont)



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Chapter five describes sustainment during armed conflict. (Key to note/points - continued):

- Rear operations are tactical actions behind major subordinate maneuver forces that facilitate movement, extend operational reach, and maintain desired tempo (FM 3-0). This includes continuity of sustainment and command and control. Rear operations support close and deep operations. Support area operations are a critical part of rear operations. Support area operations are the tactical actions securing lines of communications, bases, and base clusters that enable an echelon's sustainment and command and control (FM 3-0).
- Sustainment planning is both a continuous and a cyclical activity within the operations process. For sustainment planning, the most important factors are requirements, capabilities, and shortfalls. Planning considerations must encompass all warfighting functions to ensure the plan is integrated across all functions and domains.
- **DEFENSE** There are three types of defensive operations: area defense, mobile defense, and retrograde. The ultimate purpose of the defense is to create conditions for a counteroffensive whereby it allows Army forces to regain the initiative.
 - Sustainment functions are planned and executed to support defensive operations and build combat power to prepare for future offensive operations. The exact type and extent of support operations and the organizations executing them will vary by echelon based on the support requirement.
 - Sustainment commanders and staffs plan for increased requirements in Class IV, V, VIII, and IX items to support the defensive effort and build Class III (bulk and package) and Class V stocks to prepare to transition to offensive operations. Sustainment planners anticipate where the greatest need might occur during operations and consider pre-positioning sustainment stocks far forward to reduce response times for critical support
 - Retrograde is a type of defensive operation that involves organized movement away from the enemy (ADP 3-90). The sustainment commander prevents unnecessary supplies from accumulating in areas that will be abandoned. All echelons of sustainment must have contingency plans to ensure an uninterrupted flow of support to the maneuver units tactically employed in defensive combat while at the same time displacing and/or preparing to displace the supporting unit.



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Facer Chapter Five: Armed Conflict (Cont)

Chapter five describes sustainment during armed conflict. (Key to note/points – continued):

- **OFFENSE** There are four types of offensive operations: movement to contact, attack, exploitation, and pursuit. These operations enable commanders to impose their will on the enemy and deprive the enemy of resources, seize decisive terrain, deceive or divert the enemy, develop intelligence, or hold an enemy position.
- Sustainment commanders and their staffs are critical in planning and preparing to support offensive operations. Sustainment determines the depth, duration, and endurance of Army operations and plays a key role in enabling a successful attack.
- Sustaining the offense is a high-intensity operation. Sustainment commanders and staffs must plan for increased requirements in Class III (B), VIII, and IX and personnel replacements to sustain the pace and tempo of operations. Planners also consider alternative methods for delivering sustainment in emergencies. Extended LOCs require analysis of how to best emplace forward sustainment elements to support the commander.
- Sustainment units synchronize with maneuver units to ensure security of support and rear areas. Corps and division headquarters must plan to keep command posts operating, sustainment capabilities functional, respective LOCs open, and supply stocks at an acceptable level. The conduct of noncontiguous operations increases the difficulty of these tasks, as does the lack of friendly host-nation security forces.
- The fluidity and rapid tempo of operations pose challenges when planning for the area security of support and rear areas. If the corps or division is to maintain the initiative and combat power necessary for the successful performance of offensive operations, the continued forward movement of units and sustainment support is critical. Sustainment personnel must also plan and prepare for supporting consolidation of gains and security of the support area. Sustainment assets must be mobile and able to move with advancing maneuver forces.
- Army forces conclude armed conflict by establishing conditions that are favorable to the United States on the ground. Army forces support these conditions throughout armed conflict by consolidating gains and prosecuting operations with the desired end state in mind. As hostilities end, stability tasks dominate operations with the purpose of transitioning responsibilities to legitimate authorities in a secure environment.

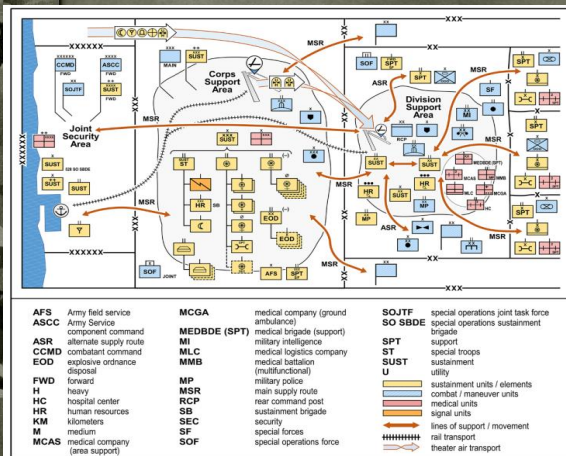


Chapter 5 (Sustainment Operations During Armed Conflict)



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- Places emphasis on conducting armed conflict and **sustaining large-scale combat operations**.
- Emphasizes the importance of the **distribution network** during large-scale combat operations
- Describes sustainment of defensive and offensive operations and addresses **fundamental principles of sustainment** during the defense and offense.



Section I – Armed Conflict and Large-scale Combat Operations

- Operating as part of the joint force
- Conducting large-scale combat operations
- Sustaining large-scale combat operations
- Sustaining enabling operations
- Sustaining troop movements/
- Sustaining mobility
- Enemy threat considerations for sustainment forces
- Sustainment planning considerations/Mission Analysis
- Sustainment synchronization
- Rear Operations

Section II – Sustainment of Defensive Operations

- Overview of sustaining defensive operations
- Sustainment fundamentals for defensive operations
- Planning considerations for the defense
- Defensive operational framework considerations

Section III – Sustainment of Offensive Operations

- Overview of sustaining offensive operations
- Planning considerations for the offense
- Sustainment during offensive operations
- Operational framework considerations

Support Starts Here!



Facer: Distribution Network

- Distribution management, uses all modes of transportation and is the method by which sustainment commanders and staffs move materiel and personnel from an originating point to the point of employment.
- The distribution system extends from ports of debarkation and supply points in the joint security area and extends to the forward line of troops.
- Distribution execution becomes ever more complex and threatened by enemy action as it moves from higher to lower echelons. Leaders must assume they are under constant observation from one or more domains and continuously ensure they are not providing lucrative targets for the enemy to attack.
- In addition to balancing time, distance, and risk trade offs, distribution planners must understand that retrograde of materiel, casualties, and human remains is a significant component of distribution and requires extensive planning and management.
- Well-developed distribution plans, synchronized across all warfighting functions and echelons with redundancy, are critical to ensure all units have the materiel and personnel needed for maximum capability

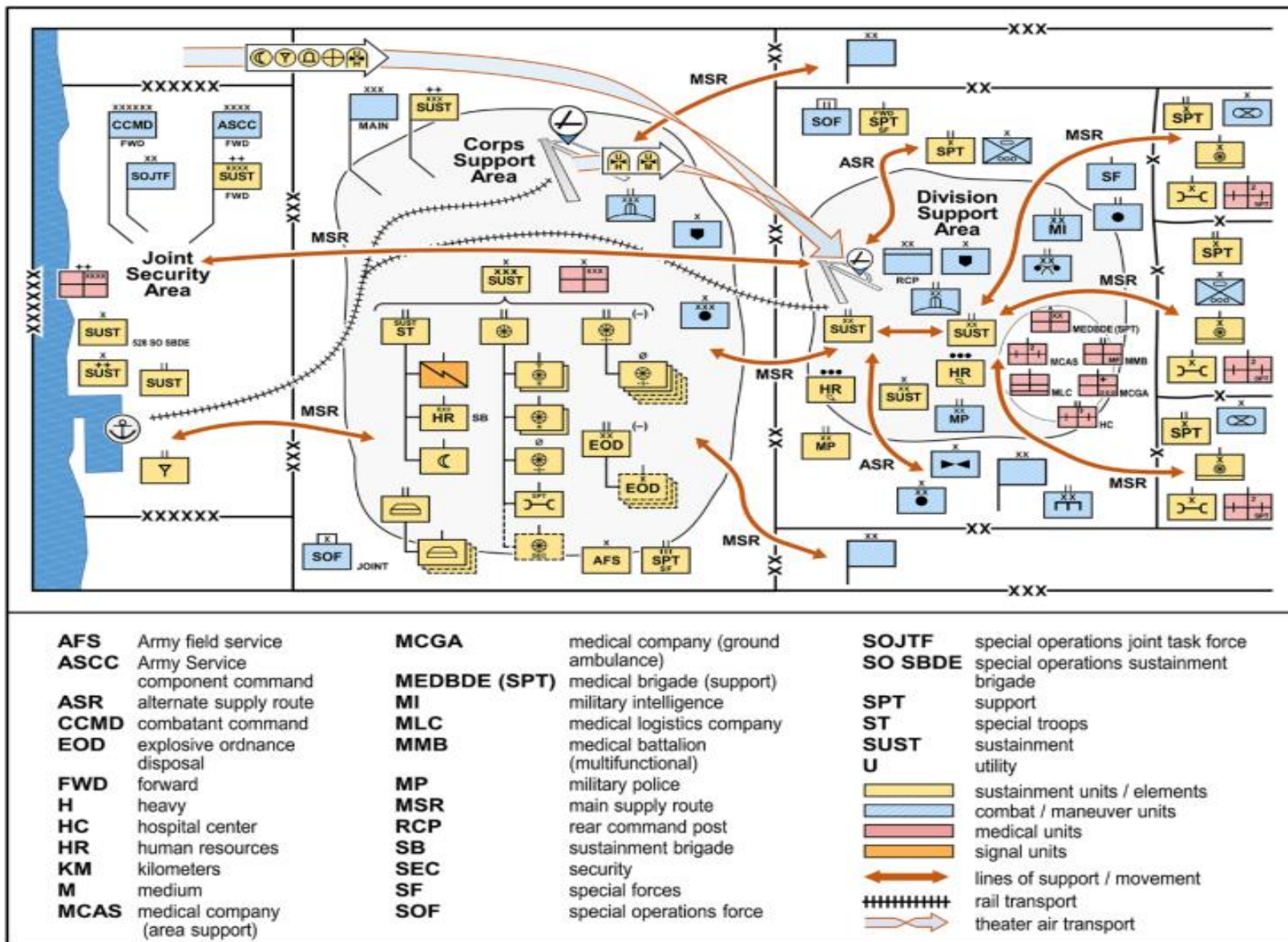


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FM 4-0 Distribution Network



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Facer Chapter 6: Maritime Environment



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- While the operational framework also applies to the maritime environment, this chapter describes the challenges of planning and operating across varying distances of maritime surface areas and the accompanying sizes of land masses that challenge what constitutes deep, close, and rear operations.
- The maritime domain is the oceans, seas, seabed, bays, estuaries, islands, coastal areas, rivers and littorals and the airspace above and the water below (JP 3-32). Successful movement and maneuver between the oceans, seas, bays, estuaries, islands, and coastal areas will require support of joint, allied, and multinational partners.
- The maritime environment contains various land mass sizes and islands within the maritime environment can have varying terrain (beach to mountains) and environmental conditions that range from jungle to Arctic conditions. Occupying any land mass or island may provide a position of relative advantage by either force. Leaders must account for extended distances when providing materiel and services to allied and friendly forces as the operational distances may reduce or slow support operations and provide opportunities for counteraction by adversaries.
- The littoral region comprises two segments of the OE: seaward and landward. The seaward segment is the area from the open ocean to the shore, which must be controlled to support operations ashore. The landward segment is the area inland from the shore that can be supported and defended directly from the sea. (JP 3-32).
- The maritime environment includes littoral regions within the Arctic. The warming of the Arctic has led to longer windows of reduced ice conditions over a larger area. Long-term trends indicate a more consistently navigable Arctic, potentially affecting the mobility of Army and threat forces during armed conflict. The loss or change of sea ice can open new waterways and increase transit through the region. Operations in the Arctic region must account for drastic environment conditions and extremes in temperatures that create their own challenges.
- Maritime planning requires considerations not always present in other environments or domains. These considerations include planning for deployment of Army watercraft and actions to counter enemy threats to successfully operate in the maritime environment. Consultation with maritime subject matter experts and control of the air and land domains is key to generating, applying, and sustaining combat power in an assigned operational area.
- Army watercraft support CCDR requirements by maintaining the desired flow of forces, cargo, and sustainment into a theater in a maritime environment. Army watercraft expand the CCDR's ability to move and maneuver through the maritime environment by enabling and sustaining operations through fixed, degraded, and austere ports and inland waterways, including the use of logistics over-the-shore operations using vessels, bridging, and causeway systems are used to conduct operations.



Chapter 6 (Sustainment Operations in a Maritime Environment)

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- Describes the **operational framework in a maritime environment**
- Addresses sustainment support in **maritime environments** in a contested logistics environment.
- Describes Army Watercraft supporting **movement and maneuver of forces**.
- Addresses maritime operational **challenges in the Arctic region** that pose a threat to international partnerships and alliances.

Section I – Maritime Environment Overview

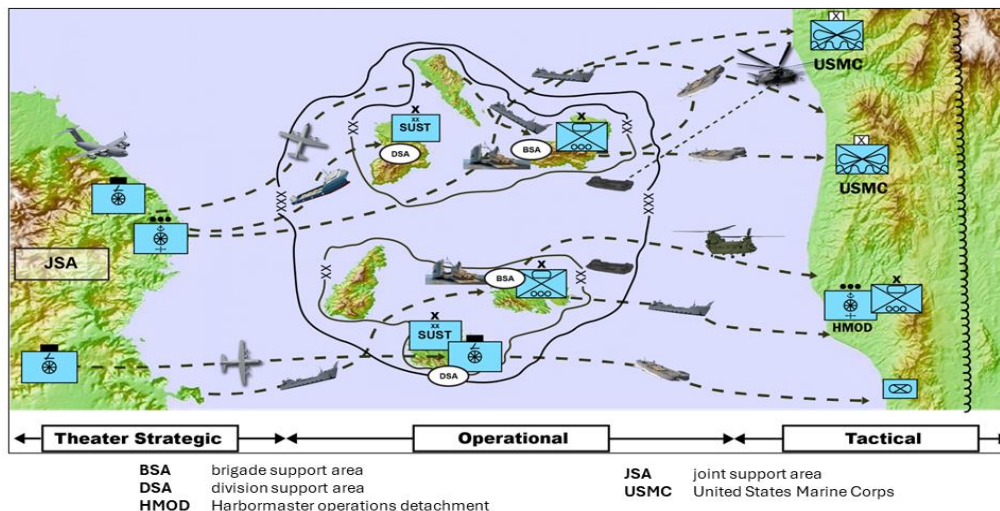
- Characteristics of the maritime environment
- Planning considerations for the maritime environment
- The operational framework in a maritime environment

Section II – Sustainment Considerations for the Maritime Environment

- Maritime command and control
- Support of joint offensive operations
- Sustaining large-scale combat operations in a maritime environment

Section III – Army Watercraft Operations

- Notional Army watercraft operations in the Corps area
- Notional riverine operations



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Facer Maritime Environment

- **Army watercraft are a critical link between maritime strategic lift and land-oriented tactical movements. They must integrate across all Services and multinational partners in a denied, degraded, and contested logistics environment with limited communications. This figure depicts Army watercraft supporting the operational maneuver of Army forces against enemy forces in the corps and division areas of operations.**
- **Sustainment forces must be prepared to operate in a dispersed nature on individual islands. Sustainment leaders must be prepared for the challenges of command and control, supporting joint offensive operations, and sustaining large-scale combat operations in maritime centric scenario.**
- **Captured in the diagram are Army watercraft systems moving forces and equipment from the joint security area into the division support areas, BSAs, and to division and corps deep areas to conduct operations. It also depicts watercraft supporting movement and maneuver within the corps and division boundaries.**
- **Logistics over-the-shore operations using vessels, bridging, and causeway systems are conducted in the corps and division boundaries to facilitate operations due to potential threats within the area of operation.**
- **Command and control of watercraft systems are provided by the harbormaster command and control center from either the division or brigade area of operation.**

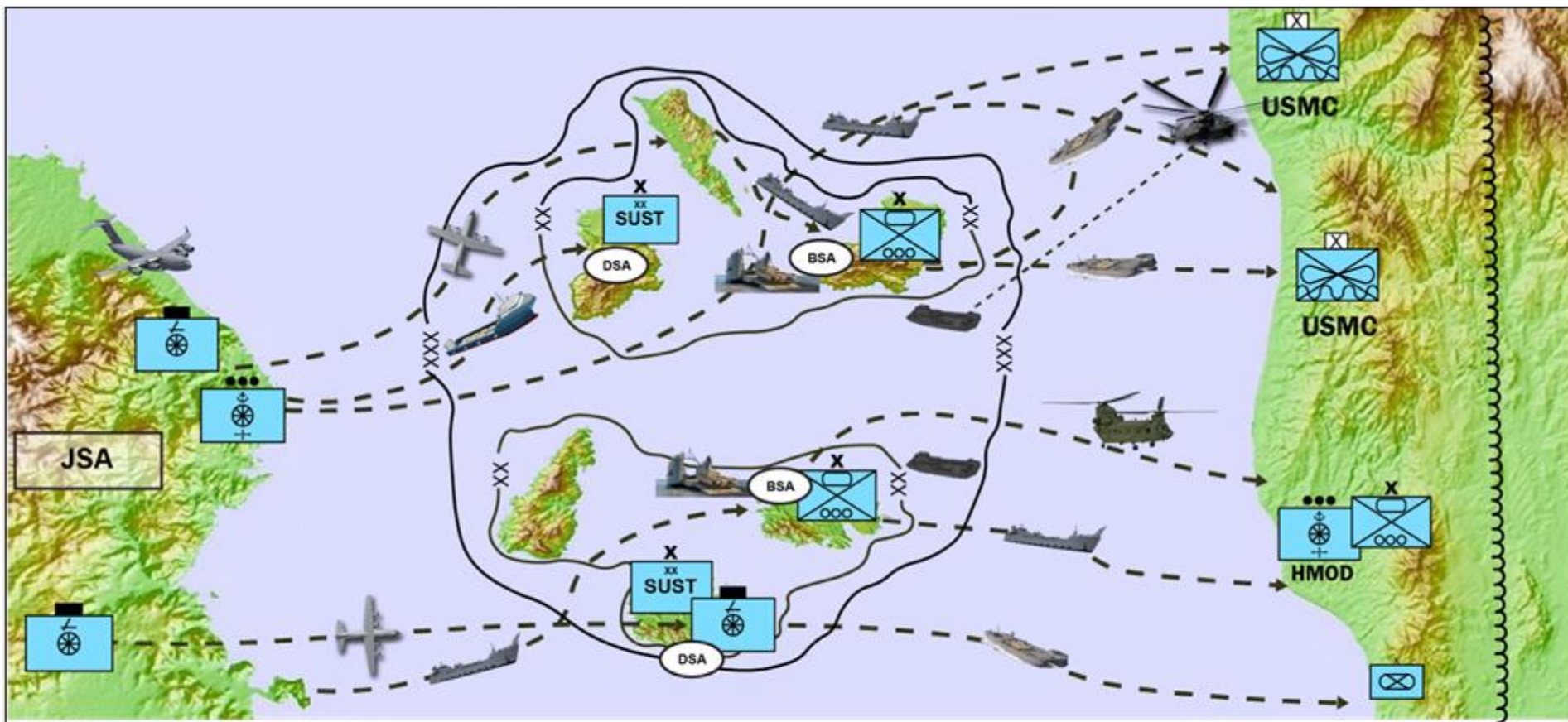


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Sustainment in a Maritime Environment

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Theater Strategic

Operational

Tactical

BSA brigade support area
DSA division support area
HMOD Harbormaster operations detachment

JSA joint support area
USMC United States Marine Corps

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Facer Chapter Seven: Leadership



Chapter seven describes Leadership (Key to note/points):

- Successful support of large-scale combat operations requires Army sustainers who are technically and tactically proficient, adaptive, and innovative. Sustainers must possess the ability to lead, plan, and support global readiness in complex contested operational environments.
- Using the operations process ensures that sustainment commanders drive the detailed planning necessary to understand, visualize, and describe the operational environment. It also allows commanders to make critical decisions to direct, lead, and assess synchronized and integrated operations nested in maneuver plans.
- Planning is continuous. During preparation and execution, sustainment commanders are required to assess and continually update and refine orders as the tactical situation and operational environment changes. Sustainment commanders use preparation to move from planning to execution of operations. Sustainment commanders and their staffs must continually assess the effectiveness of support and adjust as necessary. Sustainment commanders must also understand the importance of assessing operations in other domains to anticipate and prevent issues that could impede operations.
- Training on tactics, techniques, and procedures to avoid or withstand hostile actions or environmental conditions is critical to ensuring the survivability of sustainment units in support of Army operations. Sustainment units must be equipped, structured, trained, and prepared to execute these tasks to ensure units can complete sustainment missions.
- To increase survivability, sustainment units must focus training on defense of the support area, cover and concealment, aggressive reconnaissance and security operations, selection of terrain that masks sustainment formations visually and electronically, electromagnetic protection and emissions control measures, and dispersion
- The likelihood of enemy massed long-range fires increases during large-scale combat operations, particularly against command and control, sustainment nodes, and critical infrastructure. To survive and operate against massed long-range fires and in contaminated environments, commanders must plan for establishing base cluster operations to create dispersion. Leaders only concentrate forces when necessary and balance the survivability benefits of dispersion with the negative impact dispersion has on mission effectiveness.
- This sustainment competency involves two aspects:
 - (1) Integrating the varied sustainment functions and Integrating sustainment formations across the Active Army, Army Reserve, Army National Guard, and Army Civilian workforce. Sustainers need to understand the various sustainment functions and be able to integrate them to create a holistic sustainment plan.
 - (2) Sustainers must also understand other components and partners capabilities and establish partnerships to effectively integrate them to provide optimal support to the force. Integrated training exercises can increase understanding of sustainment functions and foster relationships that increase understanding of capabilities between components. Commanders do not train sustainment units in isolation. Sustainment units do not operate independently, but as part of a larger force. Commanders must integrate and synchronize the employment of sustainment capabilities with the rest of the force to maximize combat power.



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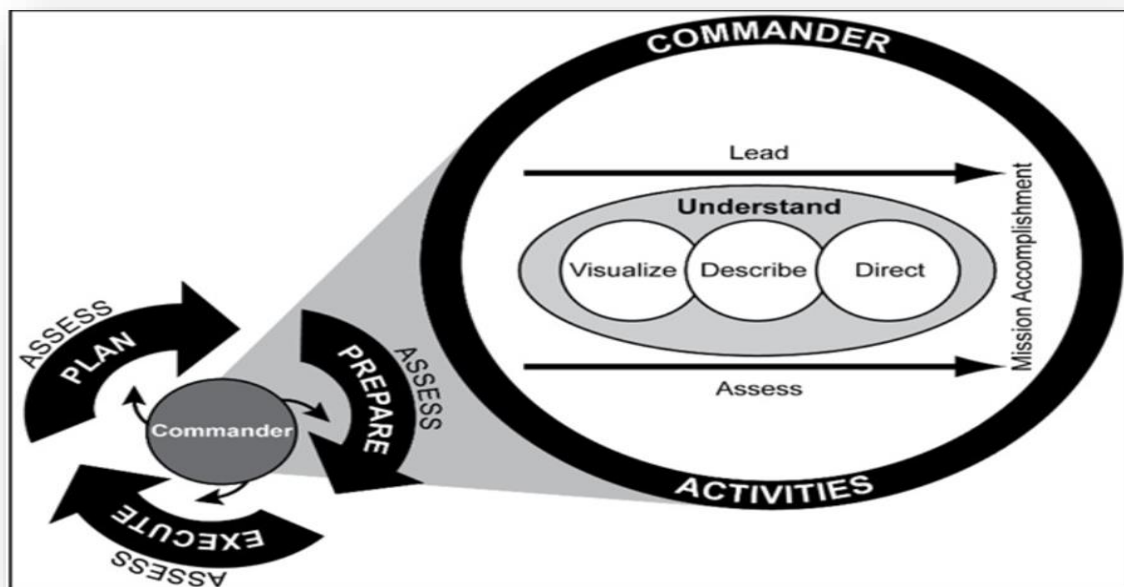
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Chapter 7 (Leadership and Training for Sustainment Operations)



- Describes **sustainment leadership** during operations.
- Describes the sustainment commander's role and importance in **driving the operational process** and the use the **art of command**.
- Discusses sustainment **leader training** and the importance of adapting, training formations, and **developing leaders**.

- The operations process (plan, prepare, execute, assess)
- Sustainment commander's role in the operations process
- Sustainment commander and operational art
- Adapting sustainment formations for missions and transitions
- Training considerations for sustainment units
- Sustainment leader development
- Planning considerations for sustainment leaders



Unclassified

Support Starts Here!



Appendices

Appendix A (Quartermaster Operations) describes quartermaster operations and functions.

Appendix B (Transportation Operations) describes transportation operations and functions.

Appendix C (Ordnance Operations) describes ordnance operations and functions.

Appendix D (Army Sustainment Information Systems) discusses the Army sustainment information systems and the importance of linking them to command-and-control systems.

Appendix E (LOGSTAT and PERSTAT Reporting) provides logistics status report and personnel status report.

Appendix F (Sustainment Symbols) describes the sustainment symbols within FM 4-0.



Questions / Discussion



The "Big Bend", Which Gives the Camp its Horseshoe Shape.

Courtesy The Bayonet.