The release of Field Manual (FM) 4-0 Sustainment represents the doctrinal transformation supporting the modular force. It is the Army’s keystone document for sustainment in support of full spectrum operations and serves as the basis from which other sustainment doctrine is developed. This new edition of FM 4-0 discusses the warfighting function of sustainment introduced in FM 3-0 Operations. Sustainment is defined as the provision of logistics (the science of planning and carrying out the movement and maintenance of forces), personnel services (human resource support, religious support, financial management, legal support and band support) and health service support (all support and services performed and arranged by the Army Medical Department to promote, improve, conserve, or restore the mental and physical well-being of personnel in the Army) necessary to maintain forces until mission accomplishment. FM 4-0 describes how sustainment builds and maintains combat power, supports strategic and operational reach, and ensures that Army forces have the readiness and endurance for sustained land operations.
FM 4-0 is a departure from the previous edition, *Combat Service Support*. The Army removed the terms *combat arms*, *combat support*, and *combat service support* from its lexicon with the publication of FM 3-0 in 2008. Included under the sustainment warfighting function is support to internment/resettlement and detainee operations. Explosive ordnance disposal, although under a sustainment component, is executed as a function of protection.

FM 4-0 introduces the eight principles of sustainment that guide commanders in the operations process—in planning, preparing, executing and assessing sustainment operations. The eight principles are: integration, anticipation, responsiveness, simplicity, economy, survivability, continuity and improvisation. Integration is considered to be the critical principle because it joins and synchronizes all of the elements of sustainment (tasks, functions, systems, processes and organizations) with operations, ensuring unity of purpose and effort.

**Maintaining Army Readiness**

FM 4-0 highlights the generating force’s contributions toward maintaining Army readiness and building combat power. Army generating-force organizations (formerly known as the institutional Army) provide the essential requirements to Army forces in preparation for full spectrum operations; their primary mission is to build and sustain operating-force capabilities for employment by joint force commanders. Generating forces maintain the Army’s readiness by staffing highly skilled and trained soldiers and leaders; providing materiel (supplies and equipment); maintaining soldier and family readiness (medical, legal and religious support); and sustaining full spectrum operations. These activities are specified and implied in Title 10 of the U.S. Code. Generating-force organizations—such as Army Materiel Command (AMC), Medical Command and Human Resources Command—play pivotal roles in building and maintaining combat power; Training and Doctrine Command’s schools and centers are responsible for training professional soldiers dedicated to providing logistics, personnel services and health service support to the Army.

The increasingly interconnected global environment allows generating forces to apply their sustainment capabilities directly within the joint operational environment. Army Sustainment Command, a subordinate command of AMC, is a principal generating-force organization that works in close coordination with national sustainment and distribution organizations, including the Defense Logistics Agency, U.S. Transportation Command and theater sustainment commands.

FM 4-0 emphasizes the joint, interdependent nature of sustainment. Joint interdependence is the purposeful reliance by one service’s forces on another service’s capabilities in order to maximize the complementary and reinforcing effects of both. The mutual reliance on a service’s sustainment capabilities enables effective utilization of constrained resources. For example, the Army provides common user logistics support to other ground forces as either the wartime executive agency or under the combatant commander’s directive authority for logistics.

**Building Combat Power**

Operating-force sustainment organizations maintain combat power. The primary mission of operating forces is to conduct and sustain combat operations. By law, operating forces are assigned to combatant commanders.

The theater sustainment commands integrate and execute support across the operational and tactical levels with reach to national providers. They also provide human resource support and financial management. The expeditionary sustainment command controls and commands sustainment operations as specified under a mission, enemy, troops, terrain, time and civil considerations-driven command-and-control relationship with the theater sustainment command.

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The modular medical command (deployment support) serves as the senior medical headquarters in a theater. It provides medical support to Army and joint forces.

At the tactical level, each brigade combat team has an organic brigade-support battalion organized to support the brigade. This multifunctional sustainment organization provides logistics and medical support to its brigade combat team.

FM 4-0 discusses command and control from a sustainment commander’s perspective. Linked to FM 3-0, it covers the art of battle command. The manual provides insights into how sustainment commanders, from their unique supporting role, utilize a host of tools and processes to understand, visualize, describe and direct sustainment forces. They must have an understanding and knowledge of the interrelated sustainment activities throughout the operational environment. They must visualize the employment of sustainment capabilities at their disposal and then describe and direct how those capabilities support operations.

Sustainment is controlled from the strategic to tactical level. It requires a collaborative network of information systems that provide commanders with situational awareness. FM 4-0 covers the role of the sustainment warfighting staff in headquarters elements.

The staff is responsible for integrating sustainment within the operations process, ensuring unity of effort. Sustainment commands oversee distribution management via a network of information systems that enable commanders to make crucial decisions at critical points in order to direct support where and when it’s needed.
Reach and Endurance

Integrating sustainment with the operations process is vital for ensuring unity of effort. FM 4-0 addresses planning, preparing, executing and assessing sustainment operations. The manual introduces the concept of sustainment preparation of the operational environment, which is the analysis conducted by staffs at every level to assess infrastructure, environmental factors and/or available resources within the operational environment. This analysis helps commanders determine the availability of host-nation and contract sources to support Army forces. It also identifies potential hazards that may require planning adjustments; the web-based operations logistics planner is a source for logistics and other sustainment planning data.

Preparation for sustainment begins long before commencement of operations. FM 4-0 emphasizes the importance of preparation to ensure successful mission accomplishment. The negotiation of host-nation support and agreements is pivotal to the preparation process. For instance, through negotiations and agreements, sustainment planners can potentially minimize the amount of materiel deployed to the operational area if those capabilities can be provided by the host nation. Another important preparation tool is operational contracting to acquire support that would otherwise necessitate additional military presence. Army prepositioned stocks are essential for the projection of forces, reducing deployment times and ensuring operational reach. They support deploying and deployed forces until lines of communication can be established and operational aerial ports and seaports are available. One of the missions of the modular sustainment brigade is to facilitate theater opening in preparation for force deployment.

Sustainment builds combat power and gives Army forces their reach and endurance. Endurance stems from the ability to maintain, protect and sustain forces regardless of how far away they are deployed, how austere the environment or how long landpower is required. Endurance is enabled by an Army distribution system that provides forces with continuous sustainment.

The distribution system is inherently linked and supported by joint partners and generating-force organizations and is facilitated by a contracting system that supports the capacity to move personnel and materiel throughout the theater.

Also addressed in FM 4-0 is another aspect of endurance—the ability of forces to reconstitute in theater. Reconstitution is generally performed when it is necessary to bring a unit back to combat effectiveness in order to minimize the loss of operational tempo.

Operational reach is paramount for commanders to achieve their desired end state. Forces must possess the necessary operational reach to establish and maintain conditions that define success. Commanders and staffs increase operational reach through deliberate, focused operational design and the necessary sustainment to facilitate endurance. Finally, FM 4-0 addresses the roles of intermediate staging bases and forward operating bases, which serve as locales from which forces are projected or supported.

Field Manual 4-0 Sustainment covers the critical role sustainment plays in supporting Army forces. Sustainment builds combat power and is integrated with the operations process and supports full spectrum operations.

From a broad perspective, FM 4-0 codifies the doctrine for Army generating-force organizations, which play pivotal roles in building and maintaining Army readiness and combat power. Modular operating-force sustainment organizations maintain combat power and give Army forces their reach and endurance. FM 4-0 will serve the Army well for years to come.