A
fter a decade of sustained conflict, the U.S.
military must reposition itself to engage a world
that has substantially changed since the terror-
ist attacks of 2001. With the conclusion of the Iraq war
and a target of 2014 to withdraw from Afghanistan, the
U.S. military is focusing on reshaping its force structure
and preventing conflicts in other parts of the world, most
notably the Far East. The Army must adapt to meet these
evolving requirements.

In 2011, Chairman of the Joint Chiefs of Staff General
Martin E. Dempsey (then Chief of Staff of the Army) out-
lined his vision for the Army of 2020. With “Army 2020,”
he launched an initiative to transition the Army to address
the security challenges for 2020 and beyond. Changes in
the structure of the brigade combat team (BCT), its equip-
ment, and training are at the heart of Army 2020. Opera-
tionally, the Army of 2020 will be characterized by the
redeployment of the force to a continental United States
environment while remaining expeditionary in nature and
postured to deploy rapidly and win.

Sustainment 2020 Initiatives

The sustainment community has a number of initiatives
to develop and implement the Army of 2020 Sustainment
Strategy. This article highlights three ongoing key initia-
tives: sustainment force structure proposals, the rewrite of
Department of the Army Pamphlet (DA PAM) 600–3, and
the Global Logistics Concept effort.

Sustainment Force Structure

We are redesigning our combat sustainment support
battalions (CSSBs) to support pending changes within the
BCT designs. The Army 2020 concept is making several
changes to the BCT, and our sustainment strategy will
likewise evolve. In an era of diminishing resources, and
in order to meet the active force end-strength reduction,
logistics capabilities may be shifted to echelons above
brigade (EAB) in order to balance the BCTs. Capabilities
such as water purification, some bulk fuel distribution and
storage, and troop movement may migrate to EAB, either
in part or completely. These proposed “pass-backs” create
tactical-level sustainment gaps that must be addressed
while offering an opportunity to provide these capabilities
in a more efficient manner.

The Combined Arms Support Command’s Force De-
velopment Division is analyzing the pass-backs, conduct-
ing gap analyses, and reviewing lessons learned from
the past 10 years of war to ensure sustainment forces are
postured to support Army 2020. A key aspect centers on
habitually aligning selected logistics capabilities with 3
corps-aligned CSSBs and 10 division-aligned CSSBs
in the active force and 8 division-aligned CSSBs in the
Army National Guard. Each CSSB would be designed
with the same core capabilities—supply, fuel, water,
transportation, and maintenance—to support units located
in a corps or division.

Using area support, CSSBs would simultaneously sup-
port BCTs and division or corps EAB units. This provides
agility and economies of force to meet the sustainment
requirements of units on the battlefield without comprom-
mising the responsiveness or effectiveness of support.
In addition to supporting the tactical fight, this approach
improves home-station operations by dedicating support
assets to major installations and providing a capability set
at home station.

We are also addressing other sustainment gaps, includ-
ing the lack of forward support companies in the Stryker
BCTs, duplication of effort in the brigade support bat-
talion of the fires brigade, a need for standard human
resources companies in each sustainment brigade, and a
lack of habitual relationships between sustainment units
and supported units.

The goal is to make most of these changes transparent
to the warfighter. By making these organizational and
support relationship changes to the current sustainment
formations and operating principles, the Army leverages
efficiency and flexibility while providing the same—and
in some cases, better—support to the maneuver force.
These changes are pre-decisional at this point but have
the full support of the Training and Doctrine Command
(TRADOC) and Army Headquarters staffs.

DA PAM 600–3

As we navigate our way forward to 2020 and beyond,
we are rewriting DA PAM 600–3 to provide our logistics
officers with a roadmap to guide their careers. We’ve
learned from 11 years of war that our logistics warriors
must continue to be tactical experts and have detailed
knowledge of the entire sustainment operational environ-
ment, which includes operations and strategic formations
as well as the industrial base. Understanding these orga-
nizations, capabilities, and limitations requires a different
way of thinking about how we develop our logisticians
in support of Army 2020.

Once officers complete their developmental require-
ments, they will be encouraged to pursue broadening
assignments. These assignments challenge officers mentally and, in many cases, place them outside of their comfort zone to develop adaptive leaders with critical thinking skills. Officers compete for, or are assigned to, broadening experiences as senior captains, majors, and lieutenant colonels. They are encouraged to compete for normative broadening assignments through advanced civilian schooling, training with industry, fellowships, internships, theater logistics planning, red teaming, and the like.

Broadening is linked to talent management, which incorporates, recognizes, develops, and manages each officer’s unique skills. Our leaders are expected to identify talents and mentor officers to pursue broadening opportunities in appropriate areas.

The new DA PAM 600–3 will ensure officers know the correct path to gain the training, education, and experiences they need to lead and implement the Army of 2020 Sustainment Strategy. It will also ensure that senior leaders have the information they need to mentor and produce the type of officers needed for 2020 and beyond.

**Global Logistics Concept**

The Army Materiel Command, the Forces Command, TRADOC, Army Special Operations Forces (ARSOF), and others are working a collaborative effort on the Army 2020 Global Logistics Concept (GLC). The purpose of the GLC is to assess the future operational environment in order to identify doctrine, organization, training, materiel, leadership and education, personnel, and facilities solutions for recognized gaps.

The GLC addresses gaps in five areas: industrial base capability and capacity to meet emerging requirements, unity of effort to optimize support for forces from home station through contingency operations, better integration of ARSOF, integration of the Army into joint logistics capabilities and vice versa, and rapid integration of ready Reserve component (RC) sustainment units in support of future Army requirements.

The GLC sustainment white paper takes a critical look at the gaps listed above and other issues that affect sustainment organizations at all levels. It also outlines a strategy for how the Army can better work with industry, strategic, and joint partners to provide effective and synchronized sustainment for the next conflict.

The sustainment white paper is the prelude to the next Army Functional Concept for Sustainment. The functional concept will allow the TRADOC force modernization processes to fully analyze and understand the impacts on sustainment in the future while identifying sustainment capabilities for Army 2020. Those processes will pave the way for implementing changes to ensure sustainment is postured, prepared, and ready to meet the uncertainties of tomorrow that will allow us to prevent, shape, and win in support of unified land operations.

As sustaining, we have performed tremendously over the last 11 years, but we cannot rest on our laurels. There is work to be done. Collectively, as a logistics community, we are working the sustainment strategy very hard. I am confident that the sustainment strategy that we are developing and employing will yield the dividends to support and sustain our great Army.

I look forward to our continued dialogue in future articles, as we address the details of the Army of 2020 Sustainment Strategy. Future articles will include discussions of professional credentialing programs, skills-based training, Global Combat Support System–Army, force structure changes, leader development, ARSOF integration, joint logistics capabilities, and RC integration, just to name a few. As we further develop our concept, we will leave no doubt that the sustainment community remains laser-focused on supporting the warfighter.

Major General Larry D. Wyche is the commanding general of the Combined Arms Support Command and Sustainment Center of Excellence at Fort Lee, Virginia.

Dear Sustainers,

I have the privilege of serving as Chairman of the Board of Directors for Army Sustainment, our preeminent professional journal.

Over the next several issues of the journal, I will be sharing, in close coordination with Army Materiel Command, Forces Command, and other stakeholders, a series of articles that detail how the sustainment community is putting the pieces in place for a holistic approach to developing a comprehensive sustainment strategy in support of Army 2020.

As we work to tackle these sustainment challenges and opportunities, I encourage your input, discussion, and even debate. As part of the Army’s sustainment think tank and premier learning institution, Army Sustainment is an appropriate vehicle in which to carry on the discussions that affect our community and Army.

You, along with leaders at all levels, have the knowledge and experience necessary to help us advance and adapt. I encourage you not only to read Army Sustainment but also to submit your ideas, thoughts, and suggestions for how we can do things better.

Support Starts Here!

LARRY WYCHE
Major General, U.S. Army
Commanding