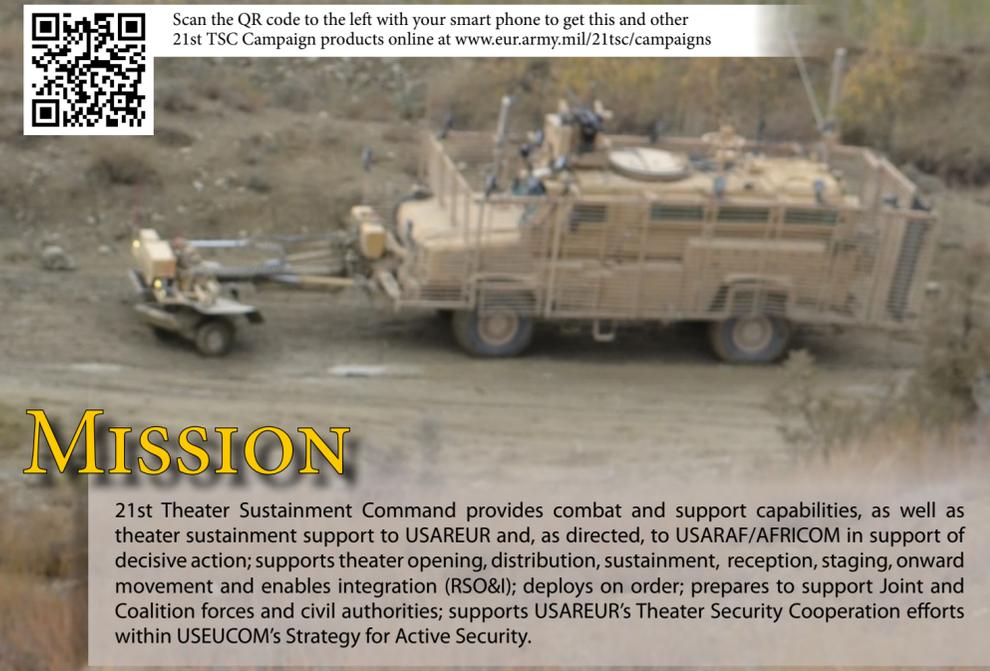




“Our Army is the Nation’s force of decisive action, a relevant and highly effective force for a wide range of missions. Trust is the bedrock of our honored profession—trust between each other, trust between Soldiers and leaders, trust between Soldiers and their Families and the Army, and trust with the American people. I am honored to serve in the ranks of the great men and women who willingly serve our country.”

—GEN Raymond T. Odierno
Chief of Staff of the Army



MISSION

21st Theater Sustainment Command provides combat and support capabilities, as well as theater sustainment support to USAREUR and, as directed, to USARAF/AFRICOM in support of decisive action; supports theater opening, distribution, sustainment, reception, staging, onward movement and enables integration (RSO&I); deploys on order; prepares to support Joint and Coalition forces and civil authorities; supports USAREUR’s Theater Security Cooperation efforts within USEUCOM’s Strategy for Active Security.

COMMANDING GENERAL’S PRIORITIES

- Instill the Profession of Arms into everything we do
- Train and Prepare Units for Unified Land Operations against Future Threats
- Develop Leaders and Soldiers of Character and Competence
- Maximize Opportunities to Instruct and Share Lessons Learned with Partner Nations during multi-national Training Events and Partnership Activities
- Ensure the Right Mission Command Structure is in place to Accomplish the Mission and Care for Soldiers, Civilians and Families
- Complete transformation Actions to Set the 21st Stance and Ensure it is Postured to Accomplish Our Mission
- Continuously Seek Efficiency Opportunities
- Aggressively Execute Measures to Reverse Current Suicide and Sexual Assault/ Harassment Trends
- Ensure we are Utilizing all Available Resources and Programs to ID and Care for our Wounded Soldiers

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CAMPAIGN PLAN

COMMANDING GENERAL’S VISION

The Department of Defense, the Department of the Army and USAREUR are all undergoing a significant transformation, and this encompasses much more than simply force structure changes. We are transitioning from a period that largely dealt with known environs and requirements, to one that is far less defined. One that poses risk across the range of military operations, from cyber to COIN and stability operations to major campaigns.

To be ready for these future challenges, we must get back to fundamentals and build on that foundation. This entails refocusing our efforts on basic Soldier skills and collective tasks, and developing trained and ready leaders capable of adapting to unknown requirements.

We must give our Soldiers and leaders the training and educational underpinnings that will allow them to make tough decisions in austere conditions. We must have the right force structure in place to not only provide the needed capabilities to execute future missions but also has the required mission command configuration. Our formations must have the ability to rapidly tailor themselves and operate independently of their higher headquarters. We will also have the best equipment available to our Soldiers, maintained at the highest states of readiness. They deserve no less.

This vision, in conjunction with this campaign plan, provides my intent on how to meet these challenges throughout the 21st TSC in the coming years in order to become a premier organization comprised of capable and adaptable professionals providing a full range of sustainment and support to Combatant Commanders, U.S. Allies and Partners; guaranteeing operational reach, freedom of action and endurance to enable decisive action in unified land operations in order to achieve tactical, operational, and strategic outcomes in complex and unstable worldwide environments.

We must give our Soldiers and leaders the training and educational underpinnings that will allow them to make tough decisions under austere conditions.

—MG Aundre F. Piggee
Commanding General





CAMPAIGN OBJECTIVES

EFFECTIVE SUPPORT NETWORKS — EFFECTIVE AND ENHANCED PARTNERSHIPS — RESPONSIVE AND ADAPTIVE ORGANIZATIONS — CAPABLE UNITS & SYNCHRONIZED STRATEGIC / OPERATIONAL SUPPORT

DEVELOP A USAREUR STANDARDS-CENTRIC COMMUNITY

BUILD STRONG LEADERS, SOLDIERS, FAMILIES, CIVILIANS AND COMMUNITIES

Establish and Implement Robust Retention Programs Promote Mental, Physical and Spiritual Fitness Develop and Maintain Installation Partnerships Execute Safety and Risk Reduction Programs

STRENGTHEN ALLIANCES AND BUILD PARTNER CAPACITY

SUPPORT THEATER SECURITY COOPERATION

Participate in and support Security Cooperation Enhance Partner Capabilities Facilitate Access with Allies and Partners Support USAREUR Strategic Communications

PLAN, TRAIN AND EXECUTE UNIFIED LAND OPERATIONS

PREPARE FOR DECISIVE ACTION

Develop Trained and Ready Leaders Conduct Realistic, Effective and Multi-Echelon Training Activities Leverage Training Resources Protect the Force Conduct and Support Current & Future Operations

MAN, EQUIP, SUSTAIN AND SHAPE THE FORCE FOR EMPLOYMENT BY MULTIPLE COMBATANT COMMANDS

MAN, EQUIP, SUSTAIN AND SHAPE THE FORCE

Maintain Individual and Unit Readiness Efficiently Manage Resources Proactively Support Transformation Actions Provide Sustainment Support from the Strategic to Tactical Level

21ST THEATER SUSTAINMENT COMMAND

7th CSC 16th SB 18th EN 18th MP TLSC-E 405th AFSB 409th CSB

21ST TSC BE'S

Competent. Committed. Proud. Demanding. Calm.
Caring. Confident. Complete. Fair. Loyal.
Punctual. Proactive. Flexible.
Team Player. Safe!!

COMBAT

- Warrior Ethos.
- Every Operation = A Combat Operation.
- Protect the Force.
- Uphold 10/20 Standards.
- Think Risk Management.
- Maintain Discipline and Safety.
- Use the Buddy System.
- Fitness: Mental, Physical and Spiritual.

SOLDIERING

- Anticipate, Analyze, Respond.
- Make every day better.
- Keep the Boss informed.
- Values-based Unit — Character Counts.
- Give timely and honest counselings.
- Personal & Professional Development.
- Military courtesy is everyone's duty.
- Strong and Ready Rear Detachment and Family Readiness Group.

First, our Army must **PREVENT** conflict. Prevention requires a credible force with sufficient capacity, readiness and modernization. Our ability and will to win any fight cannot be open to challenge. As part of a joint force, we must be clear that we can fight and win across the full spectrum of conflict. That means realistic training, expert leaders, modern equipment, and quality Soldiers. Prevention is achieved by convincing your potential opponents that armed conflict with your force would be extremely unwise. Our land forces must continue to be a credible force around the globe.

Second, our Army must help **SHAPE** the international environment so our friends are enabled and our enemies contained. We do that by engaging with our partners, fostering mutual understanding through military-to-military contacts, and helping partners build the capacity to defend themselves. This is an investment in the future, and an investment we cannot afford to forego. It is cultivating friends before you need them, being a reliable, consistent, and respectful partner.

Finally, we must be ready to **WIN** decisively and dominantly. If we do not, we pay the price in American lives. When MacArthur said, "In war there is no substitute for victory," he was making a plain statement of fact. Nothing else can approach what is achieved by winning, and the consequences of losing at war are usually catastrophic. With so much at stake, the American people will expect what they have always expected of us: to never lightly enter into such a terrible endeavor, but once there to win and win decisively.

—GEN Raymond T. Odierno
Chief of Staff of the Army

DISCIPLINED SOLDIERS – FIRST IN SUPPORT

THE 21ST THEATER SUSTAINMENT COMMAND'S CAMPAIGN PLAN ALIGNS WITH THE U.S. ARMY EUROPE'S LOES AND THE ARMY VISION OF PREVENT, SHAPE AND WIN