

A silhouette of a soldier in profile, facing right, holding an assault rifle. The background is a textured, golden-brown map of Europe. The overall color scheme is monochromatic, using shades of gold and brown.

STRONG SOLDIERS, STRONG TEAMS

**UNITED STATES
ARMY EUROPE**

**CAMPAIGN PLAN
2012-2014**



STRENGTH IN TRANSITION



HEIDELBERG
1945-2012



WIESBADEN
2012-



DEPARTMENT OF THE ARMY
UNITED STATES ARMY EUROPE
UNIT 29351
APO AE 09014-9351
DEC 20 2011

The purpose of this document is to describe what we do as an organization and provide a vision for our success. USAREUR prepares Soldiers and units, builds partnerships, reassures allies, and deters adversaries. We provide forces and participate in a range of operations with multiple Combatant Commands and adapt to a constantly changing security and resource environment.

USAREUR supports the U.S. National Security Strategy, U.S. European Command Strategy for Active Security and the Army Strategic Planning Guidance by achieving four campaign objectives:

- A Professional Force
- Capable and Committed Partners
- Strategic Stance
- Strong Communities

To accomplish USAREUR's campaign objectives we've focused our efforts and resources along four Lines of Effort (LOE):

- Plan, Train, and Execute Unified Land Operations
- Strengthen Alliances and Build Partner Capacity
- Man, Equip, Sustain, and Shape the Force for Employment by Multiple COCOMs
- Develop a USAREUR Standards-Centric Community

USAREUR is committed to a joint, interagency, intergovernmental, multi-national approach to *prevailing* in war and *preventing* future conflict. We *prepare* ourselves and assist our partnered forces for operations while *preserving* those forces for future contingencies. We do so while promoting the well-being of our Soldiers, Civilians, and Families.

The United States Army and our European partners are transforming at a rapid pace. This Campaign Plan describes *our vision for success* – embracing change while winning today's wars, preparing for future conflicts, sustaining and strengthening partnerships, and supporting the communities that support the force.

Strong Soldiers, Strong Teams!


MARK P. HERTLING
Lieutenant General, U.S. Army
Commanding

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OVERVIEW



U.S. ARMY EUROPE'S MISSION AND ORGANIZATION HAVE CHANGED SIGNIFICANTLY over the past seven decades. A little over twenty years ago, USAREUR had nearly a quarter-million Soldiers prepared to fight World War III. As the Cold War ended, USAREUR began the 21st century as a force of 63,000 Soldiers. After ten years of war and further transformation, there are approximately 40,000 Soldiers stationed throughout Europe. USAREUR has transformed from an enormous occupation and stability force arrayed against the former Soviet Union to a smaller, balanced force that routinely



America's strategic forward enabler

USAREUR has the force structure, equipment, training, and sustainability to prevail in current operations and deter future security challenges. USAREUR is a balanced force with a Corps headquarters, a Training Command, a mix of brigade combat teams, a combat aviation brigade, and key theater enablers: a theater sustainment command, a military intelligence brigade, a theater network command, a medical command, and an Army air and missile defense command. As an operational level headquarters, USAREUR maintains a trained and ready Contingency Command Post capable of providing direct mission command of limited-scale contingency operations.

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conducts multinational engagements and operations around the globe. As an Army Service Component Command, USAREUR is America's strategic forward enabler, providing forces and participating in operations with multiple Combatant Commands, while adapting to a constantly changing resource and security environment. Whether the conflict is an ongoing one like Afghanistan or a completely unforeseen one like Libya, USAREUR forces are an ocean closer to a number of likely future areas of instability. The capability to operate and deploy from robust, mature infrastructure in Europe means American decision-makers can project forces more quickly and efficiently to the Levant, the Middle East, Central Asia, North Africa, Europe and most of sub-Saharan Africa than from Stateside. USAREUR is tailored to train, deploy and support USEUCOM missions and U.S. national objectives from Spain to Russia, Denmark to Azerbaijan, and Israel. Moreover, we also routinely support USAFRICOM, USCENTCOM, USTRANSCOM, USSTRATCOM, USSOCOM and USCYBERCOM.

Europe is home to America's most likely and capable coalition partners, and USAREUR plays an indispensable role in strengthening these partnerships through military cooperation-building expeditionary partners that can deploy and fight together. USAREUR's current force posture—a Corps headquarters, an optimum combination of heavy, airborne, and advanced Stryker capabilities, combat aviation, and theater enablers—enables us to shape the military transformation of, and maintain interoperability with our Allies and partners through training, exercises and education. Our support to NATO transformation provides a framework to build future coalitions. USAREUR forces are among the best-prepared in



Unit locations

Currently stationed in Heidelberg, Germany, USAREUR headquarters moves to Wiesbaden by the end of Fiscal Year 13 to reduce operational costs, eliminate redundant facilities, improve mission command of theater units, and increase force protection. Other stationing decisions include consolidating units on six IMCOM-Europe enduring community complexes: Ansbach, Grafenwoehr, Kaiserslautern, and Wiesbaden, Germany; Vicenza, Italy; and Chievres, Belgium.



OVERVIEW

the Army because they routinely train with the same multinational partners they will operate alongside of downrange. Additionally, the facilities of the Joint Multinational Training Command—the only one of the three Combat Training Centers located overseas—offers a world-class gunnery complex, cutting-edge live, virtual, and constructive simulations, and realistic boots-on-the-ground maneuver areas. Our forward presence provides engagement opportunities with European militaries that cannot be duplicated by periodic stateside force rotations.

Less tangible, but just as vital, is USAREUR's role in maintaining security and stability in USEUCOM's large area of responsibility. U.S. Army forces in Europe help deter potential aggressors in Eurasia, the Levant, and surrounding areas by signaling America's commitment to our Allies and our unwavering commitment to Article 5 of the NATO treaty. American military presence plays an indispensable role in keeping Allies focused on a wide array of common hybrid threats including: conventional forces, cyber attacks, instability from historical grievances, organized crime, human and drug trafficking, and ballistic missiles. Transnational terrorism remains one of the greatest threats. Within the parameters of U.S. and European laws and treaties, we work to ensure our partners have the training, tools and information they need to keep U.S. and European citizens safe from the threat of terrorist attacks.

A GENERATION AFTER THE END OF THE COLD WAR, FORWARD-BASED FORCES IN EUROPE continue to adapt and promote enduring U.S. interests in this part of the world: increasing our strategic reach, maintaining strategic partnership with Europe in a post-ISAF environment, addressing an array of common hybrid threats and maintaining regional security and stability. USAREUR serves an important and concrete role in furthering these national interests at a fraction of its former size and in an increasingly resource constrained environment.



Multinational training briefing
NATO School, Oberammergau, Germany



Conference of European Armies

U.S. Army Chief of Staff Gen. Raymond Odierno (front row, center) and USAREUR Commanding General Lt. Gen. Mark Hertling (right of Odierno) meet with chiefs of European land forces.

COMMANDING GENERAL PRIORITIES



Train the Force in Unified Land Operations against Hybrid Threats



Build Partnerships and Conduct Theater Security Cooperation Events



Inculcate The Profession of Arms -- Values and Discipline



Improve Fiscal Responsibility and Supply/Equipment Accountability



Support USEUCOM, USAFRICOM, USCENTCOM, USSOCOM, USTRANSCOM, USCYBERCOM and USSTRATCOM with Executive Agent Responsibility and Support to Other Services

Contribute to Countering Transnational Threats; Appropriately Communicate Intelligence to Allies



Develop Leaders Capable of Meeting Current and Future National Security Challenges



Increase Effectiveness of External Strategic Communication



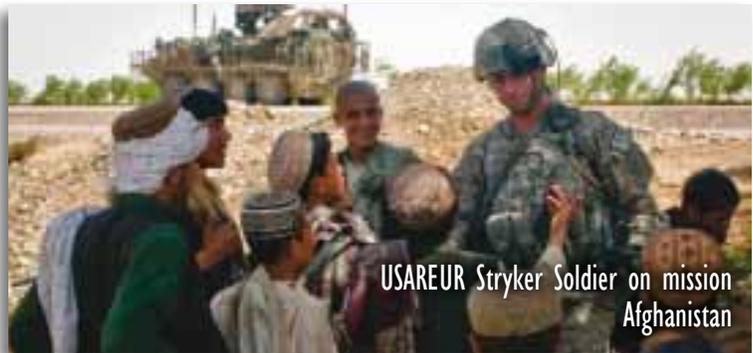


MISSION

U.S. Army Europe trains and leads Army forces in support of U.S. European Command and Headquarters, Department of the Army by:

1

Training and preparing full-spectrum capable forces for global employment.



USAREUR Stryker Soldier on mission
Afghanistan

2

Strengthening alliances and building partner capability and capacity.



U.S. and Croatian forces medical evacuation training
Exercise Immediate Response Slunj, Croatia

3

Providing Army Service Component Command and Title 10 U.S.C. support.



Operations Center
Exercise Guardian Shield

4

Continually seeking to improve the readiness and quality of life of Soldiers, Army Families and Civilian workforce.



Issue discussion
Army Family Action Plan conference Kaiserslautern, Germany

CAMPAIGN OBJECTIVES



STRONG SOLDIERS, STRONG TEAMS

A Professional Force: USAREUR is a force where values, fitness, and discipline are the core of a healthy lifestyle. These include: increasing individual and unit discipline, strengthening families, building stronger teams and retaining quality Soldiers and Civilians.



USAREUR team members reaffirm their oaths of service
Operation Solemn Promise

STRENGTH OF THE NATION

Strategic Stance: USAREUR sets strategic conditions through the forward stationing of our assigned forces and multinational partnerships. With the assistance of our host nation partners, USAREUR's stance increases the U.S. strategic reach, and provides trained and ready forces to support multiple Combatant Commands. USAREUR ensures stewardship and the efficient and effective use of resources, by guiding transformation, eliminating redundancies, and focusing our formations on needs rather than wants.



U.S.-German squad training
Grafenwoehr Training Area



CAMPAIGN OBJECTIVES



USAREUR and Romanian forces on combined mission
Zabul Province, Afghanistan

STRONG PARTNERS Capable and Committed Partners:

USAREUR develops relationships that enable us to operate in a combined operations with our most consistent and dependable Allies. Our partners and Allies are interoperable, tactically proficient and able to “fight above their weight class.” As an interoperable team, we deter and prevent future aggression and instability.

STRONG COMMUNITIES

Strong Communities: USAREUR embraces a culture of taking care of each other, improving our living and working conditions through volunteerism, being good stewards of limited resources, and our “can-do” attitudes in all aspects of well-being. The long term partnership between USAREUR and our host nations builds lasting friendships and strengthens our relationships. USAREUR assignments continue to be professionally and personally rewarding for Soldiers, Civilians and Families.



Army birthday celebration
U.S. Army Garrison Ansbach (Germany)



JOINT MULTINATIONAL TRAINING COMMAND



As the 'crown jewel' of United States Army Europe, the Joint Multinational Training Command plays a vital role in preparing U.S. and multinational forces to prevail in the current fight while simultaneously strengthening partnerships to deter future security challenges.

7th Army JMTC serves as USAREUR's forward-based Training Support Command and provides world-class training of forces and leaders to dominate in Unified Land Operations while supporting USAREUR's global requirements and USEUCOM's Strategy of Active Security. JMTC's state-of-the-art training platforms, coupled with close proximity to European, Asian and African partners, ensures U.S. and multinational forces prevail in today's wars while laying the foundation to prevent future security challenges.

JMTC offers a blend of live, virtual, and constructive simulation capabilities. These adaptive training solutions allow U.S. and multinational commanders to generate trained, cohesive forces capable of operating effectively in any environment.

Key components of JMTC include the Combat Training Center, home station training, the Simulations Center and institutional training. Furthermore, JMTC seeks to acquire or adapt all resources to an exportable capability. This creates an efficiency of resources while facilitating the institutional training development of Partner Nations.



- As the U.S. Army's Combat Training Center in Europe, the Joint Multinational Readiness Center provides challenging, realistic and



JMTC

JOINT MULTINATIONAL TRAINING COMMAND

relevant combat maneuver training from individual through brigade level. JMRC uses objective observations and instrumented after-action report tools to provide commanders relevant feedback so they can build and sustain cohesive units.

- JMTC, through the Training Support Activity Europe (TSAE), supports all home station training requirements for units assigned throughout Europe. This includes managing local ranges and providing training aids, devices and simulators to tenant units. The Grafenwoehr Training Area is a primary home-station training location for units to meet live-fire qualification requirements.

- JMTC provides world-class simulations through the Joint Multinational Simulation Center. The Simulation Center's training capabilities, combined with close relationships with key allies and partners make JMTC the unrivaled choice to support theater engagement exercises. The Simulations Center operates six Mission Command Training Centers and a Digital University.

- JMTC provides institutional training to American and multinational Soldiers throughout Europe including Professional Military Education and functional training. The Noncommissioned Officers (NCO) Academy has been training junior NCOs for more than 60 years. Additionally, the Combined Arms Training Center (CATC) provides advanced functional training to build fundamental Soldier technical and tactical competence.



Tactical vehicle simulator
TSAE



Warrior Leader Course graduation
NCO Academy

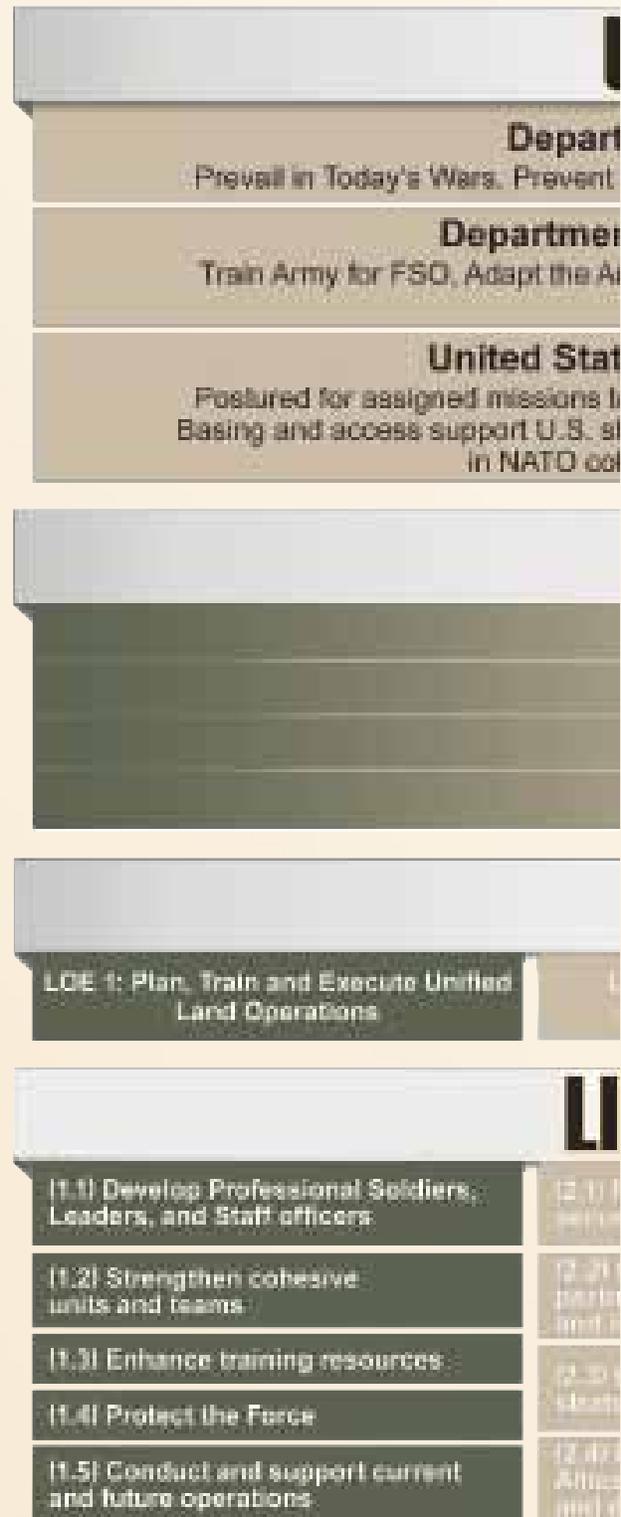


Unit Armorer Course
CATC

THE USAREUR CAMPAIGN PLAN (UCP) IS THE CAPSTONE document which describes our strategy to achieve our desired campaign objectives. It lays out our strategy along four lines of effort (LOE), corresponding LOE objectives, supporting tasks, and an assessment plan to track our progress. The following pages present further detail on the plan. The USAREUR Campaign Plan Design Slide on the following page is broken down by:

- The top of the slide contains the *Strategic Guidance*. It includes Department of Defense, Department of the Army, and United States European Command objectives/end states.
- *Campaign Objectives*. These four campaign objectives highlight what USAREUR must do to support the U.S. National Security Strategy, U.S. European Command's Strategy for Active Security and the Army Strategic Planning Guidance. Further description of the USAREUR campaign objectives is on page 10.
- *Lines of Effort*: This is how the Commanding General visualizes the linkage of LOE objectives and tasks to the campaign objectives. Each Line of Effort is color-coded to distinguish it from the other LOEs. All four LOE colors are equally represented in each campaign objective to symbolize how all four are required for success.
- *LOE objectives*: Each LOE has four to five objectives. Within the LOE objectives (not pictured on the Design Slide, but in the LOE section) are groups of key tasks that USAREUR conducts to accomplish its assigned mission. Internal documents outline pronponency for these tasks.

The UCP is a living document. Within USAREUR, it is connected to the Master Events Calendar, to facilitate mission command. The UCP will be updated every two years. Once a quarter, USAREUR assesses its progress toward the campaign objectives, looking at measures of performance and measures of effectiveness of our objectives and tasks (see page 26).



CAMPAIGN DESIGN



USAREUR CAMPAIGN PLAN

Department of Defense: Quadrennial Defense Review (QDR)

Anticipate and Deter Conflict, Prepare to Defeat Adversaries, Preserve and enhance the All-Volunteer Force

Department of the Army: Army Strategic Planning Guidance (ASPG)

Army for Building Partner Capacity, Support Global Ops with Ready Land Power, Provide Facilities, Programs, and Services to support the Army and Army Families

United States European Command: Strategy of Active Security (SAS)

Focus on include building partnerships, joint/multinational operations and training, and global deployment; Enable strategic freedom of action and demonstrate US commitment to the region; Enables US participation in collective defense; Local crises are prevented from becoming regional conflicts

CAMPAIGN OBJECTIVES

A Professional Force

Capable and Committed Partners

Strategic Stance

Strong Communities

LINES OF EFFORT

LOE 2: Strengthen Alliances and Build Partner Capacity

LOE 3: Man, Equip, Sustain and Shape the Force for Employment by Multiple Combatant Commands

LOE 4: Develop a USAREUR Standards-Centric Community

LINES OF EFFORT OBJECTIVES

Gain, maintain, and enhance ally cooperation activities

(3.1) Maintain individual and unit readiness

(4.1) Retain the highest quality Soldiers and Civilians

Strengthen and sustain partner capability, capacity, interoperability

(3.2) Ensure efficient and effective use of resources

(4.2) Promote Soldier, Civilian and Family Member Well-being

Ensure access and enhance regional reach

(3.3) Shape the force through modernization, transformation, and stationing

(4.3) Strengthen communities

Build trust, assess European and support to regional stability, deter threats

(3.4) Provide strategic, operational and tactical level support and services

(4.4) Safeguard communities

LINE OF EFFORT

1

PLAN, TRAIN AND EXECUTE UNIFIED LAND OPERATIONS (ULO)

USAREUR prepares for future contingencies while routinely supporting ongoing operations for multiple functional and geographic Combatant Commands. USAREUR uses a building block approach to plan, train and execute Unified Land Operations. This approach includes: developing supporting plans to Combatant Command contingency and crisis action plans, conducting individual Soldier and Leader development, squad through brigade collective training, live-fire qualifications and large-scale joint, interagency, intergovernmental, and multinational (JIIM) exercises. USAREUR retains the capability to deploy its Contingency Command Post (CCP) to conduct direct mission command for USEUCOM emerging requirements.



U.S. combat patrol
Afghanistan

OBJECTIVE 1.1:

Develop Professional Soldiers, Leaders and Staff Officers

Leader, staff officer and individual development are deliberate, continuous, and progressive, spanning an individual's entire career. USAREUR builds competent professionals by expanding their operational experiences, providing rigorous training and institutional education opportunities, mentorship, and programs fostering self-development. USAREUR understands its obligation to continually strengthen today's leaders while developing the leaders of tomorrow.

TASKS:

- Conduct professional military and civilian education programs
- Conduct staff officer training programs
- Enhance the discipline, strength and competency of individual Soldiers
- Develop a fully functional mission command program

OBJECTIVE 1.2:

Strengthen Cohesive Units and Teams

USAREUR increases combat proficiency by reinforcing basic military skills and conducting challenging, mission-focused collective training events. We use a variety of events to train, build teams and create strong military units. USAREUR balances home station training; tailored mission rehearsal exercises, decisive action training events, live-fire qualifications and exercises for units to hone offensive, defensive, and stability operation skills.

TASKS:

- Conduct collective squad through company level maneuver training and live-fire qualification
- Conduct battalion and brigade level command post exercises
- Conduct mission rehearsal exercises and decisive action training events
- Provide intelligence support to training



U.S.-Croatian OMLT training
Hohenfels Training Area

1

LINE OF EFFORT

PLAN, TRAIN AND EXECUTE UNIFIED LAND OPERATIONS (ULO)

“The Army has three roles to play. First, our Army must prevent conflict... Second, our Army must help shape the international environment so our friends are enabled and our enemies contained... Finally, we must be ready to win decisively and dominantly...”

Gen. Raymond Odierno

U.S. Army Chief of Staff



OBJECTIVE 1.3:

Enhance training resources

While prevailing in today's wars, USAREUR remains focused on preparing forces for the next war. To provide Warfighters with the best possible training, USAREUR continues enhancing its modern training facilities, closing excess facilities and improving home station training capabilities.

TASKS:

- Develop enhanced live-fire capabilities at the Grafenwoehr Training Area and local home station ranges
- Maintain state-of-the-art home station training capabilities
- Enhance virtual and constructive wrap-around capabilities to enhance the scope and effectiveness of live training events
- Develop and implement a combat training center live-fire program to meet contingency expeditionary force training requirements



OBJECTIVE 1.4:

Protect the Force

USAREUR is committed to deterring, disrupting, countering or mitigating threats to U.S. and multinational military and civilian partners. We remain vigilant and proactive in protecting personnel, physical assets and information from terrorist, computer network, chemical, biological, radiological or nuclear attacks and health threats.

TASKS:

- Exercise tactical control for force protection in accordance with USEUCOM directives
- Maintain effective unit anti-terrorism programs
- Conduct Intelligence support to force protection
- Conduct computer network defense and information assurance



LINE OF EFFORT

1

PLAN, TRAIN AND EXECUTE UNIFIED LAND OPERATIONS (ULO)



OBJECTIVE 1.5:

Conduct and Support Current and Future Operations

USAREUR actively conducts and supports the operations of multiple geographic and functional Combatant Commands. USAREUR synchronizes and integrates the planning, preparation, execution and assessment of operations across the current, future and planning horizons.

TASKS:

- Conduct short-term planning, issue orders and monitor, assess, collect and process relevant operational information to provide and disseminate a common operational picture
- Develop supporting plans to USEUCOM contingencies and Department of the Army requirements
- Provide forces, resources and planning in support of Ballistic Missile Defense
- Manage the Global Force Management Process, Joint Operations Planning and Execution System, Time Phased Force Deployment Data and Request For Forces
- Conduct regionally focused intelligence collection, analysis, production, and dissemination
- Provide a deployable Contingency Command Post to support USEUCOM contingency operations
- Conduct Inform and Influence activities

2

LINE OF EFFORT

STRENGTHEN ALLIANCES AND BUILD PARTNER CAPACITY

Since its inception, USAREUR's efforts have been critical in developing the capabilities and capacities of our partners. As USAREUR transitions to a "post-ISAF" environment, we must adapt to new requirements, maintain the trust built over the past ten years, sustain alliances and continue building the capability and capacity of our newest partners.

The relationships developed through security cooperation activities contribute to sustaining partnerships, improving access, and supporting future operations.



"Europe is a strategic location from which we can support operations throughout this hemisphere while we work with our allies and partners, so our goal is to be postured to respond to the wide range of challenges emerging in the 21st century."

Lt. Gen. Mark P. Hertling
USAREUR Commanding General

OBJECTIVE 2.1:

Plan, resource and execute security cooperation activities

In support of USEUCOM and Headquarters Department of the Army directives, USAREUR plans security cooperation activities and coordinates these plans with partner nations. The planning cycle includes prioritizing activities and resourcing those for which funds are available. Upon execution, USAREUR monitors activities to measure progress and improve processes.

TASKS:

- Develop country support plans
- Prioritize and resource security cooperation activities
- Execute security cooperation plans
- Assess security cooperation activities



U.S. and Slovenian combined training
Postonja Training Area, Slovenia

LINE OF EFFORT

2

STRENGTHEN ALLIANCES AND BUILD PARTNER CAPACITY

OBJECTIVE 2.2:

Strengthen and Sustain Partner Capability, Capacity and Interoperability



U.S.-Serbian weapons familiarization training
Grafenwoehr Training Area

Continue to strengthen the capability, capacity and interoperability of our partner nation land forces and sustain our progress. Set conditions to build coalitions for future overseas contingency operations.

TASKS:

- Conduct multinational training, exercises and familiarization events
- Enhance partner nation military professionalism
- Assist select partner nation land force modernization
- Sustain interoperability with supporting partners
- Conduct Intelligence security cooperation activities
- Shape liaison officer, personnel and staff exchange programs, JMTC multinational observer/controllers and unit partnership programs

OBJECTIVE 2.3:

Ensure access and Enhance Strategic Reach

Partner nations provide critical access to facilities and infrastructure. This access enhances our strategic reach to support current and future contingency operations. USAREUR's access to modern and secure facilities, such as, Landstuhl Regional Medical Center, Ramstein Air Base, the Deployment Processing Center, Mihail Kogalniceanu Air Base and the Defense Logistics Activity, supports operations for multiple functional and geographic Combatant Commands. USAREUR is equally experienced in deploying, redeploying and sustaining forces in Kosovo, Romania, Bulgaria and Turkey.



USAREUR and U.S. Air Force personnel load equipment for deployment
Mihail Kogalniceanu Air Base, Romania

TASKS:

- Ensure access to training areas, transit routes and power projection nodes
- Assist with the coordination of International Agreements
- Support partner nation contributions to current and future contingency operations
- Use enabling facilities in support of multinational training and operations

2

LINE OF EFFORT

STRENGTHEN ALLIANCES AND BUILD PARTNER CAPACITY

OBJECTIVE 2.4:

Build Trust, Assure European Allies of Support to Regional Stability and Deter Threats

A vital aspect to security cooperation is relationships. USAREUR must continue building and maintaining the confidence and trust of our Allies. We accomplish this through our presence, engagements and sharing information with our partners. Our European Allies must be assured of U.S. support to stability in the region and know they can count on the U.S. to help deter aggression.



Utah National Guard and Azerbaijani forces Exercise Regional Response, Azerbaijan

TASKS:

- Conduct senior leader engagements
- Ensure compliance with European Confidence and Security-Building Measures
- Leverage the State Partnership Program into USAREUR security cooperation activities
- Support Ballistic Missile Defense through European Phased Adaptive Approach
- Conduct “Inform and Influence activities” training with allies and partners
- Promote information sharing through the Military Liaison Office Program

“Another lesson we should take away from the Libya mission is how vital our forward presence is in Europe, and indeed, globally. Put plainly, America could not have executed the mission in Libya without the equipment and personnel maintained at U.S. bases across Europe.”



*Howard P. ‘Buck’ McKeon (R, CA)
Chairman, House Armed Services Committee*



USAREUR Commander Lt. Gen. Mark Hertling meets with Republic of Georgia First Deputy Minister of Defense Nodar Kharshiladze

LINE OF EFFORT

3

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

USAREUR provides Title 10 U.S. Code support to all Army forces assigned or attached to USEUCOM. LOE 1 covered USAREUR's individual and unit training responsibilities. LOE 3 focuses on USAREUR's administrative, resourcing, equipping, personnel management and sustaining responsibilities. In an era of declining resources, USAREUR serves as a responsible steward of Army resources and ensures we have the right people and equipment in the right place to support U.S. national security objectives.

OBJECTIVE 3.1:

Maintain individual and unit readiness

USAREUR's Soldiers, forces and equipment remain ready to deploy in support of national security objectives. We do this by maintaining personnel, and equipment readiness for units aligned with the Army's Force Generation (ARFORGEN) cycle as well as Theater-committed forces external to ARFORGEN. Key to sustaining our readiness is our focus on personnel, financial, health services and maintenance programs.



Tactical vehicle maintenance
Theater Logistics Support Center - Europe

TASKS:

- Monitor readiness status and resource units
- Conduct Staff Assistance Visits and Command Inspection Programs
- Provide human resources, financial, legal and health service support
- Plan, maintain and program maintenance activities

OBJECTIVE 3.2:

Ensure efficient and effective use of resources

USAREUR ensures stewardship and the efficient and effective use of resources by changing the culture of spending. We guide the continued transformation and elimination of redundancies and focus our formation on what we need versus what we want.

TASKS:

- Coordinate and execute contracting oversight
- Manage the Planning, Programming, Budgeting and Execution process
- Conduct the Management Internal Control Program and cost management and accounting procedures
- Implement cost savings initiatives
- Conduct environmental surveys, interim inspections and closure reports

3

LINE OF EFFORT

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

OBJECTIVE 3.3:

Shape the Force through Modernization, Transformation and Stationing

USAREUR ensures its assigned forces are at appropriate levels of modernization as dictated by Department of the Army priorities and Army Force Generation resourcing decisions. Force Structure updates, stationing actions and new equipment fielding are conducted in a manner that supports unit training and deployment cycles and ensures deploying units are equipped and organized to accomplish their missions.

TASKS:

- Manage new equipment fielding, life-cycle management and force modernization
- Assess, manage and maintain USAREUR force structure
- Assess, inform and implement strategic guidance impacting posture, infrastructure, resources, timing and agreements
- Acquire, manage and account for real property
- Acquire, manage and conduct reconignment of real estate



Sling load training with new CH-47F Chinook helicopters
Katterbach Army Airfield, Germany

OBJECTIVE 3.4:

Provide Strategic, Operational and Tactical Level Support and Services

USAREUR is a unique organization that spans the strategic, operational and tactical levels. USAREUR Headquarters and its Major Subordinate Commands provide strategic support by executing our Title 10 U.S. Code, Army Support to other Services, Army Executive Agent and Lead Service responsibilities. At the operational level, USAREUR supports multiple geographic and functional Combatant Commands. USAREUR's Brigade Combat Teams and Theater Enabling Commands and Brigades routinely provide forces and support to overseas contingency operations and theater security cooperation activities.

TASKS:

- Execute Executive Agent, Lead Service, Common User Logistics, Army Support to Other Services and Inter-Service Support Agreements responsibilities
- Establish priorities and maintain theater stockage levels
- Provide staff oversight for the management, storage and distribution of all classes of supply
- Conduct theater opening, deployment/redeployment and Joint Reception, Staging, Onward Movement and Integration
- Engineer, install, operate, maintain, manage and protect the Army required Theater networks



Equipment check for deployment
Baumholder, Germany railhead

LINE OF EFFORT

4

DEVELOP A USAREUR STANDARDS-CENTRIC COMMUNITY

USAREUR is a professional, values-based organization, enforcing established standards to promote high quality Soldiers, Civilians, and Family Members living in safe, caring communities. USAREUR and our partners provide quality programs and services to meet our people's needs. We promote well-being, focus on discipline, safety and risk reduction measures, strengthen our communities, and always care for our personnel in transition. An assignment within USAREUR provides numerous professionally and personally broadening opportunities. While enjoying these many opportunities, we never forget our individual and collective responsibilities to positively represent the United States, take care of each other, and contribute to our military and host nation communities. The USAREUR Family recognizes and embraces our unique opportunity to serve and support something larger than ourselves.

OBJECTIVE 4.1:

Retain the Highest Quality Soldiers and Civilians

As the Army draws down its personnel end-strength, USAREUR tailors and shapes a smaller, higher quality force. USAREUR's leaders use performance-based counseling and established Army standards to ensure only the best Soldiers and Civilians have the privilege of serving and leading within the United States Army and USAREUR.

TASKS:

- Maintain an effective retention program
- Ensure personnel are challenged, counseled and measured against standards



Mass reenlistment ceremony
U.S. Army Europe Soldiers take the oath of enlistment

OBJECTIVE 4.2:

Promote Soldier, Civilian and Family Member Well-Being

Through prudent stewardship of resources, USAREUR provides the essential services to maintain an Army of balanced, healthy, self-confident Soldiers, Civilians, and Family Members whose resilience and total fitness enables them to thrive. Leaders at all levels must create and maintain climates that positively contribute to the lives of the USAREUR Family.

TASKS:

- Provide effective and timely medical and dental care to authorized beneficiaries
- Encourage healthy lifestyles through health promotion programs
- Support employment opportunities for Family Members
- Provide child and youth programs
- Provide continuous learning opportunities



U.S. Army Garrison Wiesbaden health clinic staff
Flu immunizations

4

LINE OF EFFORT

DEVELOP A USAREUR STANDARDS-CENTRIC COMMUNITY

OBJECTIVE 4.3:

Strengthen communities

The USAREUR Family is made up of Soldiers, Civilians and Family Members living in strong, caring communities. We take care of our people in transition (e.g., sponsorship, Survivor Outreach Services, Wounded Warriors, deployments, relocations, expiration term of service and retirements). USAREUR provides healthy working and living environments, quality healthcare, support services, and facilities. Our host nation communities provide opportunities for every member of the USAREUR Family to grow and broaden their cultural knowledge and experiences.

TASKS:

- Provide quality education, counseling, religious support and other services that address human needs
- Support Soldiers, Civilians, and Family Members during transitions
- Promote and support community volunteer opportunities
- Encourage professional and personal growth through unique travel opportunities and participation in European community events



Community Red Ribbon Week observance
U.S. Army Garrison Kaiserslautern (Germany)



“We have great friends throughout this part of the world [Europe], great partners, and I don’t think there’s any substitute for having the opportunity to co-locate and to live and learn together.”

John McHugh
Secretary of the Army

OBJECTIVE 4.4:

Safeguard communities

USAREUR is committed to maintaining a culture of safety through effective leadership, accountability, training, risk reduction measures and enforcement of standards while empowering individuals to make safe, responsible choices. Every member of the USAREUR Family is obligated to contribute to safe and healthy living and working environments.

TASKS:

- Conduct community law enforcement and liaison with host nation emergency services
- Conduct occupational and environmental health hazards analysis, testing, application of preventive medicine procedures, and monitoring
- Execute safety and risk reduction programs



U.S.-Italian emergency response exercise
U.S. Army Garrison Vicenza (Italy)

ASSESSMENT PLAN



A FUNDAMENTAL PART OF ANY PLAN OR OPERATION is the requirement to continuously monitor and evaluate the plan for awareness of the current situation and progress toward the desired conditions. Additionally, assessments provide insights on why the current degree of progress exists.

The UCP assessment strategy is implemented through the UCP Assessments Annex, Semi-Monthly Assessments Working Group (AWG), and the Quarterly UCP Assessment In-progress Review (IPR).

The UCP Assessments Annex establishes measures of performance (MOP) for each task in the UCP. These MOPs serve as indicators and feed into the measures of effectiveness (MOE) for each UCP objective. An office of primary responsibility is assigned for each MOP and MOE for collection of data. Data directly related to the Command Priorities will be linked virtually on the Master Event Calendar, allowing the command to view comprehensive information for a more dynamic staff response to daily requirements.

The AWG is a cross-functional, action officer body, led by the USAREUR G3 Assessments Branch to continuously monitor data collection, focus resources on CG Priorities, challenge key assumptions, recommend adaptations and prepare progress reports for the Quarterly UCP Assessment IPR. All AWG progress reports and recommendations for adaptation will be staffed through the USAREUR Council of Colonels prior to the Quarterly UCP Assessment IPR.

The Quarterly UCP Assessment IPR is a review of UCP progress given to the Commanding General. The USAREUR G3 Assessments Division Chief will present findings, insights and recommendations for adaptation reflecting the current degree of UCP progress. The Mission Command capability of the USAREUR HQ will be enhanced by these focused quarterly reports, allowing the command to more effectively and efficiently apply resources to missions in the USAREUR AOR.





SUMMARY

TODAY THE U.S. ARMY IN EUROPE

is an adaptable force of 41,000-plus Soldiers, with an additional 42,000-strong host nation and U.S. civilian workforce, and 81,000 Family Members living in 17 major communities. Down from a force of more than 210,000 Soldiers at the height of the Cold War in 1982 (and smaller than the 62,000 that existed in Europe on 9/11), USAREUR now prepares U.S. and allied forces in exercises and at our combat training center. When we're not deployed, we broaden our cultural and professional experiences by training with different armies and living in culturally unique communities.

If you haven't been to USAREUR in the last few years, be prepared for a unique environment with modern facilities, unique training environments, broadening professional and personal experiences and focus on the family. Today's U.S. Army in Europe is a far different organization from the Army that defended the intra-German border and helped win the Cold War. Like that Army, however, it is still focused on supporting our nation's strategic and operational goals, though they have changed considerably in the 21st century.

The U.S. Army in Europe--the Soldiers, Civilian employees, and Families who serve in a transformed environment--is all muscle, no fat, and with our allies we will "continue to fight above our weight class."



Strong Soldiers, Strong Teams!

REFERENCES

- United States National Security Strategy 2010
- The National Military Strategy of the United States of America 2011
- Department of Defense Quadrennial Defense Review Report 2010
- Army Strategic Planning Guidance 2011
- The Profession of Arms, An Army White Paper 2010
- Unified Land Operations, ADP 3-0 2011
- Theater Army Operations, FM 3-93
- The United States European Command Strategy of Active Security 2010
- USAREUR Commanding General's "What Right Looks Like" 2011
- Joint Multinational Training Command Military Community Campaign Plan 2011
- Installation Management (IMCOM) Campaign Plan 2010-2017
- Initial Military Training Campaign Plan 2011-2012

We welcome your questions or comments. Look us up on your Global Address List at USARMY Baden-Wurttemberg USAREUR Mailbox Campaign Plan

USAREUR Campaign Plan portal: <https://portal.eur.army.mil/sites/CMD/COS/urCmpn> (Available to users on the .mil domain only)

USAREUR Campaign Plan web site: www.eur.army.mil/URCMPN



USAREUR home page: www.eur.army.mil





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