

USAG BAVARIA

Strategic Plan

FY22-27



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Strategic Plan

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USAG Bavaria postures forces for combat readiness.

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USAG Bavaria optimizes resources.

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USAG Bavaria protects the Garrison's facilities and personnel.

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Goal 4. Deliver

USAG Bavaria delivers quality of life services to Soldiers and their families.

Content



Grafenwoehr-Vilseck



Capacity and Capability

USAG Bavaria has the capability to expand and meet USEUCOM's evolving needs. The Garrison is uniquely poised to support more forces with investment.

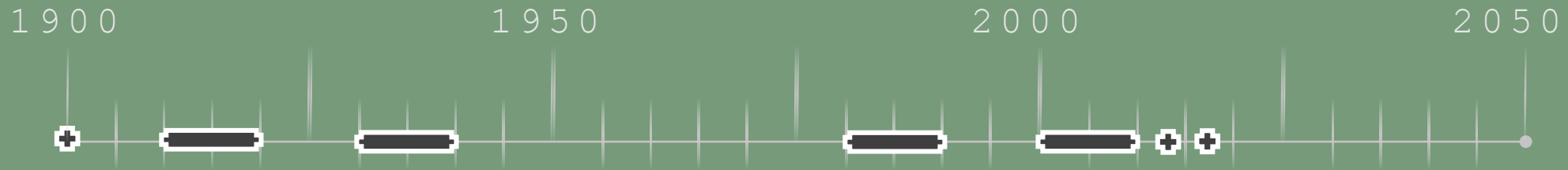


Legendary Training Grounds

Some of the world's finest military forces have trained and train at Grafenwoehr.



With an eye on history, USAG Bavaria can anticipate another period of expansion.



1900

The Grafenwoehr Training Area (GTA) was created following the activation of the III Bavarian Army Corps in 1900

1910s

The Grafenwoehr Training Area (GTA) was Germany's premier tank and artillery training and testing area

1930s

Germany's most elite forces trained here, including Waffen-SS Panzer Divisions and Afrika Korps

1980s

Rose Barracks expanded to support a Brigade-sized element

2000s

Tower Barracks (Formerly East Camp) expanded to support a Brigade Combat Team

2013

USAG Grafenwoehr was transformed to USAG Bavaria, a single Garrison with four locations that include Grafenwoehr, Vilseck, Hohenfels, and Garmisch, along with Grafenwoehr Training Area Camps.

2017

USAG Bavaria established the 5th Community to manage Garrison resources in the Training Camps in support of rotational forces

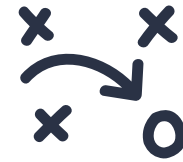
Future

USAG Bavaria continues to grow and support Soldiers, Civilians and Families



About

Hohenfels Training Area



Maneuver
Area

Hohenfels is NATO's
preferred training
grounds in Europe

The Hohenfels Training Area (HTA) is located in Bavaria in the Oberpfalz (Upper Palatinate) and is named after the market town of Hohenfels. The German Army founded the training area in Hohenfels in 1938. In 1951, it became a U.S. Forces training area and was used primarily by U.S. Forces. In 1988 HTA became the home of the Combat Maneuver Training Center (CMTC), with the mission to provide realistic force-on-force combined arms training exercises for the United States Army, Europe, and Seventh Army's maneuver battalion task forces. CMTC was transformed and officially named the Joint Multinational Readiness Center (JMRC) in December 2005. It is the largest USAREUR-AF maneuver training area. In May 2014, USAG Hohenfels became a USAG Bavaria community.



About
 Garmisch Military Post





The Garmisch Military Post and Garmisch Recreation Center, which operated a range of hotels and outdoor sports facilities, were established in 1946 and based in the installations of the German Army’s 1st Mountain Division. In 1947, Garmisch became home to the U.S. Army Russian Institute and in 1953 the NATO School opened its doors in nearby Oberammergau cementing the community’s role as a center for both military education and U.S. Forces recreation over the past 68 years. In May 2014, USAG Garmisch became a USAG Bavaria community.

Recreation

Garmisch hosts Europe’s premier Armed Forces Recreation Center. The Military Post has served USEUCOM since December 1945.

Cooperation

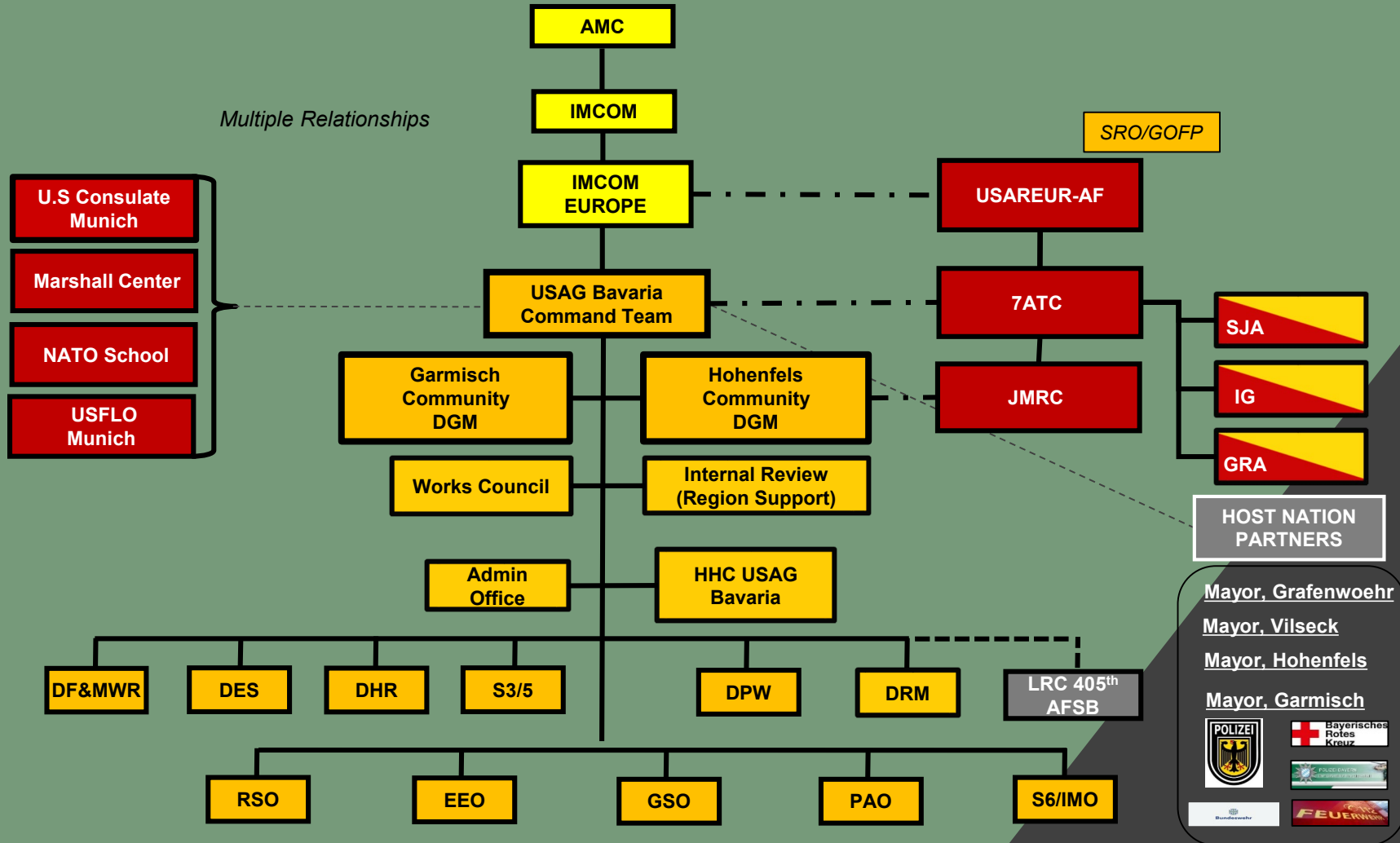
George C. Marshall European Center for Security Studies is the bilateral United States Department of Defense Regional Center. The Center addresses regional and transnational security issues and is an instrument of German-American cooperation.

<u>Army</u>		<u>Army Reserve</u>		<u>DoD</u>	
 7th ATC	 TS&AE	 TS&AE	 457 th CA BN	 George C. Marshall Center	
 2 nd CAV RGMT	 409 th CSB, RCO	 409 th CSB, RCO	 530 th MCO	 Department of Defense Education Activity	
 41 st FA BDE	 52 nd SIG BN	 52 nd SIG BN	 1172 nd MCO	 Defense Commissary Agency	
 18 th MP BDE	 214 AVN CO	 214 AVN CO		 Army, Air Force Exchange Service	
 1-91 CAV RGMT	 702 nd EOD	 702 nd EOD			
 4-319 FA BN	 260 th MCO	 260 th MCO			
 18 th CSSB	 355 th MCO	 355 th MCO	 2 nd Air Support Ops SQDN	 NATO School	
 15 th ENG BN	 JMRC	 JMRC	 7 th Weather SQDN	 Bundeswehr	
 405 th AFSBN	 104 th INF RMTG	 104 th INF RMTG			
 MEDDACB	 Edelweiss Resort	 Edelweiss Resort			
 66 th MI	 405 th LRC	 405 th LRC			
 NCO Academy					

Tenant Units and agencies



Organization Chart

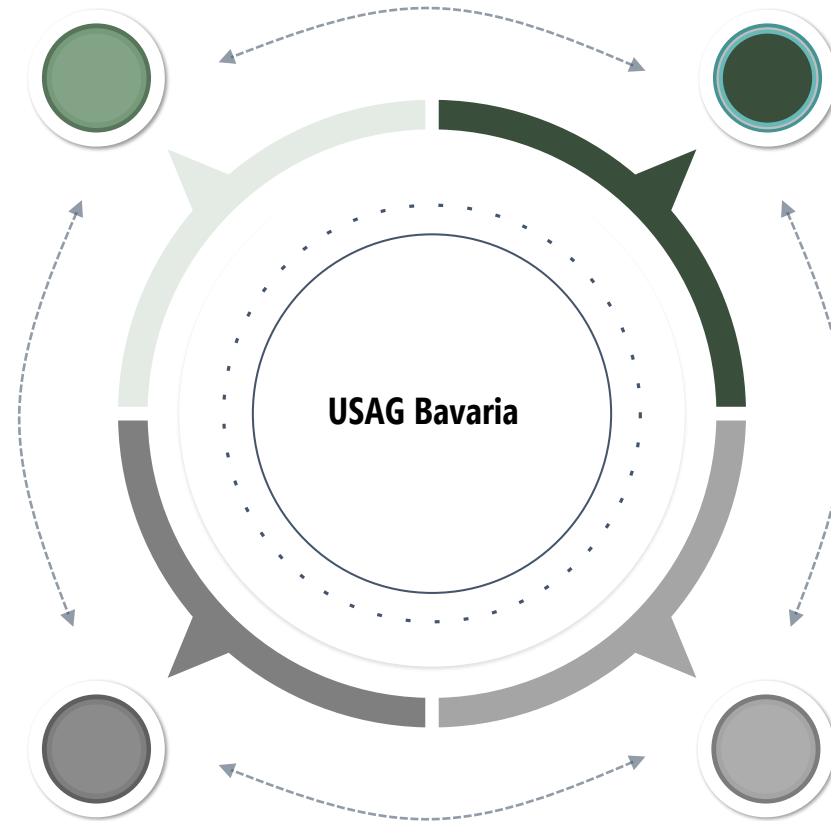


Strategic Context

Consideration of USAG Bavaria relationships provides important insights to developing a momentous strategy.

Competitors
 US Army Garrisons in Europe are USAG Bavaria's competitors. Garrisons compete for resources within IMCOM Europe and Headquarters decision-making processes. Additionally, host nation employers are competition in terms of local national employee talent pool.

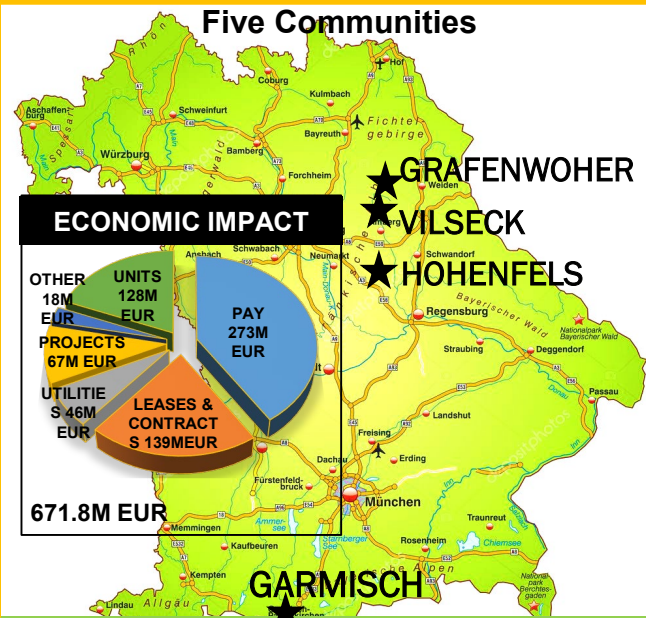
Suppliers
 United States Congress, Headquarters Department of Army, Army Materiel Command, United States European Command, United States Army Europe-Africa, Installation Management Command (IMCOM), IMCOM-Europe and supported Commanders make resourcing decisions to supply USAG Bavaria.



Customers
 Commander, United States European Command, United States Army Europe-Africa, other Combatant Commands, and 7th Army Training Command are supported by the products, services, and capabilities of US Army Garrison Bavaria.

Complementors
 Public and private host nation service providers and infrastructure, other Garrisons, and supporting commands and agencies complement the services, products, and capabilities of USAG Bavaria.

USAG BAVARIA COMMUNITIES



Total supported population (2021) = 38,667

SUPPORTING CRITICAL MISSIONS

CAPACITY

POWER PROJECTION

3 RAIL HEADS
2 AIRFIELDS

TRAINING

14 TRAINING SPT CTRS
32 TRAINING COMPLEXES
13 RANGES

CAMPS

1 MANAGEMENT CELL
5 TRAINING CAMPS
25 MOTOR POOLS
26 FIELD KITCHENS
1,900 SPACES
11,910 CAMP BILLETS*

INFRASTRUCTURE

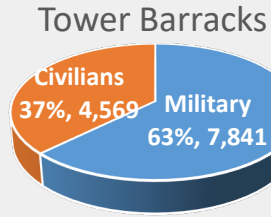
PROPERTY

26.5M SF FACILITIES
11.2K STRUCTURES
55 MOTOR POOLS
127 HSG AREAS
• 4,006 AFH UNITS
• 5,970 UPH ROOMS
• 2,354 LEASES

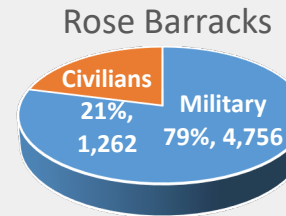
SUPPORT FACILITIES

5 FITNESS CENTERS
4 COMMISSARYS
3 USO FACILITIES
8 DODEA SCHOOLS
5 CHAPELS
4 US POST OFFICES

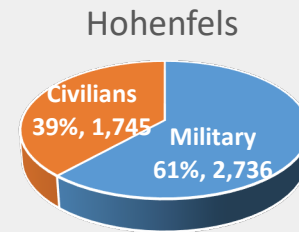
- 7TH ATC
- 41ST FA BDE
- 18TH CSSB
- 15TH ENG BN
- 1-91 CAV RGMT
- 4-319 FA BN
- 2CR RES
- USAG HQ



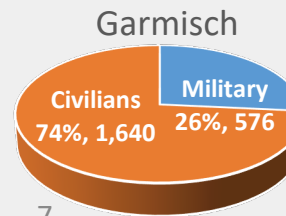
- 2nd CAV RGMT
- 18th MP BDE
- MEDDACB
- 405th AFSBN



- JMRC
- 1-4 INF RGMT



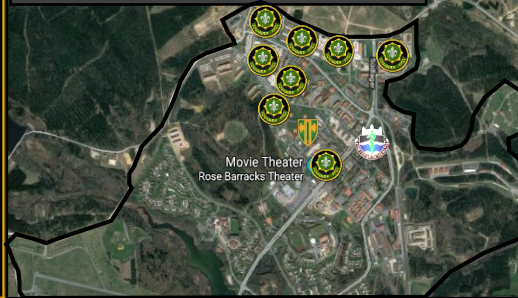
- GEORGE C. MARSHALL CENTER
- NATO SCHOOL
- EDELWEISS RESORT



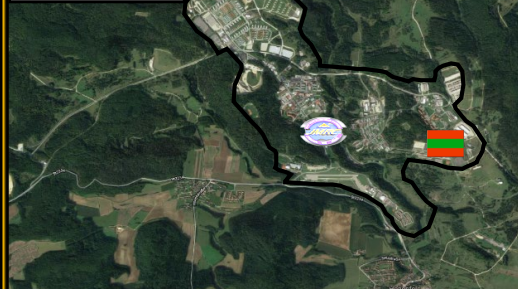
TOWER BARRACKS (GRAFENWOEHR)



ROSE BARRACKS (VILSECK)



HOHENFELS



GARMISCH (OBERAMMERGAU NOT SHOWN)



Overview

MORE ABOUT US

Strategy



Better in Bavaria

USAG
Bavaria



Mission Statement

USAG Bavaria provides integrated base support to enable readiness, ensure community security, and maintain quality of life within our Garrison.

Vision

Adaptive professionals setting the Army standard for world-class support—USAG Bavaria is a
READY GARRISON



1 Posture

Improve Installation and USAREUR-AF Readiness

2 Optimize

Maintain and Improve Business Practices and Processes to Maximize Efficiency and Effectiveness

3 Protect

Provide a Safe and Secure Environment

4 Deliver

Maintain and Improve the Quality of Life for USAG Bavaria Customers and Community

USAG Bavaria

Goals

USAG Bavaria is mission-focused on its supported Commands' objectives. The constantly fluctuating strategic environment demands the Garrison remain flexible. Rooted in the Garrison's mission are four constants: **Posture** the force, **Optimize** operations, **Protect** the Garrison, and **Deliver** quality of life.





**This is our
Future.**

GOAL 1

Posture the Force

“It is the Army’s Title 10 responsibility to generate ready forces that are organized, trained, and equipped for prompt and sustained ground combat”
(The Army Strategy)



U S A R E U R - A F R E A D I N E S S

USAG Bavaria provides products and services that posture USAREUR-AF forces for combat readiness.



G A R R I S O N R E A D I N E S S

USAG Bavaria is prepared to support combat operations.

USAG Bavaria supports that responsibility through provision of a Power Projection Platform from which our tenant units train and equip, enabling them to deploy and defeat the enemy. It is our responsibility to work with our customers (tenant and supported units) to fully understand their mission requirements (i.e. ACRF and UCRF deployment missions) and how we can sustain and improve our collective platform. In addition to understanding current customers, we must properly analyze Stationing actions to identify needs and communicate required resources as needed.

GOAL 1

Posture

USAG Bavaria has successfully postured the force when it prepares Soldiers and has the infrastructure to support power projection. Dynamic political, social, economic, and technological environments define and alter specific objectives, but the goal remains constant.

Soldiers are prepared

Soldiers are mentally, physically, spiritually, and socially postured to overcome the challenges of training, operations, and conflict.

Infrastructure is available

The Garrison has the facilities to provide support needed by supported commands.

USAG Bavaria is developing measures of effectiveness that can be used to recognize and communicate its ability to posture forces. These indicators will better inform the Garrison Commander of risks, impacts of actions, and allow the Garrison to better communicate needs to supported commands.





GOAL 2

Optimize the Garrison

“The Nation’s fiscal situation will continue to discipline the defense budget, forcing the Army to make difficult choices about how to spend our finite resources” (The Army Strategy)



C O S T S

USAG Bavaria minimizes costs of services.



E F F E C T S

USAG Bavaria examines the effects of every dollar spent to ensure the customer receives maximum value.

USAG Bavaria will incorporate a management process based on four principles: Planning, Resourcing, Performing and Improving. Following these basic tenets, we ensure that we are strategy-driven, customer-oriented and make decisions based on facts that achieve desired results.

While planning, we continually refine and translate strategy to organizational performance and individual performance plans. When resourcing, we generate requirements to execute strategy, fund programs and services, and then establish performance targets. In performing, we deliver products and services, measure and report performance to HHQs while trying to keep constant communication with our customers. All of this is done as we strive to constantly improve our internal processes, improve service quality and delivery, generate efficiencies and improve effectiveness.

GOAL 2

What does optimize mean?

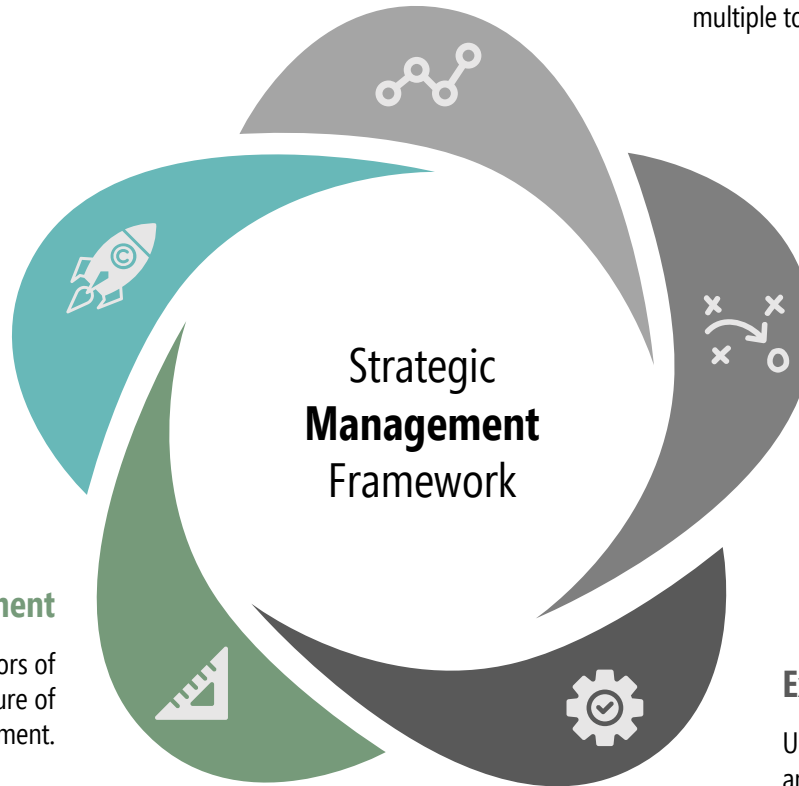
USAG Bavaria strives to balance costs and effects, ensuring supported commands have both the integrated base support needed and resources to accomplish strategic objectives.

Optimization

USAG Bavaria minimizes costs and maximizes effectiveness.

Measurement

USAG Bavaria will develop, record, and track indicators of success that can remain a constant measure of achievement in a continuously changing environment.



Insight & Opportunities

USAG Bavaria constantly evaluates its operational environment using multiple tools and methods to gain insight and exploit opportunities.

Strategy

USAG Bavaria is committed to improving unity of command by aligning multiple planning efforts, including the Facilities Investment Plan (FIP), Housing Improvement Program (HIP), Annual Budget and Program Objective Memorandum (POM) submissions, Force Management Process, and higher headquarters' guidance into one synchronized and integrated effort.

Execution

USAG Bavaria Directors and Special Staff brief Action Plans and Budget updates to the Garrison Commander during quarterly Leaders' Working Group sessions.



**This is our
Commitment.**

GOAL 3

Protect the Garrison

“To enhance strategic readiness, Army installations must possess both active and passive protection measures that preserve critical capabilities, assets, and activities essential to meeting NDS (National Defense Strategy) requirements”
(Army Installations Strategy)

P R E V E N T

USAG Bavaria is committed to protecting the Garrison from man-made and natural threats.

R E S P O N D

USAG Bavaria is prepared to respond to disasters.

M I T I G A T E

USAG Bavaria balances resources to ensure protection of vital assets.

P R O T E C T

USAG Bavaria actively and passively protects the Garrison on a daily basis.

R E C O V E R

USAG Bavaria is capable of recovering from disasters in order to continue its Army mission.

We are committed to protecting our installations’ communities and assets IOT do our part in supporting overarching Army mission. Protection goes beyond what the average person sees (Gate Guards, MPs, Fire Fighters) and involves ensuring we have plans and procedures in place to proactively protect our water and energy systems, our networks, our environment and aligning required resources to our Integrated Protection Program to sustain our efforts.

GOAL 3 USAG Bavaria's Protection Mechanisms





**This is our
Core
Competency.**

GOAL 4

Deliver Quality of Life

“People are the Army’s greatest strength and we must take care of them. Quality of life (QOL) initiatives appear in both the Army People and the Army Installation Strategies to improve the full range of Army care, support, and enrichment programs. QOL efforts provide Soldiers and their Families safe, quality Family and unaccompanied housing; accessible, affordable, and quality childcare; Family programs; fitness facilities; services; and MWR opportunities.”

(Army Installations Strategy)

The largest segments of our workforce directly support this goal by providing our community members with various services ranging from housing to religious support to childcare and more. Taking care of Families enable our Soldiers to focus on their mission – confident that their loved ones are being taken care of by our garrison team.

L I V E

USAG Bavaria delivers services to improve the everyday lives of Soldiers and their families.

P L A Y

USAG Bavaria capitalizes on opportunities to provide recreation for Soldiers and their families.



Quality of Life

USAG Bavaria delivers quality of life to ensure US Service Members and their families remain fit and ready.

There are many measures of quality of life, and USAG Bavaria is dedicated to satisfying all of them for each Soldier, Civilian, and Family Member in its supported region.



Get In Touch

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