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(U) REFERENCES:


c. (U) USAREUR 2020 Campaign Plan, 28 MAY 2014.

d. (U) USAREUR Support Plan to EUCOM Theater Campaign Plan.

e. (U) USAREUR Memorandum CM 2016-054, Strong Europe 2017-2018, 5 OCT 2016.

f. (U) Garrison Commander’s Enduring Intent and Command Philosophy, 5 JUL 2016.


i. (U) [ADD] Operations Order 17-053: Installation Planning Board Action Items

j. (U) [ADD] Operations Order 17-050: Community Reception and Departure Improvement Initiative

(U) Time Zone Used Throughout the Order: Local (Central European Time Zone).

(U) Task Organization: See Annex A.

1. (U) SITUATION. No change. USAG Bavaria is a team of Army Professionals, responsible for the design and delivery of sustainable base operations support services and infrastructure that are critical to the future readiness of US forces and Department of Defense (DoD) entities.
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1.A. (U) Area of Interest. [CHANGE]. This Operations Order provides Commander, USAG Bavaria guidance to subordinate directorate and community leaders on the development and integration of systematic planning initiatives at each of USAG Bavaria’s four five communities. Reporting requirements and performance targets that reinforce the pursuit of specific performance targets are identified in Annex H (Reports & Reporting Measures).

1.B. (U) Operational Environment. No change. USAG Bavaria’s future operating environment (FY17-18) is defined by evolving geostrategic priorities, resource fluctuation, organizational transformation and strategic initiatives that demand systematic evaluation and effective future operational and organizational design.

1.C. (U) No change. Apparent and immediate strategic challenges facing USAG Bavaria center upon:

1.C.1. (U) No change. A capacity to host and support the training and deployment of Regionally Aligned Forces (RAF) in support of East Europe operations.

1.C.2. (U) No change. The development of Ready and Resilient US Forces.

1.C.3. (U) No change. The reduction of infrastructure pursuant to DoD’s European Infrastructure Consolidation (EIC) initiative.

1.C.4. (U) No change. The implementation of the FY19 TDA.

1.C.5. (U) [ADD] The operationalization of USAG Bavaria in support of USAREUR’s “Fight Tonight” readiness initiatives.


1.D. (U) No change. Key resource challenges that USAG Bavaria addresses include adjusting authorized personnel numbers to align with TDA guidelines in addition to mitigating negative effects from reduced funding for both appropriated and non-appropriated fund programs. Resource constraints drive an enduring organizational restructure initiative that aims to flatten command hierarchies and concentrate support operations at Tower and Rose Barracks. Concurrently, USAG Bavaria must prepare for fluctuating services and infrastructure demand as rotational force commitments reshape the operating landscape within its area of responsibility.


1.D.1.A. (U) USAREUR Mission. No Change. USAREUR provides trained and ready land forces across the USEUCOM area of responsibility (AOR) to assure our Allies, deter Russia from further aggression, and protect U.S. interests and U.S. personnel in Europe.

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1.D.1.B.1. (U) Mission. No change. Effective 01 Oct 16-30 Sep 17, IMCOM Directorate-Europe integrates and delivers base support to US Army Europe in order to enable readiness and support both EUCOM and AFRICOM global missions.

Commander’s Intent. No change. This Annual Command Guidance supports both USAREUR and the CSA’s Readiness priorities. We have many missions and will undergo a transformation in personnel and services our main effort in FY17 is security, supporting UR’s efforts in East Europe, improving our facilities, and achieving a 95% on-board strength across the Region.

Key tasks. No change.

1. Improve our threat situational awareness, force protection, and responsiveness to crisis.
2. Provide BASOPS support for heel-to-toe ABCT and CAB RAF forces.
3. Achieve Region and Garrison CIVPER manning at 95% of FY19 authorizations and reduce hiring time to 120 days
4. Improve our visibility on the status of infrastructure and focus efforts towards facilities impacting readiness.

Endstate. No change. We have three ‘Wildly Important Goals’ for this FY. Support East Europe operations; improve our on-board strength; and start repairing our facilities and infrastructure. We must do these while remaining vigilant and maintaining safe and secure communities. If we do this then we will accomplish our mission from USAREUR and IMCOM Directorate-Europe.

1.E. (U) No change. USAG Bavaria utilized Army Design Methodology (figure 1) to identify key and specific strategic challenges for FY17-18.

Figure 1. Army Design Methodology.
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1.F. (U) No change. USAG Bavaria’s approach was characterized by a formal assessment of immediate operational and strategic operating environments by a cross-functional team of directors and staff and a parallel Garrison Commander 90-day assessment. Both assessments were mindful of higher headquarters guidance, emerging and projected policy directives, internal garrison priorities management system performance and directorate operations.

1.G. (U) No change. Planning Imperatives. The assessment informed future planning direction, focused plan development and helped identify the following strategic planning imperatives:

1.G.1. (U) No change. Generating operational adaptability to address the requirements of multiple headquarters and extending specialized and relevant support to each of our communities.

1.G.2. (U) No change. Developing an ability to host, support the forward movement of and rotate one Armored Brigade Combat Team (ABCT) annually, while facilitating 7th ATC training missions at Grafenwoehr and Hohenfels Training areas and enabling military security cooperation missions in Garmisch and Oberammergau.

1.G.3. (U) No change. Securing our installations and community members in the face of emergent, diverse and evolving security threats.

1.G.4. (U) No change. Enhancing community resiliency and readiness as resources for services and Soldier, Civilian and Family member support are reduced.

1.G.5. (U) [CHANGE]. Fostering unity of effort and cultural identity between USAG Bavaria’s four five communities. USAG Bavaria remains characterized by diverse operating cultures and histories and is hampered by enduring mindsets and operational stovepipes.

1.G.6. (U) No change. Reforming outdated and ineffective work systems; rebalancing our workforce and realigning and developing our military and civilian Army professionals.

1.G.7. (U) No change. Sustaining USAG Bavaria’s modern physical infrastructure, and in particular securing the resources for and developing the management systems of infrastructure maintenance.

1.G.8. (U) No change. Increasing training land availability in support of 7th ATC missions at Grafenwoehr and Hohenfels Training Areas.

1.H. (U) No change. The framework for the development of solutions was defined by four core planning terms of reference:

1.H.1. (U) No change. Additional resources are not available to address and overcome challenges. USAG Bavaria must find resource-neutral and innovative solutions.
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1.H.2. (U) No change. The garrison’s strategic environment and demands placed on operations will continue to evolve. Consequently, planning initiatives and, ultimately, operations must be flexible and adaptable by design.

1.H.3. (U) No change. USAG Bavaria’s Command Group members will change cyclically across established planning horizons. Therefore, the planning process must be systems-centric and founded on enduring priorities that can be reviewed and revised as strategic imperatives evolve.

1.H.4. (U) No change. The garrison’s enduring principles shall define our planning efforts: live the Army ethic and inspire others to do the same, promote teamwork and focus on the mission.

1.H.5. (U) [ADD] USAG Bavaria must develop operations that can support the rapid deployment of forces in its footprint in accord with USAREUR’s Fight Tonight readiness initiatives.

1.I.1. (U) Assumptions. No change. The planning imperatives within this order are based on the assumption that current TDA planning levels will remain constant for the next two (2) fiscal years. This order also assumes that fiscal/budgetary planning factors will not likely increase and at best remain the same for the next fiscal year. Current USAREUR and IMCOM Directorate-Europe FY17 guidance will not significantly change unless influenced by the security environment.

2. (U) MISSION. No change. USAG Bavaria’s mission is to provide integrated base support in order to enable readiness, ensure community security and maintain quality of life within our garrison.

3. (U) EXECUTION.

3.A. (U) Commander’s Intent. No change. This plan reinforces my established enduring intent for the garrison.

3.A.1. (U) [CHANGE]. Purpose. I directed the creation of this long range plan to improve the manner in which this garrison operates on behalf of those we serve. This plan serves as the framework to accomplish the transformation needed to meet our external obligations, achieve our internal goals and ultimately achieve my ‘One Garrison, Four Five Communities’ concept.

3.A.2. (U) No change. Method. USAG Bavaria will utilize a Garrison Operational Approach that includes lines of effort designed to enable garrison success over time. This framework is designed to increase our performance while adding predictability and balance within our workforce. We will synchronize and complete objectives in such a manner that supports our organization’s vision: Adaptive professionals setting the Army standard for support to Strong Europe Communities.

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- Live the Army Ethic and inspire others to do the same.
- Promote teamwork
- Focus on the mission

3.A.4. (U) Endstate. No change. USAG Bavaria is a valued member of the IMCOM community and demonstrates valuable support to the overall USAREUR and 7th ATC missions. Service members, Civilians and their Families within our footprint are confident that we will consistently meet their needs and remain dedicated to serving them. Members of USAG Bavaria are proud of their role, know that they are valued, and experience a positive and rewarding working environment.


3.B.1. (U) [CHANGE]. Effective 08 NOV 16, USAG Bavaria systematically implements the four Lines of Effort (LOE) depicted within its Operational Design (figure 2) in support of DoD, EUCOM and USAREUR missions within Bavaria, Germany. Each line of effort recognizes and addresses long- and short-term strategic challenges; focuses on the development of valued operations for mission partners, stakeholders and customers; and addresses the differing needs of each of our four communities.

3.B.2. (U) No change. Long-Range Plan implementation ratifies USAG Bavaria's commitment to IMCOM Directorate-Europe's Annual Command Guidance and the Wildly Important Goals (WIGs) therein: support to East Europe operations, increasing on-board strength and infrastructure repair. Execution also operationalizes all three IMCOM 2025 Lines of Effort: Professional Installation Management Workforce, Effective BASOPS Support Services and Infrastructure Sustainment and Revitalization.

3.B.3. (U) No change. In addition to the Five Pillars of Strong Europe, USAREUR's Support Plan to EUCOM’s Theater Campaign Plan provides four lines of effort as reference points to USAG Bavaria’s planning process. Elements critical to future garrison operations addressed in Bavaria’s Long-Range Plan focus on rotational unit and exercise support, force protection and personnel emergency preparedness.

3.B.4. (U) No change. Critically, this plan supports CSA and USAREUR readiness and resiliency priorities for US Forces in Bavaria and drives effective organizational design and operations management.

3.B.5. (U) No change. USAG Bavaria’s plan synchronizes subordinate activities in time, space and purpose to achieve objectives and accomplish missions. This OPORD addresses an extended period between 08 NOV 16 and 30 SEP 18. It connects a series of objectives and operations depicted in USAG Bavaria’s Operational Design (figure 2), which are executed across four lines of effort: Adaptive, Professional and Integrated Workforce; Community Readiness; Sustainable Living and Training; and Organizational Transformation.
3.B.6. (U) No change. Each initiative aligns to management system principles set forth in Baldrige Competition Criteria and will facilitate USAG Bavaria’s application to the FY17 and FY18 Army Communities of Excellence (ACOE) competition.

Figure 2. Operational Design. [CHANGE]

3.B.7. (U) No change. Each Line of Effort is underpinned by major and subordinate objectives. Major objectives represent broad initiatives, and sub-objectives provide specific targets for USAG Bavaria’s directorates and supporting organizations. Lines of Effort (LOEs) and corresponding major objectives are identified in Annexes D-G; sub-objectives and their accompanying actions, tasks and targets are contained within appendices to each LOE Annex.

3.B.8. (U) No change. The efforts directed by this order are delineated by two planning horizons. Phase one identifies immediate planning targets (NOV 16 - OCT 17). Phase two (AUG 17 – OCT 18) and beyond (sustaining activities), is characterized by actions and tasks that require comprehensive coordination with mission partners and community members or demand significant organizational effort to implement. Phase one tasks are listed within LOE appendices. Phase two tasks, where not specifically identified in an appendix, will be addressed through subsequent FRAGO to this OPORD.

3.B.9. (U) No change. Organizational culture, professionalism, stewardship and team work represent mutually supporting concepts and common threads woven throughout all four LOEs. Leadership fosters the integration of these enduring principles through
the application of influence to develop an organization characterized by cohesive teamwork, climate and identity.

3.B.10. (U) No change. An Adaptive, Professional and Integrated Workforce (LOE 1) is increasingly critical to the success of USAG Bavaria as it transforms operations from a dispersed, community-centric operating model to a hub-and-spoke operational concept.

3.B.10.A. (U) No change. A sense of professionalism distinguishes the USAG Bavaria team’s commitment to public service and unit identity.

3.B.10.B. (U) No change. The integration of Civilian employees in the Army Profession in 2015 creates unique opportunities to champion unit cohesion. USAG Bavaria fosters integration, professionalism and adaptability within its team through principled leadership, succinct and comprehensive performance management, formal and informal recognition and comprehensive professional development that certifies membership of the Army Profession for Military Members, DA Civilians and Host Nation employees.

3.B.10.C. (U) No change. Adaptability provides professionals who are equipped for change and disruption, embrace uncertainty and constructively promote the mission of the Army and USAG Bavaria. Importantly, employees understand how they fit into the organization, are members of the wider Bavaria community, and are committed to furthering their own and garrison success.

3.B.10.D. (U) No change. The reduction of hire lag to 120 days aligns to IMCOM Directorate-Europe Annual Command Guidance targets for FY17-18 and is adopted as a target for USAG Bavaria under LOE 1. It will be addressed through systematic review of position descriptions, succession planning, and the active management of vacancies and hiring practice process time. This will enable the garrison to accomplish our portion of achieving the Region’s goal.

3.B.11. (U) No change. Community Readiness (LOE 2) examines the mitigation of mutual risks faced by Soldiers, Civilians and Family members in the overseas environment. It is also a customer-focused segment of USAG Bavaria’s planning initiative and a keystone of its strategic vision. This LOE aligns with the garrison commander’s enduring number one priority of providing/maintaining security.

3.B.11.A. (U) No change. USAG Bavaria’s readiness planning initiatives rest on four pillars of readiness: resiliency, personal and physical wellbeing, community security and emergency preparedness. Conceptually, readiness also encompasses the design, prioritization and evolution of services and operations to address emerging customer needs and resource constraints.

3.B.11.B. (U) No change. The bolstering of personal resiliency is synonymous with self-sufficiency and a critical mitigation mechanism for evolving customer support reductions identified by IMCOM’s Annual Command Guidance and necessitated by USAG Bavaria’s operational transformation. Resiliency initiatives look within the
community and aim to bolster personal wellbeing, mitigate personal risk factors and drive a sense of community affiliation.

3.B.11.C. (U) No change. Building trust and confidence in USAG Bavaria operations through systematic, customer focused, transparent service design and prioritization helps define customer expectations and alleviate the uncertainties of operational and services transformation.

3.B.11.D. (U) [CHANGE]. Emergency Preparedness and Community Security address external risks faced by community members and remains a focal point for both USAREUR and IMCOM planning efforts. Critical capabilities developed under this strategic objective will expand each of our four five communities’ capacity to prevent and respond to security threats and recover from emergency events.

3.B.12. (U) No change. Sustainable Living and Training: Environment & Infrastructure (LOE 3) focuses on the development of training land capacity, the efficient assignment of facilities and real property accountability to assure equitable future funding to support both permanently stationed and rotational forces. This LOE is aligned with IMCOM Directorate-Europe’s goals for energy reduction and conservation.

3.B.12.A. (U) No change. Systematic and sustainable investment in USAG Bavaria’s training areas, infrastructure and housing is a priority for IMCOM throughout FY17 and FY18 and a critical foundation of US Army readiness. Two major objectives identified under LOE 3: the development of a multi-year maintenance and repair program and the validation of Army infrastructure systems of record, will enable USAG Bavaria’s capacity to invest in mission critical infrastructure and support facilities.

3.B.12.B. (U) No change. Two major objectives tied to environmental stewardship: --the reduction of the garrison’s ecological footprint and the improvement of training land sustainability-- directly supports key USAREUR training and exercise preparation activities and facilitates the readiness of US and NATO forces in Europe.

3.B.13. (U) [CHANGE]. Transformation: Four-Five Communities, One USAG Bavaria (LOE 4) drives an operational refocus within USAG Bavaria between FY17, FY18 and beyond. It also ensures the attainment of IMCOM Directorate-Europe’s target of filling 95% of authorized positions documented on the FY19 TDA.

3.B.13.A. (U) [CHANGE]. In concert with Community Readiness (LOE 2) efforts, USAG Bavaria will systematically assess and design future operations and services. Where effective, operations will be consolidated at USAG Bavaria’s operational and managerial hub in Grafenwoehr; where efficient, operations will be provided directly to customers at each of Bavaria’s four five communities (Tower Barracks, Rose Barracks, Hohenfels, Garmisch and the training camps).

3.B.13.B. (U) [CHANGE]. This hub-and-spoke operations concept will demand a fundamental shift in both organizational and customer culture and a systematic
redefinition of customer expectations. USAG Bavaria’s culture will recognize the histories of our four five communities yet be characterized by unity of effort. Efforts toward organizational culture development are fortified by multiple initiatives that codify and formalize operational design (authorities, responsibilities and reporting mechanisms) between USAG Bavaria communities and across directorates.

3.B.13.C. (U) No change. Professionalism represents a common thread that underpins LOE’s 4 and 1; conceptually it reinforces an ethos and culture within the organization that transcends geographic location, functional lines and cultural identity. USAG Bavaria’s stewardship of the Army profession will foster ethical and effective organizational transformation.

3.C. (U) Task to Deputy Garrison Commander (DGC), Deputy Garrison Managers (DGM), Directorates and Special Staff.

3.C.1. (U) **Deputy Garrison Commander**.


3.C.1.B. (U) No change. Promote transparency through the execution of DGC tasks identified in Appendix 1 to Annex E.  

3.C.1.C. (U) No change. Facilitate DPMAP implementation through the execution of DGC tasks identified in Appendix 3 to Annex D.  

3.C.1.D. (U) No change. Facilitate development of Local National employee performance expectation system implementation through execution of DGC tasks identified in Appendix 4 to Annex D.  

3.C.1.E. (U) No change. Facilitate development of Host Nation Intern Program through execution of DGC tasks identified in Appendix 9 to Annex D.  

3.C.1.F. (U) No change. Facilitate DGM realignment under DGC through the execution of DGC tasks identified in Appendix 1 to Annex G.  

3.C.1.G. (U) No change. Support battle rhythm process development through the execution of DGC tasks identified in Appendix 2 to Annex G.  

3.C.1.H. (U) No change. Facilitate hub-and-spoke operational design implementation through the execution of DGC tasks identified in Appendix 1, Appendix 5, Appendix 6, Appendix 7 and Appendix 8 to Annex G.

3.C.1.I. (U) [ADD] ICW S3/5, lead operationalization of USAG Bavaria to define and enhance garrison deployment support operations.
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3.C.2. (U) Deputy Garrison Manager (Hohenfels & Garmisch).

3.C.2.A. (U) No change. Facilitate DPMAP implementation through the execution of DGM tasks identified in Appendix 3 to Annex D.

3.C.2.B. (U) No change. Facilitate development of Local National employee performance expectation system implementation through execution of DGM tasks identified in Appendix 4 to Annex D.

3.C.2.C. (U) No change. Facilitate development of Host Nation Intern Program through execution of DGM tasks identified in Appendix 9 to Annex D.

3.C.2.D. (U) No change. Promote transparency through the execution of DGM tasks identified in Appendix 1 to Annex E.

3.C.2.E. (U) No change. Facilitate DGM realignment under DGC through the execution of DGM tasks identified in Appendix 1 to Annex G.

3.C.2.F. (U) No change. Support battle rhythm process development through the execution of DGM tasks identified in Appendix 2 to Annex G.

3.C.2.G. (U) No change. Support synchronization of the S3/5 operations process through the execution of DGM tasks identified in Appendix 3 to Annex G.

3.C.2.H. (U) No change. Facilitate hub-and-spoke operational design implementation through the execution of DGM tasks identified in Appendix 1, Appendix 5, Appendix 6, Appendix 7 and Appendix 8 to Annex G.

3.C.2.I. (U) [ADD] Execute DGM responsibilities in accordance with Appendix 1 to Annex A, DGM Authorities.


3.C.3.A. (U) No change. Director, S3/5: serve as Champion for LOE 4 to ensure effective implementation of all initiatives identified in Annex G to this OPORD.


3.C.3.D. (U) No change. Develop, review and, as needed, revise Annual Long Range Calendar, Annex C on a monthly basis beginning EOM NOV 16 TBP.
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3.C.3.E. (U) No change. Facilitate Developmental Assignment Program design through the execution of directorate tasks identified in Appendix 6 to Annex D.

3.C.3.F. (U) No change. Facilitate development of Host Nation Intern Program through execution of directorate tasks identified in Appendix 9 to Annex D.

3.C.3.G. (U) No change. ICW F&MWR and PAO, facilitate communication channel assessment and promote transparency through the execution of directorate tasks identified in Appendix 1 to Annex E.

3.C.3.H. (U) No change. Support communication of key messages to USAG Bavaria communities through the execution of directorate tasks identified in Appendix 1 to Annex E.

3.C.3.I. (U) No change. ICW F&MWR, identify customer service improvement strategies through the execution of directorate tasks identified in Appendix 2 to Annex E.

3.C.3.J. (U) No change. ICW F&MWR, assign responsibility for community customer service improvement initiatives through the execution of directorate tasks identified in Appendix 1 and Appendix 2 to Annex E and the issue of a FRAGO to this Operations Order.

3.C.3.K. (U) No change. ICW F&MWR, GSO, DES and DHR, establish Personal Readiness Summits through the execution of directorate tasks identified in Appendix 3 to Annex E.

3.C.3.L. (U) No change. ICW DES and F&MWR, foster emergency preparedness through the execution of directorate tasks identified in Appendix 4 to Annex E.

3.C.3.M. (U) No change. ICW DES, GSO and DPW, facilitate force protection through infrastructure redesign by execution of directorate tasks identified in Appendix 5 to Annex E.

3.C.3.N. (U) No change. ICW DPW, facilitate ISR Infrastructure program improvement by execution of directorate tasks identified in Appendix 5 to Annex F.


3.C.3.P. (U) No change. Complete S3/S5 restructure IAW standard operational practices that codify time horizons, planning parameters, IOC and EOC procedures, and task tracking/management procedures.
3.C.3.Q.  (U) No change. Increase levels of synchronization between the garrison and 7ATC and IMCOM Directorate-Europe through standard S3/S5 practices.

3.C.3.R.  (U) No change. Facilitate the process/mechanism to maintain visibility and progress on this plan through battle rhythm events against established criteria within this plan.

3.C.3.S.  (U) No change. Provide electronic copies of the Operational Design (English and German), formatted to 11 x 17 Inch, to all Directors NLT 20 DEC 16.

3.C.3.T.  (U) [ADD] ICW DGC, develop tasks and milestones for Major Objective 4.3 (Appendix 10 to Annex G), Garrison 5th Community Initiative to define and enhance garrison deployment support operations NLT 1 JUL 17.


3.C.3.V.  (U) [ADD] Develop one tangible, outcome oriented performance measure for each sub-objective of LOE 4 NLT 01 OCT 2017.


3.C.4.A.  (U) No change. Develop and execute a strategic communications initiative that promotes and publicizes Long-Range Plan initiatives, operations and service changes.


3.C.4.C.  (U) No change. Facilitate development of Host Nation Apprenticeship Program through execution of directorate tasks identified in Appendix 8 to Annex D.

3.C.4.D.  (U) No change. ICW F&MWR and S3/5, facilitate communication channel assessment and improvement through the execution of directorate tasks identified in Appendix 1 to Annex E.

3.C.4.E.  (U) No change. ICW F&MWR, develop program improvement prioritization survey marketing campaign through the execution of directorate tasks identified in Appendix 2 to Annex E.

3.C.4.F.  (U) No change. ICW S3/5, promote hub-and-spoke catalogue of services as outlined in directorate tasks identified in Appendix 8 to Annex G.

3.C.4.G.  (U) [Change] Develop comprehensive USAG Bavaria Communications Plan (Annex I) that addresses practices, procedures and timelines for Command Group
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communication with USAG Bavaria Staff, Host Nation Officials and all stakeholders. Promote USAG Bavaria’s leitmotif, Home of Strong Europe Readiness.

3.C.4.H. (U) No change. Market/Advertise this long-range plan through products that 'brand' and synchronize our themes/messages.

3.C.4.I. (U) No change. Translate Operational Design (figure 2) into German and provide to S3/5 POC identified at para. 5.C.1. NLT 15 DEC 16.

3.C.4.J. (U) No change. Translate OPORD 17-024 (Base Order) into German and provide to S3/5 POC identified at para. 5.C.1. NLT 20 JAN 17.

3.C.5. (U) Directorate of Human Resources (DHR).

3.C.5.A. (U) No change. Director, DHR: serve as Champion for LOE1 to ensure effective design and implementation of all initiatives identified in Annex D to this OPORD.

3.C.5.B. (U) No change. ICW FMWR, RSO, GSO, DES, enhance Community Readiness through the execution of directorate tasks identified in Appendix 3 to Annex E.

3.C.5.C. (U) No change. ICW F&MWR, GSO, DES and S3/5 establish Personal Readiness Summits through the execution of directorate tasks identified in Appendix 3 to Annex E.

3.C.5.D. (U) No change. ICW DRM and DHR identify and review Energy Manager position description as outlined in directorate tasks identified in Appendix 6 to Annex F.

3.C.5.E. (U) No change. Support the development of hub-and-spoke operations through execution of directorate tasks identified in Appendix 1 to Annex G.

3.C.5.F. (U) No change. Coordinate all civilian personnel activities identified in this plan through CPAC.

3.C.5.G. (U) [ADD] ICW DHR and with reference to USAG Bavaria OPORD 17-050: Community Member Reception & Departure Initiative, develop and publish Major Objective 2-4 that will identify and describe strategies to improve the reception and departure of community members.

3.C.5.H. (U) [ADD] ICW S3/5, develop one tangible, outcome oriented performance measure for each sub-objective of LOE 1 01 OCT 2017.

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3.C.6.A. (U) No change. ICW FMWR, DHR, GSO, RSO, enhance Community
Readiness through the execution of directorate tasks identified in Appendix 3 to Annex
E.

3.C.6.B. (U) No change. ICW S3/5, foster emergency preparedness through the
execution of directorate tasks identified in Appendix 4 to Annex E.

3.C.6.C. (U) No change. ICW F&MWR, GSO, DHR and S3/5, establish Personal
Readiness Summits through the execution of directorate tasks identified in Appendix 3
to Annex E.

3.C.6.D. (U) No change. ICW S3/5, GSO and DPW, facilitate force protection through
infrastructure redesign by execution of directorate tasks identified in Appendix 5 to
Annex E.

change. Director, F&MWR: serve as Champion for LOE 2 to ensure effective design
and implementation of all initiatives identified in Annex E to this OPORD.

3.C.7.A. (U) [ADD] Develop a “real world” vignette to illustrate the functions and
responsibilities of feeder boards to the Community Health Promotion Council.

3.C.7.B. (U) [ADD] ICW DHR and with reference to USAG Bavaria OPORD 17-050:
Community Member Reception & Departure Initiative, develop and publish Major
Objective 2-4 that will identify and describe strategies to improve the reception
and departure of community members. Strategies should promote the
development of a community culture that reflects pride to be stationed at any of
the five installations operated by USAG Bavaria, The Home of Strong Europe
Readiness.

3.C.7.C. (U) [ADD] ICW S3/5, develop one tangible, outcome oriented
performance measure for each sub-objective of LOE 1 NLT 01 NOV 2017.


3.C.8.A. (U) No change. Director, DPW: serve as Champion for LOE 3 to ensure
effective implementation of all initiatives identified in Annex F to this OPORD.

3.C.8.B. (U) No change. ICW DES and S3/5, facilitate force protection through
infrastructure redesign by execution of directorate tasks identified in Appendix 5 to
Annex E.

3.C.8.C. (U) [ADD] ICW S3/5, develop one tangible, outcome oriented
performance measure for each sub-objective of LOE 3 NLT 01 NOV 2017.

3.C.9.A. (U) No change. Execute directorate tasks identified in Appendix 1 and Appendix 2 to Annex D to reduce garrison hiring lag to 120 days by 30 SEP 18.

3.C.9.B. (U) No change. Facilitate Recognition Program design through the execution of directorate tasks identified in Appendix 5 to Annex D.

3.C.9.C. (U) No change. Facilitate Host Nation Apprenticeship Program design through the execution of directorate tasks identified in Appendix 8 to Annex D.

3.C.9.D. (U) No change. ICW DES and S3/5, facilitate community emergency preparedness through the execution of directorate tasks identified in Appendix 4 to Annex E.

3.C.9.E. (U) No change. Support DPW real hub-and-spoke reorganization through the execution of directorate tasks identified in Appendix 1 and Appendix 2 to Annex F.

3.C.9.F. (U) No change. ICW CPAC, support DPW real property validation initiative through the execution of directorate tasks identified in Appendix 3 to Annex F.

3.C.9.G. (U) No change. ICW DPW and RCO, assess feasibility of contract support to ISR-I reporting through the execution of directorate tasks identified in Appendix 5 to Annex F.

3.C.9.H. (U) No change. ICW DRM and DHR identify and review Energy Manager position description as outlined in directorate tasks identified in Appendix 6 to Annex F.

3.C.9.I. (U) No change. ICW DPW and RCO develop and award contract for removal of hazardous items from ranges as outlined in directorate tasks identified in Appendix 11 to Annex F.

3.C.9.J. (U) No change. If requested, facilitate IOC/EOC stand-up through the execution of directorate tasks identified in Appendix 4 to Annex G.

3.C.9.K. (U) No change. Facilitate hub-and-spoke operational design implementation through the execution of directorate tasks identified in Appendix 1, Appendix 5, Appendix 6, and Appendix 7 to Annex G.

3.C.10. (U) Religious Services Office (RSO). No change. ICW FMWR, DHR, GSO, DES, enhance Community Readiness through the execution of directorate tasks identified in Appendix 3 to Annex E.

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3.C.11.A. (U) No change. ICW FMWR, DHR, RSO, DES, enhance Community Readiness through the execution of directorate tasks identified in Appendix 3 to Annex E.

3.C.11.B. (U) No change. ICW F& MWR, DHR, DES and S3/5, establish Personal Readiness Summits through the execution of directorate tasks identified in Appendix 3 to Annex E.

3.C.11.C. (U) No change. ICW DES, S3/5 and DPW, facilitate force protection through infrastructure redesign by execution of directorate tasks identified in Appendix 5 to Annex E.


3.C.12.A. (U) No change. ICW DPW and DRM, assess feasibility of contract support to ISR-I reporting through the execution of organization tasks identified in Appendix 5 to Annex F.

3.C.12.B. (U) No change. ICW DPW and DRM develop and award contract for removal of hazardous items from ranges as outlined in organization tasks identified in Appendix 11 to Annex F.


3.D.1. (U) No change. This order is effective upon publication.

3.D.2. (U) No change. All USAG Bavaria staff are to support the execution of the tasks outlined below and support events identified in figure 3.

Figure 3. Long-Range Plan Implementation Timeline [CHANGE]
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3.D.2.A. (U) No change. Execute tasks identified in Appendix 1 and support tasks identified in Appendix 2 to Annex D to facilitate attainment of 120-day hiring lag.


3.D.2.E. (U) No change. Execute tasks assigned in Appendix 7 to Annex D to facilitate implementation of USAG Bavaria’s Mentorship Program.

3.D.2.F. (U) No change. Execute tasks assigned in Appendix 8 to Annex D to facilitate implementation of USAG Bavaria Host-Nation Apprenticeship Program.

3.D.2.G. (U) No change. Execute tasks assigned in Appendix 9 to Annex D to facilitate implementation of USAG Bavaria Host-Nation Intern Program.


3.D.2.I. (U) No change. As appropriate and when tasked, support resiliency and risk reduction initiatives through the execution of tasks assigned in Appendix 3 to Annex E.

3.D.2.J. (U) No change. Reduce the Garrison’s ecological footprint through the execution of tasks assigned in Appendix 6 to Annex F.

3.D.2.K. (U) No change. Develop and operationalize hub-and-spoke operational concept through the execution of tasks assigned in Appendix 1, Appendix 5, Appendix 6 and Appendix 7 to Annex G.

3.D.2.L. (U) No change. Support Battle Rhythm process improvement through the execution of tasks assigned in Appendix 2 to Annex G.

3.D.2.M. (U) No change. Recruit to 95% of Garrison’s authorized strength through the execution of tasks assigned in Appendix 5 to Annex G.

3.D.3. (U) No change. Direct Liaison Authorized (DIRLAUTH) with key tenants and region subject matter experts is granted to all USAG Bavaria Directorates and Staff.
3.D.4. (U) No change. All LOE Champions and sub-objective leads are to ensure key tenants and IMCOM Directorate-Europe counterparts are included in plan execution.

3.D.5. (U) No change. At direction of Command Group USAG Bavaria, USAG Bavaria staff participate in or take action in support of activities, meetings and/or events required to successfully execute this order.

3.D.6. (U) No change. Coordination between directorates, staff and sites are to ensure the systematic and equitable implementation throughout all directorates and across all USAG Bavaria Communities.

3.D.7. (U) No change. Refer to Annex H (Reports & Reporting Measures) of this order for a comprehensive listing of reporting requirements, future planning initiatives and activities.

3.D.8. (U) No change. This plan serves as the base order for all subsequent orders within the garrison. It is not expected that this plan is complete in all aspects. Final publications to this plan (annexes, appendices) or updates to this plan will be published in the form of FRAGOs.

3.D.9. (U) No change. Directors will review the Long-Range Plan with all subordinate Division Chiefs and supervisors NLT 16 DEC 16. Directorates will report both the number and percentage of subordinate Division Chiefs and supervisors that have reviewed the Long-Range Plan to S3/5 (POC identified in para. 5.C.1.) NLT 20 DEC 16.

3.D.10. (U) No change. All supervisors will maintain a copy of this OPORD, its Annexes and Appendices, at their place of work.

3.D.11. (U) No change. All supervisors will post an English and German copy of USAG Bavaria’s Operational Design (figure 2, para. 3.B.6) at each work and break area NLT 13 JAN 17. Electronic copies of the Operational Design, formatted to 11 x 17 Inch, will be provided by S3/5 to all Directors NLT 20 DEC 16.

3.D.12. (U) [Add]. DGC, DGMs, Directors and Supervisors shall execute the responsibilities inherent in their positions in accordance with Appendix 1 to Annex A, DGM Authorities.

4. (U) SUSTAINMENT.

4.A. (U) No change. USAG Bavaria DGC, DGMs and Directors monitor and ensure directorate and community compliance with tasked actions identified throughout appendices to annexes D-G.

4.B. (U) No change. USAG Bavaria DGC, DGMs and Directors integrate performance objectives identified in appendices to annexes D-G into all subordinate employee performance standards.
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4.C. (U) No change. USAG Bavaria DGC, DGMs and Directors report sub-objective performance measures according to the template provided in Annex H, Reports and Reporting Measures at the frequency identified in Annex B, Operations Battle Rhythm.

4.D. (U) No change. USAG Bavaria DGC, DGMs and Directors shall participate in biannual review and revision of USAG Bavaria’s Long-Range Plan.

4.E. (U) No change. All USAG Bavaria staff shall provide widest dissemination of this OPORD.

5. (U) COMMAND AND SIGNAL

5.A. (U) Command. No change. Garrison Commander, USAG Bavaria is the approval authority for this order and for any changes to USAG Bavaria’s Operational Design.

5.A.1. (U) No change. The Planning Management Group (DGC-USAG Bavaria, S3/5 and XO) is the lead element for this operation.

5.B. (U) Control. No change. Refer to Annex H (Reports & Reporting Measures) for reporting requirements.

5.C. (U) Signal. No change. This plan not only directs subordinate units but provides information to facilitate coordination among organizations outside the command.

5.C.1. (U) USAG Bavaria Planning Management Group POC is Mr. Andrew Verrall (USAG Bavaria Strategic Planner) comm: 08821 7503646 (DSN 440-3646); NIPR: andrew.verrall.ln@mail.mil

5.C.2. (U) USAG Bavaria S3/5 DSN 526-3009/11/21, Commercial 09641-70-526-3009/11/21, email: usarmy.bavaria.imcom-europe.list.dptms-ops@mail.mil.

ACKNOWLEDGE: Acknowledge receipt of this fragmentary order to the POC in para. 5.B.1. NLT 01 AUG 16.

OFFICIAL:

VARNEY
COL
CAVANAUGH
S-3/5

ANNEXES:

A – [Add]. Task Organization & Terms of Reference (add appendix 1, DGM Authorities)
B – No change. Operations Battle Rhythm (TBP)
C – [Change]. Garrison Long Range Calendar (LRC), located in Q Drive, Public Folder
D – [Change]. Line of Effort 1
E – [Change]. Line of Effort 2
F – [Change]. Line of Effort 3
G – [Change]. Line of Effort 4
H – No change. Reports & Reporting Measures
I – No change. USAG Bavaria Communications Plan (TBP)
J – No change. USAG Bavaria Staff Handbook (TBP)

DISTRIBUTION:

USAG Bavaria ALL