DEPARTMENT OF THE ARMY
UNITED STATES ARMY GARRISON BAVARIA
UNIT 28130
APO AE 09114-8130

REPLY TO ATTENTION OF

IMBA-ZA

5 July, 2016

MEMORANDUM FOR Members of Unites States Army Garrison, Bavaria

SUBJECT: Command Philosophy

1. Purpose. This document outlines my personal beliefs and what I feel is important for this organization to operate successfully.

2. Command Focus. USAG Bavaria exists to provide the services, programs and other forms of garrison support needed to enable readiness and mission success for those within our area of support. Every day in every way we strive support the JMTC, USAREUR and IMCOM missions.

3. Guiding Principles. The below points outline my expectations for how USAG Bavaria achieves our mission.

a. **Live the Army Ethic and inspire others to do the same**. This principle is foundational in that it underpins why we serve. We are trusted members of the Army profession. As such, members of USAG Bavaria serve honorably and demonstrate integrity and character in everything we do. We recognize the intrinsic worth of all people and treat others with the dignity and respect that they deserve. We strive for excellence in everything we do. We continually improve our expertise, maintain and develop each other. We embody Army stewardship by wisely utilizing the resources entrusted to us.

b. **Promote Teamwork**. We foster trust and do not create adversarial relationships. Members of USAG Bavaria communicate openly and frequently, both internally and externally. We take every opportunity to develop and strengthen relationships. We share freely and help others to do the same.

c. **Focus on our Mission**. We place our highest priority on meeting the needs of those we support. We continually find ways to improve the quality and value of our support, services, and programs despite dwindling resources. We are responsive and demonstrate genuine care and interest to those we serve.

3. Conclusion. USAG Bavaria is a valued member of the IMCOM community and demonstrates valuable support that enables USAREUR mission success. Service members 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.

Support and Defend!
Army Strong! Strong Europe!

LANCE C. VARNEY
COL, IN
Commanding