



UNITED STATES ARMY EUROPE

USAREUR

2020

PREVENT • SHAPE • WIN



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# OVERVIEW

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## GEO-POLITICAL

The United States remains a global power with worldwide interests. This requires our nation to remain engaged globally to advance our interests both bilaterally and regionally.

Europe is uniquely situated; it is located in a mature theater with substantial infrastructure and superb support facilities, but positioned closer to key areas of concern than comparable Continental U.S.-based assets. The theater includes a number of modern, stable democratic states with market-based economies and several other nations developing the same. These shared political and economic perspectives between the U.S. and the European community result in a number of shared interests, including security concerns. This neighborhood of modern democratic states is able to consistently export security; this is a unique feature of Europe shared with North America. This combination of shared interest and security capability makes engagement in this region particularly important.



The maturity of the theater – a preponderance of secure, stable, democratic nation-states – allows the U.S. to use both existing infrastructure and support facilities as well as establish formal support agreements. This provides a reliable source of capacity and flexibility in conducting both steady state and surge operations. This theater infrastructure has been heavily utilized and critical to the support of operations in Iraq, Afghanistan, and most recently in the Baltics and Poland. Landstuhl Regional Medical Center, to which the Army provides significant manning and support, serves a critical role in medical care for those deployed in the European Command, Central Command and Africa Command Areas of Responsibility. In sum, assets in the European theater provide a secure Intermediate Staging Base for five combatant commands covering a variety of current and potential future contingencies.

**CAPABILITIES**

One of two Geographic Combatant Commands with assigned forces, U.S. Army Europe serves a critical role in advancing U.S. interests. Forces assigned are a visible symbol of U.S. commitment to the region and our European allies. The presence of these forward-stationed forces enables a frequency and intensity of interaction with allies and partners that greatly exceed that achievable by CONUS-based forces. Regular interaction enables the development of stronger relationships that set the conditions for interoperability. Integration of our Regionally Aligned Forces further reinforces the U.S. commitment to security in theater. The Joint Multinational Training Command / Joint Multinational Readiness Center provide the finest combination of training assets available in the hemisphere. This capability has been crucial to the training and certification of allied and partner forces in the CENTCOM and AFRICOM areas of responsibility. Looking forward, the capability to provide tough, realistic training maintains the readiness of assigned forces. It will also retain the interoperability with North Atlantic Treaty Organization and allies as well working to develop the capability and capacity of our other partners. This ensures the capability of assigned forces and our most likely partners to rapidly meet existing and emerging requirements from EUCOM or other Combatant Commands.



# ENDURING PURPOSE

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This term refers to our raison d'être – the reason forces are assigned to USAREUR and forward stationed in Europe. The enduring purpose relies on maintaining the appropriate mix of assets forward and in the appropriate mission posture. It is enduring; regardless of specific events (reduced funding, changing mission priorities, or the current crisis), this purpose will not change. This purpose unifies all USAREUR actions:



**USAREUR is responsive and engaged; providing the full range of land power capabilities to EUCOM and other combatant commands to prevent, shape, and win.**

More specifically, USAREUR performs the following three key functions:

- 1) USAREUR is responsive to EUCOM or other Combatant Commands with facilities and capabilities
- 2) USAREUR is engaged with regional partners
- 3) USAREUR and its assigned forces are trained and ready to support its assigned or designated combatant command with land power to prevent (deter), shape (assure & coerce) and win (compel).



# ENDURING OBJECTIVES

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These describe the conditions that, if pursued, will support fulfilling USAREUR's enduring purpose. They are akin to goals in that they cannot be obtained and discarded – they require achieving a steady state to maintain the desired conditions. Each objective has an associated Line of Effort to organize, guide and direct efforts advancing these objectives:

**USAREUR forces trained and ready to execute combatant commander requirements for land power. [Line Of Effort 1: Train Ready]**

**Relationships with NATO, allies and partners are matured, interoperability with NATO and allies is ensured, partnership capacity is enhanced, and strategic access is ensured. [Line Of Effort 2: Relationships]**

**Theater is set to support and sustain unified land operations, contingencies and operational missions. [Line Of Effort 3: Theater is Set]**

**USAREUR communities are ready and resilient to meet mission requirements. [Line Of Effort 4: Ready & Resilient Communities]**

**Deliberate, coordinated and synchronized communication and engagement are conducted with internal audiences, key influencers and stakeholders. [Objective 5.0: Communication & Engagement]**

# INTERACTION/INTEGRATION WITH NATO

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The North Atlantic Treaty Organization is one of the most effective political and military alliances in history. Far from being a relic of the Cold War era, the alliance has grown to face the challenges of the current security environment, supporting operations in Afghanistan. The



hard work and experience of the deployed forces have produced an unprecedented level of NATO interoperability and capability.

USAREUR is separate from NATO, but fills an important role in the evolution of the forces of NATO members. USAREUR is a manifestation of continued U.S. commitment to stability on the continent. USAREUR also brings a number of unique capabilities to support NATO objectives. Leveraging our staff, assigned forces and longstanding partnerships provide the means to maintain the interoperability across multiple operational domains – an interoperability developed in years of operations in Afghanistan. These organizations are also a means of enhancing the capacity and capability of newer NATO members and those who aspire to full membership.

In addition to the improved readiness such interaction enables, in an era of increasing fiscal pressures and shrinking defense budgets in many developed nations, working with allies enables an interdependence that produces a capable force mix to meet security challenges.



# THE ROLE OF REGIONALLY ALIGNED FORCES

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Regionally Aligned Forces are those Army units assigned and allocated to combatant commands prepared by the Army for regional missions. These regional missions are driven by combatant command requirements and include theater security cooperation and other shaping efforts.

The European Rotation Force / NATO Response Force is the main effort for USAREUR's implementation of the RAF Concept. The ERF/NRF serves the following purpose(s): they mitigate the effects of the loss of two brigade combat teams in Europe; affirm U.S. commitment to NATO participation in the NRF; serve as a long-term vital asset for continued interoperability beyond the participation of NATO's International Security Assistance Force in operations in Afghanistan; expose more CONUS-based units to multinational training opportunities; and maintain an expeditionary mindset post-ISAF. Implementation matures over time, but generally focuses on deploying the RAF to conduct training and exercises in the EUCOM AOR. The European Activity Set, designated as APS-2 (Army Prepositioned Stocks in Europe that includes prepositioned sets, operational project stocks, ammunition and War Reserve Stocks for Allies), will support ERF/NRF training and exercises. It consists of vehicles and equipment forward positioned in Europe to reduce transportation costs and Reception, Staging Onward Move and Integration implementation times for the ERF. Equipment includes modernized combat platforms such as the M1A2 SEP v2 main battle tank and M2A3 Bradley fighting vehicle.



# JOINT MULTINATIONAL TRAINING COMMAND

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The Joint Multinational Training Command 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 EUCOM's Strategy of Active Security. JMTC's state-of-the-art training platforms, coupled with proximity to European, Asian and African partners, provide professional, cost-efficient opportunities for U.S., allied and partner forces to maintain and enhance interoperability, 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 complex environments. Key components of JMTC include the combat training center, home station training, the simulations center and institutional training. Furthermore, JMTC has the capability and resources to provide an exportable training capability. This creates an efficiency of



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



Through the Training Support Activity Europe, JMTC supports training requirements for units throughout Europe. This includes managing local ranges and providing training aids, devices and simulators to tenant units. The Grafenwoehr Training Area is an ideal training location for units to meet live-fire qualification requirements.

JMTC provides world-class simulations through the Joint Multinational Simulations Center. The Simulations Center operates six Mission Command Training Centers and a Digital University.



JMTC supports NATO's Connected Forces Initiative by developing a Connected Training Initiative which blends virtual, live-fire and maneuver training into an integrated network across NATO training centers which are more effective and cost-efficient and maintain the lessons learned and interoperability of operations in Afghanistan.

JMTC provides institutional training to U.S. and multinational Soldiers throughout Europe, including Professional Military Education and functional training. The Noncommissioned Officers Academy has been training junior NCOs for more than 60 years. The Combined Arms Training Center offers advanced functional training to build Soldier technical and tactical competence.



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# STRATEGY MAP

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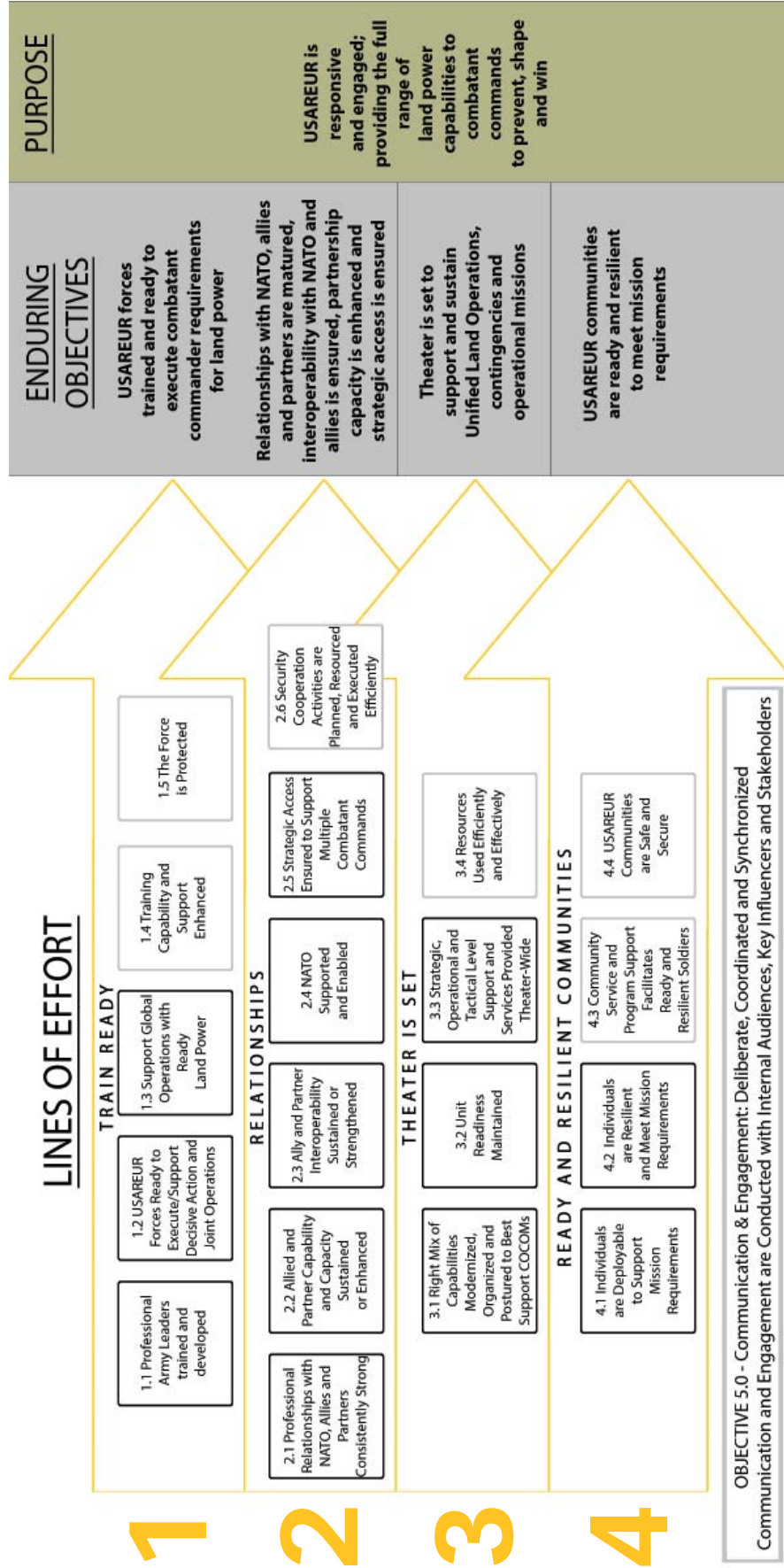
USAREUR 2020 is the command’s campaign plan – the capstone document describing its strategy and the approach to realize it. This unclassified extract is a summary drawn from the classified Theater Campaign Support Plan. It is intended to communicate the focus of USAREUR efforts to the broadest audience. The Strategy Map shows the campaign objectives and graphically depicts the efforts undertaken to achieve them.

Each arrow is a Line of Effort supporting achievement of one of the command’s enduring objectives. Within each Line of Effort are four to six objectives; these objectives are achievable ends towards which action is directed. They are drawn from the requirements of HQDA and EUCOM. These objectives are arranged in a logically sequential, relative-priority order. Logically sequential in that in most cases the left-most objective must be addressed before the next objective can effectively be addressed. Relative priority in that more effort is directed on the left-most objectives than those on the right but no objective can be ignored if the line of effort is to support meeting the enduring purpose.



Each objective has a series of associated tasks (detailed in the Theater Campaign Support Plan) – ways the assigned elements of the command take action to support achieving the objective. These are specific actions an agent, staff or organization is undertaking. These specify the ways, and sometimes means, used to achieve the objective or end.

# ● USAREUR 2020 STRATEGY MAP



# LINE OF EFFORT 1: TRAIN READY

OFFICE OF PRIMARY RESPONSIBILITY: USAREUR G-37 TRAINING & EXERCISES DIVISION

***ENDURING OBJECTIVE: USAREUR forces trained and ready to execute combatant commander requirements for land power***

USAREUR prepares trained and ready forces with operational depth and versatility capable of operating with unified action partners to execute Unified Land Operations to EUCOM and other Combatant Commands. All USAREUR forces are expeditionary, campaign-focused and tailorable to provide combatant commanders' required capabilities across the full range of ULO. USAREUR develops supporting plans to EUCOM and Combatant Command contingencies and crisis action plans. USAREUR conducts leader development, squad through brigade collective training, live-fire qualifications, large-scale Joint, Interagency, Intergovernmental, and Multinational exercises, and supports the Army's Regionally Aligned Forces mission.

## **OBJECTIVE 1.1**

### **Professional Army Leaders Trained and Developed**

USAREUR trains, educates, and provides experiences to progressively develop leaders using Mission Command. USAREUR supports the Army's Leader Development Program by focusing on three lines of effort: training, education, and experience. USAREUR commanders do this by assessing their units' mission-essential tasks and developing an overall training strategy within the institutional, operational and self-development domains to produce competent professionals capable of executing their unit's mission and prevailing in ULO.

## **OBJECTIVE 1.2**

### **USAREUR Forces Ready to Execute/Support Decisive Action and Joint Operations**

USAREUR develops "many teams for many missions." USAREUR is expeditionary, deployable, contingency plan-focused and decisive action trained. USAREUR trains to execute named operations, support priority EUCOM contingency plans and other COCOM plans. USAREUR uses a variety of events to train, build teams and create strong military units. USAREUR balances home station training (train Mission Command in live, virtual, constructive, and simulation environments and fully integrated Counter-Improvised Explosive Device into all training events), tailored mission rehearsal exercises, decisive action training events, live-fire qualifications and exercises to execute the broad range of ULO.



### **OBJECTIVE 1.3**

#### **Support Global Operations with Ready Land Power**

USAREUR supports EUCOM's ability to conduct operations, international engagements and interagency partnering to enhance and defend the United States. USAREUR actively conducts and supports the operations of multiple geographic and functional Combatant Commands to provide ready land power forces. USAREUR synchronizes and integrates the planning, preparation, execution and assessment of operations across the current, future and potential operational environment.

### **OBJECTIVE 1.4**

#### **Training Capability and Support Enhanced**

USAREUR supports organizations with state-of-the-art Mission Command training capabilities with high-quality training products support and facilitation. USAREUR continues to enhance live-fire and other capabilities to meet contingency and expeditionary force training requirements at Grafenwoehr and Hohenfels Training Areas and local home station ranges.

USAREUR provides constructive wraparound capabilities to enhance the scope and effectiveness of live training events. USAREUR ensures training resources, capabilities and support to regionally aligned forces is accessible.



### **OBJECTIVE 1.5**

#### **The Force is Protected**

USAREUR protects the force. USAREUR deters, disrupts, counters or mitigates threats to U.S. and multinational military and civilian partners. USAREUR is vigilant and proactive in protecting personnel, physical assets and information from a broad range of threats. USAREUR maintains an effective unit anti-terrorism program, conducts intelligence support to the force and conducts computer network defense and information assurance.



## LINE OF EFFORT 2: RELATIONSHIPS

OFFICE OF PRIMARY RESPONSIBILITY: USAREUR G-3 SECURITY COOPERATION DIVISION

***ENDURING OBJECTIVE: Relationships with NATO, allies and partners are matured, interoperability with NATO and allies is ensured, partnership capacity is enhanced and strategic access is ensured***

Interactions with our many allies and partners are nuanced; the specific nature of interaction varies with many factors. USAREUR considers all of this in developing specific activities to advance our mutual interests.

**OBJECTIVE 2.1**  
**Professional Relationships with**  
**NATO, Allies and Partners Consistently Strong**

USAREUR understands that great relationships cannot be surged – they must be nurtured and maintained. Because of the unique nature of USAREUR's forward posture, over time we have built many strong relationships. We continue to leverage our permanent forward-stationed position to nurture and preserve these relationships at multiple levels.

Relationships are essential to cooperative activity. Establishing and maintaining these relationships is done through consistent presence, cooperative military engagements and mutually supporting information sharing. USAREUR supports this through senior leader engagements, the National Guard State Partnership Program, staff exchanges and honoring existing bilateral and multilateral agreements. This activity assures our allies and partners of U.S. commitment to Europe and our shared security interests.



**OBJECTIVE 2.2**  
**Ally and Partner Capability and Capacity**  
**Sustained or Enhanced**

Through sustained, iterative interaction, USAREUR and our partners and allies mutually sustain and enhance capability and produce a multiplicative effect. For some nations this enhances their ability to export security; for others it enables them to more effectively address their regional security concerns. This interaction supports the achievement of goals developed in conjunction with the ally or non-aligned partner. From individual Soldier and leader interaction to major maneuver exercises, USAREUR maintains routine contact with our allies and partners whether in the European theater or deployed abroad. Other events include multinational training, exercises and familiarization events, and JMTC observer/controller coaching, teaching and mentoring. All efforts are intended to enhance professionalism and intelligence security cooperation activities, and assist land force modernization.



**OBJECTIVE 2.3**  
**Ally and Partner Interoperability**  
**Sustained or Strengthened**

Together with our allies and partners, USAREUR endeavors to maintain and strengthen our interoperability across the spectrum of operations. The U.S. seeks to operate multilaterally when possible for the increased reach and influence provided. This interaction also provides a useful venue for forces to evaluate and enhance their operational capability; nothing forces improvements better than interacting with other world-class military partners. Operations in Afghanistan have greatly enhanced force interoperability between the U.S. and many European nations in the crucible of conflict. As the scale of military operations there is reduced in the coming years, effort is required to maintain this hard-won interoperability. This can include multinational training and exercises, intelligence cooperation activity and personnel exchange programs. This sets the conditions for potential future multinational operations.

**OBJECTIVE 2.4**  
**NATO Supported and Enabled**



USAREUR conducts activities to support this, such as multinational training under NATO auspices and individual and staff training, as well as assisting nations aspiring to NATO membership in meeting those requirements.

USAREUR supports training and enables operations conducted by NATO operational and tactical commands. NATO is the bedrock to European security, and has evolved to become an exporter of security.

Because threats transcend U.S. Geographic Combatant Command boundaries, USAREUR leverages its forward-stationed location and maintains infrastructure to support EUCOM and other Combatant Commands. This includes maintenance of access to existing infrastructure as well as enacting support agreements to meet projected or unexpected future requirements. The unique geographic location and existence of mature infrastructure in a secure environment enable USAREUR to serve as an intermediate staging base for projection of U.S. forces around the globe – supporting not only EUCOM but AFRICOM, CENTCOM, U.S. Transportation Command and U.S. Special Operations Command. USAREUR efforts maintain or enhance access as required to continue this support.

**OBJECTIVE 2.5**  
**Strategic Access Ensured**  
**to Support Multiple Combatant Commands**



Using a systematic “Assess – Plan – Resource – Execute – Reassess” process, USAREUR conducts security cooperation activities to achieve mutually desired objectives not only with

**OBJECTIVE 2.6**  
**Security Cooperation Activities are**  
**Planned, Resourced and Executed Efficiently**

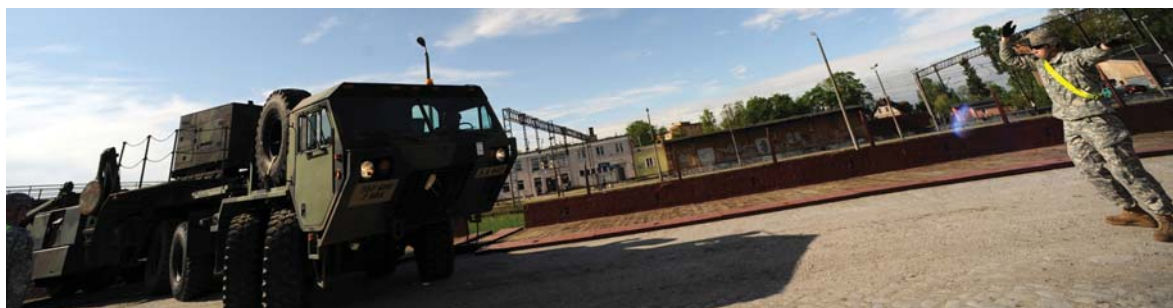
organic resources, but also those provided by EUCOM, Department of the Army or the U.S. State Department. Working with our partners, USAREUR monitors execution to evaluate progress, using staff as well as resources such as the Joint Multinational Training Command, and makes improvements where necessary. Activities assessments inform decisions on future security cooperation activities.

# LINE OF EFFORT 3: THEATER IS SET

OFFICE OF PRIMARY RESPONSIBILITY: USAREUR G-4 PLANS, OPERATIONS & EXERCISES DIVISION

***ENDURING OBJECTIVE: Theater is set to support and sustain Unified Land Operations, contingencies and operational missions***

To ensure the theater is set, USAREUR is pledged to maintain the capacity to support and sustain Army forces, other services, and multiple COCOMs. Force posture and readiness are key to providing a viable theater platform for deploying and redeploying U.S. forces, staging in support of NATO and international agreements and sustaining theater-committed forces throughout the EUCOM AOR and other COCOM regions. Force structure changes across the theater, equipment fielding and maintenance, consolidation of infrastructure and facilities, maintaining operational sites, and funding reductions play a large role in future planning efforts. USAREUR staff focus employs careful planning and develops innovative solutions to execute new business practices, partner with other nations and uses technology to conserve resources and inspire excellence.



USAREUR must be prepared for the known and unknown, given the political and economic uncertainty of many nations in or bordering the EUCOM AOR. Having modernized equipment maintained and ready to

support any operation or contingency mission complements USAREUR's ability to support multiple COCOMs. Safeguarding this capability requires constant assessment of infrastructure and consolidation of maintenance and sustainment activities to provide quality staging and deployment/redeployment platforms to enable theater opening activities and provide Title 10 U.S.C. support to all Army forces in theater. USAREUR's continued involvement in operational deployments shapes the future planning for support and sustainment of NATO missions and national security requirements.

**OBJECTIVE 3.1**  
**Right Mix of Capabilities**  
**Modernized, Organized and Postured**  
**to Best Support COCOMs**

## OBJECTIVE 3.2 Unit Readiness Maintained

Unit readiness is a core mission for USAREUR units. Readiness reflects a unit's pride and high standards in its ability to support our nation's commitments to global security. USAREUR units complement the Army's plans to support rotational and response forces in support of operational and contingency missions, maintaining prepositioned equipment, monitoring unit readiness and meeting Army requirements for maintenance, stockage levels of supplies, and overall accountability of equipment. High standards are achieved through

routine tests, inspections and unit assistance visits. Measuring readiness is based on established metrics for a comprehensive overview of theater readiness.



**OBJECTIVE 3.3**  
**Strategic, Operational and Tactical Level**  
**Support and Services Provided Theater-wide**

USAREUR is responsible to execute the full spectrum of missions by providing forces and support to exercises, Unified Land Operations, contingencies and operational missions. USAREUR forces continue to support global force requirements, but are also committed to operational theater security missions in Kosovo, Turkey, Israel and Romania and land forces assurance exercises in Poland, Latvia, Lithuania and Estonia. Success is our ability to plan for and respond to emerging requirements with logistical support agreements in place, support to other services or nations identified and providing the right resources in the right place at the right time. One of USAREUR's strengths is our ability to make positive contributions to international issues and foster and nurture relationships from a broad array of engagement opportunities that CONUS-based headquarters would not be able to accomplish.



**OBJECTIVE 3.4**  
**Resources Used Efficiently and Effectively**

Resource stewardship is a daily focus activity to identify priorities, and institute changes in behavior to identify efficiencies. USAREUR manages a number of logistics and support contracts for our operational missions; they have been and will continue to be scrutinized for efficiencies and effective use of funding. The staff continues to improve property accountability, audit testing and increasing standards.



## LINE OF EFFORT 4: READY & RESILIENT COMMUNITIES

OFFICE OF PRIMARY RESPONSIBILITY: USAREUR G-1

***ENDURING OBJECTIVE: USAREUR communities are ready and resilient to meet mission requirements***

Before units can be organized and trained or partnerships built, individuals must be ready and prepared to conduct these other activities. Meeting this need is the focus of LOE 4. USAREUR implements the Army Ready and Resilient Campaign Plan in this line of effort; it also incorporates efforts from various support entities that report to USAREUR as the senior mission commander.

### OBJECTIVE 4.1

**Individuals are Deployable to Support Mission Requirements**



USAREUR continues to anticipate, integrate, synchronize, prioritize, and through its service and program-provider partnerships, coordinate the delivery of those services and programs which promote and sustain individual and unit readiness. USAREUR actions include continued emphasis on Sexual Harassment/Assault Response and Prevention (SHARP) and suicide prevention, improving medical readiness and retaining the best Soldiers.

USAREUR continues to posture itself to accomplish all assigned tasks or missions by continuously focusing its efforts and collective resources on promoting and sustaining resiliency during individual and collective team training and leadership development. Following a deliberate and anticipatory process, USAREUR improves individual fitness and resiliency by focusing recurring and outcome-oriented education and training to create a more ready and resilient force while strengthening the Army profession.

**OBJECTIVE 4.2**  
**Individuals are Resilient to Meet Mission Requirements**

**OBJECTIVE 4.3**  
**Community Service and Program Support Facilitates Ready and Resilient Soldiers**

Community service and program support providers (e.g., installation, medical, dental, veterinary, etc.) serve as force multiplying platforms for sustaining and improving the readiness of the Total Force (i.e., Soldiers, Army civilian employees, families and Army retirees) assigned to the Army in Europe. This is accomplished by anticipating future service and program requirements and through the modernization and new construction of standardized facilities; by developing and implementing innovative approaches to providing medical and dental support with special emphasis on the MEDCOM imperatives of activity, nutrition, and sleep; and by developing a sustainable infrastructure that is resource and energy efficient while concurrently providing the best possible working and living conditions.



**OBJECTIVE 4.4**  
**USAREUR Communities are Safe and Secure**

Safe and secure military communities are essential to sustaining the readiness and resiliency of the Total Force because they directly contribute to community members' sense of comfort and welfare. Our military communities facilitate the ability of all community members to focus on and accomplish professional responsibilities and achieve personal goals. USAREUR efforts range from vehicle safety programs to implementing occupational health programs.

# OBJECTIVE 5.0: COMMUNICATION & ENGAGEMENT

OFFICE OF PRIMARY RESPONSIBILITY: USAREUR DEPUTY CHIEF OF STAFF

## OBJECTIVE 5.0

**Deliberate, Coordinated and Synchronized Communication and Engagement are Conducted with Internal Audiences, Key Influencers and Stakeholders**

Communication and engagement cut across all Lines of Effort, and is essential to the accomplishment of our Enduring Objectives.

USAREUR leaders and key personnel at all levels seek opportunities to communicate and engage on behalf of USAREUR to further the accomplishment of the objectives set forth in this plan.

Communication and Engagement are not “one-way” activities; in the complex multinational, joint, interagency, environment in which USAREUR operates, they must be informed by cultural understanding and conducted with consideration for the aims and concerns of host nations, partners, allies and other key stakeholders.

Synchronization of communication and engagement activities is crucial. Commanders and leaders must ensure they conduct communication and engagement efforts in accordance with USAREUR guidance and synchronization plans through participation in key battle rhythm events such as the Effects Working Group and Engagement Synchronization Working Group, as well as through interaction with key staff proponents.





# SUMMARY

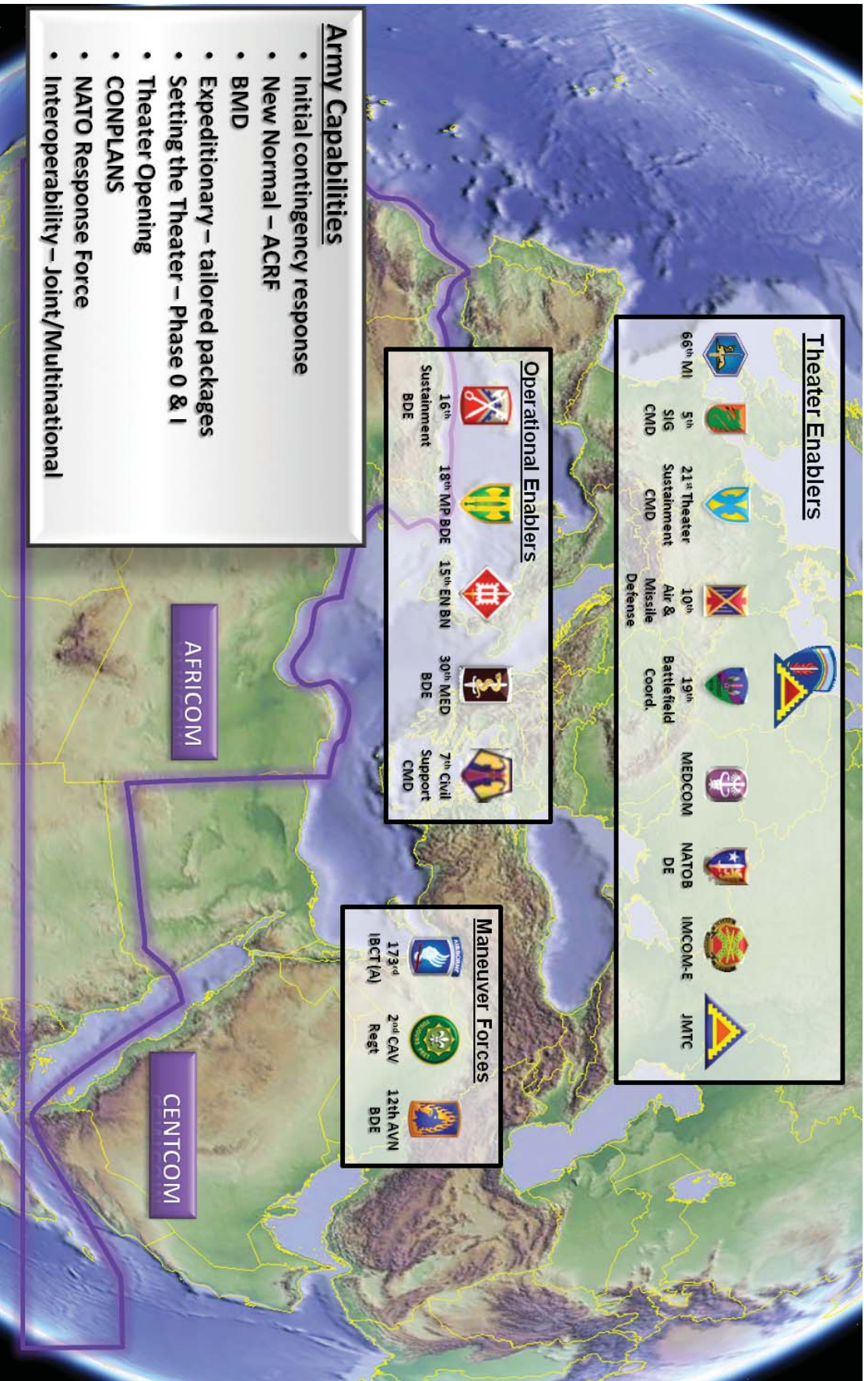
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This capstone document provides direction for USAREUR staff and subordinate commands. It is based on staff analysis of guidance from our higher headquarters, HQDA and EUCOM. This direction informs the development of other plans and strategies within the command. Fully implementing this vision will require some additional efforts.

- 1** The first of these will be publication of quarterly command priorities. These are intended to inform the staff and subordinate commands on the areas where the command as a whole should focus. The iterative nature provides a consistent communication channel across LOEs. This supports the command and its members, prioritizing allocation of scarce resources to achieve the plan's objectives.
- 2** Second, determining how to achieve the objectives outlined in this document requires further effort to develop actionable tasks. Future effort will develop sub-objectives, tasks and assessment metrics, and capture them in the updated Theater Campaign Support Plan.
- 3** Third, monitoring implementation and evaluation of the plan is essential to maintain progress towards the enduring objectives and fulfillment of the enduring purpose. A systematic Assess – Plan – Resource – Execute – Reassess process ensures command understanding and provide opportunities to adjust efforts as required.



# ● USAREUR CAPABILITIES





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