



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
UNIT 29351
APO AE 09014-9351

AEAGC-TD-OPD

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: United States Army, Europe and 7th Army (USAREUR/7A) Training Strategy and Guidance, FY 07-08

1. References: See Enclosure 6.

2. Precedence. This memorandum supersedes memorandum, HQ USAREUR/7A, AEAGC-TD-OPD, 12 September 2005, SUBJECT: USAREUR/7A Command Training Guidance, FY 05-07.

3. Purpose. This document provides a strategy for, and additional guidance as to how, US Army Forces in Europe will train in FY 07-08. Readiness for war is our top priority and training is the key to that readiness. The current security environment coupled with a high Operational Tempo and significant funding constraints puts a premium on conducting the right training at the right time. This document lays out guidance for training in USAREUR and, as such, will help focus commanders, training managers, and resourcers to the priorities of the command.

4. Applicability. This guidance applies to all US Army forces assigned or attached to United States Army Europe.

5. Mission: USAREUR/7A provides expeditionary force capabilities to fight the Global War on Terror, maintains NATO and other coalition partnerships, conducts security cooperation activities, trains for and conducts joint and combined operations, and provides theater logistics support IOT achieve COCOM and national strategic objectives.

6. Mission-Essential Task List (METL).

- Train tailored forces and headquarters for joint and combined operations.
- Rapidly project expeditionary forces prepared for joint and combined operations.
- Ensure force well-being.
- Operate theater sustainment and execute expeditionary logistics in support of Army, joint, and combined forces.
- Ensure regional security, access, and stability through presence and security cooperation.
- Provide C2 capabilities at echelon to enable joint and combined operations.

7. Situation / Construct of our Environment. IAW USAREUR's Lines of Operation we must leverage the Ways, Means, End approach to our training.

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a. Ways. USAREUR forces continue to provide the joint force commander campaign quality capabilities necessary to achieve tactical and strategic objectives and to conduct sustained land combat. The recent return of SETAF and the 173rd Airborne Brigade Combat Team (ABCT) from Operation Enduring Freedom, the deployment of V Corps to serve as the Headquarters for Multi-National Corps Iraq, and the deployment of three Brigade Combat Teams (BCTs) from 1st Armored Division and 1st Infantry Division demonstrate the strategic relevance of both a forward deployed combat capable land force and a developed theater logistics infrastructure.

b. Means. USAREUR forces, as part of the overall Army plan, will continue to transform to meet current and anticipated national security requirements. We are in the process of returning forces to CONUS, restructuring USAREUR units for future use, and transforming both headquarters and operational units to establish a transformed USAREUR force that is more responsive, lethal, and expeditionary. The main challenge for this training period will be the restructuring and training of the operating forces into Operational Command Posts (OCPs) and modular brigades – 2nd Cavalry Brigade Combat Team (Stryker) and 173rd Infantry Brigade Combat Teams (Airborne) and Theater Enabling Commands.

c. Ends. While training US Army forces remains USAREUR/7A's primary focus and responsibility, we also recognize that another challenge is generating a force capability and capacity that includes our allies and coalition partners. The strategic location of USAREUR/7A's infrastructure, centered between our traditional NATO and new NATO partners and allies to the East, means that by both quality of facilities and strategic importance of location, USAREUR/7A will continue to be the center of excellence for training US forces in Joint and Multinational operations, as well as training and building confident NATO and emerging allied land and joint forces.

8. Commander's Training Imperatives.

a. Every Soldier is a Warrior. Every Soldier on the battlefield must be proficient in their respective Military Occupational Specialty (MOS) and the core set of Warrior Tasks and Drills ensuring battlefield success. Starting with initial military training and running the course of a career, proficiency in the Warrior Tasks and Drills is the constant baseline for all Soldiers.

b. Joint, Interagency, Intergovernmental, and Multinational (JIIM) Training. We must take every training opportunity to enhance joint, interagency, intergovernmental, and multinational interoperability. We must strive to make US tactics, techniques, procedures, and doctrine understood and nested with our JIIM partners and the standard with our multinational partners.

c. Full Spectrum C2 Capability. While we will maintain our competency to fight as an Army formation, we will sustain a joint capability to operate as or under a CJTF. We must train to sustain our unmatched capability to provide both a two and three-star Army "core" JTF capable headquarters.

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d. Expeditionary. As we transform to a leaner, more agile and capable force, we must be capable of rapidly projecting combat power (forcible entry, strikes and raids, airfield seizure, deterrence operations) wherever it is needed. Our training plans must be flexible, innovative, and adaptive to complement this new construct. We must be capable of conducting all aspects of training while deployed – breaking the mindset of having to move to a specific, set location to train.

e. Innovation and Training Realism. We will balance safety and realism by ensuring we provide Soldiers with tough, realistic training with clearly defined Task, Conditions, and Standards. The commander is always the senior trainer. Conducting high risk training safely is what prepares soldiers for combat. Initiatives such as tactical conduct of ranges and rotations at GTA/JMTC, convoy live fires, and live fire exercises at HTA/JMRC are initiatives designed to bring combat conditions to training. As we increase realism, commanders must assess the training level of their units and determine appropriate skill levels required to enter a major training event. Risk assessment is commander's business and will be done before all training events. During high risk realistic training it is imperative that leaders stay with the led to coach, teach, and mentor. Both in training and in combat, commanders must make it clear who has specific authorities and who will make specific critical decisions. Proficiency in basic fundamentals is what has made our Army what it is today. AARs are the key enabler to learning in a unit. The chain of command owns the AAR process and must maximize its benefits.

9. Training Priorities. The purpose of our Army training in USAREUR is to produce highly professional Soldiers, leaders, and units thoroughly trained in their respective core competencies and capable of deploying as part of a Joint Interagency team across the full spectrum of military operations to meet the COCOM's requirement in contemporary operating environments against aggressive and adaptive enemies.

a. Preparing for War / Mission Set Training Model. The number one training priority in USAREUR is training and preparing USAREUR units for operational missions in support of GWOT.

b. Core Competencies / Capabilities-Based Training Model. Units not designated for operational deployment must be focused on and preparing for conventional missions according to their MTOE organization and existing OPLANs. These units will concentrate on conventional capability, readiness, and METL-specific training.

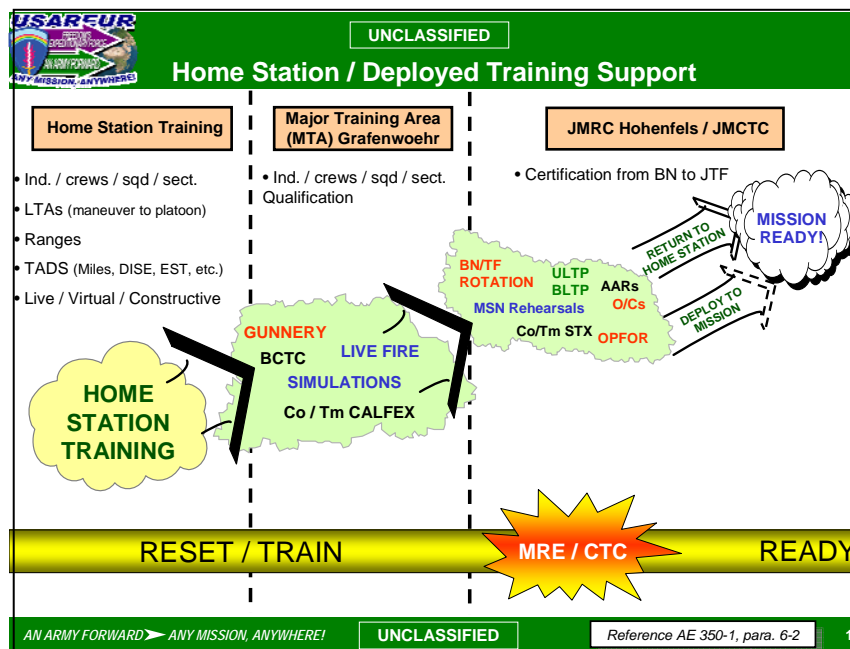
c. Training of Returning and Transformed Units and Headquarters. We must ensure that units returning from operational deployments as well as those transforming in theater deliberately move through the ARFORGEN process and establish a training plan that gets them from the reset/train phase and into the ready phase and available force pool. We will provide a Combat Training Center (CTC) certification training event for 2CR, 173d IBCT (A), and 12th

Combat Aviation Brigade (CAB) in FY07 formally marking their transition from the reset/train phase to ready phase. USAREUR will also schedule a JTF certification exercise for SETAF, a Combined/Joint Warfighter exercise for 1st AD, and establish a rotational presence in Eastern Europe in FY07.

d. Security Cooperation. At the direction of Commander, US European Command, USAREUR has developed an Army Theater Security Cooperation (TSC) program for this AOR. The USAREUR Exercise program supports this national level, EUCOM and USAREUR SC guidance as well as JCS, EUCOM and NATO directed exercises. Multinational exercises and other TSC events contribute in achieving USAREUR’s TSC goals and objectives that focus on building capable and confident coalition partners. The priority for exercises in FY07 is TORGAU 07 and Immediate Response 07, but all TSC exercises are listed in the exercise enclosure. While TSC activities are leader intensive and often cannot achieve the degree of training realism we would prefer. They are critically important to develop the relationships that build tomorrow’s coalitions.

10. Training Strategy. The foundation for the USAREUR training strategy is Army doctrine, AR and AE 350-1, the Combined Arms Training Strategy (CATS), EUCOM guidance, and our training imperatives. Our training will focus on Soldiers, leaders, and units using the three training environments Live, Virtual, and Constructive.

a. Training Approach. The training approach as outlined is designed to develop skills, both individual and collective, at Home Station that allow for crews, platoons, and units to conduct *qualification* training at one of our Major Training Areas (MTAs) followed by a unit collective *certification* event at the Joint Multinational Readiness Center (JMRC) for battalion and brigade combat teams or through the Battle Command Training Program (BCTP) for BCT and JTF capable Battle Staffs.



b. Combined Arms Training Strategy (CATS). CATS is a descriptive training management tool for commanders and unit trainers. It is unique to a type unit. Senior trainers must identify the tasks to be trained, the training audience, the frequency, and the type event(s) used to create the conditions under which the tasks are trained constitute its core and serve as a useful tool as prescribed in AE 350-1. CATS, when used in the right combination of the LVC training environments, will yield a trained unit and battle staff that is mission capable.

c. Multi-Skilled Leader Training. Leadership is the essential dynamic in the application of combat power. We must develop pentathletes that personify the Warrior Ethos. The leadership bench we build for the future must be capable of operating in Joint and multinational environments from company level through JTF, executing concurrent tasks all along the spectrum of conflict. Our leaders must be tactically proficient while also capable of making decisions with potential strategic implications. The complexity of operations demands higher order cognitive skills, including the rapid synthesis of information, intuitive assessments, rapid conceptualization of courses of action, and ultimately decentralized execution. Operations are changing from plan centric to intent centric and as such we must have agile leaders that can immediately and correctly respond in accordance with their commander's intent in every situation while always keeping in mind the strategic implications of tactical events. Leaders will be placed in training situations that make them think, assess, and decide. Commanders will ensure training events include a level of ambiguity that demands cultural awareness and the ability to think and act in a multidimensional battlefield. Training events such as commander STX training, leader loss drills, terrain walks and other experience-building opportunities help focus on the art of leadership and develop the ability for leaders to visualize the requirements of leadership and commandership.

(1) Common Task Testing and Warrior Tasks and Drills. All soldiers must be trained and routinely evaluated on fundamental combat and survival tasks. Leaders will place appropriate command emphasis in achieving and sustaining competence to standard in these skill sets. Tasks selected for the CTT may be evaluated during collective training events or by setting stations that test specific tasks.

(2) Individual and Crew-Served Weapons Qualification. As a minimum commanders will ensure individuals and crews are proficient in the safe use, maintenance, and employment of weapons and weapon systems. They must meet weapons qualification standards for their weapons as outlined in DA Pam 350-38 and preliminary marksmanship instruction will be conducted prior to instructional or qualification firing of weapons. However, we must move beyond the basic qualification tables. Make our marksmanship program more challenging and realistic by changing the conditions and techniques; be innovative in your approach. Place soldiers under the conditions they can expect in combat such as limited visibility, in a convoy, CBRN, in urban terrain incorporating reflexive fire and stress firing techniques. Incorporate the

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use of organic night vision devices (NVDs), enhanced optics, and lasers when conducting this training. Maximize the use of training devices, such as the Engagement Skills Trainer (EST), the Small Arms Virtual Trainer (SAVT), MILES, SESAMS to reinforce and enhance PMI. AE 350-1 describes a more comprehensive marksmanship training program. Commanders should not be confined by STRAC. Therefore, ammunition managers at all levels must help their commanders define requirements and then allocate resources to support them.

(3) Sergeants Time Training. STT remains a critical tool to develop junior leaders and is a cornerstone for individual task training. Commanders must dedicate and protect the time allowed for STT to include sessions for low-density MOS (no more than twice per month). Policy Letter #7 and AE 350-1 provide guidance on my expectations for Sergeant's Time Training. STT is all about junior leader development into warrior pentathletes.

(4) Pre-Command Courses. All commanders from company / detachment level through brigade level command and their NCOICs (First Sergeants and Command Sergeants Major) will (no exceptions) attend a USAREUR/7A pre-command course before assuming their duties. These courses ensure leaders receive the best preparation possible for the most challenging and rewarding positions of their careers. The Combined Arms Training Center (CATC) web site, accessed at <https://trms.7atc.army.mil/tngspt/cac/branches/CommandTrng/default.asp?id=0>, provides information about these courses.

(5) Rear-Detachment Commander Course. Every officer and NCO selected to serve as a rear detachment commander (RDC) or rear detachment noncommissioned officer in charge (RDNCOIC) at a brigade, battalion, or separate company will attend the CATC RDCC in Vilseck, Germany. Designated individuals will attend the course one to three months prior to assuming RDC duties. They may assume duties before attendance only with the approval of the first general officer in their chain of command or an O6 in a brigadier general billet.

d. Crew and Unit Training.

(1) Kinetic Gunnery. Our units must maintain proficiency on all assigned major weapon systems using all methods, MILES, Blanks, SIM Munitions, and live fire. Commanders will use comprehensive, preliminary gunnery-training programs to prepare crews for annual and semiannual qualifications. Crews must know how to "fight their weapon system" without hesitation if a given component fails or a capability is lost. All crews and platoons will conduct their record qualification at the GTA.

(2) Digital Gunnery. Commanders should train, track, and stabilize those Soldiers assigned to battlestaff positions with the same deliberate care as they do other crewed weapons systems such as Strykers, tanks, and Bradleys. The skill-set these Soldiers have are critical to mission accomplishment. Training must be conducted in accordance with AE 350-1 and the Army Digital Training Strategy. To support this, G3-IMD provides or coordinates training

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opportunities for system operators. CATC, under the JMTC, will provide individual digital training to meet unit and theater requirements once capable. The status of digital training and systems / equipment on hand will be a topic in command training briefs at the division level and below.

(3) Integrating Interagency, Intergovernmental, and Non-Kinetic Operations.

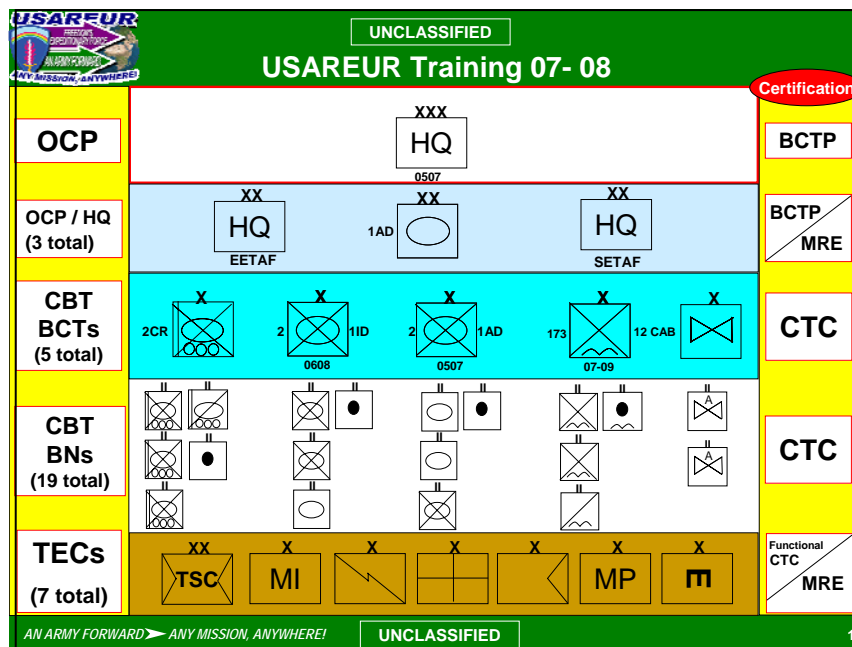
Collective level training should address the capabilities and effects of integrated Information Operations, PSYOP, Civil Affairs, Public Affairs, Deception Operations, and OPSEC in shaping the area of operations. Training at JMRC and in constructive simulations will stress these capabilities. When appropriate, units at all echelons will train to integrate these functions during collective training events. This training is facilitated through incorporating specific proponent agencies (i.e. CA teams or PSYOP cells) as available, integrating civilians on the battlefield, and developing Civil-Military Operations requirements with exercise scenarios.

(4) Maneuver Training. All combat forces require exercise in the Live domain. Units can use Hohenfels Training Area (HTA), Grafenwoehr Training Area (GTA), Local Training Areas (LTA), and Maneuver Coordination Areas (MCA) for maneuver training. Battalion and Squadron commanders will develop scenarios to train their platoons prior to live CTC events. The intent is for platoons to train in tactical scenarios that concentrate on exercising platoon battle tasks and drills directly supporting the company or troop METL. When possible, battalion-level commanders will incorporate into the training event a table XII (day and night run) gunnery and a force-on-force scenario using TADSS and will certify each platoon as trained.

(5) Combat Training Center Program. The CTC Program is the cornerstone of training in USAREUR/7A. Its components include the Battle Command Training Program (BCTP) and JMRC rotations. Commanders will continue to base training programs at their respective echelons to support these capstone-training events. IAW AE 350-1, the USAREUR/7A goal is for commanders and battle staffs of maneuver battalion task forces, squadrons, brigades, and brigade-level functional units to execute a JMRC rotation at least once during their command tours or IAW with operational deployment guidance. All JMRC rotations will be scheduled with 7A/JMTC and posted on the MTA calendar (encl 2).

(6) Battalion External Evaluations (EXEVALs). The goal is for all USAREUR/7A battalions to conduct an EXEVAL each year. EXEVALs will be conducted in a field live or constructive environment with properly trained O/Cs and evaluators providing training feedback. Maneuver training rotations and leadership-training program exercises meet this annual requirement. Theater enabling command units are encouraged to conduct battalion-level EXEVALs each year. Attack helicopter battalions are also required to receive an annual EXEVAL by taking part in CTC rotations.

(7) Airborne Training. SETAF is USAREUR’s proponent for airborne training. Throughout the first half of FY 07 the 173rd Airborne Brigade will also undergo modular transformation to an IBCT (A) configuration which will increase USAREUR’s airborne population and requirements. Units must be innovative in their approach and leverage the JA/AAT process and conferences to maximize both individual and collective airborne training requirements. USAREUR G3 and G3T will continue to engage EUCOM in order to meet USAREUR’s airborne training requirements.



(8) Certification. USAREUR units will conduct a certification exercises IAW AE 350-1. Commanders will certify their units as mission ready for deployment at the end of the training cycle using one of one of the following methods:

- At the tactical level through rotations at JMRC
- At operational level through constructive training exercises
- By executing Theater Security Cooperation exercises from PLT through CP level
- By conducting, at a minimum, qualification gunnery and functional command JMRC rotations.

11. Training Management.

a. Command and Control. As we continue to support GWOT, transform, rebase, and gain additional capabilities, we must ensure we have clear Command Relationships for training responsibility and oversight across the AOR. With the deployment of V Corps, many units from company to division will fall under a new chain of command. It is the responsibility of the

gaining unit to train those new units now under their command. Key to getting transitioned units trained is the communication between the gaining unit and the transitioned unit to understand the current training status and future training requirements of the transitioned unit. C2 relationships are outlined in OPOD 0001-05 (GWOT DR4 order) and subsequent FRAGOs. Unit METL approval will be conducted IAW with OPOD 0001-05.

b. Semi-Annual Training Brief (SATB). Major Subordinate Commands (MSC) will alternate presenting their Semi-Annual Training Briefs, one to the USAREUR/7A Commander and one to the Deputy Commander, each year. The first series of briefings will be conducted in the 3rd or 4th quarter of FY06 for FY07 training events as reflected below. The training brief is to be given IAW AE 350-1 supplemented with the guidance contained in this document. Recommend your SATB be linked to community or other events, allowing the subordinate command the opportunity to visit with the USAREUR/7A CG / DCG and highlight community or unit activities. For the near term (FY06), MSC'S have been apportioned as follows:

- (1). SETAF, 1AD, present their SATB to CG, USAREUR/7A.
- (2). 5th SIG, 21st TSC, present their SATB to DCG, USAREUR/7A.

c. Digital Training Management System (DTMS). The DTMS is the only authorized automated DA approved system for managing training in Army units. DTMS provides a central source for reviewing unit readiness, identifying training tasks, and developing training plans. System capabilities include managing mission METLS, short and long range training calendars, and soldier records. DTMS links to combined arms training strategies (CATS) and can be employed to review unit tasks, provide event details, and access training resources. DTMS on-line training website is available at <https://dtms.army.mil/dtms/Logon.aspx?ReturnUrl=%2fDTMS%2fDefault.aspx>.

d. Training in Inactivating or Transforming Units. As a general rule Soldiers will only be sent to MOS / leadership schools if the completion and return to unit date is not later than 90 days from unit inactivation.

(1) Converting Units. Units will continue individual level training and Soldier readiness until resources – including the appropriate leadership – established within the conversion timeline are available to initiate collective task training. Focus will first be on readiness then new equipment training. Units will build on these from small unit collective training through BN/BDE level events. Unless specific requirements prevent it, units may begin training to establish proficiency in their new force structure when capable. Specific reporting guidance is found in USAREUR FRAGO #19 to OPOD 0006-05.

(2) Inactivating Units. Units will cease collective training 180 days prior to the scheduled inactivation date, unless specifically addressed with higher Commander. Units will follow the USAREUR 180 day check list and USAREUR FRAGO #19 to OPOD 0006-05.

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Units must ensure soldiers continue to meet AE 350-1 required Soldier and leader requirements until departure or reassignment.

12. USAREUR/7A Exercise Program. USAREUR executes a robust exercise program in conjunction with JCS and USEUCOM policies and guidance. These exercises train Commanders, battle staffs and units in a joint, multinational environment to ensure units are ready to conduct their wartime mission. The USAREUR exercise program serves as a certification program for units designated for deployment and for USAREUR led JTF headquarters. In addition, exercises will be conducted in support of the TSC program in order to enhance interoperability and relations with partner nations while promoting regional security access and stability. (See Enclosure 1 for a complete FY 07 - 08 Exercise schedule to include expected unit participation).

a. DA Directed, 1st Armored Division Combined Joint Warfighter (CJWFX 07) (11 - 16 MAR 07). The CJWFX will meet the 1st Armored Division's Title X requirement to train to high intensity combat (HIC).

b. EUCOM Directed Exercises. The FOCUS series of exercises are designed to train and certify USAREUR led JTFs. USAREUR will participate in the following EUCOM Exercise:

(1) **Sharp Focus** (Jan 07) as the JTF Certification exercise for SETAF.

(2) **Flexible Leader** (May 07) USAFE JTF and CNE-C6F JFMCC Certification exercise with USAREUR as a participant.

(3) **Flexible Response / Guardian Shield** (Nov 07) EUCOM directed Consequence Management Exercise designed to ensure EUCOM components are prepared to react to a terrorist attack.

c. NATO Exercises. Crisis management and conflict resolution will continue to be USAREUR/7A's focus in working with Supreme Headquarters Allied Powers Europe (SHAPE) and EUCOM. Exercise scenarios will challenge participants in real world (non Article V) possibilities using simulations and mock-ups to enhance training. USAREUR/7A's overall goal is to improve our interoperability, flexibility, and mobility of multi-national formations.

(1) **NATO Readiness Exercises. IMMEDIATE RESPONSE (IR).** This is a SACEUR directed USAREUR led emergency deployment readiness exercise designed to demonstrate COMEUR's ability to rapidly deploy a strategic reserve force.

(2) **Partnership for Peace Exercises (PfP).** PfP exercises develop partner nation capabilities to participate in US or NATO-led operations. These exercises are scheduled by NATO and USEUCOM and are conducted by NATO Land Component Command Headquarters,

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Heidelberg, and USAREUR/7A. USAREUR/7A will emphasize that PfP exercises support GWOT, are multi-national in nature, and leverage reserve component forces. USAREUR will continue to support PfP exercises because of their value and support to GWOT and will participate in the following:

(a) **COOPERATIVE LANCER (FY 07/08 TBD)**. Squad level field training exercise (FTX) emphasizing small unit coalition peacekeeping skills conducted under NATO PfP guidelines.

(b) **COOPERATIVE LONGBOW (FY 07/08 TBD)**. This is a NATO, Allied Forces – Southern Europe sponsored PfP which includes a computer assisted, command post exercise (CAX/CPX). This exercise will focus on brigade level Coalition Peace Support Operation (PSO), humanitarian aid, and disaster relief operations.

(3) **In Support Of (ISO) PfP Exercises**. ISO PfP exercises differ from NATO PfP exercises in that they are scheduled by EUCOM and conducted by its Service Components. USAREUR uses these exercises to enhance partner nations' abilities to operate with NATO, the US Army, and other partner nations. The goal of ISO PfP exercises is to enhance coalition interoperability and provide readiness training to USAREUR units. USAREUR's priority for ISO PfP exercises in FY07 and FY08 are Exercise RAPID TRIDENT in Ukraine, Exercise COMBINED ENDEAVOR in Germany and another partner nation, and Exercise RESCUER in Armenia.

(4) **Medical Outreach Exercises (Medical Capabilities (MEDCAP) Exercises, Medical Central and Eastern Europe (MEDCEUR) Exercises, and MEDCAP Exercise MEDFLAG)**. Under the direction of EUCOM, USAREUR/7A executes bilateral joint and combined military medical exercises.

(a) **Exercise MEDCEUR (Ex MC)**. This is a small scale, joint and combined Mass casualty medical training exercise scheduled by USEUCOM. Its purpose is to enhance medical operation interoperability and provide medical personnel of participating countries the opportunity to exchange medical support techniques.

(b) **Exercise MEDFLAG (Ex MD)**. This is a USEUCOM scheduled exercise involving mass casualty training with follow-on humanitarian and civic assistance visits. Ex MD 07 will be conducted in Gabon and led by NAVEUR.

d. Combined Training. Joint Deployment Inter-operability Readiness Training (JDIRT). This training enhances interoperability and self-sustainment and capability of our coalition partners. Bulgaria, Slovenia, and Georgia are slated for training in FY07.

e. Bilateral Exercises. Bilateral exercises improve US interoperability with partner nations through mutual understanding of national doctrine and JTTPs and also provide readiness training for U.S. Forces. The USAREUR-Russian Ground Forces Exercise Torgau 07 is USAREUR's top priority bilateral exercise.

(1). TORGAU. This is a JCS supported bilateral exercise between USAREUR and Russian Ground Forces. Exercise TORGAU 07 will be conducted in Grafenwöhr, Germany.

(2). Eastern European Rotational Exercises. Rotations will be designed to provide a unique opportunity to train tailored forces and headquarters for joint and combined operations while operating in an expeditionary environment. The priority initially is to conduct training that concentrates on war fighting skills at squad and platoon levels, maintaining T1 proficiency. The training program is designed to improve or sustain their readiness while training with joint, NATO, and emerging partners. Exercises will be designed to give USAREUR a presence in Eastern European countries. These exercises will be in the form of bilateral, PfP, or ISO PfP and will focus on interoperability and familiarization training for EETAF's rotational forces and the host nation. EETAF forces (initially, one Battalion from 2 CR for six months, followed by another Battalion) will begin in FY07 to train with Eastern European countries. In early FY 08 we will stand-up EETAF Headquarters.

13. Training Resources.

a. Resourcing Training (1-N List). FY07 will have significant funding constraints that will affect our ability to meet operational, training, and transformation requirements. The USAREUR G3 will validate and prioritize our training and exercise requirements using a combination of Command and Army Campaign Plan priorities to ensure they are funded to an appropriate level based on available funding. Additionally, the G3 will develop a process in which all significant training events and exercises, by fiscal year, and cost, are captured and validated (1-N list). Units will submit planned training and exercise requirements with applicable cost estimates through their chain of command to the G3 for validation and funding at least one quarter (JUL) prior to the start of the new fiscal year. Commanders will brief their exercise and training costs as part of their Annual Training Briefs.

b. Joint Multinational Training Command (JMTC). JMTC is like no other training command in the Army. It provides a full-spectrum training capability that holistically captures the warfighting and institutional training requirements from the individual Soldier through the Joint Task Force. It combines the activity of many posts and commands in CONUS and performs them under a single command. It performs these functions in a realistic contemporary operating environment catered to the unit's mission requirements by leveraging all training domains; live, virtual and constructive. Its expeditionary capability and capacity allow it to train forces anywhere in the Theater or world. JMTC is a vital player in training for full-spectrum operations, integrating Joint, Interagency and Multinational forces thereby increasing our overarching support GWOT.

c. Distributed Learning (DL). DL increases educational opportunities for both Soldiers and DA civilians. Commanders will enforce the requirement to provide duty time for Soldiers to complete DL courses that they would normally attend at CONUS institutions in a temporary-duty status. DL facilities use interactive, multimedia technology and the Internet to bring instruction from TRADOC schools and CATC to Soldiers in USAREUR/7A.

d. NATO and Foreign Training Areas and Ranges. AE Regulation 350-10 provides a list of foreign training areas and ranges, their capabilities, and scheduling procedures. These training areas require close coordination and agreements with the host countries. 7A/JMTC (and G3-IOD when applicable) will assist commanders in determining availability and coordinating scheduling.

e. Maneuver Coordination Areas. 7A/JMTC has approximately 15,000 square miles of land available for maneuver training. The 7A/JMTC Maneuver Coordination/Control (MCC) team is the proponent for scheduling and coordinating the 7A/JMTC maneuver area.

14. Training Enablers.

a. Equipment Maintenance and Accountability. Maintenance training is an area that requires constant command emphasis and involvement – and valuable time dedicated to it. Leaders face many challenges related to maintenance knowledge and proficiency. CATC manages a series of courses that provide sustainment and reinforcement training for mechanics, operators, and maintenance managers. See Enclosure 4 for details.

b. Force Modernization. Enclosure 5 provides major force modernization-related fieldings planned for the next three years. Specific guidance will come in the form of OPORDs and directives as they are published.

c. Safety. Soldiers must be safe both at home station and when deployed. In order to ensure we set these conditions, we must aggressively embrace [composite risk management](#) every day. Commanders are responsible and first-line leaders are the decisive point in this effort. Commanders must empower subordinates while holding them accountable for the safety of their Soldiers, crews, teams, and squads. Twice a year, we publish seasonal Safety Campaigns ([Winter](#) and [Summer](#)) that provide guidance for educating our Soldiers, units, and families on hazards and risk-mitigation strategies. We also publish safety alerts as accidents occur to ensure the chain of command is fully aware of safety-related incidents, their causes, and potential mitigation means. Commanders must use the Composite Risk Assessment, the Cody Model, and “under the Oak Tree Counseling” to identify residual risk and stress the importance of safety with their Soldiers, civilians, and family members in all that they do. Commanders and all officers will document their safety objectives on their OER support forms. Safety and risk assessments are integral to combat operations; the same integration is imperative in a challenging, realistic USAREUR training environment.

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15. Conclusion. These are historic times. We are an Army at war and know that there is a finite amount of time available before our Soldiers are called into action. We must take every opportunity to train and prepare now. We have made and will continue to make a positive difference for the future of our country. We should look forward with confidence as we continue to defeat our enemies in the GWOT. Any Mission, Anywhere!



DAVID D. MCKIERNAN
General, USA
Commanding

6 Enclosures

1. USAREUR Exercise Schedule
2. USAREUR/7A MTA Calendar
(https://trms.7atc.army.mil/site/library/lib_doc_download.asp?doc_id=2327)
3. USAREUR/7A Master Plan (SIPR address is
http://www.g3.hqUSAREUR/7A.army.smil.mil/divisions/plansdiv/plans_shared_files/USAREUR/7A%20master%20plan/current%20copy)
4. USAREUR/7A CATC School Schedule
(https://trms.7atc.army.mil/tngspt/catc/atrrs/catc_atrrs_sched.asp?id=0)
5. Force Modernization Fielding
6. References

USAREUR/7A Exercise Program. USAREUR is committed to building tomorrow's coalitions with today's engagements. Our forces will train in a joint, multinational environment ready to conduct their war time mission. Priorities remain focused on those exercises providing vital readiness benefit or support the Global War on Terrorism. Theater Security Cooperation program will enhance interoperability and relations with partner nations while promoting regional security access and stability. We will continue to exploit every opportunity to challenge, train and assess the future force. USAREUR will participate in the following Exercises.

1. FY 07.

a. DA Directed, 1st Armored Division Combined Joint Warfighter CJWFX 07) (11-16 MAR 07). Department of the Army (DA) directed, USAREUR lead, 1 AD executed warfighting exercise. The Warfighter meets the 1AD Title 10 requirement to train on High Intensity Combat (HIC). This exercise will take place at JMTC and will involve a heavy MSC, Stryker BCT, Joint and Multi-national units. USAREUR CG Exercise Objectives are:

- (1) Train the 1AD HQs as a CJTF in a HIC environment.
- (2) Integrate 1AD Fires, CS, CSS, MSC into CJTF structure.
- (3) Plan and conduct offensive operations while preparing for follow on Stability Operations.
- (4) Train CJTF IRON in Joint/Coalition Effects Based Planning and Operations.
- (5) Use a Caspian Sea scenario and Contemporary Operating Environment.
- (6) Incorporate C4I and Battle Command Systems into corresponding Joint/C4I systems.
- (7) Sustain the force by planning and conducting joint logistics and personnel operations in a multi-national environment.
- (8) Synchronize all available joint intelligence assets and capabilities.
- (9) Incorporate all assigned theater assets into operational planning.
- (10) Plan for and conduct CMO and IO within the AOR.
- (11) Protect the force.

b. USEUCOM-directed. SHARP FOCUS (SF) 07 (5-31 JAN 07). USEUCOM-directed, SETAF-led Combined Joint Task Force (CJTF) exercise. This exercise will be both SETAF's reintegration and JTF certification event post its OEF redeployment. As a CJTF, SETAF will be joined by Coalition Partners from the United Kingdom, Germany, and France. SF 07 scenario takes place in Africa where SETAF's is conducting Peace Enforcement Operations. This exercise will validate two EUCOM Conplans. In addition to SETAF, 21TSC will participate as a secondary training audience. Other USAREUR/Installation Management-Europe organizations supporting this exercise are 5th Signal Command, 66MI, WPC, JMTC, and USAG-Grafenwoehr. SF 07 will take place at Grafenwoehr, Germany.

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(1) FLEXIBLE LEADER (FL) 07 (2-15 May 07). USEUCOM directed, USAFE led joint task force exercise which will see USAFE certified as a JTF HQs and CNE/6F as a Joint Forces Maritime Component Command (JFMCC). Although not a primary training audience, SETAF will provide a robust Joint Forces Land Component Command (JFLCC) response cell. This exercise will take place on the flagship MOUNT WHITNEY and distributed to other locations. USAREUR and SETAF provide AFOR and CFLCC response cell and potentially JTF augmentation. USAREUR provides ARFOR and JTF augmentation.

(2) FLEXIBLE RESPONSE (FR) 08/GUARDIAN SHIELD 07/08 (28 Oct-1 Nov 07). USEUCOM-directed Consequence Management (CM) exercise. FR 08 will feature all service components participating. The purpose of the exercise is to ensure that USEUCOM and its components are trained and ready to react to a terrorist attack. Selected USAREUR staff elements, 21st TSC, and Installation Management Agency-Europe (IMA-E), mainly Germany and Italy garrisons.

(3) JUNIPER COBRA (JC) 07 (23 Feb-30 Mar 07). USEUCOM directed, USAREUR-led JTF exercise. JC 07 is a mission rehearsal of a EUCOM CONPLAN. Real world deployment of both personnel and equipment is involved in this JC 07. Other USAREUR organizations supporting JC 07 are 21TSC, 5th Signal Command, 1st PERSCOM, 66 MI, WPC, 12th Chemical Company and USACCE.

c. NATO. IMMEDIATE RESPONSE (IR). This is a SACEUR directed, USAREUR led emergency deployment readiness exercise designed to demonstrate COMEUR's ability to rapidly deploy a strategic reserve force. Due to GWOT sourcing, the concept for execution of Ex IR '07 is being redeveloped. FY 08 and FY 09 scheduling for Ex IR will be dependent on whether or not USAREUR has an Immediate Readiness Force (IRF) mission.

(1) Partnership for Peace Exercises (PfP). PfP exercises develop partner nation capabilities to participate in U.S. or NATO-led operations. These exercises are scheduled by NATO and USEUCOM and are conducted by NATO Land Component Command Headquarters, Heidelberg and USAREUR/7A. USAREUR/7A will emphasize that PfP exercises support GWOT, are multi-national in nature, and leverage reserve component forces. USAREUR will continue to support PfP exercises because of their value and support to GWOT.

(a). COOPERATIVE LANCER (Ex CLR). This is a tactical Infantry squad field training exercise (FTX) emphasizing small unit coalition peacekeeping skills conducted under NATO PfP guidelines. This exercise is one of our theater security cooperation engagement events. USAREUR units being considered for participation in the exercise include elements of the EETAF rotational unit, USAREUR's STRYKER Bde, and JMTC. Locations for Ex CLR FY '07 and FY '08 will be determined at a later date.

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(b). COOPERATIVE LONGBOW (Ex CLW). This is a NATO, Allied Forces – Southern Europe sponsored PfP which includes a computer assisted, command post exercise (CAX/CPX). This exercise will focus on brigade level Coalition Peace Support Operation (PSO), humanitarian aid and disaster relief operations. This exercise supports our theater security cooperation mission. FY 07 and FY 08 locations will be determined at a later time. Units being considered for participation include USAREUR staff, V Corps, 1AD, and STRYKER Bde.

(2) In Support Of (ISO) PfP Exercises. ISO PfP exercises differ from NATO PfP exercises in that they are scheduled by EUCOM and conducted by its Service Components. USAREUR uses these exercises to enhance partner nations' abilities to operate with NATO, the United States Army and other partner nations. The goal of ISO PfP exercises is to enhance coalition interoperability and provide readiness training to USAREUR units. USAREUR's priority for ISO PfP exercises in FY '07 and FY '08 are Exercise RAPID TRIDENT in Ukraine, Exercise COMBINED ENDEAVOR in Germany and another partner nation, and Exercise RESCUER in Armenia. The exercise series concept involves a multi-national brigade CPX/CAX focused on training partner nations to potentially participate in US and NATO led operations.

(a). RAPID TRIDENT (Ex RT). This is a multi-national brigade level CPX/CAX that focuses on training staffs and units on the conduct of peace enforcement operations in support of GWOT. USAREUR units being considered for participation in FY 07 and FY 08 include elements of 2 CR 1AD and V Corps. Ex RT 07 will be conducted in Kiev, Ukraine.

(b). COMBINED ENDEAVOR (Ex CE). This is a COMEUCOM scheduled and conducted exercise. Its purpose is to achieve C⁴I systems interoperability between NATO and PfP nation's communications equipment. USAREUR units scheduled to participate in the FY 07 exercise include 21st TSC and V Corps. This will be a distributive exercise conducted in Germany and another yet to be determined partner nation. Ex CE 08 is anticipated to be very similar to Ex CE 07 with the only change being the distributed locations.

(c). RESCUER (Ex RS). This is a USAREUR led, ISO PfP computer assisted, command post exercise (CAX/CPX). It is a consequence management exercise designed to train U.S., NATO and Partner nations to respond to a CBRNE event at a brigade level Multi-National Task Force (MNTF). Possible USAREUR units to participate in the exercise include STRYKER Bde, 21st TSC, and SETAF. Ex RS 07 will take place in Armenia. FY 08 location is TBD.

(3) Medical Outreach Exercises (Medical Capabilities (MEDCAP) Exercises, Medical Central and Eastern Europe (MEDCEUR) Exercises, and MEDCAP Exercise MEDFLAG). Under the direction of EUCOM, USAREUR/7A executes bilateral joint and combined military medical exercises in Africa. Although these exercises usually consist of medical training for host nations' personnel and humanitarian civic assistance projects (i.e. medical and/or engineering outreach projects),

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USAREUR/7A's primary focus is the training and operational experience our troops get in support of Humanitarian Relief Operations and humanitarian assistance-disaster response. These exercises will continue to be conducted in three phases lasting approximately twelve days.

(a) Exercise MEDCEUR (Ex MC). This is a small scale, Joint and combined mass casualty medical training exercise scheduled by USEUCOM. Its purpose is to enhance medical operation interoperability and provide medical personnel of participating countries the opportunity to exchange medical support techniques. Possible units to participate in FY 07 and FY 08 include V Corps, ERMC, and USAR medical units.

(b). Exercise MEDFLAG (Ex MD). This is a USEUCOM scheduled exercise involving mass casualty training with follow-on humanitarian and civic assistance visits. Ex MD 07 will be conducted in Gabon and led by NAVEUR. USAREUR will provide five to ten medical personnel for the exercise. Location and units to participate in Ex MD 08 is TBD.

(4) State Partnership Program (SPP). USAREUR/7A is tasked to provide Title X support to State Army National Guard Units conducting small unit events with their partnered European and African nations. SPP events can be scheduled in conjunction with other PfP, ISO PfP, or bilateral exercises USAREUR/7A conducts with countries within the AOR.

(5) Exchanges and Project Partnership. While constrained by operational deployments and theater restructuring, Exchanges and Project Partnership continue to help develop relationships and enhance interoperability between the United States and its NATO allies. These programs, which are based on our NATO relationships, are adapting to significant changes, such as partnerships with new NATO members and the ongoing restructuring of the German and the Italian Armies. The intent of these programs is to enhance operability with NATO allies by concentrating training activities to support the NATO-adopted DCI and to create a cohesive atmosphere between USAREUR/7A and allied units.

d. Bilateral Exercises. Bilateral exercises improve U.S. interoperability with partner nations through mutual understanding of national doctrine and JTTPs, and also provide readiness training for U.S. Forces. The USAREUR-Russian Ground Forces Exercise (TORGAU) is USAREUR's top priority bilateral exercise. USAREUR will conduct TORGAU annually to maintain our momentum, continue to improve our interoperability and to foster development of a common set of tactics, techniques and procedures between US and Russian Ground Forces.

(1) TORGAU. This is a JCS supported bilateral exercise between USAREUR and Russian Ground Forces. It is designed to improve coalition planning, gain mutual understanding and enhance interoperability at the U.S. and Russian combined task force (CTF) level. Ex TORGAU 07 will be conducted in Grafenwhör,

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Germany. USAREUR units to participate in the exercise include 1AD, SETAF, and JMTC. Ex TORGAU 08 will be conducted in Russia. Units to participate are TBD.

(2) OCP/EETAF Rotational Units Exercises. These will be exercises designed primarily to give USAREUR presence in Eastern European countries. These exercises will be in the form of bilateral, PfP or ISO PfP exercises which will focus on interoperability and familiarization training for EETAF's rotational forces and the host nation. G3 Exercises will schedule, plan and monitor the execution of these TSC supporting exercises. EETAF forces will begin as early as FY '07 to train with Eastern European countries. The first of which will be during Exercise RAPID TRIDENT '07 conducted in Ukraine; followed by Exercise RESCUER '07 conducted in the Caucasus. Exercise TORGAU '07 will provide a unique opportunity for EETAF forces to train with Russian Soldiers as this series of exercises continue shifting to JMTC, Germany in FY '07. FY '08 and '09 will provide even more exercises and training opportunities for our OCPs and rotational forces. EETAF rotational forces will participate in Exercises ATLAS DROP (Tunisia); RAPID TRIDENT (Ukraine); COOPERATIVE LONGBOW (Caucasus); and IMMEDIATE RESPONSE (Azerbaijan). The goals of each of these exercises will be to foster USAREUR's presence in Eastern European countries as well as conduct realistic training to NATO and U.S. standards.

c. Special Operations Force (SOF) exercises. USAREUR will continue to support SOF exercises within the USEUCOM area of responsibility. Upcoming FY 07 exercises include FLINTLOCK 07, JACKAL STONE 07, SOFEX 08/09, SILENT WARRIOR 09 and SPARTAN PHOENIX 09. Although support to these exercises is minimal, USAREUR organizations will be prepared to support.

(1) FLINTLOCK 07 (14-25 Apr 07). CJCS-directed, USEUCOM sponsored, SOCEUR executed CPX/FTX involving elements of EUCOM and CENTCOM and assigned theater SOF and CONUS-based forces. This will be conducted in the Joint Operational Area – Trans Sahara (JOA-TS). USAREUR provides MI and Contracting capabilities.

(2) JACKAL STONE 07 (06-24 Jun 07). CJCS-directed, USEUCOM sponsored, SOCEUR executed CPX/FTX involving elements of EUCOM, SOCEUR and foreign nations (Bulgaria, Romania, Ukraine, Turkey, Georgia and Azerbaijan, conducted in various locations outside of Central Region. USAREUR provides MI and Contracting capabilities.

d. USAREUR Directed.

(1) Exercise VICTORY STRIKE (VS). This is a Joint Staff sponsored, USAREUR led, deep strike sustainment exercise focusing on theater level joint and combined air and ground operations. Ex VS '07 is scheduled to be conducted in Poland during the Sep '07 timeframe and may be limited to a CPX because of our commitment to GWOT sourcing.

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(2) Reserve Component Balkans Mission Rehearsal Exercise. CONUS based National Guard and Reserve units will execute their Mission Rehearsal Exercise (MRE) in 1st QTR FY 07 and 1st QTR (TBD) FY 08. USAREUR/7A staff ICW USARC, FORSCOM, 1st and 5th Army, and 7A/JMTC, will plan, coordinate, and execute this exercise. The MRE itself consists of theater specific training for senior and junior leaders, specialized training and validation for detention operations, interrogation training, postal training, and intelligence processing and evaluation training. The MRE trains and validates the unit utilizing a Command Post Exercise (CPX) for battalions and brigades followed by platoon and company Situational Training Exercises (STX). The MRE concludes with an all-inclusive, eight-day, fully instrumented and evaluated training validation exercise prior to onward movement. The MRE is the final exercise that will validate the unit prior to deploying to the Balkans. The 7A/JMTC Commander is the exercise director and provides the final recommendation for validation by the USAREUR/7A Commander as the USC Title 10 authority. This training validation is all-inclusive, from the individual Soldier through the Brigade HQs operating in a Joint and Combined Environment.

2. FY 08 (if not mentioned above as an annual exercise).

a. EUCOM Directed.

(1) FLEXIBLE RESPONSE 08 (28 Oct – 01 Nov 07). COMUSEUCOM directed JTF HQ CPX/CAX designed to train selected component HQs in Consequence Management (CM) and Foreign Consequence Management (FCM) operations. USAFE led for FY 08. Tied to GUARDIAN SHIELD, location TBD. Selected USAREUR Staff, SETAF HQ, 21st TSC, 5th SIG, NATO and IMA-E staff.

(2) AUSTERE CHALLENGE 08 (Apr – May 08). COMUSEUCOM directed combat operations, JWFC assisted CAX/CPX to train COM CNE-C6F-led JTF and USAFE-led JFACC to conduct joint operations in response to a crisis affecting the EUCOM AOR. Conducted over distributed locations including: WPC and Naples, IT. USAREUR provides ARFOR HQ as Response Cell and potentially, JMD augmentation to the JTF. USAREUR provides ARFOR HQ as Response Cell and JMD augmentation to the JTF

b. Special Operations Force (SOF) exercises.

(1) SOF EX (15-30 Apr 08). CJCS-directed, USEUCOM sponsored, SOCEUR executed CPX/FTX involving elements of EUCOM, assigned theater SOF and CONUS-based forces to validate EUCOM and SOCEUR capabilities to implement Counter-Terrorism operations supporting compartmented USEUCOM CONPLANS. USAREUR provides MI and Contracting capabilities.

(2) SILENT WARRIOR 08 (09-20 Jun 08). CJCS-directed, USEUCOM sponsored and SOCEUR executed CPX/FTX involving elements of EUCOM, assigned theater SOF and CONUS-based forces. This will be conducted in the

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Joint Operational Area – Trans Sahara (JOA-TS). USAREUR will provide MI and Contracting capabilities.

c. Bilateral. (12) US-Russia Missile Defense Exercise (US-RF MDEX 08) (Oct 08 Jan 09). Bilateral Theater Missile Defense (TMD) exercise with limited FTX conducted in Russia. USAREUR provides ADA planning capabilities.

d. USAREUR Directed.

(1) VICTORY FOCUS 08-1 (Oct 07 TBD). V Corps CAX designed to provide a realistic environment to train V Corps and subordinate commanders and staffs. Possible V Corps post re-deployment internal METL recertification event conducted primarily at JMTC. USAREUR provides staffing for HICON, 21st TSC, 5th SIG, WPC participants.

(2) VICTORY FOCUS 08-2 (15 Sep – 9 Oct 08). V Corps CAX designed to provide a realistic environment to train V Corps and subordinate commanders and staffs. V Corps annual internal METL training CPX and would only occur if V Corps not yet affected by transformation and receives no further OIF rotation for FY 09. USAREUR provides staffing for HICON, 21st TSC, 5th SIG, WPC participants.

(3) 1AD WFX (Jan – Feb 08). BCTP assisted CAX/CPX designed to provide realistic environment to evaluate 1AD commander and staff, subordinate BDEs and SEP BNs. Conducted primarily at JMTC. Contingent upon 1AD HQs and MSCs remaining in Germany during this fiscal year. USAREUR provides robust staff participation for HICON.

(4) V CORPS OIF 08-10 MRX (UNIFIED ENDEAVOR 08) (Feb 08). CJCS directed JWFC assisted MRX for deployment. Dependent upon HQDA defined rotational requirements and V Corps' transformation status.

(5) LION FOCUS 08 (21 Jul – 01 Aug 08). Conduct joint academic and sustainment training for the USAREUR/SETAF commander and staff. Focus TBD. Conducted from Longare, IT and unit funded. Selected USAREUR staff and 21st TSC personnel.

(6) VICTORY STRIKE 08 (Sep 08). USAREUR led deep strike sustainment exercise focusing on Corps level joint and combined air and ground operations. Exercise joint and combined interoperability and leverages strategic mobility and engagement with partner nation.

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2006	2007	2008
Shadow – 2 Platoons NET - Ft. Huachuca, AZ 1 AD JAN-MAR	DJC2 (DJC2) 1ea HQ SETAF FEB	FMTVs – 826ea Multi U'r units (350ea – 173d) JAN-SEP
ABCS 6.4 Multi locations 173d IBCT & SBCT JUL – DEC & NOV - APR		
Joint Node Network (JNN) NET Bamberg, GE 173D AUG – OCT		
Joint Node Network (JNN) NET Schweinfurt, GE 2/1 ID JAN – MAR	ACUs & RFI Minimal NET All deploying soldiers DEC, APR, AUG	
Trojan Spirit LITE – 3ea 1ea per BDE 1&2/ 1 AD 1ea 2/1 ID NET WAAF MAR		
Trojan Spirit LITE – 1ea NET Bamberg 173D JUL		
ACUs & RFI Minimal NET All deploying soldiers DEC, JAN, APR, JUL		
Heavy Tactical Trucks – 122ea -173D AUG		

RQ-7 Shadow 200 Tactical UAV

The Tactical Unmanned Aerial Vehicle (TUAV) system is designed as a ground maneuver commander's primary day/night reconnaissance, surveillance, target acquisition, and battle damage assessment system. Each BDE will be supported by a Shadow platoon. The 2006 fielding satisfies that requirement.

Joint Network Node equipment

JNN consists of vehicles equipped with satellite communications as well as voice-over-IP and dynamic IP technologies and systems that connect to military networks. It will give soldiers more mobile communications than the current Mobile Subscriber Equipment-Triservices Tactical terminals, which company employees built in the 1980s, but not as

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much as the future Warfighter Information Network-Tactical (WIN-T). All BDEs except the SBCT are getting JNN and the SBCT is submitting an ONS to get one also.

AN/TSQ-226(V) Trojan Spirit Lightweight Integrated Telecommunications Equipment - (LITE) The TROJAN SPIRIT LITE, AN/TSQ-226(V)1, is an SHF dual band multichannel satellite communications terminal utilizing a 2.4 meter antenna. The entire system is packaged in 9 transit cases, with a total weight of 1400 pounds and a volume of 103 cubic feet. It is easily transportable via HMMWV or any vehicle with at least a 1400 pound payload capacity or as commercial air cargo. The system will provide a fly away capability for enhanced voice video and data communications from 64 Kbps to 1.544 Mbps. These communications links can be both Secret (Collateral), TS/SCI simultaneously. All BDEs are getting TS LITE.

ACUs & RFI. The ACU will include a jacket, trousers and moisture wicking t-shirt. It will replace both versions of the BDU and the desert camouflage uniform. In response to the rapid deployments of the past few years, the U.S. Army leaders have created the Rapid Fielding Initiative, known as RFI, which aims to ensure that soldiers are issued the most technologically advanced equipment available to them. The initiative team issues a variety of equipment, from boots and gloves to sunglasses and improved helmets.

Army Battle Command System (ABCS) enables a digital battlefield that frames an architecture of every stationary and moving platform in the battlespace. It employs a mix of fixed/semi-fixed installations and mobile networks and will be interoperable with theater, joint, and combined command and control systems. ABCS Components: AFATDS, AMDWS, ASAS, BCS3, CTIS, FBCB2, TAIS, MCS, GCCS-A, IMETS, ISYSCON. 173D and SBCT will be fielded ABCS 6.4 to support future and modular requirements.

Deployable Joint Command Control System (DJC2). DJC2 is the SECDEF and CJCS priority C2 transformation initiative. DJC2 will provide a standing, fully deployable, scalable, and standardized command and control (C2) capability to the Regional Combatant Commanders (RCC) and Joint Force Commanders. DJC2 responds to the need for joint, deployable C2 capability, with first RCC delivery to PACOM in FY05. DJC2 is an enabler for the Standing Joint Force Headquarters concept being developed by Joint Forces Command (JFCOM). DoN is Lead Component for the acquisition program, and we ask your support for the \$81M we've requested in FY05. One system is being deployed to HQ SETAF.

Heavy Tactical Vehicles Include CROP(Container Platforms), HEMTT TANKER W/WINCH, HEMTT WRECKER, HEMTT TANKER WO/WINCH, PLS TRAILER, HEMTT, LHS CHU(CONTAINER HDLG). THVs are being fielded to 173D to satisfy modular requirements.

Family of Medium Tactical Vehicles (FMTV) is a series of vehicles based on a common chassis, which vary by payload and mission requirements. The LMTV (Light Medium Tactical Vehicle) has a 2.5-ton capacity (cargo and van models). The MTV

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(Medium Tactical Vehicle) has a 5-ton capacity (cargo and long-wheelbase cargo with and without materiel handling equipment, tractor, van, wrecker, and dump truck models). Three truck variants and two companion trailers, with the same cube and payload capacity as their prime movers, provide air drop capability. FMTVs are being fielded to USAREUR units, including 173D, in FY08.

Enclosure 6 (REFERENCES) to United States Army Europe and 7th Army (USAREUR/7A) Training Strategy and Guidance, FY 07-08

References:

- a. FM 7-0, Training the Force
- b. FM 7-1, Battle Focused Training
- c. Army Regulation 350-1, Army Training and Leader Development
- d. Training Circular 25-30, A Leader's Guide to Company Training Meetings
- e. USEUCOM Training Guidance for FY05 through FY11
- f. Army Europe Regulation 350-1, Training in Army in Europe
- g. Army Europe Regulation 350-50, Combat Maneuver Training Center
- h. Army Europe Regulation REG 600-55, Driver and Operator Standardization Program
- i. USAREUR/7A Commanding General's Intent
- j. USAREUR/7A Command Training Guidance, FY 05-07
- k. USAREUR/7A GWOT OPLAN ANNEX T (S)
- l. USAREUR/7A Theater Specific Individual Readiness Training (TSIRT) Message