

ADA223 288



USAWC MILITARY STUDIES PROGRAM

Accession For	
NTIS GRA&I	☒
DTIC TAB	☒
Unannounced	☐
Justification	
By	
Distribution/	
Availability Codes	
Dist	Avail and/or Special
A-1	

TO MAKE USAREUR TRAINING BETTER

An Individual Study Project
Intended For Publication

by

Lieutenant Colonel John C. Johnston, AR

James W. Williams, Ph.D.
Project Adviser

DISTRIBUTION STATEMENT A: Approved for public
release; distribution is unlimited.

U.S. Army War College
Carlisle Barracks, Pennsylvania 1703
23 March 1990

The views expressed in this paper are those of the
author and do not necessarily reflect the views of
the Department of Defense or any of its agencies.
This document may not be released for open publication
until it has been cleared by the appropriate military
service or government agency.

BEST
AVAILABLE COPY

900626 103

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) To Make USAREUR Training Better		5. TYPE OF REPORT & PERIOD COVERED
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s) John C. Johnston, Lieutenant Colonel, AR		8. CONTRACT OR GRANT NUMBER(s)
9. PERFORMING ORGANIZATION NAME AND ADDRESS U.S. Army War College Carlisle Barracks, PA 17013-5050		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS Same		12. REPORT DATE 23 March 1990
		13. NUMBER OF PAGES 23
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report) Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution is unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This paper's goal is to improve training in the U.S. Army Europe (USAREUR). The people who can make it better -- incoming USAREUR brigade, battalion and company commanders, platoon leaders, and senior non-commissioned officers -- are the target audience. The paper explains the USAREUR training strategy -- a good one, though not perfect -- and how to best use it. USAREUR training is based on FM 25-100, Training the Force, and USAREUR Regulation 350-1, USAREUR Training Directive. These documents establish		

the tasks and standards for USAREUR training. Conditions are driven by the environment which forces training to three distinct locales -- local training areas, major training areas, and maneuver rights areas. Each area has unique constraints and advantages. The integration of training done in the various areas into a complete program is key. Success comes from the wise use of devices, simulations, and simulators. Future leaders who know how the training pieces fit and how to lash them together with devices, simulators, and simulations will make USAREUR training better.



USAWC MILITARY STUDIES PROGRAM

Accession For	
NTIS GRA&I	☒
DTIC TAB	☐
Unannounced	☐
Justification	
By	
Date	
Approved	
Date	
A-1	

TO MAKE USAREUR TRAINING BETTER

An Individual Study Project
Intended For Publication

by

Lieutenant Colonel John C. Johnston, AR

James W. Williams, Ph.D.
Project Adviser

**DISTRIBUTION STATEMENT A: Approved for public
release; distribution is unlimited.**

U.S. Army War College
Carlisle Barracks, Pennsylvania 1703
23 March 1990

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

ABSTRACT

AUTHOR: John C. Johnston, LTC, AR
TITLE: To Make USAREUR Training Better
FORMAT: Individual Study Project
DATE: 23 March 1990 PAGES: 21
CLASSIFICATION: Unclassified

This paper's goal is to improve training in the U.S. Army Europe (USAREUR). The people who can make it better--incoming USAREUR brigade, battalion and company commanders, platoon leaders, and senior non-commissioned officers--are the target audience. The paper explains the USAREUR training strategy--a good one, though not perfect--and how to best use it. USAREUR training is based on FM 25-100, Training The Force, and USAREUR Regulation 350-1, USAREUR Training Directive. These documents establish the tasks and standards for USAREUR training. Conditions are driven by the environment which forces training to three distinct locales--local training areas, major training areas, and maneuver rights areas. Each area has unique constraints and advantages. The integration of training done in the various areas into a complete program is key. Success comes from the wise use of devices, simulations, and simulators. Future leaders who know how the training pieces fit and how to lash them together with devices, simulators, and simulations will make USAREUR training better.

INTRODUCTION

As most people, I have learned many things the hard way. I demonstrated my proficiency at this when mastering the U.S. Army Europe (USAREUR) training strategy. As Chief of the Training Management Branch on the USAREUR staff, I frequently presented to visiting VIPs the "Training In USAREUR" briefing, a concise explanation of how all the training pieces fit together. I often thought, "If only I had known this when I assumed command of the battalion; better still, if only my officers and senior non-commissioned officers had!" The USAREUR staff experience also gave me a better grasp of the training opportunities available, because USAREUR trains where it expects to fight. What follows is footlocker counseling from one who wishes he had received it on how the training pieces fit together. Additionally, the paper contains examples of advantages unique to USAREUR leaders because of where USAREUR trains.

BACKGROUND

Though USAREUR's location brings many benefits, it also brings challenges that leaders must manage. The impact of our training upon the environment is the single most sensitive issue we face. The Germans have tolerated far more than Americans would. The USA has placed upon the

Federal Republic of Germany (FRG) the burden of hosting 323,000 service men and women with 297,000 dependents, not to mention the equipment and facilities these people use to accomplish their military missions.¹ This situation equates to having five and a half divisions in a nation the size of Oregon. That total is two and a half times more military people than stationed in Texas.² We have deployed units from platoon through corps onto the German countryside and have literally driven where we wanted to go. Can you imagine the public outcry, if we were to drive an armored division through downtown Dallas? The FRG, with a population whose density is roughly equal to that of Connecticut, experiences about 1,100 exercises a year.³ With the current decrease in the Soviet threat, the Germans are likely to press us to do less and less field training.

If we do not meet our responsibilities as guests in the FRG, we are going to face a "Yankee Go Home" attitude from the Germans. Because we have so much to gain, leaders must minimize the friction our training causes. We must keep our soldiers from running "... over peoples' potato patches..." and our aircraft off their roofs.⁴ At the same time, we must maintain our combat readiness by training to Army standards.

TRAINING STRATEGY

Before we go any further, it is important to understand that the USAREUR training "Bible" is Field Manual 25-100, Training The Force.⁵ This manual is the Army's standardized training doctrine and is absolutely applicable throughout USAREUR. Every leader is expected to know, understand, and apply the concepts in this manual.⁶ If FM 25-100 is the Bible, then USAREUR Regulation 350-1, USAREUR Training Directive, is the hymnal. UR 350-1 specifies the frequency with which units, crews, and soldiers are to demonstrate proficiency in certain identified tasks.⁷ In case you haven't seen the light yet, USAREUR leaders need to study the Bible and sing from the hymnal.

USAREUR has been part of the Free World's first line of defense against the Soviet Union for a long time. As such, USAREUR units have specific wartime missions spelled out in their general defense plan (GDP). This gives USAREUR units mission essential task lists (METL) based on real wartime missions. Leaders and soldiers know these tasks are critical; they know they have "real" METL. We are talking about the motivation and commitment that come when soldiers realize a real training requirement. This attitude is one of the advantages available to USAREUR leaders. To reap the motivation and commitment available, leaders need only align training against their METL.

Another fringe benefit from being a forward deployed force is that USAREUR units operate in or near their wartime locations on a daily basis. Simply by being in Germany, the USAREUR soldier is able to learn about the battlefields upon which he or she would be required to fight. USAREUR soldiers experience the climate, drive on the roads, Volksmarch through the forests and countryside, and live in the towns and cities. This fact affords a tremendous advantage upon which leaders should capitalize.

The single most important bit of information I have to pass on to leaders is in this paragraph. What follows is an "executive summary" of the USAREUR training strategy. This strategy accommodates, where possible, German concerns and capitalizes on advantages provided by the training environment. Three parts of the strategy focus on where training occurs: local training areas (LTA), major training areas (MTA), and maneuver rights areas (MRA). The fourth part of the strategy is the use of devices, simulators, and simulations (DSS). To reach the required training standards, leaders must weave together a program that milks each area for all possible training and enhances that training with devices, simulators, and simulations. Leaders must look at what is available in their specific geographic areas for each part of the strategy and develop a program that captures the best each part offers. If a commander

does not understand the overall strategy and how the pieces fit together, he is doomed to failure.

The first area at which we will look is the LTA. Some basic facts about LTAs need to be known before we continue. First, LTAs are the only training land units control. Second, LTAs are where most USAREUR training happens --particularly, individual and small unit collective training. Next, LTAs are like fingerprints: each is different in what it has to offer. Some have live fire ranges; some are wooded; some are small. Regardless of differences, success or failure of a unit's training program frequently depends on the wise use of LTAs. Finally, because training land is so scarce, leaders need to guard LTAs jealously.

The crux to successful training in LTAs is to identify which METL tasks can be trained in them. The emphasis is on which tasks can be trained in the LTA. Because time in the MTAs and MRAs is limited, some tasks that would be better trained elsewhere may have to be trained in the LTA. The question then is, which of USAREUR's real METL tasks can be trained in the LTA? Is it possible to replicate the training conditions needed in the LTA? Can the LTA provide the rigor needed? These are hard, but necessary questions that leaders must answer.

The leader's task has been made easier by the training folks on the USAREUR staff through their publication of USAREUR Regulation 350-220, Home Station Support. This document explains the training support available for all LTAs and home station training in USAREUR. The wise leader, after he has identified what is available in his area, will put this regulation in his personal bookshelf next to his training "Bible and hymnal."

On a broader perspective, there are some training capabilities common to most LTAs. Several examples follow. First, LTAs support individual training; 90 percent of individual tasks can be taught at home station and in the LTA.¹⁰ Perhaps the best examples of such training are the Expert Infantry Badge and Expert Field Medical Badge competitions, and the training that leads up to them. Can't you see soldiers out preparing and operating FM radio nets, identifying friendly and threat vehicles, and performing operator maintenance on a M16A1 rifle? This is good stuff that needs to be trained in the LTA.

Another good individual training example is weapons familiarization and qualification. This training is also an excellent example of "crawl" training--that is, very basic training that must be done before more complex advanced, "walking or running," training can be attempted. Soldiers must be proficient in individual marksmanship, before they

train together as a squad on collective live fire skills at Grafenwoehr, the MTA for gunnery training.

Driver qualification courses are also conducted in LTAs throughout the FRG. The driving skills and knowledge gained are important from two perspectives. First, soldiers learn basic driving skills. Second, USAREUR soldiers learn to drive under far more realistic conditions than their counterparts, say, at Fort Polk, Louisiana. The young Bradley driver receiving training near Wurzburg is also learning what it's like to drive where he would fight. He learns to read maps with funny looking spider trails on them. He gains experience navigating the narrow winding roads. This is another example of the benefits accrued from training in USAREUR. Leaders need to load this example in their memory banks for recall later.

For staff training, the Army Training Battle Simulation (ARTBASS) will come wheeling into the LTA with its tractor trailer and van. It arrives with enough support to make a command post exercise easy from the support side and challenging from the training side. Battalion command posts can be set up under field conditions and exercised completely. Leaders should use ARTBASS to build and hone staff skills, so that staffs contribute to and enhance the training at the Combat Maneuver Training Center at Hohenfels

and in MRAs. Staffs must be trained before they deploy, not after they get to the MRAs or MTAs.

Simulators, such as the Unit Conduct Of Fire Trainer (UCOFT), are available in tank and Bradley battallions. These "super Nintendos" probably provide better training than you can get in the actual weapon system. They definitely train tasks that dollar and land constraints will never allow. Gunner and commander combinations are produced that are far more ready to fire real bullets than our Army has ever produced before. In fact, commanders and gunners must demonstrate proficiency in prescribed UCOFT exercises before they are allowed to fire main gun ammunition. Leaders can find the specifics on these requirements in their training hymnals.

If the UCOFT is the right hand of preliminary gunnery training, the Tank and Bradley Crew Proficiency Courses (TCPC & BCPC) are the left. These courses permit the drivers and loaders to join in the training--thus developing crew skills. Much ingenuity was used to get these courses to fit into the LTAs. Realism comes from devices like the Laser Target Interface Device System (LTIDS) and explosives that simulate the target firing at the friendly vehicle. LTAs throughout Germany support the training described here.

Finally, LTAs offer collective training up through platoon level. It is in the collective training area that

the questions of rigor and replication of the correct conditions surface. Tank and mechanized infantry platoons will have to work hard to conduct good realistic maneuver training in LTAs. Platoon level training for dismounted infantry will be easy. Combat support and combat service support units will also be successful with platoon training; in many cases, they can conduct company and battalion training. Commanders have to look at what can be gained and at what cost. However, commanders must aggressively pursue all options. Units are not allocated sufficient time in the MTAs and MRAs to accomplish all the training desired; so, leaders must make the most of the LTA's collective training capabilities. Training done in the LTA frees time for training those things that can only be trained in the MTAs or MRAs.

Since we have been talking about MTAs and MRAs, let's now examine one, the maneuver rights area. A MRA is nothing more than a piece of ground whose use we have coordinated with the German authorities. Access to the MRAs is provided by the NATO Status Of Forces Agreement (SOFA). A MRA can be almost anywhere in Germany and is frequently the same ground that units would be assigned in war. MRAs allow us to rehearse our war plans with real time and space factors on the exact ground upon which we would fight. There can't be a better place to train than where you expect to fight.

What kind of training can you do in the MRAs? They are certainly not without their restrictions. Remember: we are guests in Germany. What we do should be guided by a simple principle: Don't do anything dumb! In the winter when the ground is frozen you can maneuver cross country and cause little damage. The remainder of the year, you cannot. Plan accordingly.

Cross-country maneuver training is not the only thing MRAs have to offer. Because Europe is so urbanized and because we want to train as we expect to fight, we need to train in urban areas. The best way to conduct urban training is to go to an MRA. Combat service support units provide superb examples of using MRA resources for urban training. To train as they will fight, division support battalions need large overhead shelters, improved roads, and access to major supply routes. It simply costs too much to build such facilities for training. Through planning and coordination with local German officials, USAREUR support battalions use entire villages and towns. Local power is used rather than generators, thus, reducing the telltale noise. Camouflage nets' use is minimized, as buildings, roof extensions, and the shadows of side streets provide concealment. Troops are housed indoors, thus, reducing tentage, whose near absence further reduces the signature of the unit. Railroad boxcars can be used for bulk supply, thereby, protecting the supplies from weather and pilferage.

The boxcar is all but lost when mixed with others in the railyard. Wire strung on poles and in gutters and the German telephone system are the primary means of communication. Wheeled vehicles are parked in automobile parking lots, along streets near businesses, and interspersed among commercial vans.⁹ As you can see, an MRA gives a combat support battalion a treasure chest of training "jewels."

Combat service units are not the only units that benefit from having access to MRA. Field artillery with the conversion to the "3x8" organization--3 platoons of 8 howitzers each--have found the many small villages to be "... perfect for rapid and well camouflaged occupation by a single firing platoon."¹⁰ Survivability is also enhanced as artillerymen use houses under construction with open basements as firing positions. Infantry and armor soldiers can study terrain, locate fighting positions, identify enemy avenues of approach, find routes in and out of their own positions, determine distances the enemy would come into range and where, and practice many more battle specific training tasks.

Staffs at all levels conduct command post exercises (CPX), sometimes, on ground they would fight. Frequently, these CPX's are part of division exercises done to practice war plans and come complete with a professional enemy force.

A CPX, done on the expected battlefield against a Soviet expert trying to beat you, makes for the best CPX you are going to find. Obviously, staffs incorporate many of the same tricks the division support battalions use in urban areas. Particularly important is the placement of entire command posts inside buildings. Some buildings provide concealment; some also provide protection. Finding facilities that offer both is part of the training.

Another command exercise that has become popular recently is the command field exercise (CFX). Its popularity comes from reduced cost and high training payoff. Leaders, platoon level and up, conduct a field training exercise (FTX) with their combat vehicles. All other combat vehicles remain at home station. Non-commissioned officers (NCO) fill the positions vacated by the leaders conducting the CFX. The NCOs are responsible for training and operations at home station during the CFX. The leaders involved in the CFX get about as much training as they would from a regular FTX. The NCOs, faced with challenges normally associated with more senior leaders, gain leadership skills they will need later in their careers. Because only about one-third of the combat vehicles are exercised, fuel and maintenance costs and the maneuver damage done in the MRA are reduced substantially. Leaders should consider the CFX when "field training" seems to be needed.

The simple ideas discussed above are a few of the unique training possibilities provided by MRAs. Leaders need only a little imagination to develop more. As they incorporate these into training plans, they should remember the excitement and motivation young soldiers feel when training in their GDP location. Don't think for a moment that the excitement is not shared by "old soldiers." There is just something about going to a battlefield!

Talking about going places, let's go to the major training areas (MTA), where USAREUR troops go for live-fire gunnery and unrestricted maneuver. Live-fire gunnery is done almost exclusively at Grafenwoehr, with Wildflecken providing limited capabilities. Leaders need to know that the reputation the Seventh Army Training Command at Grafenwoehr has for being the expert for gunnery training is justly deserved. Gunnery training doesn't get any better than what you get at Grafenwoehr.

The scope of live-fire training runs from individual weapons through company-level, combined-arms teams. Automated rifle ranges with the most modern targets provide scoring via computer printout. Complete machinegun training is possible. Antitank weapons from the LAW to the TOW can be fired. Tank and Bradley crew gunnery is legendary and the standard throughout our Army. Tank platoons train on the same ranges on which the International Canadian Army

Trophy competitions are fired. Artillery battalions conduct the live fire and maneuver portions of their Army Training and Evaluation Program (ARTEP). Tank and mechanized Infantry companies form combined arms teams and culminate gunnery with live fire maneuver exercises that integrate support assets they would get in combat. Battalion headquarters issue orders and provide guidance to the team commanders. The commanders command and control their warfighting teams. Platoons are maneuvered against an enemy the team would likely face. This exercise would make a great recruiting film. Tanks move down range with dust swirling up behind them. Machineguns take out personnel, while the tank main guns engage enemy tanks. Attack helicopters launch rockets overhead. Artillery lands in the enemy formation. Infantrymen are on the right fighting their Bradleys. For combat arms, this is where it all comes together.

When units arrive at Grafenwoehr, they must attack the ranges. All preliminary training should have been done at home station. Soldiers need to be confident and aggressive. Units need to be focused on shooting. There are two reasons for all this. First, units want to perform well. Second, the resources at Grafenwoehr are tightly scheduled and too valuable to waste. The infamous Grafenwoehr fog, dust, or snow will likely disrupt training. To lose training because of a preventable problem is unexcusable. When the

announces to the control tower, "Ready to negotiate the course," ready is what he better be!

Another place units need to be ready when they arrive is the Combat Maneuver Training Center (CMTC) at Hohenfels. Leaders should think of CMTC as the National Training Center (NTC) "East." No leader in his right mind would go to the NTC without lots of preparation. Don't think about going to CMTC without lots of preparation, either. USAREUR Regulation 350-1 specifies that units will do the following tasks while at CMTC:

- Reconnaissance and counter-reconnaissance.
- Obstacle emplacement.
- Counter-obstacle battle drills.
- Hasty defense.
- Deliberate defense.
- Resupply and reconstitution.
- Movement to contact.
- Hasty attack from the march.¹¹

Division level commanders can request additional tasks, but those above are mandatory. To be successful in war, USAREUR maneuver battalions must be able to perform these tasks.

Brigade headquarters also play at CMTC. The battalion fighting the enemy force on the ground is augmented through computer simulation to provide realistic conditions for the brigade headquarters. The brigade's part of the division's

support assets also participates. The support battalion deploys in MRA around Hohenfels at realistic distances from supported units. The artillery battalion is integrated into the simulation and the maneuver exercise. The result is a full-time, stressful exercise for the brigade.

Before we leave the major training areas, we need to understand that they are where most of the training with our allies occurs. The training stems from the partnership programs USAREUR units have with allied units--French, British, or German. This combined training gives us a chance to experience--not study or read about, but experience--our allies' training, equipment, personnel, language, organizations, and society. This is another advantage of USAREUR training, because it is interesting, enjoyable, and the best way possible to learn about our allies.

The USAREUR training strategy looks good up to now. However, it has a flaw--a flaw about which leaders need to be aware. As noted above, units are expected to arrive at CMTC prepared. How do you prepare for extensive battalion level maneuver exercises when such training is severely constrained? There is not nearly enough land to support such training. Obviously, if there isn't enough to support battalion level, there isn't enough to support larger

exercises. This is a tough nut that leaders will have a hard time cracking.

The fourth part of the USAREUR training strategy is the tools -- devices, simulators, and simulations (DSS) -- needed to crack the nut. The Army, because of rising training costs, has turned up the heat on its search for alternatives to maneuver training. At three gallons a mile, every Abrams tank fielded drives the costs higher.

The most visible result of the Army's search was the reduction of maneuver by combat units in the 1990 REFORGER. REFORGER is the annual exercise to evaluate our ability to deploy forces to Europe in case of a Soviet attack. The rising costs and German pressure to stay out of potato patches and flower beds are the reasons the press gives for the lack of maneuver. General Crosbie E. Saint, Commander of USAREUR, in Time Magazine said "... I saw the cost of training going up and the effectiveness going down."¹² Using computer simulations to replicate armored forces allows us, as General Saint pointed out, to train smarter.¹³ The computer feeds information to the staffs involved and requires them to make battlefield decisions. This arrangement allows us to train the staffs--the primary beneficiaries of REFORGERS--while it frees "Snuffy" from being a training aid. The results are a better trained staff, a happy and better trained "Snuffy," and a couple of

hundred million dollars saved. For my tax money, this is how REFORGER should have been played for several years.

Before we look at how DSSs are entwined in the training strategy, we need to understand their differences. A training device is equipment that develops skills needed for more complicated training tasks. An example is the Multiple Integrated Laser System (MILES) which allows forces to shoot and "kill" each other. Simulators, like the UCFT discussed earlier, are the next step up in cost and sophistication. Another example, Weaponeer, assists soldiers improve their marksmanship by simulating the firing of a M16 rifle. Simulations are computer-driven and computer-supported training exercises. REFORGER is an example. Another is SIMNET, Simulation Networking, which today, allows companies to conduct maneuver training completely by computer and simulated vehicles. A complete discussion of DSS is beyond this paper's scope. Leaders should know that the number and quality is substantial.

USAREUR has a strategy for DSS fielding and use that parallels the training strategy. DSS for LTA and home station focuses on diagnostic feedback for individuals, crews, and staffs. Examples are Weaponeer, UCFT, and ARTBASS. In the MTA the emphasis is on the instrumentation and automation of gunnery and the free maneuver exercises at CMTC. This translates to the best possible ranges at

Grafenwoehr and better feedback at CMTC. Distributed war-gaming and battle simulations, like this year's REFORGER, is the goal for MRA.¹⁴ These tools advance soldiers from one level of training to another. Used appropriately, they close the maneuver gap.

CONCLUSIONS

From what has been said above, several conclusions follow. First, USAREUR has a comprehensive strategy for producing trained soldiers and units. Second, incoming leaders must understand the training strategy, if they are to produce trained soldiers and units. Next, maneuver training from company level-up is constrained throughout USAREUR. Finally, the move to more DSS must continue.

RECOMMENDATIONS

- The USAREUR training strategy should not be changed.
- The move to more DSS should continue.
 - Headquarters, Department of the Army should continue to fund DSS initiatives.
 - Soldiers, units, and leaders in the field should aggressively pursue the use of DSS, especially in those simulations that assist with training maneuver skills.

POST SCRIPT

The massive changes that have occurred in Europe obviously affect USAREUR training, but not necessarily for the worse. Maneuver training constraints will likely grow, but projected troop reductions will provide more time at MTAs. More maneuver training can only help!

ENDNOTES

1. Phillip Revzin, "Here Is An Army Even Miss Manners Would Approve Of," WALL STREET JOURNAL, 19 January 1990, p. A-1.
2. James S. Gavitt, LTC, Training in USAREUR. Briefing. Cited with special permission of LTC Gavitt.
3. James O. Jackson, "Thanks, but No Tanks," TIME, 5 February 1990, p. 21.
4. Ibid., p. 22.
5. William M. Bolce, BG, Training in USAREUR. Briefing. Cited with special permission of BG Bolce.
6. U.S. Department of the Army, Field Manual 25-100, Training the Force, P 11.
7. U.S. Army Europe (USAREUR), USAREUR Regulation 350-1, USAREUR Training Directive, P 2.
8. Bolce.
9. LTC William M. Causey Jr. and CPT C. S. Vakas, "Urban Area Training", Quartermaster Professional Journal, March 1988, pp. 22-23.
10. COL John M. Pickler and MAJ Mark P. Gay, "3x8 Matures for Pathfinder's Power", Field Artillery, February 1989, p. 25.
11. USAREUR Regulation 350-1, p. 19.
12. Jackson.
13. Ibid.
14. Paul Minton, Devices, Simulators, and Simulations Briefing. Cited with special permission of Mr. Paul Minton.