Organizations and Functions

Headquarters, United States Army Europe

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For the Commander:

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Document Management

Summary. This regulation prescribes the missions, organizational structures, and functions of the USAREUR Command Group and HQ USAREUR staff offices and describes the authorities, roles, and responsibilities of general officers and members of the Senior Executive Service and the Defense Intelligence Senior Level, associated with USAREUR by assignment, operational control, administrative control, tactical control, or tenancy in the USEUCOM area of responsibility. Duties associated with joint force land component command (JFLCC) operations are described in the USAREUR Joint Force Land Component Command Headquarters Standing Operating Procedure (draft AE Reg 10-5-1), which is available on the SIPRNET at https://intranet.eur.army.smil.mil/hq/jflcc/sop/SitePages/Home.aspx.

Summary of Change. This revision completely revises the previous edition.

Applicability. This regulation applies to the Army in Europe.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are on the Army Records Information Management System website at https://www.arims.army.mil.

Supplementation. Organizations will not supplement this regulation without approval of the Manpower and Management Division (MMD), Office of the Deputy Chief of Staff (ODCS), G8, HQ USAREUR.
Suggested Improvements. The proponent of this regulation is the MMD, ODCS, G8, HQ USAREUR (mil 314-537-8013). Users may suggest improvements to this regulation by sending DA Form 2028 to USAREUR G8 (AERM-C), Unit 29351, APO AE 09014-9351.

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Glossary

CHAPTER 1  
GENERAL

1-1. PURPOSE  
This regulation—

a. Prescribes the missions, organizational structures, and functions of the USAREUR Command Group (chap 3, sec II), the Command Group support staff (chap 3, secs III and IV), and HQ USAREUR staff offices (apps C thru O).

b. Prescribes the authorities, roles, and responsibilities of the general officers (GOs), members of the Senior Executive Service (SES), and members of the Defense Intelligence Senior Level (DISL) associated with USAREUR by assignment, operational control (OPCON), administrative control (ADCON), tactical control, or tenancy in the USAREUR area of operations (AO). Table 1 provides an overview of these authorities, roles, and responsibilities.
(1) The GOs are the following:

(a) Commanding General, USAREUR (CG, USAREUR) (para 3-3).

(b) Deputy Commanding General, USAREUR (DCG, USAREUR) (para 3-5).

(c) Deputy Commanding General for Sustainment, USAREUR (DCG-S, USAREUR)/Commanding General, 21st Sustainment Command (CG, 21st SC) (paras 3-6 and 4-1).

(d) Deputy Commanding General, Army National Guard, USAREUR (DCG-ARNG, USAREUR) (para 3-7).

(e) Deputy Commanding General, Mobilization and Reserve Affairs, USAREUR (DCG-M&RA, USAREUR) (para 3-8).

(f) Chief of Staff, HQ USAREUR (CoS, HQ USAREUR) (para 3-10).

(g) Commanding General, 7th Army Training Command (CG, 7th ATC) (para 4-2).

(h) Commander, Division (Forward) (para 4-3).

(i) Commanding General, 10th Army Air and Missile Defense Command (CG, 10th AAMDC) (para 4-4).

(j) Commanding General, Regional Health Command Europe (CG, RHCE) (para 4-5).

(k) Commanding General, 7th Mission Support Command (CG, 7th MSC) (para 4-6).

(l) Commanding General, United States Army Africa/Southern European Task Force (CG, USARAF/SETAF) (para 4-8).

(m) Deputy Chief of Staff, Operations, USAREUR (USAREUR G3) (app E).

(n) Chief Information Officer/Deputy Chief of Staff, Information Management, USAREUR (USAREUR G6) (app I).

(2) The members of the SES and DISL are the following:

(a) Director, United States Army Installation Management Command Europe (Director, IMCOM-Europe) (para 4-7).

(b) Deputy Chief of Staff, G5, USAREUR (USAREUR G5) (app G).

(c) Deputy Chief of Staff, G8, USAREUR (USAREUR G8) (app J).

(d) Special Advisor to the USAREUR G2 (DISL).

c. Describes the role of the Command Sergeant Major, USAREUR (CSM, USAREUR) (para 3-9).
1-2. REFERENCES
Appendix A lists references.

1-3. EXPLANATION OF ABBREVIATIONS AND TERMS
The glossary defines abbreviations and terms.

CHAPTER 2
USAREUR

2-1. USAREUR DESIGNATION
The Department of the Army (DA) designated USAREUR as an Army service component command (ASCC) of the United States European Command (USEUCOM) according to DA General Order 2006-18 and AR 10-87. USEUCOM directed that USAREUR act as the land component command (LCC) during crisis. To respond quickly in crises, USAREUR operates daily as an LCC with the additional duties required of an ASCC and Theater Army.

2-2. USAREUR COMMAND POSTS
USAREUR is a single command with a main command post (MCP) and the capability to deploy a tactical command post (that is, the USAREUR Forward Command Post) to a field location to assist with mission command (MC).

   a. The USAREUR MCP is located and permanently stationed on Clay Kaserne in Wiesbaden, Germany.

   b. The CG, USAREUR, conducts MC from the MCP, but splits that presence between the MCP and the theater to conduct battlefield circulation and key-leader engagements. In the absence of the CG, the DCG, USAREUR, oversees the MCP. In succession after the DCG are the DCG-ARNG, the DCG-M&RA,* and the USAREUR G3** (in that order).

*NOTE: The CoS, HQ USAREUR, comes after the DCG-M&RA and before the USAREUR G3, in protocol order, but because this position is currently and expected to be continuously filled by an Allied officer, the CoS will not be in the command-succession sequence.

**NOTE: The Deputy Chiefs of Staff (DCoS), HQ USAREUR, come after the CoS and before the USAREUR G3, in protocol order, but will not be in the command-succession sequence.

CHAPTER 3
USAREUR COMMAND GROUP AND SUPPORT STAFF

SECTION I
GENERAL

3-1. MISSION
The mission of the USAREUR Command Group is to mission-command assigned forces. The mission of the Command Group support staff is to synchronize the efforts of the HQ USAREUR staff in support of the CG, USAREUR.

3-2. ORGANIZATION
Figure 1 shows the structure of the USAREUR Command Group and support staff.
Figure 1. USAREUR Command Group and Support Staff

SECTION II
COMMAND GROUP

The USAREUR Command Group comprises the CG, five assigned assistants (the DCG, the DCG-ARNG, the DCG-M&RA, the CoS, and the CSM), and one specified assistant (the DCG-S). The DCG-S role is dual-hatted with that of the CG, 21st SC. The DCG-S role does not abridge the full command authority inherent in the CG, 21st SC, role, which is the primary role. The DCG-S designation adds additional responsibilities beyond command of the 21st SC to the larger USAREUR Command Group. The DCGs serve as extensions of the CG’s command authority and are the CG’s principal deputies. This is inherent in the title of a DCG. Their duties and responsibilities encompass both focus areas and functional roles.
3-3. COMMANDING GENERAL

The CG—

a. Is an ASCC commander and the European theater Army commander. As the ASCC and theater Army commander, the CG executes senior-commander duties specified in AR 600-20 while reporting to two chains of command. The CG may delegate certain authorities pursuant to these duties, but cannot delegate the responsibility of command. The CG exercises—

(1) OPCON over Army Forces in theater as directed by the CDRUSEUCOM, who takes direction directly from the U.S. Secretary of Defense.

(2) ADCON and responsibility over Army Forces in the USEUCOM area of responsibility (AOR) on behalf of the Secretary of the Army and the Chief of Staff, U.S. Army.

b. May be designated as Joint Force Commander by the CDRUSEUCOM when USAREUR operates as a joint force land component command (JFLCC). Duties associated with JFLCC operations are described in the USAREUR Joint Force Land Component Command Headquarters Standing Operating Procedure (draft AE Reg 10-5-1), which is available on the SIPRNET at https://intranet.eur.army.smil.mil/hq/jflcc/sop/SitePages/Home.aspx. The USAREUR Deputy G5 (mil 537-3604) can provide further information on JFLCC operations.

c. Regardless of the possible additional command titles, always continues to carry out the roles and missions associated with being an ASCC commander and a theater Army commander according to AR 10-87, AR 600-20, and FM 3-94.

3-4. DEPUTY COMMANDING GENERALS

The DCG, USAREUR (para 3-5); the DCG-S (para 3-6); the DCG-ARNG (para 3-7); and the DCG-M&RA (para 3-8)—

a. Help the CG meet daily command responsibilities, provide oversight of key activities, and ensure continuity of operations.

b. Are authorized to act on behalf of the CG to accomplish the mission and to ensure command and unit success. They speak on behalf of the CG when the CG is absent.

c. Take a “portfolio approach” to their duties.

d. Maintain a complete understanding and knowledge of USAREUR missions, operations, training, exercises, and readiness and provide guidance and mentorship for these functions.

e. Coordinate any USAREUR staff actions, initiatives, or requirements through the CoS, HQ USAREUR.

f. Are not directly in charge of staff members or units (except as designated below); rather, they provide oversight, guidance, mentorship, and quality control over a “portfolio” of issues that cross unit, section, and organizational lines throughout the command. Importantly, the DCGs do not constitute a separate level of command, nor do they have command authority. Command authority flows—
(1) Directly from the CG to the GO major subordinate commands (MSCs) (that is, 7th ATC, 10th AAMDC, and 21st SC).

(2) Through designated DCGs to the direct-reporting brigade- or battalion-level MSCs.

g. Serve as the USAREUR representatives to select USEUCOM joint military commissions, as appointed by the CG.

3-5. DEPUTY COMMANDING GENERAL, USAREUR

The DCG, USAREUR, is the CG’s primary representative when the CG is absent or when directed, in accordance with appropriate authorities. Additionally, the DCG’s primary portfolio contains war planning, intelligence, operations, training, and readiness. The DCG—

a. Oversees the training, readiness, and operations of the 19th Battlefield Coordination Detachment (19th BCD), the United States Army NATO Brigade (USANATO Bde), the 66th Military Intelligence Brigade (66th MI Bde), and the Headquarters and Headquarters Battalion (Provisional) (HHBN (Prov)).

b. Serves as the USAREUR senior leader for military construction (MILCON) and posture issues. The DCG will chair the USAREUR MILCON Board in coordination with the Director, IMCOM-Europe. In addition, the DCG chairs the Rhine Ordinance Barracks Medical Center Senior Executive Advisory Group.

c. Acts as the primary force-protection DCG (as the USAREUR Lead Agent for the Army in Europe Antiterrorism Program according to AE Reg 525-13) and chairs the quarterly alternating Antiterrorism Executive Committee (ATEC) and Protection Executive Committee (PEC) meetings.

d. Serves, as delegated, as the approval authority for permanent policy affecting the Army in Europe (that is, affecting any combination of USAREUR, IMCOM-Europe, and the United States Army Civilian Human Resources Agency, Europe Region) (AE Reg 1-10, para 5 and table 1).

e. Performs key-leader engagements with strategically important leaders, as directed. The DCG is the primary engager for the Army Staff and the broader National Capital Region (for example, The Joint Staff, Office of the Secretary of Defense, Capitol Hill) as well as the other components of USEUCOM. The DCG is expected to travel to conduct many of these key-leader engagements.

f. Ensures all activities are executed within the CG’s intent and seeks that intent and any amplifying guidance before execution.

g. Serves as the [NATO] Sending States Forces U.S. Forces Commander and performs the related duties, as required.

3-6. DEPUTY COMMANDING GENERAL–SUSTAINMENT (DUAL-HATTED AS THE COMMANDING GENERAL, 21ST SUSTAINMENT COMMAND)

The DCG-S, who has a dual-hatted role as the CG, 21st SC (para 4-1), oversees the portfolio of all sustainment issues, including strategic and operational movement, human resources, and area base management as required. The DCG-S—

a. Chairs the monthly USAREUR Sustainment Readiness Review in conjunction with the CoS, HQ USAREUR, and maintains a focus on sustainment and freedom of movement for the CG.
b. Serves as the USAREUR representative to 2- and 3-star general officer steering committees (GOSCs) for the sustainment enterprise.

c. Serves as general officer for force protection (GOFP) and senior responsible officer (SRO) (app P) for the areas designated in table 1.

3-7. DEPUTY COMMANDING GENERAL, ARMY NATIONAL GUARD
The DCG-ARNG represents the CG, as directed, with a usual focus area of the National Guard component. The DCG-ARNG—

a. Serves as the CG’s primary link to the National Guard Bureau (NGB) and all U.S. State adjutants general and as the CG’s principal advisor for integrating the National Guard into USAREUR exercises, missions, and operations. In this role, the DCG-ARNG—

   (1) Exercises oversight for integrating ARNG overseas deployment training (ODT) opportunities and National Guard State Partnership Program activities into USEUCOM and USAREUR missions.

   (2) Focuses on all matters related to the ARNG and helps the CG oversee ARNG commands or units while they are in the USEUCOM AOR.

   (3) Advocates for the use of the ARNG in the USEUCOM AOR with USEUCOM and HQDA.

   b. Performs key-leader engagements with strategically important leaders, as directed. The particular focus is on ARNG equities, but engagements are also performed with host-nation (HN), NATO-Ally, and partner-nation representatives as well as with Congressional delegations. The DCG-ARNG is expected to travel to CONUS on a quarterly basis for key-leader engagements, particularly with the NGB.

   c. Serves as the GOFP and SRO (app P) for the areas designated in table 1.

   d. Serves as an exercise director for USAREUR exercises, as directed.

3-8. DEPUTY COMMANDING GENERAL, MOBILIZATION AND RESERVE AFFAIRS
The DCG-M&RA represents the CG, as directed, with a usual focus area of the United States Army Reserve (USAR). The DCG-M&RA serves as the CG’s primary link to the USAR, including to Headquarters, United States Army Reserve Command (USARC), and the USARC’s CONUS-based MSCs. The DCG-M&RA—

a. Serves as the CG’s principal advisor for integrating USAR units and individual augmentees from the entire Reserve component (that is, the USAR and the National Guard) into USAREUR exercises, missions, and operations as well as into administrative-support missions for USAREUR. In this role, the DCG-M&RA—

   (1) Is the Director, USAREUR Army Reserve Engagement Cell (AREC), and in that role retains authority over extensions of the AREC that are provided to other commands in Europe in order to support those commands. The DCG-M&RA also maintains oversight of USAREUR management of the ODT Program in coordination with the USAREUR G3 through the strategic employment of AREC members on the USAREUR staff.
2. Focuses on all matters related to the USAR and helps the CG oversee USAR commands and units while they are in the USEUCOM AOR. In addition, the DCG-M&RA serves as an advocate to USEUCOM and HQDA for the use of the USAR in the USEUCOM AOR.

b. Performs key-leader engagements with strategically important leaders, as directed. The particular focus is on USAR equities, but engagements are also performed with HN, NATO Ally, and partnership representatives as well as with Congressional delegations. The DCG-M&RA will travel in order to accomplish these missions.

c. Serves as GOFP and SRO (app P) for the areas designated in table 1.

d. Serves as an exercise director for USAREUR exercises, as directed.

e. Serves as the Defense Civilian Intelligence Personnel System (DCIPS) signature authority.

f. In coordination with the CSM, the USAREUR G1, and the CoS, oversees the portfolio of personnel and Health-of-the-Force issues by chairing the following boards: The USAREUR Safety and Occupational Health Advisory Council (SOHAC), the USAREUR Commander’s Ready and Resilient Council, the HQDA Communication Synchronization, and the Personnel Readiness Review.

g. Is supported by the HQ USAREUR staff, to include the M&RA Division, Office of the Deputy Chief of Staff, G3, in accomplishing all assigned duties.

3.9. COMMAND SERGEANT MAJOR
The CSM works directly for the CG, serves as the CG’s principal enlisted advisor, and has a supervisory role. The CSM—

a. Provides advice and recommendations on all USAREUR matters regarding enlisted personnel to the Sergeant Major of the Army, the CG, the DCGs, HQ USAREUR staff principals, and commanders of USAREUR MSCs.

b. Executes established policy and monitors the standards of performance, training, and conduct of enlisted personnel.

c. Ensures the health, welfare, and morale of USAREUR Servicemembers and their Families.

d. In conjunction with the CG, the applicable DCGs, or the CG, 21st SC, participates in the monthly USAREUR Materiel Readiness Reviews, USAREUR Sustainment Readiness Reviews, USAREUR Personnel Readiness Reviews, and unit training-management reviews (TMRs).

3.10. CHIEF OF STAFF
The CoS is the principal staff officer in USAREUR responsible for integrating staff actions within the command and staff and for synchronizing the staff. The CoS receives directives from the CG and supports requests of the DCGs and the CSM by ensuring subordinate commanders, HQ USAREUR staff elements, and external staffs are alerted to their required actions, as appropriate. The CoS is accountable for the resulting HQ USAREUR staff actions and products.

a. The CoS performs the following functions:
(1) Oversees the battle rhythm, staff processes, and knowledge-management techniques and practices to facilitate the effective and efficient functioning of the staff.

(2) Chairs HQ USAREUR staff boards and meetings, as required.

(3) Supervises the Office of the Secretary of the General Staff (OSGS) to ensure that management of staff actions results in actions sent to the USAREUR Command Group being error-free and accompanied by a legal review provided by the Office of the Judge Advocate, HQ USAREUR (app O).

(4) Coordinates operations of the OSGS, HQ USAREUR, and the Office of Protocol, Office of the Chief of Staff (OCoS), HQ USAREUR, and approves taskings and suspense dates that originate within HQ USAREUR.

(5) Coordinates USAREUR activities across the USAREUR MSCs (including the 21st SC, the 7th ATC, the 10th AAMDC, and the 19th BCD) as well as with the USANATO Bde.

(6) Coordinates USAREUR activities with the Division (Forward), specialized commands (including IMCOM-Europe, the 2d Signal Brigade (2d Sig Bde), the RHCE, the 66th MI Bde, the 405th Support Brigade (Army Field), and the 409th Support Brigade (Contracting) (409th SB (Contracting)), and other theater tenant organizations such as the United States Army Corps of Engineers Europe District and the Army and Air Force Exchange Service, Europe and Southwest Asia (AAFES-Eur).

(7) Ensures coordination of USAREUR activities with the HQDA staff and other commands in Europe. These include USARAF/SEATF, other service component commands in Europe, USAFRICOM, USEUCOM, various NATO headquarters, the German Armed Forces Command, and other partner-nation militaries, as required.

b. As long as the position of CoS is filled by a foreign officer, the CoS’s roles and responsibilities are limited and cannot be used to perform the following functions and duties:

(1) Command U.S. military forces or direct or control intelligence and counterintelligence operations.

(2) Conduct U.S. foreign relations (for example, represent, or speak or act on behalf of the United States or make determinations of U.S. foreign policy).

(3) Make final determinations regarding plans, policies, directives, orders, budget priorities, or regulatory guidance.

(4) Engage in receiving, overseeing, or disbursing public funds.

(5) Engage in receiving, safekeeping, or distributing U.S. Government real property.
Within the OCoS are two Deputy Chiefs of Staff (DCoSs) (that is, the DCoS-CIV and the DCoS-MIL). Both work directly for the CoS, are usually located at the MCP, and operate as the CoS during the CoS’s absence. The DCoS-CIV, however, is the primary ASCC-focused DCoS, and the DCoS-MIL is focused primarily on operations plans (OPLANs) and operations. Both DCoSs must be responsive to all members of the USAREUR Command Group and work through staff principals, regardless of where members of the Command Group are located. The DCoSs maintain internal coordination and oversee staff work within the coordinating staff.

1. Both DCoSs—

(a) Support the CoS in assigned duties and responsibilities and act on behalf of the CoS while the CoS is away from the MCP.

(b) Track and monitor all taskers received from USEUCOM and HQDA as well as those generated internally to the command. The DCoS-CIV focuses primarily on HQDA taskers, and the DCoS-MIL focuses primarily on USEUCOM taskers.

(c) Monitor the daily battle rhythm and deconflict scheduled events. This is also focused on the ASCC (DCoS-CIV) versus the operational battle rhythm (DCoS-MIL).

2. The DCoS-CIV—

(a) Manages the USAREUR Command Group civilian workforce for the CoS.

(b) Provides oversight of the Office of Military History (OMH), Mission Support Elements (MSEs) Wiesbaden and Vicenza, and the Office of Resource Management (ORM).

(c) Manages the USAREUR Command Group “Limitation .0012–Miscellaneous Expenses, Official Representation Fund” and the associated budget.

3. The DCoS-MIL provides—

(a) Daily supervision of the HHBN (Prov) and serves as the colonel (O6) signature authority for the HQ USAREUR Brigade (Provisional).

(b) JFLCC training and operational focus, including oversight of the Office of Knowledge Management (OKM) and the Office of Safety.

3-11. OFFICE OF THE SECRETARY OF THE GENERAL STAFF

The OSGS provides administrative, logistic, and personnel service support to the CG, the DCG, and the CoS. The major functions of the OSGS are to—

a. Task the staff on nonoperational tasks designated by the CG, DCG, CoS, DA, USEUCOM, or other associated commands and maintain administrative oversight and continuity of tasks through the use of automated database systems.

b. Manage command information flow through the USAREUR Task Management Tool on the NIPRNET and the SIPRNET.
c. Provide security oversight and recommendations for the Command Group Complex and the CG’s residence.

d. Oversee the maintenance of the USAREUR HQ (Keyes Building).

SECTION III
THE COMMANDING GENERAL’S PERSONAL STAFF

Members of the CG’s personal staff work under the CG’s immediate control. They also serve as special staff officers when they coordinate with other staff members. When performing duties as special staff officers, personal staff officers may work on actions by using an action officer through the OCoS for coordination and control purposes. The CG’s personal staff includes the Foreign Policy Advisor (POLAD (para 3-12)), the Equal Employment Opportunity (EEO) Advisor (para 3-13), the Equal Opportunity (EO) Advisor (para 3-14), the Commanding General’s Initiatives Group (CIG) (para 3-15), the Command Chaplain (app K), the Inspector General (app N), and the Judge Advocate (app O).

3-12. OFFICE OF THE FOREIGN POLICY ADVISOR

The POLAD reports directly to the CG and is considered part of the CG’s personal staff. The major functions of the Office of the POLAD are to—

a. Advise the CG on foreign and security policy implications of USAREUR operations and activities.

b. Provide the CG national and international political information that may affect USAREUR operations and activities.

c. Represent the CG in dealings with U.S. embassies and the U.S. Department of State, specifically regarding Germany and Italy, where USAREUR maintains bases, and, as applicable, Bulgaria, Poland, and Romania.

3-13. OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

a. The Office of Equal Employment Opportunity (OEEO)—

   (1) Serves as the principal advisor to the CG and HQ USAREUR staff principals on civil rights and EEO matters.

   (2) Ensures that legal and procedural program requirements that affect the USAREUR civilian workforce are met.

   (3) Advises the USAREUR Command Group and HQ USAREUR staff members on civil rights as well as on EEO laws, regulations, and issues.

b. The OEEO performs the following major functions:

   (1) Informs commanders and directors about the effectiveness of the EEO Discrimination Complaint Program and alternative dispute resolution (ADR) programs within their AORs.
(2) Ensures that the EEO complaint-processing program is operated effectively and efficiently throughout USAREUR in accordance with Equal Employment Opportunity Commission (EEOC) laws, Federal statutes, and Army directives and procedures.

(3) Ensures that requests for reports, files, and information are submitted accurately and promptly.

(4) Makes on-site evaluations of activity-level effectiveness and assists staff members as needed.

(5) Ensures that all time limits set forth in EEOC laws, Federal statutes, and Army directives and procedures are met.

(6) Manages and oversees the EEO automated data system for subordinate activities and ensures that necessary equipment is available and properly maintained and that personnel are adequately trained on using the system.

(7) Processes EEO complaints if processing is impractical or a conflict of interest exists at the activity level where the alleged discrimination occurred.

(8) Provides program direction, management, and evaluation for USAREUR and active-duty leaders to achieve full compliance with the EEO Program and the Affirmative Employment Program (AEP).

(9) Plans, develops, coordinates, integrates, and oversees EEO projects and studies that focus on the solution of systemic problems and the elimination of barriers to equal employment to include command management policies and practices in USAREUR.

(10) Studies and evaluates new and complex legislation, public laws, regulations, policies, and procedures related to EEO and determines the effect on USAREUR EEO programs and resources.

(11) Manages the AEP, the Disability Program, and the ADR Program.

3-14. OFFICE OF EQUAL OPPORTUNITY
The major functions of the Office of Equal Opportunity (OEO) are to—

a. Advise the CG on EO issues.

b. Initiate policy and directives, analyze trends, and develop training for Soldiers and EO advisors and program managers.

c. Monitor and evaluate the EO Program in the USAREUR AO.

3-15. COMMANDING GENERAL’S INITIATIVES GROUP
The CIG reports directly to the CG. The function of the CIG is to support the CG in developing, communicating, and implementing the CG’s strategic vision. The major functions of the CIG are to—

a. Serve as a conduit for promulgating the CG’s guidance and intent. The CIG provides a representative to attend all CG meetings in order to facilitate CIG knowledge of the same.
b. Anticipate issues and assist the CG in evaluating the 2d and 3d order impact of issues internal and, more importantly, external to the organization. Also, the CIG addresses ambitious questions by priming the CG to consider different ideas regarding vague and ill-defined problems.

c. Identify gaps and seams in USAREUR as well as areas not neatly addressed through standard staff functions. In addition, the CIG facilitates staff fusion to address identified problem areas and serves as a staff integrator via the CG tear lines and the CoS.

d. Serve as special project officers and internal consultants for the CG as directed.

e. Conduct ongoing analysis of all CG engagements to record, confirm, or deny engagement trends and patterns, and provide recommendations to the CG on future engagements based on analyses.

f. Provide the CG with immediate executive support for near-term objectives (for example, trip preparation, calendar control). Preparations for trips include oversight of the designated office of primary responsibility (OPR) and assistance to the OPR in synchronizing action officer input. The CIG will act as the OPR when necessary.

g. Be responsible for the mechanics of trip movement (air and ground).

h. Work closely with stakeholders, internal and external, to synchronize strategies and plans, coordinate analysis, and share assessments.

i. Provide a representative to travel with the CG in order to capture all inquiries, actions, requests, and orders. The CIG will generate the official trip report for staff dissemination through the CoS within 2 working days after trip completion.

j. Assist in the crafting of strategic communications not addressed by the Public Affairs Officer through speeches (primary writer), remarks, articles for publication, and briefings.

SECTION IV
SPECIAL STAFF

The CoS supervises special staff sections and provides an administrative umbrella to decrease the administrative requirement needed by larger coordinating staff. The special staff supports the CG, designated staff, and subordinate commands. The USAREUR special staff sections include the OMH (para 3-16), the OKM (para 3-17), the Office of Safety (para 3-18), and the Office of the Command Surgeon (app M). In addition, the CoS or, in the CoS’s absence, the DCoS coordinates the following entities in support of the CG: the OSGS (para 3-11), the CIG (para 3-15), and the Office of Public Affairs (app L).

3-16. OFFICE OF MILITARY HISTORY

The OMH, OCoS, HQ USAREUR, manages the command’s historical program and provides historical research and information services. The major functions of the OMH are to—

a. Produce and publish an annual history for USAREUR within 30 days after the start of each fiscal year for the past fiscal year.

b. Develop, research, and maintain historical collections of material relevant to the command.
c. Maintain liaison with other Army and Government historical agencies and with counterpart HN
government and military-history agencies.

d. Respond to historical inquiries.

e. Maintain archives of intellectual and physical property.

f. Provide technical oversight of subordinate-unit history programs and activities and of Army
museums and historical collections in the command.

g. Provide oversight over the Center for Military History Museum enterprise in support of
USAREUR and the museum curators in theater.

h. Provide staff oversight over the USAREUR Staff Ride Program in accordance with
AE Regulation 350-1.

i. Provide oversight and guidance to the 7th Mission Support Command Military History
Detachment.

3-17. OFFICE OF KNOWLEDGE MANAGEMENT

The OKM, OCoS, HQ USAREUR, enables mission command by advising the command, writing policy,
and developing processes or tools to allow the integration of the Commander’s Mission Command
System (MCS) throughout USAREUR. The MCS includes people, operations processes, information
systems and networks, and command posts. The OKM comprises three branches: Decision Support,
Technical Integration, and Document Management. The focus of the OKM mission changes when
conducting operations as an LCC in crisis, requiring split operations to maintain both LCC and ASCC
functions. The major functions of the OKM are to—

a. Develop and implement knowledge management (KM) techniques, policies, and procedures, and
ensure command-wide dissemination.

b. Perform staff planning and coordination of KM functions and activities to improve shared
understanding, learning, and decision-making.

c. Create, maintain, and facilitate organizational knowledge networks and the metrics for evaluating
their effectiveness.

d. Lead the staff in assessing organizational performance.

e. Integrate and synchronize KM functions and activate these functions with higher-echelon, peer,
and subordinate commands.

f. Monitor emerging KM trends for incorporation into organizational processes and operations.

g. Chair the KM Working Group and facilitate the Battle Rhythm Working Group.

h. Support the CG’s decision-making throughout operations.
i. Facilitate dialogue and interaction required for successful mission command through collaborative tools and processes.

j. Facilitate the capture and transfer of tacit knowledge within the organization.

k. Facilitate the creation and sharing of explicit knowledge within the organization.

l. Assist the staff in providing timely, accurate, and relevant information and knowledge in support of decision-making.

m. Synchronize the KM Plan with the G6 Information Management Plan.

3-18. OFFICE OF SAFETY
The Office of Safety, OCoS, HQ USAREUR, implements the Army Safety and Occupational Health Program in accordance with AR 385-10 and public law. The Office of Safety is responsible for ensuring that safety and risk-management (RM) processes are included in the planning, guidance, and execution of operations. This is done by training personnel on RM and hazard recognition, encouraging safe procedures and practices, monitoring operations, investigating accidents, and initiating accident-prevention measures where needed. The major functions of the Office of Safety are to—

a. Facilitate the execution of USAREUR SOHAC meetings twice a year.

b. Manage accident-prevention in functional areas (for example, aviation, explosives, Family life and off-the-job safety, mission planning and execution, radiation, range operations, transportation) and analyze and report accidents.

c. Provide Title 10 safety support, including supplies and personnel to USAREUR-supported task forces and national support elements.

d. Provide aviation, explosives, radiation, and systems safety support to IMCOM-Europe.

e. Provide the U.S. delegate to the NATO Ammunition Safety Transport Logistics Subgroup.

f. Provide the U.S. Army delegate to the NATO Air Board Aviation Safety Working Group.

g. Provide the USAREUR Dangerous Goods Advisor.

h. Represent USAREUR in the NATO Ammunition Safety Storage and Disposal Subgroup and the International Range Safety Group.


j. Coordinate with the respective safety and occupational health agencies in countries where USAREUR has a presence.

3-19. OFFICE OF PROTOCOL
The Office of Protocol is the OPR for planning and coordinating visits by distinguished visitors. The Office of Protocol—
a. As the proponent of AE Regulation 1-40, also manages the USAREUR Protocol Program.

b. Serves as the focal point for all protocol-related matters in the command to include, but not limited to, official visits, exercises, conferences, special events, promotions, staff rides, and any other official event designated by the Command Group.

c. Through its Conference Branch, provides administrative and logistic support for conferences sponsored by the CG, DCG, CoS, or CSM.

d. Supports command exercises and operations through its Joint Visitors Bureau.

3-20. SENIOR CONTRACTING OFFICIAL

The Senior Contracting Official (SCO) is the primary advisor to the CG, the HQ USAREUR staff, USAREUR MSCs, commands under USAREUR OPCON, HQ IMCOM-Europe, and United States Army garrisons (USAGs) for exercising contracting authority granted by the Federal Acquisition Regulations, DOD Instruction 5000.35, and other prescribing directives. The major functions of the SCO are to—

a. Help USAREUR organizations and activities plan their contracting requirements from initiating the requirement through awarding the contract.

b. Provide professional, timely, and effective contracting support by negotiating, awarding, and administering contracts for USAREUR, IMCOM-Europe, and other Army units in Europe.

c. Prepare, coordinate, and publish contracting instructions for major functions (including acquisition and cross-servicing agreements and HN issues).

d. Provide staff liaison on contracting issues that result from external audits, reviews, and inspections by the Government Accountability Office, the DOD Inspector General (IG), the U.S. Army Audit Agency, the U.S. Army Criminal Investigation Command, and the USAREUR IG. When needed, the SCO initiates followup actions after external audits, reviews, and inspections.

e. Coordinate and manage all litigation matters involving procurement actions.

f. Manage the contracting officer representative (COR) training program to ensure that each designated COR is fully trained and competent to handle all duties assigned by the contracting officer.

g. Act as implementer and administrator of the DA Government Purchase Card Program in the USAREUR AO, including contingency sites.

h. Act as the executive agent for contracting in Bosnia and Herzegovina as well as in Kosovo (as designated by USEUCOM).

i. Provide motivated, trained, and deployable military and civilian personnel to support USAREUR and USEUCOM contingencies, peacekeeping support operations, and exercises.

j. Serve as the Commander, 409th SB (Contracting), which is subordinate to the United States Army Contracting Command and under USAREUR OPCON. The 409th SB (Contracting) provides contracting planning and contingency contracting support in the USEUCOM AOR.
3-21. OFFICE OF RESOURCE MANAGEMENT
The ORM, OCoS, HQ USAREUR, is the OPR for providing technical advice to the USAREUR Command Group on funding and civilian personnel management services. The major functions of the ORM are to—

a. Act as an executor of Secretary of the Army .0012 Official Representation Funds (ORF) and provide advice on policy, laws, and regulations pertaining to ORF.

b. Serve as the custodian and coordinator for ORF approval actions on behalf of the CG.

c. Manage and execute all aspects of the Table of Distribution and Allowances (TDA)/Manpower Program for the Command Group and supported staff elements. In addition, the ORM is responsible for the oversight and day-to-day operations of all civilian personnel management functions for the Command Group and supported staff elements, and serves as the POC for all actions pertaining to civilian personnel management.

d. Manage the Managers Internal Control Program, the Defense Travel System, the Government Purchase Card, and the Government Travel Charge Card.

3-22. WIESBADEN MISSION SUPPORT ELEMENT
The Wiesbaden MSE serves as the principal advisor to the CoS, HQ USAREUR, on the development, coordination, and publication of plans and policies needed to execute relocation, renovation, and facility management within the USAREUR Mission Command Center (MCC) and other HQ USAREUR facilities. The major functions of the Wiesbaden MSE are to—

a. Advise the Wiesbaden SRO and the CoS on resources and priorities required to ensure efficient and timely Title X support to all geographically dispersed units within the Wiesbaden SRO AOR.

b. Provide facility management support to HQ USAREUR facilities.

c. Manage the centralized logistics supply point for HQ USAREUR.

d. Develop and maintain emergency response plans and equipment for HQ USAREUR facilities.

e. Manage reception operations and physical security for the USAREUR MCC.

f. Provide policy, guidance, and oversight for the HQ USAREUR online systems that govern MCC conference room scheduling, self-service supply point, and service and work orders.

g. Provide relocation- and space-management planning expertise to ensure equitable and efficient allocation of resources and facilities to Wiesbaden-based tenant units and adherence to SRO real-property decisions.

h. Serve as HQ USAREUR liaison to IMCOM-Europe, the Corps of Engineers, tenant unit commanders, and representatives of nonmilitary organizations on issues and projects impacting tenant-unit transformation, facility occupation, real property, and employee and Family quality of life.
3-23. HEADQUARTERS AND HEADQUARTERS BATTALION (PROVISIONAL)
The Commander, HHBN (Prov), coordinates requirements for, plans provisions of, and supervises wartime base-support activities of HQ USAREUR. These activities include logistic functions, personnel management, limited communications functions, and tactical and medical support. The Commander, HHBN (Prov), executes operations to support deployments, force protection, and reception of assigned and attached units located in or passing through the USAREUR AO. The Headquarters Support Company, HHBN (Prov), is responsible for providing training and morale-building activities for HQ USAREUR personnel.

CHAPTER 4
GENERAL OFFICERS AND SENIOR EXECUTIVE SERVICE MEMBERS OF USAREUR MAJOR SUBORDINATE COMMANDS; COMMANDS UNDER USAREUR OPERATIONAL, ADMINISTRATIVE, OR TACTICAL CONTROL; AND USAREUR TENANT COMMANDS

4-1. COMMANDING GENERAL, 21ST SUSTAINMENT COMMAND (DUAL-HATTED AS THE DEPUTY COMMANDING GENERAL—SUSTAINMENT)
The CG, 21st SC, who is dual-hatted as the DCG-S (para 3-6), serves as the USAREUR senior logistician, oversees the sustainment function for USAREUR, advises the CG on sustainment issues, and, in coordination with the USAREUR G4, helps establish and oversee sustainment policy for the theater. The CG, 21st SC—

a. Provides oversight of Title 10 USC authority for all elements assigned to or under OPCON of the 21st SC.

b. Rates the commanders of units assigned to the 21st SC (that is, the 7th MSC, the 16th Sustainment Brigade, the 30th Medical Brigade, and the 18th Military Police Brigade); the Commander, Regional Command—East (RC-E); and the Commander, Black Sea Area Support Group (BS ASG), which is an OPCON unit.

c. Provides the senior official for establishing USAREUR NATO Sustainment Standards as they apply to USAREUR-assigned or rotational units. The CG, USAREUR, provides the CG, 21st SC, direct liaison authority (DIRLAUTH) with the Supreme Headquarters Allied Powers Europe (SHAPE) and the joint logistics support groups at the Allied Joint Force Command—Naples (JFC-Naples) and JFC-Brunssum.

d. Serves as GOFP, SRO (app P), and general courts-martial convening authority (GCMCA) for the areas designated in table 1.

4-2. COMMANDING GENERAL, 7TH ARMY TRAINING COMMAND
The CG, 7th ATC, provides oversight of the training function throughout the USAREUR AO. The CG, 7th ATC, is directly responsible for the training of the units under his training-readiness authority (TRA) and for enabling the training of all other units in or supported by USAREUR. The CG, 7th ATC—

a. Enables training readiness and resources for all assigned USAREUR units through execution of the Training, Resourcing, and Synchronization Forum and, with the USAREUR G3, at the Semiannual Training Symposium.
b. Exercises TRA over the 2d Cavalry Regiment (2CR), the 12th Combat Aviation Brigade (12th CAB), the 173d Airborne Brigade Combat Team (173d Abn BCT), and the 41st Field Artillery Brigade (41st FAB), and rates the commanders of these units.

c. Exercises command over the Joint Multinational Training Group–Ukraine (JMTG-U) and the Georgia Defense Readiness Program–Training. The CG, 7th ATC, rates the Commander, JMTG-U.

d. Serves as GOFP, SRO (app P), and GCMCA for the areas designated in table 1.

e. Provides the senior official for USAREUR NATO Readiness Standards as they apply to USAREUR-assigned or rotational units. The CG, USAREUR, provides the CG, 7th ATC, DIRLAUTH with NATO Allied Command Operations command standardization offices.

4-3. COMMANDER, DIVISION (FORWARD)
The Division (Forward) is a forward command element created from the Army CONUS-based regionally aligned force (RAF) assigned to the USEUCOM theater. The Division (Forward) is usually manned with one GO, but often with a colonel or colonel (promotable), and approximately 83 Soldiers from the regionally aligned division staff, and then augmented as appropriate to meet forward operational requirements. The Cdr, Division (Forward), directs the operational (division-level) headquarters that serves as an intermediate headquarters between USAREUR and the forward operational (brigade and below) units assigned in or deployed to Germany and Eastern Europe for Atlantic Resolve. The Cdr, Division (Forward)—

a. Exercises MC (including TRA) of all designated units operating under an OPCON relationship to USAREUR and further OPCON to the Division (Forward) in Atlantic Resolve within the designated AOR (which includes Bulgaria, Estonia, Hungary, Latvia, Lithuania, Poland, Romania, and Slovakia) and units deployed under Atlantic Resolve operating in Germany. Designated units are listed in the Atlantic Resolve operation order. The Cdr, Division (Forward), also provides oversight of all other unit readiness aspects during continuous unit training and forward operations.

b. Executes TRA of rotationally aligned forces and OPCON of USAREUR-assigned forces tasked by USAREUR to support Atlantic Resolve for the duration of the assigned mission.

c. Exercises ADCON (Title 10) and TRA for all CONUS-based enhanced forward presence (eFP) units in Poland. ADCON does not include military justice and related actions under GCMCA area jurisdiction.

d. Conducts division-level planning for relevant OPLANs and their supporting exercises.

NOTE: Division (Forward) replaces the designation Mission Command Element (Provisional).
4-4. COMMANDING GENERAL, 10TH ARMY AIR AND MISSILE DEFENSE COMMAND
The 10th AAMDC executes all ASCC headquarters integrated air and missile defense (IAMD) responsibilities in the European theater during steady-state peacetime garrison operations as well as during crises and transition to operational plans. The 10th AAMDC includes a rotational air defense artillery (ADA) brigade headquarters and two ADA battalions focused on the European AOR, the Levant AOR, and systems/theater data link integration. The CG, 10th AAMDC—

a. Serves as the USAREUR proponent for the protection of forces and critical assets, early warning and situational understanding, and airspace management as they relate to air and missile defense (AMD) operations within the USEUCOM AOR.

b. Performs theater area air defense coordinator functions for the JFLCC Commander as outlined in Army Techniques Publication (ATP) 3-01.94.

c. Serves as deputy area air defense commander (AADC) in accordance with Joint Publication 3-01 and ATP 3-01.94, advising and assisting the COMUSAFE, the designated AADC within the USEUCOM AOR, with synchronizing and integrating combined, joint, and Army AMD operations.

d. Executes operational-level mission command of ADA brigades deployed within the USEUCOM AOR.

e. Serves as the USAREUR lead agent for IAMD interoperability with Allies and partners.

f. Coordinates directly with HQDA G3-Fires and the U.S. Army ADA Center of Excellence on all matters relating to ADA force modernization and future force posture within the USEUCOM AOR.

g. Coordinates directly with 263d AAMDC to manage rotations of ARNG ADA units within the USEUCOM AOR and to receive training and readiness oversight of ARNG ADA units deployed to the USEUCOM AOR.

h. Coordinates directly with the U.S. Army Space and Missile Defense Command to manage sensors deployed in support of Operation Atlantic Sentry (OAS) and Operation Sharp Sentinel (OSS).

i. Retains ADCON of missile defense batteries deployed in support of OAS and OSS.

j. Serves as GOFP and SRO (app P) for the areas designated in table 1.

4-5. COMMANDING GENERAL, REGIONAL HEALTH COMMAND EUROPE
The USAREUR Command Surgeon (CSURG) (app M) also serves as the Commanding General, RHCE. In this role, the CSURG—

a. Plans, executes, and monitors dental and medical readiness for USAREUR-assigned Soldiers and RAFs.

b. Sustains a skilled and ready medical force.

c. Provides the CG, USAREUR, expertise and advice on medical issues.
d. Ensures effective operational integration and medical planning support between the USAREUR and RHCE staffs as well as with RHCE subordinate units for multinational contingency operations, exercises, security-cooperation activities, and training.

e. Provides medical expertise and input for strategic- or theater-level contingency plans (CONPLANs) and OPLANS in USAFRICOM, USCENTCOM, and USEUCOM; requests multi-component and multiservice support for exercises; and supports JFLCC planning and resourcing.

f. Plans and executes multinational medical engagements in support of ASCC, combatant command, and Army Medical Department strategic objectives for global health engagement. Engagements include military-to-military training and exercises, clinical subject-matter exchanges, and humanitarian or disaster-relief crisis-management support.

g. Coordinates and collaborates with command surgeons at USAFRICOM, USEUCOM, and ASCC MSCs for theater medical priorities, issues, and operations in support of theater CONPLANs, force management and restructuring, and other strategic plans and policies.

4-6. COMMANDING GENERAL, 7TH MISSION SUPPORT COMMAND

The 7th MSC is the senior USAR geographic command that is permanently assigned to USAREUR (with ADCON shared by the Army Reserve Headquarters, Fort Bragg, NC). The CG, USAREUR, has subassigned the 7th MSC to the 21st SC. In accordance with Title 10 USC authority, the CG, 7th MSC, executes mission command for all assigned 7th MSC Army Reserve elements, and for any other units that USAREUR attaches to it, through the CG, 21st SC. The CG, 7th MSC—

a. Commands the Army Reserve geographic command assigned to USAREUR, which includes executing Title 10 authorities and responsibilities for assigned 7th MSC units and any Army Reserve forces attached to the 7th MSC by the 21st SC. The CG, 7th MSC, also provides ADCON support in theater for rotational Army Reserve units, as directed by USAREUR or by the 21st SC.

b. Serves as the DCG, 21st SC. In this role, the CG, 7th MSC, usually leads 21st SC force-protection operations.

c. Coordinates with the DCG-M&RA and the USAREUR G3 for any Army Reserve ODT requirements of the 21st SC and its subordinate units.

d. Identifies USAREUR operational and tactical capability and capacity gaps, validates those gaps, and coordinates with Army Reserve Headquarters, Fort Bragg, NC, to help USAREUR fill those gaps.

e. Performs key-leader engagements with strategically important leaders, as directed.

f. On request, provides administrative and logistical support to the Army Reserve units or elements in theater, such as the AREC, USAREUR; the Army Reserve Element, USEUCOM; the Individual Mobilization Augmentee (IMA), USEUCOM; the IMA, USAFRICOM; and the Military Intelligence Readiness Command—England.
4-7. DIRECTOR, IMCOM-EUROPE
The Director, IMCOM-Europe (also known as the Region Director (RD)), serves as the CG’s senior installation and base operations (BASOPS) advisor. The RD provides advice and recommendations on all installation and BASOPS matters in support of USAREUR and establishes Army in Europe policy for select BASOPS-specific functions. The RD also serves as USAREUR’s link to HQ IMCOM and the Office of the Assistant Chief of Staff for Installation Management, HQDA, to ensure the Army in Europe meets all BASOPS requirements for Soldiers, Civilians, and Families in Europe, thereby helping USAREUR achieve and sustain readiness. The RD also—

a. Serves as the lead for real estate and advises the CG, USAREUR, on real-estate actions to support the command.

b. In coordination with the DCG, USAREUR, co-chairs the MILCON (Minor Military Construction and Restoration/Modernization) GOSC.

c. In coordination with the DCG, USAREUR, co-chairs the quarterly ATEC and PEC meetings.

d. Advises the CG, USAREUR, on infrastructure and facilities supporting the command.

e. Plans, develops, and coordinates policy for providing BASOPS support.

f. Serves as the lead agent for HN environmental issues affecting Army installations in Europe.

g. Serves as the conduit between USAREUR and the agencies that serve Army communities in Europe from the American Red Cross; AAFES-Eur; the Department of Defense Education Activity; the Defense Commissary Agency, Europe; and the United Services Organization.

NOTE: Although USAREUR GOFPs and SROs have delegated authority to direct select installation and USAG activities, these sites remain IMCOM installations and must comply with HQ IMCOM and HQDA installation policy.

4-8. COMMANDING GENERAL, UNITED STATES ARMY AFRICA/SOUTHERN EUROPEAN TASK FORCE
The CG, USARAF/SETAF, has a special relationship with USAREUR because the CG, USAREUR, has delegated (with concurrence of the COMUSAFRICOM) select USAREUR authorities to the CG, USARAF/SETAF (that is, GOFP responsibility, SRO authority, and GCMCA (table 1 and app P)). Beyond the delegated SRO relationship, USAREUR also has a special relationship with both USARAF and USAFRICOM because they are GO-led headquarters that are tenants of USAREUR installations and have missions outside the USEUCOM AOR. Special attention must be paid to ensure all these relationships remain productive.
<table>
<thead>
<tr>
<th>Roles</th>
<th>Command or SRO</th>
<th>GOFP and AT/FP</th>
<th>Responsibilities GCMCA</th>
<th>TRA</th>
<th>Other</th>
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</thead>
<tbody>
<tr>
<td>USAREUR DCG</td>
<td>DCG for Operations Chair, Sending States Forces</td>
<td>USAREUR Lead Agent for AE AT Program (AE Reg 525-13) Chair, Antiterrorism Executive Committee (ATEC) and Protection Executive Committee (PEC)</td>
<td>TRA for direct-reporting brigades: 66th MI Bde, 19th BCD, and USANATO Bde; and HHBN (Prov)</td>
<td>Chair, Senior Executive Advisory Boards (MILCON) Supplementary OER review (for non-U.S. military in rating chain)</td>
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<tr>
<td>USAREUR DCG-ARNG</td>
<td>USAREUR SRO for USAG Stuttgart and Atlantic Resolve North and Center nations (Estonia, Hungary, Latvia, Lithuania, Poland, and Slovakia)</td>
<td>GOFP for USAG Stuttgart and Atlantic Resolve North and Center nations (Estonia, Hungary, Latvia, Lithuania, Poland, and Slovakia)</td>
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<td></td>
<td>USAREUR senior ARNG officer</td>
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<tr>
<td>USAREUR DCG-M&amp;RA</td>
<td>USAREUR SRO for USAG Wiesbaden</td>
<td>GOFP for USAG Wiesbaden</td>
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<td>USAREUR senior USAR officer USAREUR Safety Lead (Chair, SOHAC; GO signature authority) DCIPS signature authority</td>
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<td>CG, 21st SC/USAREUR DCG, Sustainment</td>
<td>DCG for Sustainment USAREUR SRO for USAG Benelux; USAG Rheinland-Pfalz; Balkans (Camp Bondsteel, KOS); Camp MK, ROU; Novo Selo Training Area, BUL; and Greece</td>
<td>GOFP for USAG Benelux, USAG Rheinland-Pfalz, Atlantic Resolve–South Region (Bulgaria, Romania), ASG Balkans, Greece, and the RC-E</td>
<td>Regional GCMCA: Germany (except Bavaria) and all European areas not assigned to another GCMCA</td>
<td>Chair, USAREUR Sustainment Readiness Review Rater for Cdr, BS ASG; Cdr, RC-E; and Cdr, ASG Poland</td>
<td></td>
</tr>
<tr>
<td>CG, 7th ATC</td>
<td>USAREUR SRO for USAG Ansbach, USAG Bavaria, Georgia, and Ukraine</td>
<td>GOFP for USAG Ansbach, USAG Bavaria, Georgia, and Ukraine</td>
<td>Regional GCMCA: Germany (Bavaria only) and select East-European states</td>
<td>TRA for direct-reporting brigades: 2CR, 173d Abn BCT, 12th CAB, 41st FAB</td>
<td>Rater for Cdr, JMTG-U</td>
</tr>
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<td>CG, 10th AAMDC</td>
<td>USAREUR SRO for Operation Atlantic Sentry and Operation Sharp Sentry</td>
<td>GOFP for Israel and Turkey</td>
<td></td>
<td>CG’s primary advisor for air and missile defense planning</td>
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<tr>
<td>Cdr, Division (Forward)</td>
<td>Operational command of Atlantic Resolve Forces/ADCON for nonassigned eFP battle group</td>
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<td>TRA for Atlantic Resolve RAF (CONUS) and USAREUR-assigned augmenting Forces, including the eFP battle group</td>
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<td>CG, 7th MSC</td>
<td>DCG, 21st SC</td>
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<td>USAREUR senior medical officer</td>
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<td>CG, RHCE</td>
<td>Dual-hatted: USAREUR CSURG</td>
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<tr>
<td>CG, USARAF/ SETAF Dir, IMCOM-Europe</td>
<td>USAREUR SRO for USAG Italy</td>
<td>GOFP for USAG Italy</td>
<td>Regional GCMCA: Italy</td>
<td>Co-chair, ATEC and PEC</td>
<td>CG’s primary advisor for real-estate actions Co-chair, Senior Executive Advisory Boards (MILCON)</td>
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CHAPTER 5
HQ USAREUR COORDINATING STAFF

5-1. MISSIONS, ORGANIZATIONS, AND FUNCTIONS
Appendixes C through O provide detailed information about the missions, organizations, and functions of HQ USAREUR staff offices.

5-2. GENERAL
To coordinate and direct day-to-day activities of the command, the USAREUR Command Group relies on and works through the command’s coordinating staff.

a. Each principal officer on the coordinating staff (also known as the staff principal or staff director) is authorized an assistant deputy chief of staff with responsibilities associated with the particular directorate, consistent with joint and Army doctrine for staff organizations. In addition to performing normal duties in accordance with this regulation, the USAREUR G6, who is a GO, has the duty of overseeing the TRA of the 2d Sig Bde.

b. The CG has the prerogative to internally organize the coordinating staff for temporary or standing realignments to achieve focus in a particular function or to simplify MC. Under standard operating conditions, the coordinating staff is organized in accordance with Army doctrine for the Theater Army and the 5.4 Modified Table of Organization and Equipment with the following adjustments:

(1) Protection (Antiterrorism) is retained by G3/4 Protect, Office of the Deputy Chief of Staff, G3, HQ USAREUR (para E-3).

(2) Fires is retained by the Office of the Deputy Chief of Staff, G3, HQ USAREUR (para E-6).

(3) Information Operations (G7) and Civil-Military Operations (G9) are retained by the Office of the Deputy Chief of Staff, G3, HQ USAREUR (para E-11).

(4) The International Operations Division, including International Military Affairs, is retained by the Office of the Deputy Chief of Staff, G5, HQ USAREUR (para G-3).

(5) The Office of the Deputy Chief of Staff, Engineer, is a separate staff directorate (app H).

(6) The Office of the Deputy Chief of Staff, G6 (app I), is led by a brigadier general. The manning for this position is supported by USAR. As long as this position remains a GO position, the DCG will relinquish training and readiness oversight of the 2d Sig Bde to the USAREUR G6.
APPENDIX A
REFERENCES

SECTION I
PUBLICATIONS

NATO Status of Forces Agreement (SOFA)

German Supplementary Agreement (SA) to the NATO SOFA

Chief Financial Officers Act of 1990 (Public Law 101-576)

United States Code (USC), Title 10

Truppenzollgesetz (Forces Customs Law)

Truppenzollverordnung (Forces Customs Ordinance)

Auftragsbautengrundsätze 1975 (Principles of Construction Contracting)

Federal Acquisition Regulation

Article 6, Uniform Code of Military Justice (10 USC 806)

Joint Publication 3-01, Countering Air and Missile Threats

Joint Travel Regulations

DOD Directive 1304.19, Appointment of Chaplains for the Military Departments

DOD Instruction (DODI) 1300.18, Department of Defense (DOD) Personnel Casualty Matters, Policies, and Procedures

DODI 1400.20, DOD Program for Stability of Civilian Employment

DODI 5000.35, Defense Acquisition Regulations (DAR) System

AR 5-25, Army Weather Functional Activities

AR 10-87, Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 11-1, Command Logistics Review Program

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 27-10, Military Justice

AR 27-20, Claims
AR 115-10, Weather Support and Services for the U.S. Army
AR 165-1, Army Chaplain Corps Activities
AR 385-10, The Army Safety Program
AR 525-93, Army Deployment and Redeployment
AR 600-20, Army Command Policy
AR 600-63, Army Health Promotion
AR 601-280, Army Retention Program
AR 710-2, Supply Policy Below the National Level
DA Pamphlet 500-5-1, Individual Augmentation Management
DA Pamphlet 750-1, Commanders’ Maintenance Handbook
Army Techniques Publication 3-01.94, U.S. Army Air and Missile Defense Command Operations
Field Manual 3-94, Theater Army, Corps, and Division Operations
Technical Manual 3-34.46, Theater of Operations Electrical Systems
HQDA General Order 2006-18, Designation of the United States Army Europe as an Army Service Component Command
AE Regulation 1-3, International and Other Agreements
AE Regulation 1-7, Support Agreements
AE Regulation 1-10, Staff Procedures
AE Regulation 1-40, Hosting Official Visitors
AE Regulation 10-3, Taskings
AE Regulation 25-35, Preparing Army in Europe Publications
AE Regulation 37-4, Providing Temporary Lodging Allowance in USEUCOM
AE Regulation 37-8, German Garnishments
AE Regulation 37-10, A Soldier’s Guide to Financial Readiness
AE Regulation 350-1, Training and Leader Development in Europe
AE Regulation 385-10, Army in Europe Safety Program Management

AE Regulation 415-22, NATO Security Investment Program

AE Regulation 525-13, Antiterrorism (FOUO)

AE Regulation 550-140, Conduct of Government Liaison Activities in German States

AE Regulation 550-175, U.S. Forces Customs Controls in Germany

USEUCOM Instruction 4002.01, Customs Border Clearance Agency Program

USEUCOM Instruction 4203.01, Policy for Theater Asset Visibility

USAREUR Message 1805051, AEOP-PT-AT, 181707Z May 18, subject: (U) USAREUR OPORD 0070-18 (USAREUR General Officer for Force Protection (GOFP) Designations (contents FOUO)

USAREUR Operations Plan 4020

USAREUR Joint Force Land Component Command Headquarters Standing Operating Procedure (draft AE Reg 10-5-1), available on the SIPRNET at https://intranet.eur.army.smil.mil/hq/jflcc/sop/SitePages/Home.aspx. (The USAREUR Deputy G5 (mil 537-3604) can provide additional information on JFLCC operations.)

Memorandum, USAREUR, AEJA-MC, 4 October 2016, subject: USAREUR General Court Martial Convening Authority Area Jurisdiction

Marine Air Ground Task Force Staff Training Program (MSTP) Pamphlet 5-0.2, Operational Planning Team Leader’s Guide

SECTION II
FORMS

DD Form 1391, FY ___ Military Construction Project Data

DA Form 2028, Recommended Changes to Publications and Blank Forms

AE Form 302, Import/Export Customs Declaration
TABLE B-1
USAREUR Major Subordinate Commands (MSCs) and Commands Under USAREUR Operational Control (OPCON)

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* subordinate to 21st Sustainment Command
APPENDIX C
OFFICE OF THE DEPUTY CHIEF OF STAFF, G1

C-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G1, advises USEUCOM, the USAREUR Command Group, HQ USAREUR staff offices, and commanders of USAREUR major subordinate commands on military and civilian personnel policy and management as well as on warfighting and contingency plans to support military personnel, civilian employees, Family members, and retirees in the USAREUR area of operations (AO).

b. Organization. Figure C-1 shows the organization of the ODCS, G1.

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Figure C-1. Office of the Deputy Chief of Staff, G1

C-2. MILITARY PERSONNEL READINESS DIVISION
The Military Personnel Readiness Division provides management and oversight of the Military Personnel Management Branch (MPMB); the Ready and Resilient Branch (R2B); and the Plans, Operations, and Exercises (PLOEX) Branch within the ODCS, G1.

a. Military Personnel Management Branch. The MPMB provides theater-level readiness, strength management and human resources (HR) information systems; military awards and actions; and military personnel services support to USAREUR commanders and Soldiers. The MPMB performs its functions through the following sections:

(1) Personnel Readiness Section. The major functions of the Personnel Readiness Section are as follows:

(a) Monitoring and maintaining the status of personnel readiness in subordinate units.

(b) Advising the USAREUR G1 on all manning requirements in accordance with HQDA guidance, predicting and validating personnel requirements based on current and projected strength levels, projected gains, estimated losses, and the projected number of available Soldiers.
(c) Conducting a transformation analysis for units undergoing activation, deactivation, structural changes, or relocation.

(2) Manning Section. The major functions of the Manning Section are as follows:

(a) Synchronizing assignments in support of manning priorities in the USAREUR area of operations (AO), Strategic Readiness Model timelines, and HQDA manning guidance.

(b) Processing actions for enlisted personnel.

(c) Processing and screening enlisted central promotion lists (sergeant first class, master sergeant, sergeant major).

(d) Liaising with the Officer and Enlisted Personnel Management Directorates, United States Army Human Resources Command (HRC), and with the ODCS, G3 (app E), on all officer and enlisted-personnel issues, including all matters of Talent Management, policy issues, concerns, and reassignment actions.

(3) Human Resources Systems Section. The major functions of the Human Resources Systems Section are as follows:

(a) Managing the electronic military personnel office (eMILPO) database.

(b) Planning, fielding, and managing the USAREUR Personnel Database (UPDB) (for example, VIPER, EASI-Gate) and Army human-resources systems (AHRSs).

(c) Providing training on AHRSs to end users throughout the USAREUR AO.

(d) Developing and maintaining an intranet website, including numerous web-based applications that leverage and supplement the functionality of HQDA AHRS applications.

(e) Conducting data mining and analysis.

(f) Providing helpdesk support for eMILPO and UPDB applications.

(4) Awards and Actions Section. The major functions of the Awards and Actions Section are as follows:

(a) Planning, processing, and coordinating personnel actions with the HRC or the general courts-martial convening authority.

(b) Planning, processing, and coordinating USAREUR special programs.

(c) Processing and coordinating all U.S. awards and decorations that require CG or DCG endorsement or USAREUR G1 review.
b. **Ready and Resilient Branch.** The R2B is responsible for overseeing and managing the integration, synchronization, and prioritization of all Ready and Resilient (R2) programs, services, policies, resources, training, and strategies in the HQDA R2 portfolio. The primary R2B objectives are to develop and implement policies, procedures, initiatives, and leadership practices that enhance individual resiliency, increase unit readiness, and promote the Army profession. The major functions of the R2B include managing the following programs:

(1) **Sexual Harassment/Assault Response and Prevention (SHARP).** This involves—

   (a) Developing and implementing prevention policies and strategies.

   (b) Promoting sensitive care and support for victims.

   (c) Promoting reporting and accountability for victims of sexual assault.

   (d) Reviewing, analyzing, and coordinating trends.

   (e) Preparing for and conducting SHARP training.

(2) **Suicide Prevention and Intervention Program.** This involves—

   (a) Developing and implementing prevention policies and strategies.

   (b) Reviewing, analyzing, and reporting suicidal-behavior statistics and trends.

   (c) Preparing for and monitoring suicide prevention and intervention training.

(3) **Army Substance Abuse Program (ASAP).** This involves—

   (a) Developing, coordinating, and implementing prevention policies and strategies.

   (b) Reviewing, analyzing, and reporting substance-abuse statistics and trends.

   (c) Coordinating ASAP training requirements.

(4) **Comprehensive Soldier and Family Fitness (CSF2).** This involves—

   (a) Developing and implementing policies and strategies.

   (b) Reviewing, analyzing, and reporting fitness and readiness statistics and trends.

   (c) Coordinating CSF2 training requirements.

(5) **Health Promotion (HP), Community Health Promotion Councils (CHPCs), and the USAREUR Health Promotion Council (HPC).** This involves—

   (a) Synchronizing and integrating CHPC activities and best-business practices.

   (b) Monitoring CHPC activities, resources, objectives, and strategies.
(c) Reviewing, analyzing, and reporting CHPC statistics and trends.

(d) Developing, coordinating, and implementing HP strategic policies and strategies.

(e) Preparing for and executing quarterly USAREUR HPC meetings.

(6) **Army Sponsorship Program.** This involves—

(a) Synchronizing and integrating program activities.

(b) Monitoring program activities, resources, objectives, and strategies.

(c) Reviewing, analyzing, and reporting program statistics and trends.

(d) Developing, coordinating, and implementing sponsorship policy and strategies.

(7) **Army Family Action Plan (AFAP).** This involves—

(a) Synchronizing and integrating program activities.

(b) Reviewing, analyzing, and reporting AFAP issues.

(c) Developing, coordinating, and implementing AFAP policy and strategies.

(8) **Soldier for Life - Transition Assistance Program (SFL-TAP).** This involves—

(a) Developing and implementing SFL-TAP policy and strategies.

(b) Reviewing, analyzing, and reporting statistics and trends.

(c) Coordinating SFL-TAP training requirements.

c. **Plans, Operations, and Exercises Branch.** The PLOEX Branch participates in the plans and operations process to identify personnel requirements for all operations and plans in the USAREUR AO. This involves—

(1) Providing personnel policy and guidance for all operational and planning efforts.

(2) Developing USAREUR-specific guidance and executing personnel activities in accordance with HQDA and USAREUR enablers.

(3) Providing morale, welfare, and recreation support to all forward contingency operations and locations.

(4) Providing postal planning and guidance for all contingency operations and locations, developing and updating theater postal policy, and coordinating with external agencies and sister services on postal-related matters.
(5) Evaluating and assessing personnel-policy issues, and developing, coordinating, publishing, and monitoring the implementation of USAREUR personnel policy that best addresses the vision and intent of USAREUR leaders.

(6) Maintaining existing Army in Europe personnel-policy publications.

(7) Interpreting and implementing HQDA and DOD military-personnel policy in USAREUR.

(8) Reviewing and responding, in coordination with USAREUR subordinate commands and staff, to HQDA and DOD proposals of new or revised personnel policy affecting USAREUR.

(9) Coordinating with USEUCOM on personnel-policy matters that require a DOD decision.

C-3. CIVILIAN PERSONNEL DIVISION

The Civilian Personnel Division (CPD) directs the development of civilian personnel programs for USAREUR through coordination with the Office of the Assistant G-1 for Civilian Personnel, HQDA, for personnel services and the evaluation of USAREUR’s execution of personnel-management responsibilities in theater. The CPD negotiates with host-nation governments and works with other Sending States forces and major German labor unions. It also serves as the USAREUR career program manager for Career Program 10. The major functions of the CPD include managing the following programs:

a. U.S. Personnel Programs. This involves—

(1) Developing policy, regulations, program requirements, and objectives for all U.S. appropriated fund (APF) and nonappropriated fund (NAF) civilian personnel in theater, serviced by the United States Army Civilian Human Resources Agency, Europe Region (CHRA-E).

(2) Providing advice and assistance to the CHRA-E regional office, CHRA-E civilian personnel advisory centers (CPACs), and NAF human-resources offices on the implementation and interpretation of all aspects of overseas U.S. civilian personnel policy, regulations, and standards, including allowances, benefits, and entitlements, as prescribed in the current Assistant Secretary of the Army, Mapower and Reserve Affairs, Delegation of Civilian Human Resources Authorities.

(3) Managing all policy for the USAREUR Senior Executive Service Program.

(4) Coordinating and participating in onsite reviews by third parties.


(6) Managing the USEUCOM local national (LN) and USAREUR APF position-management and -classification program.

(7) Overseeing and processing for approval or disapproval all U.S. APF personnel requests involving Command Group or USAREUR G1 exercise of human-resources authority, including those requiring appointing authority, on behalf of USAREUR as the USEUCOM ASCC.

b. International Personnel Programs. Responsibilities vary as follows depending on the location:
(1) In Belgium, Bulgaria, Italy, Luxembourg, the Netherlands, Poland, Romania, and the United Kingdom, the CPD—

(a) Develops policy on conditions of employment, salary, and benefits.

(b) Provides representatives on regular and ad-hoc technical committees or workgroups when coordinating LN civilian personnel matters.

(2) In Germany, the CPD—

(a) Develops, revises, and maintains the Collective Tariff Agreement II, other tariff agreements governing LN employment, and their implementing guidance.

(b) Develops policy and guidance for implementing the requirements of German law.

(c) Serves as the highest service authority representing the CG, USAREUR, in developing the framework for relations between the USAREUR Head Works Council (HWC) and the CG.

(d) Prepares and helps prepare requests for HWC cooperation and concurrence. This involves preparing and helping prepare final binding decisions on personnel and organizational matters that are subject to HWC cooperation.

(e) Negotiates shop agreements with the HWC.

c. DOD Contractor Personnel Programs. The DOD Contractor Personnel (DOCPER) Office has significant responsibilities for granting NATO Status of Forces Agreement (SOFA) status to appropriately qualified contractors in Germany and Italy, as well as to certain other civilian personnel in Italy. Specifically in Germany, the DOCPER Office is the DOD proponent of the bilateral process of accrediting contractors for NATO SOFA status. For Italy, the DOCPER Office works in very close coordination with the U.S. Sending States Office (USSSO) in Rome, which retains overall responsibility. Specifically, the DOCPER Office is responsible for—

(1) Serving as the DOD proponent for carrying out U.S. Forces responsibilities for administering and determining the approval of contracts and the NATO SOFA status accreditation of contractor personnel in Germany. Under various “framework arrangements” (whose procedures were previously established through formal exchanges of Diplomatic Notes with the Federal Republic of Germany), the DOCPER Office makes determinations on SOFA-status accreditation for DOD contractor employees and coordinates its decisions with competent authorities in the German Federal Foreign Office and the various Länder (German Federal states). These accreditations include contractors delivering qualifying analytical support (AS), troop care (TC), and technical expert (TE) services as defined under Articles 72 and 73 of the Supplementary Agreement to the NATO SOFA between the USA and Germany.

(2) Administering and recommending to the USSSO in Rome the approval of contracts and the NATO SOFA status accreditation of contractor employees and certain other civilian personnel in Italy. NATO SOFA accreditation of qualified contractor and certain other civilian personnel in Italy is accomplished under the procedures of the 1995 “Shell Agreement” between Italy and the USA.
d. **Defense Civilian Pay System (DCPS) Programs.** The DCPS Office develops, implements, monitors, and evaluates programs and guidelines for DCPS for the European theater and ensures civilian-pay management for “A Fund” DA civilians meets regulatory, payroll, and DA mission requirements. This portfolio includes timekeeping services, accounting services, pay and personnel inquiries, management information, and system analysis. Specifically, the DCPS Office is responsible for the following:

(1) **Audit Response.** This includes providing training to activities to prepare them year-round for being audit-ready with timekeeping and for responding to audit readiness data calls from various IG areas within 24 hours of receipt.

(2) **Access to the Automated Time Attendance and Production System (ATAAPS).** Responsibility for providing ATAAPS access shifted from Defense Finance and Accounting Services to the DCPS Office. The DCPS Office now provides timekeeper and certifier access to ATAAPS for the USAREUR/USARAF database.

(3) **Internal Controls.** This includes adjusting internal processes to maximize internal controls regarding employee data updates in DCPS and International Treasury Services accounts, initiating a 100-percent review of ATAAPS access provided, and ensuring the accuracy of all.

(4) **USAREUR Summer Hire Program.** This includes providing support to CHRA-E and payroll services to those employed under the USAREUR Summer Hire Program.

**C-4. RETENTION MANAGEMENT DIVISION**
The major functions of the Retention Management Division are to—

a. Advise the CG, USAREUR, on all issues relating to the retention of Soldiers on active duty and the transition of Active Army Soldiers to the Reserve component (RC).

b. Develop and maintain a USAREUR plan to ensure the Army Retention Program continues at all levels of readiness (from garrison operations through full deployment).

c. Maintain, evaluate, and publish statistics on Army retention; RC enlistment or transfer; and special program eligibilities, missions, accomplishments, and projections.

d. Conduct annual staff-assistance visits and inspections to ensure organizations comply with AR 601-280 and Army in Europe policy and procedures.

f. Establish a USAREUR retention incentive awards program.

**C-5. SUPPORT SERVICES DIVISION**
The Support Services Division manages ODCS, G1, internal support operations. The major functions of the Support Services Division are to—

a. Program, plan, manage, and oversee all aspects of G1 funding related to G1 programs, policies, and operations.
b. Manage the Defense Travel System for the ODCS, G1.

c. Manage the Civilian Personnel Management Program for the ODCS, G1, and serve as the liaison between managers, employees, the Wiesbaden CPAC, and the Defense Civilian Pay System.

d. Manage the ODCS, G1, Manpower Program.

e. Manage the Freedom of Information Act Program for the ODCS, G1.
APPENDIX D
OFFICE OF THE DEPUTY CHIEF OF STAFF, G2

D-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G2, manages the intelligence warfighting function for the CG, USAREUR, and provides intelligence support to USEUCOM, HQDA, and subordinate units. It oversees the collection, analysis, production, and distribution of regionally focused, fused intelligence, which provides timely, relevant, accurate, and predictive information to decision-makers. The ODCS, G2, modernizes and sustains intelligence and security capabilities through intelligence funding and personnel management. It also works to deter, disrupt, counter, and mitigate threats to U.S. personnel and interests as well as threats to allies and partners throughout the USAREUR area of operations (AO).

b. Organization. Figure D-1 shows the organization of the ODCS, G2.

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Figure D-1. Office of the Deputy Chief of Staff, G2

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c. Functions. The major functions of the USAREUR G2 are to—

(1) Serve as the USAREUR senior intelligence officer providing oversight, planning, and direction of the theater Army intelligence enterprise.

(2) Serve as the principal intelligence advisor to the CG, USAREUR; DCG, USAREUR; and Chief of Staff (CoS), HQ USAREUR, contributing intelligence expertise and threat understanding that inform command plans, programs, and operations.
(3) Develop plans, policy, procedures, and capabilities for collecting, producing, and issuing foreign intelligence.

(4) Supervise or liaise with theater, Army, national, and Allied organizations involved in collecting, producing, and issuing intelligence, executing military intelligence partner and Army-to-Army agreements.

(5) Oversee and monitor counterintelligence activities required for USAREUR security and force protection.

(6) Supervise military-intelligence units assigned to or under the operational control (OPCON) of USAREUR.

(7) Plan, develop, modernize, sustain, and assure access to integrated intelligence systems and architecture.

(8) Provide policy, guidance, and oversight of liaison between USAREUR and other U.S. and non-U.S. intelligence and security agencies.

(9) Coordinate with and provide required support to the United States Air Force Staff Weather Office (SWO) (para D-6) as outlined in AR 5-25 and AR 115-10.

(10) Supervise and provide guidance, daily tasking, and direct support to the 60th Engineer Detachment Geospatial Planning Cell (60th GPC) (para D-7).

(11) Oversee and execute the command-wide Defense Civilian Intelligence Personnel System (DCIPS) in coordination with the ODCS, G1.

(12) Serve as the career program manager for Career Program 35 (Intelligence–General) to cultivate a theater-tailored, skilled civilian workforce.

D-2. G2 3/5/7 DIVISION
The G2 3/5/7 Division merges the Intelligence Operations and Intelligence Control sections of USAREUR intelligence cells to provide intelligence support to the USAREUR main command post (basic reg, para 2-2). The major functions of the G2 3/5/7 Division are to—

a. Provide planning and operational direction and guidance to the USAREUR Analysis Control Element and the 66th Military Intelligence Brigade.

b. Provide intelligence support to U.S. land forces in the USEUCOM AOR and the United States Army Africa/Southern European Task Force AO.

c. Prepare intelligence plans, annexes, and appendixes to support USAREUR operations plans and contingency plans.

d. Coordinate all USAREUR intelligence requirements with theater and national agencies.

e. Provide intelligence-specific knowledge management and best practices in support of USAREUR, USAREUR major subordinate commands, and the intelligence community.
f. Execute USAREUR intelligence-exchange programs with allied and partner military intelligence and law-enforcement organizations.

g. Plan and coordinate USAREUR intelligence-system interfaces with NATO, coalition, and multinational partners.

h. Provide signals-intelligence and geospatial-intelligence expertise, planning, training, exercises, and oversight.

i. Develop and coordinate key-leader engagements, analyst exchanges, and intelligence military-to-military operations to promote security cooperation in the USAREUR AO.

j. Provide intelligence support and coordinate the military intelligence “sourcing” strategy for contingency operations.

k. Coordinate with and advise the USAREUR G3 on intelligence-related resources, tasks, and issues.

l. Provide ongoing intelligence support to the USAREUR Combined Operations and Intelligence Center.

m. Develop and coordinate intelligence training, policy, and programs.

n. Provide geospatial information and services and geospatial operational planning for HQ USAREUR.

o. Manage the USAREUR language program.

p. Plan and coordinate the use of the Multinational Intelligence Readiness Operations Center to support select USAREUR operations, exercises, and training events.

q. Manage and execute the USAREUR Foundry Program to provide intelligence training for military-intelligence Soldiers to remain technically and tactically proficient in executing their mission-essential tasks.

r. Plan and coordinate intelligence support for joint, multinational, and NATO exercises that are part of the CG’s Exercise Program.

D-3. INTELLIGENCE SUPPORT DIVISION
The Intelligence Support Division (ISD) provides support to USAREUR intelligence staff members and supporting units. The major functions of the ISD are to—

a. Provide staff supervision, coordination, and guidance in the planning and execution of security programs, communications-security management, sensitive compartmented information facilities, and foreign-disclosure policy.

b. Manage and account for intelligence property.

c. Oversee linguist contracting requirements within theater.
D-4. G2X HUMAN AND COUNTERINTELLIGENCE DIVISION
The G2X Human and Counterintelligence Division provides staff supervision, management, guidance, and intelligence oversight during the planning, development, coordination, and execution of strategic and operational counterintelligence (CI) and human intelligence (HUMINT) operations, collection, and related CI and HUMINT activities. The major functions of the G2X Human and Counterintelligence Division are to—

a. Provide management, policy, and training for assigned, embedded, operationally controlled, and direct-supported U.S. Army tactical CI and HUMINT units working in the USEUCOM AOR.

b. Provide source management, registration, deconfliction, validation, and coordination with higher, lower, and adjacent supported and supporting units.

c. Execute, manage, and monitor the expenditures of the National Foreign Intelligence Program and other intelligence resources.

d. Administer and control intelligence contingency funds (ICF) and oversee ICF expenditures and incentive-supplies expenditures for deployed units and military liaison officers in USAREUR.

e. Execute CI and HUMINT collection-management responsibilities in support of units assigned or attached to or under the OPCON of USAREUR.

D-5. NETWORK OPERATIONS DIVISION
The Network Operations Division (NOD) provides reliable, secure, and available infrastructure and architecture to support and advance intel missions at the enterprise level. In its solutions, the NOD integrates emerging state-of-the-art technologies that provide the expertise, vision, and leadership required for developing and implementing the organization’s information-technology initiatives. The major functions of the NOD are to—

a. Support joint worldwide intelligence communications system above-baseline communications requirements.

b. Manage the Intelligence Program of Record and Communication Systems for USAREUR tactical and garrison operations.

c. Monitor and coordinate the fielding and integration of U.S. Army intelligence, surveillance, reconnaissance, and electronic-warfare systems.

d. Manage information assurance to ensure the G2 enterprise and its entities are operating according to USAREUR requirements and standards, Federal Government guidelines, and DOD-mandated information-assurance and security policies and standards.

D-6. STAFF WEATHER OFFICE
The SWO, which is staffed by U.S. Air Force personnel attached to HQ USAREUR, is the USEUCOM land component weather focal point. The major functions of the SWO are to—

a. Enhance Army mission effectiveness by equipping aligned warfighters to fully exploit weather impacts in all planning and decision-making processes in garrison and in the field.
b. Provide fully trained battlefield airmen to support command-directed taskings across the full spectrum of expeditionary weather-squadron capabilities.

c. Provide oversight to temporarily assigned Air Force weather personnel supporting Army operations in USEUCOM.

D-7. 60TH ENGINEER DETACHMENT GEOSPATIAL PLANNING CELL
The 60th GPC is the geospatial information, services, and operational planning unit of HQ USAREUR. The major functions of the 60th GPC are to—

a. Generate, manage, analyze, and disseminate standard and shareable geospatial foundation data as products, services, or 3D globes to be provided and disseminated to Army common operating environment computing environments in the USEUCOM AOR.

b. Analyze geospatial data; prepare decision graphics, image maps, and topographic line maps; create 3D visualization products for theater and tactical decision aids; and perform terrain analysis in support of the “intelligence preparation of the battlefield” process.

c. Coordinate with USEUCOM, the National Geospatial Intelligence Agency, the Army Geospatial Center, NATO, and host and partner nations for geospatial support activities.
APPENDIX E
OFFICE OF THE DEPUTY CHIEF OF STAFF, G3

E-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G3, oversees and manages antiterrorism/force protection (AT/FP); aviation; battle-command systems; chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE); contingency plans (CONPLANs); law enforcement (LE); military operations; operational tempo (OPTEMPO) resource programs; as well as training and exercises.

b. Organization. Figure E-1 shows the organization of the ODCS, G3.

![Organization Diagram]

**Figure E-1. Office of the Deputy Chief of Staff, G3**

c. Functions. The major functions of the USAREUR G3 are to—

(1) Plan, program, and manage operational activities, including setting priorities for USAREUR operational actions.
(2) Serve as the principal staff advisor to the CG, USAREUR; DCG, USAREUR; and Chief of Staff (CoS), HQ USAREUR.

(3) Maintain continuous coordination with HQDA and other major U.S. headquarters (including HQ USEUCOM, HQ FORSCOM, and HQ TRADOC) and liaison with NATO military authorities and forward-deployed operational commands.

(4) Execute the CG’s intent through oversight of approved USAREUR and Army in Europe operating policy.

(5) Coordinate, direct, and conduct operations throughout the USAREUR area of operations (AO) in support of United Nations (UN), NATO, joint, and combined operations.

(6) Manage unit and personnel taskings in support of contingency, peace, and stability operations; requests for bands and equipment; and requests for movement of personnel and equipment to support contingency operations (CONOPS) and exercises.

(7) Coordinate, synchronize, and integrate theater-wide Army aviation operations and initiatives.

(8) Manage executable mission command (MC) systems that support Army, joint, and coalition systems training, employment, integration, security, configuration management, and architectural design.

(9) Develop, prioritize, and synchronize protection policies and resources, and oversee the execution of protection-related programs to maximize the safety and security of Army in Europe personnel.

(10) Conduct initial mission analysis, develop courses of action, and plan operations throughout the theater.

(11) Plan, coordinate, and execute Joint Chiefs of Staff (JCS) and USAREUR exercises, and develop and publish training policy and directives.

(12) Oversee the operations and maintenance portion of the USAREUR budget (CONOPS, European Deterrence Initiative, overseas contingency operations (OCO), and base funding) to provide training and sustain combat readiness.

E-2. G3/3 OPERATIONS DIVISION
The G3/3 Operations Division (G3/3 OPS) coordinates, directs, conducts, and monitors ongoing operations throughout the USEUCOM area of responsibility (AOR) in support of UN, NATO, joint, and combined operations. G3/3 OPS also manages unit and personnel taskings; the movement of personnel and equipment; Watch operations 24 hours a day, 7 days a week (24/7); and the oversight of programs including MC systems, personnel recovery, unit readiness reporting, as well as the Organizational Inspection Program. G3/3 OPS comprises Central Taskings, Current Operations (CUOPS), Mission Command Support, and Movement Operations. The major functions of G3/3 OPS are to—

a. Direct and coordinate movements according to operational requirements.
b. Provide the CG with timely, accurate, and critical information about operations in the USEUCOM AOR on a 24-hour basis.

c. Manage CONOPS personnel requirements and tasks.

d. Validate, coordinate, and direct support tasks, including USAREUR Band and Chorus tasks and mission-rehearsal exercises, throughout the USAREUR AO.

e. Process and issue incoming and outgoing operational messages, JCS and HQ USEUCOM executive agency MC orders, theater ballistic-missile defense warnings, politically sensitive treaty-verification inspections, and USAREUR emergency-readiness exercise notifications.

f. Serve as the POC for personnel recovery programs.

g. Coordinate and task individuals and units required to support administrative and support activities not covered by other HQ USAREUR staff proponents, including approved USAREUR Band and Chorus performances and events; commemoration ceremonies directed by HQDA, USEUCOM, or USAREUR; and CG, USAREUR, change-of-command ceremonies.

h. Task and manage all USAREUR individual-augmentee tasks in support of worldwide operational requirements, OCO, and CONOPS.

i. Serve as the USAREUR office of primary responsibility for the HQDA Worldwide Individual Augmentation System, DA Pamphlet 500-5-1, AE Regulation 10-3, the USAREUR Holiday Schedule; and the USAREUR Orders and Messages Memorandum of Instruction.

j. Support USAREUR classified and unclassified MC systems and programs, including those on U.S., NATO, and coalition networks.

k. Advise the USAREUR Command Group, HQ USAREUR staff offices, and USAREUR MSC commanders on MC. This includes engineering, planning, training, operating, securing, and liaising with higher and lower stakeholders.

l. Operate and maintain U.S. and coalition theater-level MC systems, including operational, exercise, cross-domain, and continuity-of-operations-plan systems.

m. Provide 24/7 operational support to Multinational Battle Group–East MC systems and assume operation of the Theater’s Common Operational Picture in the event of a failure at USEUCOM.

n. Conduct mission planning and publish operation orders (OPORDs) in support of Army service component command (ASCC) and joint force land component command (JFLCC) operations, and coordinate and synchronize planning efforts across USAREUR staff sections, subordinate units, and higher headquarters.

o. Prepare deployment orders; exception-to-policy waivers; and call-forward, redeployment, and sponsorship messages, briefings, and reports. This involves coordinating with the United States Army Central Command and the Army G-8 on theater-provided equipment and stay-behind equipment for deploying units.
p. Synchronize all intra-theater lifts in support of USAREUR and USEUCOM operations and exercises.

q. Build USAREUR operational and exercise-time-phased force development data (TPFDD), participate in force-flow conferences and working groups, and manage and deconflict the execution of the TPFDD.

r. Advise the CG, USAREUR, on operational obligations incurred from the long- and short-term effects (that is, economic, environmental, and health effects) that joint task force (JTF), JFLCC, and Army Forces (ARFOR) operations have on civilian populations.

s. Analyze and report unit readiness data submitted by unit commanders through the Net-centric Unit Status Report Application in the Defense Readiness Reporting System–Army and coordinate with the USAREUR G1 and the USAREUR G4 to address identified readiness issues.


u. Provide policy, guidance, and oversight for the onboarding and administrative support provided to Allied and partner liaison officers (LNOs) assigned to USAREUR (para E-15b).

**E-3. G3/4 PROTECT**

G3/4 Protect protects and preserves the effectiveness and survivability of mission-related military and nonmilitary personnel, equipment, facilities, information, and infrastructure in the USAREUR AO. G3/4 Protect consists of three branches: Antiterrorism and Force Protection (AT/FP); G3/4 Plans, Operations, and Exercises; and the Office of the Provost Marshal. The Chief, G3/4 Protect, also serves as the USAREUR Provost Marshal (PM) and as the CG’s Customs Executive Agent in Germany. The major functions of G3/4 Protect are to—

a. Serve as the proponent for all protection-related USAREUR operations, activities, and actions to ensure alignment with DOD, USEUCOM, and HQDA guidance; and manage USAREUR threat-reduction and vulnerability-mitigation efforts through coordinating and executing assessments and inspections of subordinate commands.

b. Integrate all functional elements of protection in a collaborative cross-directorate effort into the Army Protection Program and provide a systematic assessment program to identify strengths, weaknesses, and overall program effectiveness at the executive level.

c. Provide subject-matter expertise and advice and inform the USAREUR command, staff, and subordinate units on all aspects of LE; AT/FP; physical security; critical infrastructure risk management; the Continuity of Operations Program (COOP); emergency management (EM); CBRNE; insider threat; operations security (OPSEC); and U.S. customs.

d. Review, revise, or develop protection plans, force structure, and training and exercises to support theater protection priorities, goals, and objectives.

e. Design and manage the COOP for HQ USAREUR.

f. Provide policy oversight of the Army Explosive Ordnance Disposal Program in USAREUR.
g. Provide policy oversight of all CBRNE operational matters and advise commanders on chemical, biological, radiological, and nuclear (CBRN) force protection, contingency plans, intelligence, logistics, operations, and force modernization.

h. Coordinate CBRN issues with NATO Allies, coalition partners, other branches of service, and other U.S. Government agencies.

i. Serve as USAREUR proponent and integrator for the Insider Threat Program and track insider-threat reporting to the Army hub for processing.

j. Manage the Insider Threat Program policies through the USAREUR Insider Threat Working Group and develop and coordinate training for all Soldiers, Civilians, and contractors to receive insider-threat awareness.

k. Develop and manage the USAREUR OPSEC Program and coordinate OPSEC efforts among higher and subordinate elements to ensure integration of OPSEC planning and measures during all phases of operations in order to protect critical information.

l. Manage policy for and provide oversight of all aspects of LE operations in the USAREUR AO.

m. Coordinate with the host nation (HN) for support of security and LE activities, protection, and emergency management through IMCOM-Europe.

n. Serve as the USAREUR career program manager for Career Program 19 (Physical Security and Law Enforcement).

o. Provide policy oversight of the Army Physical Security Program for installations and organizations managed by the U.S. Army in close coordination with IMCOM-Europe.

p. Provide policy and program management for, as well as oversight of the Installation Access Control System Program for U.S. Army and HN-managed installations and organizations.

q. Provide policy management and oversight for vehicle registration, driver licensing, and weapons registration for Germany-based Servicemembers, DOD civilian employees, and their dependent Family members.

r. Execute tri-Service responsibilities as the USEUCOM executive agent for the Identity Activities Program, which includes biometrics, forensics, and document and media exploitation.

s. Manage the Military Working Dog (MWD) Program and monitor the use and development of MWDs to support operational, Secret Service, and State Department missions.

t. Represent the CG, USAREUR, with regard to the U.S. Forces NATO Status of Forces Agreement (SOFA) customs mission (tri-Service responsibility) to the Bundesministerium der Finanzen (BMF) (German Federal Ministry of Finance) and the Generalzolldirektion (German Federal Customs Directorate).
u. Coordinate requests for exceptions to the customs and tax provisions of the NATO SOFA Supplementary Agreement, implementing agreements, the *Truppenzollgesetz* (Foreign Forces Customs Law), and the *Truppenzollverordnung* (Foreign Forces Customs Ordinance) with the BMF in support of U.S. Forces personnel.

v. Develop and negotiate customs policy or programs that affect the U.S. Forces and U.S. Forces members in Germany with the German Federal Customs authorities.

w. Negotiate and conclude administrative customs arrangements on customs policy matters (for example, joint customs controls to combat tax fraud, simplified customs procedures affecting the U.S. Forces and their personnel) with the Federal Ministry of Finance as directed.

**NOTE:** The USAREUR PM, as the CG’s Customs Executive Agent in Germany, has signature authority for such administrative customs arrangements (which will be coordinated with the Office of the Judge Advocate, HQ USAREUR, in accordance with AE Reg 1-3).

x. Supervise or provide oversight of all aspects of customs enforcement and controls, including customs investigations, customs inspections of military postal facilities, and customs controls at frontier and U.S. military air bases and airfields in Germany.

y. Serve as the proponent of AE Regulation 550-175/CNE-CNA-C6F Instruction 5840.1F/USAFE Instruction 51-702 and all Army in Europe customs forms.

**NOTE:** The USEUCOM J4 is the proponent of AE Form 302, which deals with matters pertaining to official consignments to, out of, or through Germany. The USEUCOM J4, not the USAREUR PM, serves as the link to the German Federal Customs authorities.

z. Serve as the proponent of European Command Instruction 4002.01, based on the CDRUSEUCOM’s delegation and assignment of responsibility for managing the Customs Border Clearance Agency Program (CBCAP) to the USAREUR PM as the USEUCOM Customs Border Clearance Executive Agent.

aa. Manage the USEUCOM CBCAP, to include developing, coordinating, and implementing all USEUCOM policy, doctrine, and instructions required to establish and maintain the DOD CBCAP in USEUCOM.

ab. Provide oversight of all aspects of United States Department of Agriculture (USDA) customs agriculture preclearance USEUCOM-wide through the subordinate customs mission operator, U.S. Army Customs Agency–Europe. This includes sponsoring the USEUCOM USDA Advisor, conducting annual program recertification visits in coordination with USDA, approving the establishment of new programs, developing and providing training for USEUCOM senior customs border clearance agents, and maintaining a command information program designed to provide the USEUCOM component commands current information on all facets of customs border clearance requirements.

ac. Develop and implement AT/FP policies for USAREUR and manage AT standards and program deviation.
ad. Conduct vulnerability and route assessments of installations in USAREUR as well as at forward operating sites, exercise locations, and supporting sites (for example, aerial ports of debarkation, hotels) and oversee the execution of local vulnerability assessments at subordinate organizations.

ae. Ensure adherence to AT/FP construction standards mandated in the Unified Facilities Criteria and the Army Standard for Access Control Points and ensure the inclusion of AT/FP considerations in contracting processes.

af. Provide oversight of the EM Program and monitor EM exercises, training, and qualifications at United States Army garrisons and forward sites.

ag. Manage the Defense Critical Infrastructure Program (DCIP) and monitor identified DCIP facilities to ensure compliance with DOD standards.

ah. Manage risk by implementing procedures to record vulnerabilities, assisting commanders in developing effective mitigation strategies, and tracking the status of mitigation efforts and residual risk.

**E-4. G3/5 FUTURE OPERATIONS DIVISION**

The G3/5 Future Operations (G3/5 FUOPS) Division supports the USAREUR G3 and the CG, USAREUR, by providing planning to support ASCC and JFLCC operations. It comprises 3 distinct branches (JFLCC, ASCC, Global Force Management (GFM)) with 17 people assigned (13 U.S. Soldiers and 4 Department of the Army Civilians as a JFLCC). The USAREUR staff provides direct-support personnel, at least one from each directorate or division, who form an integrated cell that receives tasks and guidance from the G3/5 FUOPS Division Chief. As one of the three integrating cells (FM 3-94, para 1-28), the G3/5 FUOPS Division accomplishes its mission in three distinct areas:

a. The G3/5 FUOPS Division is responsible for planning operations in the mid-range planning horizon (FM 3-94, para 1-31). It refines and modifies plans and orders based on the current situation, develops branches, and assesses the progress of operations. This requires—

(1) Synchronizing branch plans to preserve options and facilitate transitions based on events, opportunities, or threats (FM 6-0, para 1-7).

(2) Developing adjustments to existing plans that facilitate the continuation of ongoing operations. In coordination with CUOPS, the G3/5 FUOPS Division monitors current operations and determines any necessary adjustments within the mid-range planning horizon to achieve desired objectives (FM 6-0, para 1-7).

(3) Updating and adding details to identified branch plans and preparing any warning orders, OPORDS, and fragmentary orders (FRAGORDs) necessary to support the current phase of execution. This includes developing plans and orders for flexible deterrent and response options, modifying operations plans (OPLANS) to OPORDs for crisis action planning, and synchronizing effects with operations to support roles and missions as assigned by the combatant commander (FM 6-0, para 1-7-1-8).

b. The G3/5 FUOPS Division serves as a bridge between the Plans and CUOPS integrating cells (FM 6-0, para 1-7). This includes—
(1) Facilitating the deliberate process to guide the transition from conceptual to detailed planning to enable execution. The G3/5 FUOPS Division captures any additional guidance from the CG or any necessary modifications and ensures the orderly and structured handover to CUOPS.

(2) Coordinating and synchronizing planning efforts across USAREUR staff sections, subordinate units, and higher headquarters. This includes participating in and providing input to designated boards, bureaus, centers, cells, and working groups as defined in the USAREUR Battle Rhythm.

(3) Leading standing and ad-hoc operational planning teams to integrate the planning efforts of the battle staff and subject-matter experts from across the organization (MSTP Pamphlet 5-0.2). This requires the functional cells to provide direct-support representatives from their respective sections to inform the planning process with their expertise. These representatives serve under the direct supervision and direction of the G3/5 FUOPS Division Chief.

(4) Providing oversight of all aspects of developing USAREUR concepts of operations. This includes cross-functional oversight of administration, mission command, contracting, financial management, logistics, military construction, and human-resources support.

c. The G3/5 FUOPS Division manages the GFM process for USAREUR, including requests for forces from both internal and external sources. This includes—

(1) Managing GFM deployment orders and modifying existing OPLANS to support the reception, staging, onward movement, and integration of formations into the USEUCOM AOR.

(2) Analyzing, coordinating, and planning unit sourcing requirements to support USEUCOM requirements in the context of the GFM process.

**E-5. G3/7 TRAINING AND EXERCISE DIVISION**
The G3/7 Training and Exercise Division (G3/7 TREX) publishes training policy and directives and provides training support for assigned USAREUR formations. The G3/7 TREX plans, coordinates, and executes JCS and USAREUR exercises and, in support of the International Operations Division (IOD), ODCS, G5 (para G-3), coordinates and synchronizes theater security cooperation (TSC) events with partner nations to support the CG’s top two mission sets. G3/7 TREX comprises two branches: the Exercises Branch and the Training Branch. The major functions of the G3/7 TREX are to—

a. Coordinate, synchronize, and provide resources for combined training events to sustain partner capability and build interoperability.

b. Coordinate, integrate, synchronize, and prioritize the multinational use of USAREUR training resources.

c. Prepare Soldiers and units for OCOs through training management, training support, and the development of training guidance and policy in support of the Army Force Generation (ARFORGEN) process for USAREUR.
d. Plan and coordinate joint, multinational, NATO, and special operations forces exercises in support of the USEUCOM portion of the JCS Exercise Program and the USAREUR Exercise Program. The USAREUR Exercise Program concentrates on preparing units for OCO and supports the TSC plan, CONPLAN rehearsals, and the State Partnership Program. The USAREUR Exercise Program also integrates exercise requirements into the ARFORGEN process.

e. Plan, synchronize, and direct USAREUR support of partner nations to build partner capacity and provide collective and individual training in support of NATO and USEUCOM missions.

**E-6. G3 FIRES**

G3 Fires conducts targeting and joint fire support in support of USAREUR G3 efforts and operations throughout the European theater of operation to provide freedom of action to USEUCOM components. G3 Fires comprises the Targeting and Fire Support Coordination branches. The major functions of G3 Fires are to—

a. Conduct joint fires planning and targeting in support of USAREUR plans and orders, integrating designated fires and effects capabilities to synchronize effects with operations.

b. Provide input to USEUCOM for actions related to fires and effects.

c. Provide joint fires support to USAREUR and USAREUR MSCs for joint exercises and operations.

d. Provide fires and targeting input to the Plans Division, ODCS, G5 (para G-2), for sequel planning.

**E-7. G3 AIR AND MISSILE DEFENSE**

G3 Air and Missile Defense (G3 AMD) executes all ASCC headquarters integrated air and missile defense (IAMD) responsibilities in the European theater during steady-state peacetime garrison operations as well as during crises and transition to a JFLCC. G3 AMD conducts key tasks including planning, analysis, force management, operation support, and sustainment to build IAMD capability and capacity focused on deterrence. G3 AMD comprises the European AO, the Levant AO, and Systems/Theater Data Link Integration. The major functions of G3 AMD are to—

a. Provide command theater AMD planning. This includes setting the IAMD theater, advising and informing the commander before joint force command AMD interactions, developing Army IAMD plans to support the Theater Campaign Plan, and providing guidance and policy for the integration of Army IAMD units.

b. Provide command theater AMD operations support. This includes setting theater and AOR-level JFLCC and combatant command operational requirements, executing combatant commanders’ daily IAMD operational requirements, and setting the joint operations area IAMD theater requirements.

c. Provide command theater AMD exercise support. This includes actively participating in the planning and execution of Tier I-III theater exercise requirements, enabling seamless integration of MC systems, serving as critical members of the crisis action planning teams AMD level of expertise to achieve mission objectives as laid out within exercise requirements, and building Allied and partnership relationships through Joint and combined execution of training opportunities within the European AOR.
d. Provide command theater AMD force management support. This includes setting the theater; analyzing and recommending IAMD forces for employment in the AOR; serving as the primary IAMD interface between Department of the Army and other Army commands to subordinate IAMD units; tailoring, integrating, and task-organizing IAMD ground forces; maintaining operational mobility; directing and synchronizing operational movements and maneuvers (multicorps); and integrating forces into theater defense design.

e. Develop and synchronize Allied AMD capabilities. This includes advising and assisting in the foreign military sales of U.S. IAMD systems in order to enhance the capabilities of Allies; support and develop the Critical Asset List and the Defended Asset List; position IAMD forces to protect strategic assets; and develop and advise the CG of air and missile threats to critical assets.

f. Provide command threat and friendly AMD system analysis. This includes shaping, altering, or enhancing the European theater through analyses, cooperative actions, and engagements to deter or win; interacting with the ODCS, G2, and disseminating threat information; developing plans for placement of theater high altitude air defense in Europe; and engaging as the proponent of CUAS policy protect functions and capabilities for the Army in Europe.

g. Provide sustainment support in the area of internal personnel management. This includes providing guidance and policy for the integration of Army IAMD units; exercising tasking authority over all Army IAMD units in the AOR; integrating processes that involve forces, systems, functions, and information acquisition and distribution required to efficiently and effectively perform or support Army AMD tasks in theater.

h. Provide sustainment support in the area of logistics management. This includes providing oversight, coordinating support when needed, and performing the key functions of forward-based mode sites.

i. Provide theater data link integration. This includes—

(1) Planning, creating, and implementing protocols for data link architectures that integrate with current and future joint, combined, and international IAMD networks.

(2) Planning and implementing IAMD operations during crisis and war.

(3) Supporting the operational employment of tactical digital information links in support of command priorities.

(4) Interfacing directly with USEUCOM, USAFE, USNAVEUR, and NATO staff and leaders to provide early warning.

(5) Integrating sensors into the joint/combined air picture.

(6) Assisting in establishing theater airspace control measures.

(7) Integrating and disseminating the joint air picture to Army forces.
E-8. CYBER/ELECTROMAGNETIC ACTIVITIES
The Cyber/Electromagnetic Activities (CEMA) Division plans, supervises, and coordinates matters pertaining to CEMA operations, actions, and activities. The major functions of the CEMA Division are to—

a. Provide the necessary continuity in the direction and control of planning, integrating, and executing electronic warfare and cyberspace programs.

b. Represent USAREUR at senior-level meetings, conferences, workgroups, and other professional meetings related to the planning, integration, and execution of electronic warfare and cyberspace operations within a joint or coalition environment.

c. Provide CEMA input to the Plans Division, ODCS, G5 (para G-5), for sequel planning.

d. Provide CEMA support for joint exercises and operations.

E-9. STRATEGIC PROGRAMS DIVISION
The Strategic Programs Division (SPD) oversees the management of IJISTO, alternate compensatory control measures, special access programs, and space operations for the command. The major functions of the SPD are to—

a. Ensure that SPD commodities are planned and synchronized in exercises, operations, and plans within the USAREUR AO.

b. Coordinate with multiple combatant commands, service component commands, and other space organizations for capabilities.

c. Provide strategic programs input to the Plans Division, ODCS, G5 (para G-5), for sequel planning.

d. Provide strategic programs support for joint exercises and operations.

E-10. G3 AVIATION
G3 Aviation (G3 AVN) provides the USAREUR G3 with timely, accurate, and critical information about Army aviation operations in the USEUCOM AOR. In addition, it provides aviation subject-matter expertise to USAREUR, USEUCOM, and NATO planning initiatives. G3 AVN processes and supports aviation mission requests, flight-related waivers, and military air requests; battle-tracks current aviation operations, exercises, and training; and publishes mission orders to support aviation operations and USAREUR aviation initiatives. Furthermore, G3 AVN provides oversight and standardization support to USAREUR Army airfields and heliports. G3 AVN consists of five branches: Army Flight Operations Detachment, Flight Simulations, Airfield and Air Traffic Services Management, Operations/Plans/Exercises, and Safety and Standardizations. The major functions of the G3 AVN are to—

a. Serve as the principal aviation advisor to the CG, USAREUR, and general staff for airfield and airspace issues.

b. Serve as the staff proponent for the employment of aviation assets at the operational level.
c. Plan and coordinate theater-wide aviation operations in support of USAREUR, including rotational aviation brigades in support of Atlantic Resolve, and provide Kosovo Security Force Aviation Task Force oversight.

d. Synchronize aviation support with operations and exercises across USEUCOM.

e. Conduct airfield and infrastructure assessments to inform OPLANs and aircraft basing.

f. Support DOD senior officials, Congressional delegates, and other high-level users requesting USAREUR aviation assets throughout the theater.

g. Advise the USAREUR Command Group on policies and directives governing the use of nontactical military airlift.

h. Execute USAREUR aviation objectives.

i. Serve as the technical and tactical expert for aviation standardization and safety programs, including Army doctrine, Army regulations, DOD instructions, and International Civil Aviation Organization regulations.

j. Assess the readiness and resource management of all USAREUR-assigned aviation units.

k. Provide unmanned aircraft system (UAS) integration, coordination, and oversight of all U.S. Army UAS activities throughout USAREUR and the USEUCOM AOR.

l. Coordinate U.S. Army aviation operations with USEUCOM and its components as well as with European and NATO military agencies.

m. In coordination with G3/3 OPS, assist with search-and-rescue operations to support personnel recovery.

n. Support the management of USAREUR airfields, heliports, helipads, training areas, and associated airspace (including airfield operations, safety, administration, facilities maintenance, aircraft refueling, public relations, and noise abatement); manage annual airfield operations and the air-traffic services maintenance budget; and coordinate airspace actions with the HN and higher echelons.

o. Provide USAREUR aviation units (assigned and rotational) and Foreign Military Sales training for aviation units with compatible, updated helicopter flight simulation, and coordinate, synchronize, and schedule theater-wide aviation flight simulation.

E-11. G3/9 INFORMATION OPERATIONS

G3/9 Information Operations (G3/9 IO) coordinates, directs, conducts, and monitors ongoing information operations (IO), military information support operations (MISO), and civil affairs (CA) operations throughout the USEUCOM AOR in support of UN, NATO, and joint and combined operations. In addition, the G3/9 IO provides program oversight of IO, MISO, OPSEC, CA, and civil-military operations. G3/9 IO comprises two sections: the IO Section and the CA Section. The IO Section handles issues related to IO, OPSEC, and MISO. The CA Section handles issues related to CA and civil-military operations and supports HA/DR planning. The major functions of G3/9 IO are to—
a. Plan, execute, synchronize, and deconflict inform and influence activities (IIA), information-related capabilities (IRC), and full-spectrum effects across all planning horizons to support command priorities and objectives. G3/9 IO achieves this through synchronizing and integrating full-spectrum effects in support of key-leader (CG, USAREUR; DCG, USAREUR; USAREUR G3) engagements, training and exercises, security-cooperation efforts, designated cyberterrorism efforts, cyber operations, military deception, OPSEC, and MSC as well as USAREUR G2 engagements.

b. Provide input to USEUCOM and HQDA on IIA, IRC, and full-spectrum effects associated with USEUCOM, HQDA, or command-designated objectives while maintaining relations with appropriate centers of excellence.

c. Develop requirements FRAGORDs, designated CONOPS, and execution authorities that support full-spectrum operations incorporating IIA, IRC, and full-spectrum effects that enable ongoing current operations, potential future operations, and CONPLANs associated with USAREUR responsibilities. G3/9 IO also helps HQ USAREUR staff offices develop and prioritize IO threats and targets for Phase 0 operations in support of contingency planning and the Theater Campaign Support Plan.

d. Provide CA and civil-military operations support and oversight of designated theater CA in support of the command for all CA activities, including administrative and operational staff oversight in the USAREUR AO.

e. Help develop plans, policies, and programs to deconflict civilian activities with military operations within the JTF, JFLCC, ARFOR AOR or joint operations area. This includes displaced civilian operations, curfews, and movement restrictions.

f. Provide nonlethal-fires and targeting input to the Plans Division, ODCS, G5 (para G-2), for sequel planning.

g. Schedule and coordinate, through the OPSEC Program Manager, at least three OPSEC Level II training courses per fiscal year. These courses will be provided by mobile training teams.

E-12. MOBILIZATION AND RESERVE AFFAIRS DIVISION
The Mobilization and Reserve Affairs (M&RA) Division advises the USAREUR Command Group, HQ USAREUR staff principals, and USAREUR MSC commanders on the employment of United States Army National Guard (ARNG) and United States Army Reserve forces in the USAREUR AO and coordinates Reserve component (RC) sourcing solutions for training and operational missions in support of USAREUR. The M&RA Division comprises the Initiatives Branch, the Integrations Branch, and the Programs Branch. The M&RA Division responds to the DCG-M&RA when executing assigned duties pertaining to the RC. Staff positions in the M&RA Division are provided and funded through the ARNG Directorate and the United States Army Reserve Command (USARC). The major functions of the M&RA Division are to—

a. Manage the USAREUR Overseas Deployment Training Program and coordinate requirements for exercise participation, operational mission support, and troop construction.

b. Help synchronize the National Guard Joint State Partnership Program with USAREUR campaign objectives.

c. Coordinate activities of RC regionally aligned forces in the USAREUR AO.
d. Provide liaison between USAREUR, the ARNG Directorate, and the USARC.

e. Help oversee RC personnel in the USAREUR AO.

f. Help coordinate the operational deployment of RC units to the USAREUR AO.

E-13. REQUIREMENTS DEFINITION DIVISION

The Requirements Definition Division (RDD) is responsible for programming, monitoring, prioritizing, and validating all USAREUR OPTEMPO requirements. The RDD comprises two branches: the Execution Branch and the Programs Branch. The major functions of the RDD are to—

a. Program and report OPTEMPO management decision evaluation packages that are specific to the HQDA Training Program Evaluation Group.

b. Prioritize USAREUR funding requirements in accordance with current mission requirements.

c. Validate USAREUR requirements and manage the USAREUR Requirements Validation System.

d. Monitor and report USAREUR full-spectrum training miles and flying hours to HQDA.

E-14. USAREUR U.S. LIAISON OFFICERS

USAREUR LNOs represent the command and provide situational awareness to USAREUR leadership and senior staff; communicate and coordinate activities by serving as an official go-between for senior officials of both organizations. USAREUR maintains liaison with two higher headquarters: USEUCOM in Stuttgart, Germany, and HQDA in Washington, D.C.

a. Office of the Science Advisor. The Office of the Science Advisor, Office of the Chief of Staff, HQ USAREUR, provides expert technical advice to the CG on matters of scientific interest, including research and development initiatives that apply to USAREUR.

b. USAREUR LNO to HQDA. The USAREUR LNO to HQDA represents the CG, the DCG, and senior staff officers in interactions with senior representatives of U.S. and foreign Government agencies in the National Capital Region (NCR) (including DOD, JCS, unified commands, HQDA, ASCCs, Department of State, and foreign embassies) by attending key high-level and working-group meetings at the Pentagon. The major functions of the USAREUR LNO to HQDA are to—

(1) Actively promote USAREUR programs, plans, and initiatives through the development of personal contacts and professional relationships with a variety of staffs and offices that are important to the command.

(2) Provide full administrative and logistic support to USAREUR senior staff members on TDY to the NCR.

c. USAREUR LNO to USEUCOM. The USAREUR LNO to USEUCOM represents the CG, the DCG, and senior staff officers in interactions with senior USEUCOM staff officers by attending key high-level and working-group meetings. The major functions of the USAREUR LNO to USEUCOM are to—
(1) Actively promote USAREUR programs, plans, and initiatives through the development of personal contacts and professional relationships with a variety of staffs and offices that are important to the command.

(2) Provide administrative and logistic support to USAREUR Command Group and senior staff during engagements at HQ USEUCOM.

d. **USAREUR LNO to MARFOREUR.** The USAREUR LNO to MARFOREUR represents the CG, the DCG, and senior staff officers in interactions with senior MARFOREUR staff officers by attending key high-level and working-group meetings. The major functions of the USAREUR LNO to MARFOREUR are to—

(1) Actively promote USAREUR programs, plans, and initiatives through the development of personal contacts and professional relationships with a variety of staffs and offices that are important to the command.

(2) Provide administrative and logistic support to USAREUR Command Group and senior staff during engagements at HQ MARFOREUR.

e. **USAREUR LNO to SOCEUR.** The USAREUR LNO to SOCEUR represents the CG, the DCG, and senior staff officers in interactions with senior SOCEUR staff officers by attending key high-level and working-group meetings. The major functions of the USAREUR LNO to SOCEUR are to—

(1) Actively promote USAREUR programs, plans, and initiatives through the development of personal contacts and professional relationships with a variety of staffs and offices that are important to the command.

(2) Provide administrative and logistic support to USAREUR Command Group and senior staff during engagements at HQ SOCEUR.

f. **USAREUR LNO to USAFE.** The USAREUR LNO to USAFE represents the CG, the DCG, and senior staff officers in interactions with senior USAFE staff officers by attending key high-level and working-group meetings. The major functions of the USAREUR LNO to USAFE are to—

(1) Actively promote USAREUR programs, plans, and initiatives through the development of personal contacts and professional relationships with a variety of staffs and offices that are important to the command.

(2) Provide administrative and logistic support to USAREUR Command Group and senior staff during engagements at HQ USAFE.

E-15. **USAREUR ALLIED AND PARTNER LIAISON OFFICERS**

a. USAREUR foreign liaison officers represent the interest of their country’s Army at HQ USAREUR in relevant staff actions, briefings, and discussions, and provide their Army’s perspective as required. Specifically, they—
(1) Participate in meetings and conferences to inform their Army HQ on USAREUR operations, training, restructuring, military contacts, senior-leader engagements, and other actions involving their Army leaders as well as U.S. Army leaders.

(2) Assist in planning and coordinating their Army’s participation in any training events, including combined arms live-fire training, instrumented force-on-force training, and simulation support to corps level and below training, as well as in exercises.

b. Allied and partner LNOs assigned to USAREUR receive administrative and logistic support through the G3/3 OPS and the Mission Support Element Wiesbaden, integrating them into the USAREUR staff. Arriving Allied and partner LNOs begin the onboarding process to HQ USAREUR through the IOD, ODCS, G5.

c. The following Allied and partner nations are currently resourcing foreign liaison officers to HQ USAREUR: Denmark, Finland, France, Germany, Greece, Italy, Latvia, Lithuania, Norway, Spain, and the United Kingdom.
APPENDIX F
OFFICE OF THE DEPUTY CHIEF OF STAFF, G4

F-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G4, provides logistic support plans, programs, policies, processes, and support services to meet Soldier and Theater Army needs in peace, crises, special operations, and war. The USAREUR G4 ensures compliance with laws, plans, policies, programs, processes, and procedures applicable to logistic and sustainment operations. The USAREUR G4 is the senior logistics advisor to the CG, USAREUR, and commanders of USAREUR major subordinate commands.

b. Organization. Figure F-1 shows the organization of the ODCS, G4.

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**Figure F-1. Office of the Deputy Chief of Staff, G4**

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C. Functions. The major functions of the USAREUR G4 are to—

1. Serve as the principal staff officer for logistic operations and plans (supply, maintenance, transportation, and logistic services) and Director of Operation Sustainment for the CG.

2. Assess, coordinate, integrate, direct, and provide all Theater Army and joint sustainment operations and programs.

3. Provide planning, policy, and staff oversight of Title 10 and Army support to other Service requirements in support of European theater missions.

4. Develop plans and policies; establish priorities; integrate logistics; assess readiness; and evaluate policy, legal, procedural, and process compliance.

5. Establish policies, plans, and priorities for the synchronization of the 21st Sustainment Command, brigade support battalions, the United States Army Materiel Command, the Defense Logistics Agency (DLA), the United States Army Surface Deployment and Distribution Command, and other national providers as required.

6. Serve as the European theater executive agent for the Joint Mortuary Affairs Program.
(7) Serve as the USAREUR career program manager (CPM) for all career programs (CPs) in logistics.

**F-2. PLANS, OPERATIONS, AND EXERCISES DIVISION**

The major functions of the Plans, Operations, and Exercises (PLOEX) Division are to—

a. Develop contingency plans (CONPLANS), operations plans (OPLANS), concepts, programs, force-structure integration requirements, policy, and procedures for providing logistic support to forces in the USEUCOM area of responsibility and establish, implement, and supervise policy and programs and their application in coordination with geographical combatant commands (CCMDs), NATO, partner nations, and HQDA staff.

b. Prepare concepts-of-support estimates, plans, and orders, and analyze, evaluate, and monitor time-phased force and deployment data input for estimates, plans, and orders.

c. Develop, coordinate, evaluate, and monitor logistic support of exercises based on CONPLANs and OPLANs.

d. Evaluate support requirements for operational logistic contracts and oversee contract execution.

e. Develop coordinated logistic input for inclusion in USAREUR training and exercises, theater security cooperation, and partner-capacity programs.

f. Manage logistic support, sustainment, integration, and synchronization, including the development and validation of requirements for all USAREUR forward operating sites.

g. Coordinate all sustainment-readiness reporting and management activities, such as those using the Defense Readiness Reporting System–Strategic.

h. Synchronize and integrate theater logistic support for multiple CCMDs, NATO, and allied nations.

i. Serve as the USAREUR CPM for CP 13 (Supply Management).

j. Serve as the designated point for multinational forces, U.S. agencies, nongovernmental organizations (NGOs), international governmental organizations, and private voluntary organizations to request logistic support from U.S. Army Forces in the European theater. The PLOEX Division also facilitates the legal exchange and cross-servicing of logistic support between U.S. Forces and multinational and interagency partners.

k. Leverage the USAREUR G8 Acquisition and Cross-Servicing Agreement (ACSA) program by doing the following:

   (1) Providing trained implementing and approving officials (IAOs) to procure host nation (HN) logistic support, supplies, and services (LSSS) using ACSA orders.

   (2) Requesting funding, tracking costs, and ensuring proper legal reimbursement for services provided by U.S. Forces to multinational, interagency, and nongovernmental-organization partners throughout all USAREUR operations and exercises as well as CJCSI-funded exercises.
(3) Supporting other combatant commands with HN LSSS as ordered by USEUCOM.

1. Serve as the primary POC for integrating all matters related to operational contract support within USAREUR and during the establishment of a combined joint forces land component command when the USAREUR G4 is required to establish an operational contract-support integration cell.

m. Coordinate logistics requirements with the Mobilization and Reserve Affairs Division, ODCS, G3, HQ USAREUR (para E-13), for deploying United States Army National Guard and United States Army Reserve units supporting contingencies and OPLANs or CONPLANs.

n. Serve as the designated planning point for DLA liaison officers.

F-3. PROGRAMS AND POLICY DIVISION
The major functions of the Programs and Policy Division are to—

a. Formulate and develop ODCS, G4, input for the command’s budget submissions, conduct program reviews, and maintain theater logistic program requirements.

b. Consolidate ODCS, G4, input for the planning, programming, budgeting, and execution process and the Integrated Priority List process.

c. Develop and enforce theater sustainment policies as required and interpret Army managerial policy for the subsequent development of Army in Europe policy.

d. Coordinate funding for logistic support from other sources, theater infrastructure programs, and wartime host-nation support agreements.

e. Manage the programming and budgeting for logistic contracts supporting operations and exercises.

f. Analyze and develop performance indicators and measures used to review processes that are related to controlling funds and managing contracts.

g. Serve as the ODCS, G4, liaison to contracting agencies, the Government Accountability Office, the United States Army Audit Agency, the DOD Inspector General, the USAREUR Inspector General (app M), and the Internal Review and Audit Compliance Office, Office of the Deputy Chief of Staff, G8, HQ USAREUR (app J, para J-6).

F-4. SUSTAINMENT OPERATIONS DIVISION
The Sustainment Operations Division (SOD) oversees maintenance and supply policy, plans, and programs and the transformation, sustainability, and logistic readiness of selected material and weapons systems for USAREUR to meet the Army’s strategic, operational, and tactical objectives. The SOD comprises branches and sections that are responsible for the Army’s supply of the following class items: class I (bulk and bottled water), class II (general supply items), class III (bulk and packaged fuel), class IV (construction material), class V (munitions), class VII (major end items less nontactical vehicles, real property, and installation or installed property), and class IX (supply parts) to include logistics automation and materiel readiness. The major functions of the SOD are to—

a. Monitor, analyze, develop policy for, and provide oversight and staff supervision for the following:
(1) Aviation and ground-maintenance programs (that is, material readiness, theater ground and aviation RESET, and support of unit-maintained equipment (UME)).

(2) Supply procedures for all classes of supply, including the management, requisitioning, receiving, storing, and distribution of those supplies for supply-support activities, using units, and supporting enterprise activities.

(3) Property accountability, equipping, and asset visibility.

(4) Logistic field services.

(5) Mortuary affairs.

(6) Logistics information systems (LIS) and tactical enterprise logistics systems (TELS) architectures to support logistic business processes during peacetime, exercises, contingency operations (CONOPS), and war. The SOD monitors the status of LIS and TELS accountability and logistic information networks across the USAREUR area of operations (AO). In addition, the SOD serves as the USAREUR lead for the Global Combat Support System–Army and receives, issues, stores, and accounts for commercial off-the-shelf information-technology items in support of the ODCS, G6 (app H).

b. Serve as the USEUCOM lead agent for coordinating operational support for Title 10 mortuary affairs for military personnel and civilian employees of assigned components and members of other DOD agencies. On request, the SOD also provides mortuary-affairs support to USAFRICOM in accordance with DOD Instruction 1300.18. Additionally, the SOD coordinates with the Defense Prisoner of War Accounting Agency for the Past Conflict Accounting Program, including disinterments from the American Battle Monuments Commission cemeteries in accordance with USEUCOM Instruction 4203.01.

c. Develop sustainment-support appendixes for CONOPS and exercises for all supplies and services and validate plans of subordinate units.

d. Synchronize national, strategic, operational, and tactical class V ammunition logistic-support plans in the AO to ensure sufficient stocks are available to support peacetime training and wartime plans; manage the Ammunition Stockpile Reliability Program; direct the theater-wide supply and distribution of ammunition; and provide a quality assurance specialist (ammunition surveillance).

e. Develop, coordinate, and execute ammunition-supply support to partner nations, other branches of service, and other CCMDs.

f. Provide oversight of 16 dining facilities (DFACs).

g. Coordinate with the Manpower and Management Division, ODCS, G8 (para I-3), to prepare, plan, and manage the USAREUR cost-management program (“Task Force Efficiencies”).

h. Serve as the USAREUR CPM for CP 17 (Materiel Management), CP 20 (Quality Assurance Specialist (Ammunition Surveillance)), and CP 33 (Ammunition Management).

i. Prepares, conducts, and analyzes the monthly USAREUR Sustainment Readiness Review.
F-5. MOBILITY OPERATIONS DIVISION
The Mobility Operations Division (MOD) provides distribution and deployment planning, programming, policy, and oversight to support effective and efficient movement operations throughout the USAREUR AO. The major functions of the MOD are to—

a. Serve as the primary technical advisor to the USAREUR G4 on all matters pertaining to theater transportation policy, transportation systems, mission integration, movement planning and execution, in-transit visibility, and data integration into automation systems to support the deployment and redeployment of forces and distribution of material through its Distribution and Deployment Branches (g(1) and (2) below).

b. Serve as the proponent for policy, programs, and training for the following:

   (1) Duty-free cargo customs clearance.
   (2) Movement of Army post-office mail.
   (3) Common-user land transportation.
   (4) Transportation of hazardous material and waste.
   (5) Container management.
   (6) CONOPS transportation and reception, staging, onward movement, and integration.

c. Support deployments of USAREUR units through geographically assigned mobility specialists. These specialists ensure accuracy of all deployment data, provide deployment expertise and training on all deployment systems, and assist units with all aspects of predeployment operations, including installation staging-area operations, unit movement officer training, maintenance of organization equipment lists, and submissions of unit deployment lists.

d. Provide theater oversight and management of terminal clearance at military and commercial facilities for air, sea, rail, and highway movements.

e. Provide service-component input to USEUCOM for channel air validation.

f. Serve as the USAREUR CPM for CP 24 (Transportation and Distribution Management).

g. Provide the following services through the Distribution Branch and the Deployments Branch:

   (1) Distribution Branch. The Distribution Branch provides distribution policy, management, and guidance through USAREUR tasking orders and AE regulations. In addition, the Distribution Branch—

   (a) Is assigned as the USAREUR Transportation Account Code (TAC) manager for Second Destination Transportation (SDT) funding.

   (b) Ensures that USAREUR units conduct the transportation of HAZMAT in accordance with the ADR/RID/ADN.
(c) Conducts duty-free customs clearance of military and Government cargo imported by commercial air through Frankfurt and Köln, Germany.

(2) Deployments Branch. The Deployments Branch provides technical expertise preparing USAREUR units for deliberate and contingency deployments. In addition, the Deployments Branch—

(a) Synchronizes transportation operations for the movement of personnel and equipment.

(b) Assists units with detailed movement plans and schedules while developing and maintaining validated lists of deploying equipment.

(c) Ensures the collection of accurate movement data and seamless preparation for deployment via all transportation modes using transportation automated systems.

F-6. SUSTAINMENT ASSISTANCE REVIEW TEAM
The Sustainment Assistance Review Team (SART) fosters command involvement in disciplining logistics operations by providing subject-matter experts to assess compliance with governing policy, assist and train units, and review logistics operations in USAREUR. The SART identifies and resolves logistic problems that adversely affect the readiness posture of units at all levels and provides trends and the status of logistics to commanders and staff principals. The major functions of the SART are to—

a. Assess unit compliance with the following:

(1) Command Supply Discipline Program, as prescribed in AR 710-2.

(2) Army Chief of Staff Army Campaign on Property Accountability Inspection Program.

(3) Command Maintenance Discipline Program, a component of the Command Logistics Review Program, in accordance with AR 11-1 and DA Pamphlet 750-1.

(4) Command Deployment Discipline Program, as prescribed in AR 525-93.

b. Administer the Combined Logistics Excellence Award Program, which includes the following:

(1) Army Award for Maintenance Excellence Awards Program.

(2) Deployment Excellence Award Program.

(3) Supply Excellence Award.

c. Perform staff-assistance visits to assess, assist, and train unit personnel on logistics policies and procedures.

d. Help commanders reestablish their sustainment systems as required by HQDA after redeployment and during RESET.

e. Monitor and help units meet the requirements of the maintenance-cadre certification program as prescribed in AE Regulation 350-1.

f. Evaluate deployed-unit UME performance and report the status to the USAREUR G4.
APPENDIX G
OFFICE OF THE DEPUTY CHIEF OF STAFF, G5

G-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G5, ensures that USAREUR’s efforts support future objectives by developing a theater strategy, producing campaign and contingency plans, resourcing theater strategy and plans through Joint and Army processes, and ensuring freedom of action is successful when USAREUR’s current operations support Army and USEUCOM long-term strategies, are resourced with appropriate force structure and funding, and result in mutually supportive host-, Allied-, and partner-nation efforts.

b. Organization. Figure G-1 shows the organization of the ODCS, G5.

Figure G-1. Office of the Deputy Chief of Staff, G5

c. Functions. The major functions of the USAREUR G5 are to—

(1) Serve as the principal staff advisor to the CG, USAREUR; the DCG, USAREUR; and the Chief of Staff (CoS), HQ USAREUR.

(2) Maintain continuous coordination with HQDA and other major U.S. headquarters (including HQ USEUCOM, HQ FORSCOM, and HQ TRADOC) and liaison with host-nation (HN) governments, NATO military authorities, and forward-deployed operational commands.

(3) Execute the CG’s intent through oversight of approved USAREUR strategies and plans.

(4) Oversee USAREUR’s deliberate planning process.

(5) Develop strategies and policies to establish a clear vision for USAREUR posture, transformation, basing, modernization, and strategic engagements.
(6) Oversee and direct the development of plans for and the implementation of USAREUR European theater security cooperation, HN relations, and treaty compliance across the USAREUR area of operations.

(7) Plan, develop, coordinate, and gain approval for all force-structure and stationing initiatives for USAREUR major subordinate commands (MSCs) and commands under USAREUR operational control (OPCON) (app B).

G-2. PLANS DIVISION
The Plans Division coordinates the development and preparation of operations plans (OPLANs), contingency plans (CONPLANs), and theater strategy that support USEUCOM. It comprises five branches: the Russia Problem Set Branch, the Levant Plans Branch, the Integration Branch, the Competition Branch, and the Operations Research and Assessments Branch. The major functions of the Plans Division are to—

a. Develop and revise USAREUR goals, objectives, priorities, mid- and long-range strategic analyses, and plans.

b. Analyze and develop plans, OPLANs, and CONPLANs to deal with crises and contingency missions, including developing time-phased force development data (TPFDD) when required.

c. Coordinate guidance on TPFDD with USEUCOM and other combatant commands to enable the efficient development of deployment plans.

d. Analyze and apply joint, NATO, and European theater policy and strategy to operational and campaign planning efforts.

e. Establish or validate capability requirements to meet USAREUR peacetime, crisis, and wartime missions assigned by HQDA or combatant commanders.

f. Provide quantitative and statistical analyses of campaigns and operations research topics, and develop interactive, automated decision-support tools to evaluate operational and training requirements.

G-3. INTERNATIONAL OPERATIONS DIVISION
The International Operations Division (IOD) develops, manages, and implements processes to execute USAREUR plans to shape the security environment, assure access, and enhance interoperability throughout the USEUCOM area of responsibility (AOR). It comprises four branches: the International Military Affairs Branch, the Programs Branch, the Military Personnel and Exchange Program Branch, and the Treaty Compliance Branch. The major functions of the IOD are to—

a. Provide political-military (POLMIL) expertise in the development of plans, training, exercises, and assessments, as well as POLMIL advice to the USAREUR Command Group, HQ USAREUR staff offices, and USAREUR MSCs in coordination with the Foreign Policy Advisor, USEUCOM, and U.S. country teams.

b. Serve as the primary conduit to HN land forces through and with U.S. country teams to facilitate engagements between USAREUR units and Allies and partners.
c. Conduct the Conference of European Armies and the Conference of European Armies for Noncommissioned Officers (NCOs).

d. Administer the HQDA Military Personnel Exchange Program and the Schools of Other Nations Program within the USEUCOM AOR.

e. Serve as the USAREUR Secretariat for the Theater Security-Cooperation Working Group and the CG’s Regional Update.

f. Execute the USAREUR-specific Arms Control Treaty compliance tasks and training.

g. Serve as the USAREUR career program manager for Career Program 60 (Foreign Affairs/Strategic Planning).

h. Manage the use of the Global Theater Security Cooperation Management Information System for HQ USAREUR staff offices and USAREUR units.

G-4. STRATEGY, POLICY, AND PROGRAMS DIVISION
The Strategy, Policy, and Programs (SPP) Division develops and defines strategy, policy, and objectives that transform the current to the future USAREUR force posture. It plans and coordinates the development of requirements for future forces, identifies the posture required to account for modernized capabilities and units, and coordinates on the rotational-force posture to achieve the desired Army and USAREUR posture end state. The SPP Division comprises three branches: the Strategy and Policy Branch, the Stationing Branch, and the Capabilities Branch. The major functions of the SPP Division are to—

a. Advise on, provide situational awareness of, and synchronize strategy, policy, and posture actions externally with HQDA, USEUCOM, the Joint Staff, the Office of the Secretary of Defense, and NATO.

b. Analyze and coordinate force-posture strategies and lead the USAREUR Posture Operational Planning Team.

c. In coordination with the Government Relations Division (GRD) (para G-6), coordinate posture and policy changes with the HN.

d. Plan and program military construction funding in coordination with the Office of the Deputy Chief of Staff, Engineer (app H), and IMCOM-Europe.

e. Coordinate USAREUR participation in the HQDA Army Campaign Plan, All Things Europe, All Things Global Posture, and All Things Force Projection.

f. Coordinate USAREUR participation in the USEUCOM Component Synchronization Board (“All Fives”) and Capability and Requirements Board.

g. Plan and coordinate future USAREUR capability requirements through USEUCOM with the Joint Staff as part of the Integrated Priority List.

h. Develop stationing plans to support force-structure and posture changes, including units and prepositioned equipment sets, operational projects, and classes of supply pre-stockage.
i. Coordinate staff planning, publish orders, and document unit moves in support of stationing plans.

j. Serve as the USAREUR staff proponent for all actions relating to overseas force-structure changes.

k. In coordination with the IOD (para G-3), advise on evolving U.S. support to NATO strategy, policy, and forces requirements and commitments.

l. Serve as staff lead for planning, coordinating, and executing the USAREUR CG’s recurring Strategy Board.

**G-5. FORCE MANAGEMENT DIVISION**

The Force Management Division (FMD) secures force-structure resources by planning, developing, coordinating, and gaining approval for all force-structure initiatives for USAREUR MSCs and commands under USAREUR OPCON (table B-1). It comprises two branches: the Forces Branch and the Integration Branch. The major functions of the FMD are to—

a. Review, analyze, and recommend changes to USAREUR modification table of organization and equipment (MTOE) force structures.

b. Lead USAREUR participation in Total Army Analysis.

c. Review force-design update initiatives.

d. Conduct force-validation reviews before new MTOE effective dates.

e. Ensure table of distribution and allowances (TDA) documentation is consistent with HQDA and USAREUR guidance.

f. Process operational requirements (operational-needs statements, joint urgent operational-needs statements above MTOE requirements for warfighting capabilities).

g. Coordinate fielding agreements and fielding budgets to support system fieldings.

h. Coordinate and conduct new equipment fielding.

i. Develop, brief, and submit USAREUR command positions on force accounting, manpower, and joint initiatives.

j. Manage force registration by assigning a unit identification code information officer.

**G-6. GOVERNMENT RELATIONS DIVISION**

a. The GRD serves as the coordinating office for HN relations with nations where the bulk of U.S. Army Forces are based and operate: Germany, Italy, and Poland. The office also provides Congressional liaison as USAREUR’s lead for engagement with members of Congress and their staffs and for coordinating command positions on Congressional legislative policy and strategy. The Director, GRD, also serves as the U.S. Head of Mission to the 7-nation Sending States Forces forum. The DCG, USAREUR, serves as the U.S. Force Commander.
b. The GRD consists of a headquarters element and a Congressional liaison office in Wiesbaden, Germany; liaison offices regionally located within the German States of Bavaria, Baden-Württemberg, Hessen, and Rheinland-Pfalz; and a liaison office at the U.S. Embassy Berlin, which has geographic responsibility for Berlin and the eastern German States of Brandenburg, Mecklenburg-Vorpommern, and Sachsen-Anhalt. The GRD also has liaison offices in Vicenza, Italy, and in Poznan, Poland.

c. The major functions of the GRD are twofold: to maintain and enhance relations between USAREUR and the host governments, and to represent the command to the U.S. Congress, its members and their staffs. Specifically, various offices provide the following liaison services:

(1) **USAREUR Liaison Officer (LNO), Berlin.** The USAREUR LNO, Berlin, represents the CG to the U.S. Ambassador to Germany, to the German Federal Government, to the Governing Mayor of Berlin and his or her staff, and to the Minister Presidents and staffs of the eastern German States of Brandenburg, Mecklenburg-Vorpommern, and Sachsen-Anhalt. The major functions of the USAREUR LNO, Berlin, are to—

(a) Represent USAREUR on stationing issues with the U.S. Embassy and with German Federal ministries and agencies in Berlin and Bonn.

(b) Coordinate and assist in negotiations with appropriate German civil and military authorities on requirements of other U.S. activities for labor, services, facilities, real estate, and supplies from Germany. These requirements must not conflict with AE Regulation 1-3.

(c) Maintain relationships and liaisons with and act as the POC to German Federal ministries and the U.S. Embassy for questions and issues regarding the NATO Status of Forces Agreement (SOFA), the Supplementary Agreement to the NATO SOFA, and the rights and responsibilities of the U.S. Forces in Germany.

(2) **Congressional Liaison.** The major functions of the Congressional Liaison are to—

(a) Coordinate command engagements both in Europe and in Washington, DC, with members of Congress and their staffs.

(b) Coordinate with the USEUCOM Legislative Liaison and the Army Legislative Liaison and craft command positions on Congressional legislative policy and strategy.

(3) **U.S. Forces Liaison Offices.** The four U.S. Forces Liaison Offices located in the German states where the bulk of U.S. Army forces are based (that is, Bavaria, Baden-Württemberg, Hessen, and Rheinland-Pfalz) work to transparently inform host states, ensure USAREUR is perceived as a good guest, and guarantee SOFA-protected training and maneuver rights.

(4) **Host Nation Advisors (HNAs).** The HNAs in Italy and Poland work to transparently inform host nations, ensure USAREUR is perceived as a good guest, and guarantee SOFA-protected training and maneuver rights.
G-7. STRATEGIC ENGAGEMENTS DIVISION

a. The Strategic Engagements Division (SED) builds advocacy across multiple stakeholder groups through deliberate identification, planning, and shaping of key-leader engagement opportunities, enabling USAREUR to achieve its overall objectives across all Lines of Effort. It is situated at HQ USAREUR in Wiesbaden, Germany, and comprises both Active Army and Reserve component Soldiers.

b. The functions of the SED are to maintain the Common Operating Picture for engagements, to facilitate the selection and synchronization of engagements, to draft and maintain Headquarters Engagement Guidance, and to maintain Strategic Engagement calendars for significant exercises or events. Other specified tasks of the SED include—

(1) Hosting the Engagement Synchronization Working Group (ESWG) and the CG’s Calendar Build Brief.

(2) Developing the initial intent for VVIP visits and leading initial planning efforts.

(3) Maintaining and providing quality assurance and control for the Engagement Synchronization Tool.

(4) Sending engagement updates to USEUCOM and HQDA through the Office of Public Affairs (app L).

(5) Attending and supporting the Commander’s Communication Synchronization Working Group (CCSWG).

(6) Briefing, on request, the DCG, USAREUR, on engagement updates.
APPENDIX H
OFFICE OF THE DEPUTY CHIEF OF STAFF, ENGINEER

H-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff, Engineer (ODCSENGR), provides engineer expertise to the USAREUR Command Group, HQ USAREUR staff offices, and USAREUR major subordinate commands. The ODCSENGR also synchronizes engineering efforts across the theater to meet the requirements of the USAREUR Campaign Plan.

b. Organization. Figure H-1 shows the organization of the ODCSENGR.

![Figure H-1. Office of the Deputy Chief of Staff, Engineer]


c. Functions. The major functions of the ODCSENGR are to—

(1) Design, execute, and manage military engineering, exercise-related construction, troop construction, Army military construction, environmental protection, real estate, real-property accountability, and base-camp planning.

(2) Manage and coordinate facility engineering for theater security cooperation (TSC), overseas deployment training, protective construction, troop construction, and security and safety issues that occur in the operation of energy sources.

(3) Coordinate between U.S. Army engineer assets, other Service components, NATO partners, host-nation (HN) forces, and supporting contractors.

(4) Provide combat, general, and construction engineering support to other Service components and Title 10 support to Army engineer units.

(5) Manage theater engineer planning, stationing, equipping, and manning policy and guidance.

(6) Plan and program theater infrastructure by coordinating construction and facility engineering with the Assistant Chief of Staff for Installation Management, HQDA; IMCOM-Europe; and the Strategy, Policy, and Programs Division, ODCS, G5 (para G-4).
H-2. PLANS AND OPERATIONS DIVISION
The Plans and Operations (P&O) Division comprises the Plans Branch and the Operations Branch. Together, these branches provide engineer requirements in the planning, coordination, and execution of USAREUR operations. The functions of the P&O Division are to—

a. Manage engineer support plans for training, exercises, building partner capacity, TSC, and humanitarian civil assistance.

b. Coordinate and manage engineer Title 10 support, including the management of theater engineer military occupational specialties, equipment, and training.

c. Coordinate and manage civil-military engineering, humanitarian civil-assistance construction, humanitarian mine assistance, and foreign humanitarian engineering efforts in the European theater.

H-3. FACILITIES AND CONSTRUCTION DIVISION
The Facilities and Construction (F&C) Division comprises the Construction Branch, the Environmental Branch, and the Real Property Branch. Through these branches, the F&C Division provides construction planning, technical reviews, cost estimates, project design, project management, HN coordination, construction quality assurance, and facility management. The major functions of the F&C Division are to—

a. Develop and manage Army construction, troop construction, real-estate, and environmental-protection programs for exercises and contingency operations (CONOPS).

b. Provide engineering design and management to prepare the area of operation in deployed areas, including preparations for reception, staging, onward movement, and integration.

c. Manage all facets of environmental-protection and -prevention services for exercises and contingencies as the executive agent for operational environmental programs.

d. Manage theater and contingency real-property services.

e. As the executive agent, direct and manage theater and contingency real-estate services.

f. Manage the construction of theater and CONOPS facilities, and develop and manage engineering services for operations at forward operating sites (FOSs).

g. Manage FOS construction and deconstruction.

h. Coordinate IMCOM-Europe support for the following:

   (1) Efficient space, land, and stationing management.

   (2) Facility services and facility-investment strategy.

   (3) Contingency design, construction, real-property management, and fire-protection support.

   (4) Operational utilities procurement.

j. Support the NATO Security Investment Program and HN contribution planning for U.S. facilities as follows:

   (1) Represent Army infrastructure to NATO headquarters to maximize U.S. recoupment.

   (2) Serve as the staff proponent of **AE Regulation 415-22**.
APPENDIX I
OFFICE OF THE DEPUTY CHIEF OF STAFF, G6

I-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G6, sets the theater communications architecture, enhances interoperability, and enables secure Army and Allied mission command through governance, policy, and resourcing.

b. Organization. Figure I-1 shows the organization of the ODCS, G6.

![Figure I-1. Office of the Deputy Chief of Staff, G6](image)

Figure I-1. Office of the Deputy Chief of Staff, G6

c. Functions. The major functions of the ODCS, G6, are to—

(1) Manage theater command, control, communications, and computer (C4) and cyber information system (IS) initiatives, information management (IM) systems architecture, and long-range modernization plans.

(2) Plan theater-level information technology (IT) policy and governance.

(3) Plan signal support for current and future operations to ensure the delivery of the Army portion of the Department of Defense Information Network (DODIN).

(4) Coordinate services for mission partners and nondoctrinal users (that is, multinational forces, host nations, nonstate actors, nongovernmental organizations, and others with unique communication needs).

(5) Maintain above-baseline services.

(6) Advise the CG, USAREUR, on cybersecurity.

(7) Maintain the USAREUR Cybersecurity Program.

(8) Support mission assurance.
(9) Plan and program unique theater IT resources.

(10) Provide oversight of records management, Freedom of Information Act (FOIA), and privacy policy and programs for USAREUR.

(11) Provide centralized acquisition, governance, and validation of IT investments.

(12) Serve as the USAREUR career program manager for Career Program 34 (Information Technology Management).

I-2. PROGRAMS, POLICY, AND PROJECTS DIVISION
The Programs, Policy, and Projects (PP&P) Division identifies, develops, and manages delivery of C4IS services requiring long-term program management in order to maximize economies of scale, increase efficiency, and reduce costs. It also manages the creation, revision, and dissemination of signal and cyber policy and guidance documents addressing challenges unique to the Army in Europe. The PP&P Division implements the command’s IT strategy by ensuring technical planning, design, development, implementation, and project management oversight of systems enterprise architectures, initiatives, and standards in order to achieve USAREUR’s strategic vision. The major functions of the PP&P Division are to—

a. Manage the following:

   (1) Video-Teleconference (VTC) Program.
   (2) Commercial off-the-shelf (COTS) IT life-cycles.
   (3) IT excess and redistribution.
   (4) Copier Contract Program.
   (5) Software Licensing Program.
   (6) Command Mobile Device Program.
   (7) Long-Haul Communications and Iridium Program.
   (8) Army in Europe signal and cyber policy and guidance documents.

b. Develop and define theater IT project strategies.

c. Provide project oversight to assess, manage, advise on, and coordinate theater-level IT projects.

d. Develop functional IT requirements, provide systems and network engineering and integration, and manage risk.

e. Provide network enterprise architectural engineering.

f. Champion theater IT projects through a multinational, cross-functionally matrixed Army service component command staff.
g. Facilitate Battlefield Information Collection and Exploitation System (BICES) and Mission Partner Environment (MPE) contract and U.S. Navy Space and Naval Warfare Systems Command (SPAWAR) efforts.

I-3. OPERATIONS, PLANS, AND EXERCISES DIVISION
The Operations, Plans, and Exercises (OPLEX) Division advises on and provides collaborative planning, coordination, and synchronization of theater MC requirements in support of operations, exercises, and numbered plans. The OPLEX Division also advises on, assists in, and inspects theater communications security (COMSEC) management in coordination with the ODCS, G2, and enforces policy and guidance on COMSEC matters; plans, coordinates, validates, and manages the supportability and use of satellite communications and electromagnetic spectrum; and ensures the delivery of Joint Net-Centric Mission Command and enterprise services within the USAREUR area of operations (AO) in order to provide USAREUR Soldiers decision superiority. The major functions of the OPLEX Division are to—

   a. Plan, integrate, and oversee USAREUR operational IS, communication, and automation networks.

   b. Identify, coordinate, and validate requirements for communications and automation networks in coordination with the USAREUR G3.

   c. Develop command, control, and communications system annexes and estimates for USAREUR operation orders, operations plans (OPLANs), exercise plans, contingency plans (CONPLANs), and long-range plans and documents.

   d. Maintain a 24-hour crisis-reaction capability by representing the ODCS, G6, on the USAREUR Crisis Action Team.

   e. Support command, control, and communications operations in the USEUCOM AOR.

   f. Plan and coordinate theater-level COMSEC support for daily operations and contingency operations (CONOPS), enforce COMSEC guidance, and assess COMSEC incidents.

   g. Provide theater-wide spectrum management for all USAREUR and IMCOM-Europe activities in strategic, tactical, and sustaining-base, power-projection operational environments.

   h. Plan and integrate satellite-communications theater support for operational and exercise missions.

I-4. HEADQUARTERS SUPPORT DIVISION
The Headquarters Support Division (HSD) builds, operates, and defends HQ USAREUR-unique, mission-funded communications and information systems, services, and infrastructure. The HSD also provides HQ USAREUR organizational IM, cybersecurity, IT logistics, and telephone-control capabilities. The major functions of the HSD are to—

   a. Build and operate HQ USAREUR mission-funded servers and applications.

   b. Build and operate above-baseline networks (coalition and commercial Internet service provider (ISP) networks).
c. Provide mission-funded IS engineering, software development, and project management to HQ USAREUR.

d. Ensure the confidentiality, integrity, and availability of information by providing and implementing cybersecurity capabilities and reporting compliance with theater security policy, practices, and procedures.

e. Advise IT system owners on cybersecurity policies and maintain application accreditations.

f. Build, operate, and maintain the USAREUR VTC bridge and hubs, and provide Tier II VTC support to HQ USAREUR.

g. Provide information management officer support, touch-labor computer support, and third-party software and application support to HQ USAREUR.

h. Manage the annual life-cycle replacement (LCR) program for HQ USAREUR.

i. Provide IT logistic support to the ODCS, G6, including receipt, storage, and issue of LCR equipment.

j. Provide HQ USAREUR telephone control officer services and support.

I-5. CYBERSECURITY DIVISION

As the senior cybersecurity staff element in the Army in Europe, the Cybersecurity Division (CSD) supports mission assurance through an operationally focused program that remains consistent with cybersecurity doctrine and today’s technological advances throughout all operational phases. The CSD develops, manages, maintains, and continuously assesses the Cybersecurity Program (defensive cyberspace operations, policy, programs, training, processes, evaluations, inspections, risk management, and governance) for the protection and defense of information, ISs, and coalition and mission-command systems. The major functions of the CSD are to—

a. Manage the USAREUR and USARAF/SETAF Cybersecurity Program.

b. Develop and manage Army in Europe cybersecurity policy.

c. Serve as the principal advisor on cybersecurity to Army in Europe leaders.

d. Serve as the proponent for the chartered Cybersecurity Readiness Board.

e. Represent the ODCS, G6, for cybersecurity and network defense on the Army G-3 Protection Program.

f. Provide information assurance vulnerability management (IAVM) for the Army in Europe.

g. Manage the Army in Europe Information Technology Training (AE-ITT) program.
h. In coordination with the Regional Cyber Center—Europe, Defense Cyber Operations Division, provide uninterrupted Defense in Depth (DiD) of Army in Europe mission-critical systems and information, and proactively assure readiness by continuous systematic identification and remediation of vulnerabilities.

i. Manage cybersecurity compliance for the Army in Europe portion of the DODIN connection approval process for classified and unclassified networks.

j. Oversee the Army in Europe Common Access Card Program and the Public Key Infrastructure Program.

k. Establish and implement the Army in Europe cyber awareness, assessment, education, and training program at the operational level.

l. Develop strategies to integrate cybersecurity operational activities in the planning and execution of Army in Europe Joint and partner engagements.

m. Develop cyber-planning capacity and operational expertise to build, operate, and defend the Army in Europe computing and information environment.

n. Develop, coordinate, implement, and manage the DOD Risk Management Framework Assessments and Authorization Program for USAREUR, USARAF, and tenant Army units in Europe.

o. Develop, coordinate, implement, and manage the Cybersecurity Readiness Evaluations (CRE) program, participate in the Consolidated Staff Inspection (CSI) program, which provides continuous monitoring of the network security posture and enables mission readiness.

p. Coordinate, oversee, and manage the theater Incident Management program.

q. Develop cybersecurity input to OPLANs, CONPLANs, and future plans (FPLANs) to integrate and execute cybersecurity in order to ensure mission readiness.

r. Develop, coordinate, and manage the Cybersecurity Shock program to continuously challenge units and improve cyber readiness and resiliency.

I-6. INFORMATION TECHNOLOGY RESOURCE AND ANALYSIS DIVISION
The Information Technology Resource and Analysis (ITR&A) Division administers and manages the PPBE of theater-wide IT programs and resources; plans, directs, and controls activities for G6 administrative policies and procedures; provides oversight of records-management policy and programs; and provides centralized administration, acquisition, governance, surveillance, and validation of IT investments. The major functions of the ITR&A Division are to—

a. Serve as the ODCS, G6, program-activity director and resource manager.

b. Manage and defend ODCS, G6, and theater IT requirement-budget formulation; formulate, review, justify, and prioritize long-range financial plans; participate in program objective memorandum (POM) development and planning for IT base requirements and CONOPS, exercises, and other special missions.
c. Coordinate and respond to internal and external audits.

d. Manage the USAREUR Records Management Program, which includes managing the FOIA and the Privacy Act and developing, publishing, and maintaining the currency of supporting policy and guidance.

e. Provide military-personnel administrative support and manage the assignment and development of all theater signal officers.

f. Provide civilian-personnel and manpower-management support to the USAREUR G6.

g. Administer the ODCS, G6, Managers’ Internal Control Program to ensure effective stewardship of ODCS, G6, resources.

h. Manage and coordinate all memorandums of understanding and memorandums of agreement relating to communications and Army in Europe IT support.

i. Manage the USAREUR IT Portfolio Management Program by establishing effective and efficient theater IT capital-planning and management processes to ensure compliance with DOD, Department of the Army, and USAREUR policy.

j. Provide USAREUR IT acquisition guidance and assistance with software, hardware, and support services according to the Principal Assistant Responsible for Contracting, 409th Support Brigade (Contracting).

k. Provide theater-level review and functional validation of as well as guidance on IT approval processes for USAREUR IT requirements through USAREUR Requirements Validation System (URVS) submissions in coordination with the Requirements Definition Division, ODCS, G3 (para E-10).

l. Manage and administer the USAREUR IT investment strategy, the Army G-6 Information Technology Approval System (ITAS), and Army G-3/5/7 operational-tempo waivers.

m. Manage the Army Portfolio Management Solutions (APMS) Program to disclose all USAREUR strategic IT investments to HQDA to ensure IT investments are properly captured in APMS.

n. Provide theater-level enterprise IT contract management and oversight.

I-7. MISSION PARTNER ENVIRONMENT NETWORK DIVISION

The Mission Partner Environment Network Division (MND) is responsible for coordinating and delivering policy, governance, engineering, architecture, and provisioning of the MPE network. The MND also builds, operates, maintains, and defends HQ USAREUR MPE network infrastructure, information systems, services, and cybersecurity. The major functions of the MND are to—

a. Architect and engineer HQ USAREUR MPE persistent and episodic enclaves to support coalition operations.

b. Build, operate, and maintain the HQ USAREUR MPE theater-wide network and data-center infrastructure.
c. Implement, maintain, and operate cybersecurity capabilities to ensure the confidentiality, integrity, and availability of information-exchange requirements across the HQ USAREUR MPE.

d. Develop, coordinate, and implement DOD Risk Management Framework accreditation and maintain APMS records for the HQ USAREUR MPE.

e. Maintain compliance with the Federated Mission Networking Framework to include NATO Spirals, and ensure HQ USAREUR MPE requirements align with DOD digital modernization strategy guidance.

f. Manage the annual LCR of the HQ USAREUR MPE network and data-center infrastructure.

g. Support warfighter requirements by delivering mission command services through the ODCS, G3.

h. Engineer solutions to meet exercise requirements validated by the OPLEX Division (para I-3).
APPENDIX J
OFFICE OF THE DEPUTY CHIEF OF STAFF, G8

J-1. GENERAL

a. Mission. The Office of the Deputy Chief of Staff (ODCS), G8, enables the accomplishment of the USAREUR expeditionary and joint and combined-capable mission by leading the planning, programming, budgeting, and execution (PPBE) process to obtain resources for financial, civilian manpower, and agreements requirements.

b. Organization. Figure J-1 shows the organization of the ODCS, G8.

![Figure J-1. Office of the Deputy Chief of Staff, G8](image)

c. Functions. The major functions of the ODCS, G8, are to—

(1) Advise the USAREUR Command Group, HQ USAREUR staff offices, and commanders of USAREUR major subordinate commands (MSCs) on resource management, including acquisition, use, and accountability.

(2) Maintain USAREUR program and functional responsibility for the following:

(a) Budget formulation and execution review.

(b) Cost and economic analyses.

(c) Financial management.

(d) Fiscal programming.

(e) Force-structure-analysis planning.

(f) The Managers Internal Control Program (MICP).

(g) Manpower requirements and civilian manpower allocations and use.
(h) Audit readiness and the Joint Review Process.

(i) Integration of all financial management enterprise systems.

(j) Internal Review and Audit Compliance.

(3) Develop and negotiate agreements for host-nation (HN) support, inter- and intraservice support, and arrangements under acquisition and cross-servicing agreements (ACSAs), and provide policy guidance for the Army in Europe Agreements Program and agreements-training assistance.

(4) Provide required resources for the command’s expeditionary operations.

(5) Achieve more effective use of USAREUR resources by improving business operations.

(6) Improve the PPBE process to meet expeditionary-force requirements.

(7) Ensure USAREUR has joint-capable expeditionary operational forces and the appropriate-size civilian, contract, and military workforce according to the table of distribution and allowances (TDA).

(8) Institutionalize a value-based resource system to execute USAREUR’s Title 10 responsibilities.

(9) Serve as the command financial manager and career program manager for Career Program 11 (Comptroller).

**J-2. PROGRAM AND BUDGET DIVISION**

The Program and Budget Division (PBD) justifies, acquires, manages, and controls USAREUR funds. This includes all aspects of program development for future-year dollar resources and requirements in the program objective memorandum (POM). The major functions of the PBD are to—

a. Lead the execution of the USAREUR budget.

b. Lead the budget decision process for USAREUR.

c. Develop and implement budget policy and procedures.

d. Provide efficient stewardship of resources and USAREUR fund control.

e. Coordinate actions with the Army Budget Office.

f. Provide accounting and resource-management-system administration.

g. Monitor the use of Operations and Maintenance, Army (OMA), and other appropriations in USAREUR fund centers to ensure they comply with appropriate funding levels and regulations.

h. In coordination with the Requirements Definition Division, ODCS, G3 (para E-10), oversee USAREUR 1-N requirements and provide system-requirement administration services through the USAREUR Requirements Validation System.
i. Manage the control and execution of funds for all USAREUR organizations and fund centers.

j. Develop budgets for contingency operations (CONOPS) and overseas contingency operations (OCO) and manage the use of CONOPS and OCO funds.

k. Develop USAREUR internal resource guidance and funding letters to provide resources for the command’s critical annual validated requirements.

l. Prepare, justify, and provide to HQDA programming information to support Army and Office of the Secretary of Defense (OSD) PPBE processes, which include the POM and resource-management decisions.

m. Determine, analyze, coordinate, and defend resources throughout the POM years (requirements and funding) for HQ USAREUR including subordinate organizations and liaison with USEUCOM.

n. Support costing for USAREUR emerging and existing requirements and mission deviations.

o. Review planning and resourcing documents of the OSD, DOD, Army, and other commands.

p. Integrate all Army enterprise systems into a comprehensive financial management business environment.

q. Comply with the provisions in the Chief Financial Officers Act of 1990 through audit-readiness preparation and responsiveness to the Assistant Secretary of the Army for Financial Management & Comptroller and the quarterly joint review process.

r. Provide all managerial accounting support (certifying monthly General Ledger accounts, year-end closing, statement of assurance) to all USAREUR units.

**J-3. MANPOWER AND MANAGEMENT DIVISION**

The Manpower and Management Division (MMD) directs and coordinates the development and implementation of all USAREUR management programs associated with USAREUR TDAs. The MMD is also responsible for conducting cost-benefit analyses and managing the command’s MICP. The major functions of the MMD are to—

a. Oversee USAREUR manpower-management programs, manpower-requirements determination, civilian manpower programming and allocation, and strength-management programs analyses.

b. Develop and interpret manpower policy, guidance, and direction.

c. Participate in the Army Command Plan process to defend USAREUR TDA and augmentation table of distribution and allowances (AUGTDA) organizations and resources, and coordinate, review, and prepare manpower Schedule 8s for USAREUR Command Plan changes.

d. Conduct management studies and analyses to support HQ USAREUR decision-making processes.

e. Manage the USAREUR civilian hire program in accordance with HQDA guidance.
f. Review and analyze USAREUR TDA and AUGTDA manpower requirements in The Army Authorization Documents System and update command documents through the management-of-change window documentation process in coordination with the Force Management Division, ODCS, G5 (para G-5).

g. Validate new and recurring service contracts and maintain accurate contractor manyear-equivalent records at the HQDA Panel for Documentation of Contractors and in the Contractor Manpower Reporting Application.

h. Provide business advice to support HQ USAREUR cost-management practices to ensure best use of command resources.

i. Serve as the HQ USAREUR staff proponent for the Continuous Process Improvement/Lean Six Sigma Program.

j. Coordinate with the Sustainment Operations Division, ODCS, G4, HQ USAREUR (para F-4) to prepare, plan, and manage the command’s cost-management program (“Task Force Efficiencies”).

k. Serve as the HQ USAREUR staff proponent for the MICP.

**J-4. INTERNATIONAL AGREEMENTS DIVISION**

The International Agreements Division (IAD) is responsible for developing the USAREUR Agreements Program and policy, as well as for developing, negotiating, and concluding national and international agreements and ACSAs involving administrative and logistic support. (USAREUR is responsible for mission support; IMCOM-Europe is responsible for base operations.) The major functions of the IAD are to—

a. Advise HQ USAREUR staff offices and other Army in Europe organizations on policy and procedural requirements that fall under the Agreements Program.

b. Provide agreements-related regulatory guidance and technical assistance to HQ USAREUR staff offices, USAREUR MSCs, and other Army in Europe organizations and activities.

c. Negotiate and conclude international agreements and provide ACSA program support according to AE Regulation 1-3 for the following:

   (1) Exercises at all levels planned and conducted by USAREUR forces.

   (2) Co-use agreements with foreign governments and forces, international and other organizations, and foreign private organizations.

   (3) The management and implementation of the Army in Europe ACSA Program.

   (4) Agreements for HN support.

d. Develop, negotiate, and conclude national agreements according to AE Regulation 1-7 for the following:

   (1) Interdepartmental, interagency, and inter- and intraservice support agreements.
(2) Co-use agreements with other U.S. Forces components.

(3) Agreements and understandings on shared administrative control (ADCON) between USAREUR and other Army commands or direct-reporting units that share ADCON responsibilities.

(4) Operational, working, or similar arrangements that fall within the definition of an “international agreement,” pertaining predominantly to Department of the Army (DA) matters, that are concluded to implement or execute a pre-existing treaty or executive agreement.

(5) International agreements that pertain predominantly to DA matters and involve cooperative or reciprocal operational, logistic, training, or other military support, including agreements for the shared use or licensing of military equipment, facilities, services, and nonphysical resources.

e. Provide and execute administrative-agent support to NATO.

f. Serve as the designated Central Office of Record acting as the focal point for managing the agreements process within USAREUR.

J-5. MANAGERIAL ACCOUNTING DIVISION
The Managerial Accounting Division (MAD) provides operational accounting and financial systems support to USAREUR and its MSCs. Identifies, reconciles, validates, reports, and manages expiring and cancelling year funds in accordance with financial management regulations. The major functions of the MAD are to provide the following:

a. Joint Reconciliation Program management and oversight.

b. Financial statement audit support and G8 liaison to the Internal Review and Audit Compliance Office, Office of the Chief of Staff, HQ USAREUR.

c. Prior year funding and accounting policy.

d. Travel policy and guidance.

e. Travel debt management and compliance tool administration.

f. Financial systems access.

g. General Fund Enterprise Business System (GFEBS) Helpdesk services to USAREUR, USARAF, USAFRICOM, and USEUCOM.

h. Financial systems training (online and classroom).

i. Global Combat Support System–Army financial management and oversight.

j. Unmatched transaction and IDoc error assistance and oversight.

k. Fiscal year end facilitators and liaison with the Deputy Assistant Secretary of the Army (Financial Operations) and Defense Finance and Accounting Services.
J-6. INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE
The Internal Review and Audit Compliance Office (IRACO) provides assurance activity to mitigate risk and increase effectiveness and efficiency of operations. The major functions of the IRACO are to—

a. Perform an annual risk assessment and review the assessment in coordination with the Managers Internal Control Program Administrator.

b. Provide advice to USAREUR leaders on the internal-control environment and the operating effectiveness of key internal controls (for example, the Commanders’ Audit Readiness Checklist).

c. Advise and assist the command on audits conducted by external audit organizations (certified public accounting firms), the Government Accountability Office, the Department of Defense Office of Inspector General, the United States Army Audit Agency (USAAA), and other organizations that provide auditing oversight.

d. Perform internal-review services (that is, reviews, analyses, and procedures based on management requirements).

e. Test Army Audit Readiness key internal controls to determine whether they are in place and operating effectively. This involves obtaining, reviewing, and using tests of internal controls performed by USAAA, where applicable, to provide support for IRACO assurance.
APPENDIX K
OFFICE OF THE CHAPLAIN

K-1. GENERAL

a. Mission. The Office of the Chaplain (OCHAP) ensures unit ministry team (UMT) readiness, directs unit-specific UMT training, issues UMT-specific religious support (RS) guidance to assigned and allocated UMTs in the theater, provides annual theater-wide professional development training for all USAREUR UMTs, and facilitates Allied and partner interoperability RS in support of the sustainment warfighting function.

b. Organization. Figure K-1 shows the organization of the OCHAP.

![Diagram of the Office of the Chaplain]

Figure K-1. Office of the Chaplain

c. Functions. The major functions of the OCH are to—

1. Assist in and advertise the free exercise of religion in accordance with 10 USC and DOD Directive 1304.19.

2. Recommend RS policy to the CG, USAREUR.

3. Provide comprehensive RS by ensuring that the following RS priorities are accomplished:
   
   a. Soldier and Family care through RS.
   
   b. UMT training and operations readiness.
   
   c. Moral and ethical leadership and unit morale.
   
   d. Army service component command and combined joint force land component command theater supervision of RS.
   
   e. RS interoperability and partner coordination.
K-2. ADMINISTRATIVE DIVISION
The Management Division provides total functionality, including administrative support, within the OCHAP (internal) and the USAREUR UMT (external) Chaplain Corps as well as for other staff offices. The major functions of the Management Division are to—

a. Interface with the Department of the Army Chief of Chaplains (DACH) on the projection, management, and positioning of U.S. Army Chaplain Corps personnel assigned to USAREUR.

b. Serve as the chaplain personnel account manager for Army chaplains in Europe.

c. Provide military occupational specialty (MOS) 56M (Religious Affairs Specialist) personnel placement, management, and positioning.

d. Ensure UMTs are ready for worldwide deployment.

e. Coordinate RS among multiple commands in Europe through the quarterly Direct Reporting Unit Religious Support Synchronization Meeting in accordance with AR 165-1.

f. Liaise with USEUCOM, USAFRICOM, and multiple European chaplaincies.

g. Advise HQ USAREUR staff offices and other Army in Europe organizations on DACH policy and procedural requirements issued by the DACH.

h. Conduct RS strategic communication.

K-3. OPERATIONS, PLANS, AND TRAINING DIVISION
The Operations, Plans, and Training (OPS/PLN/TNG) Division provides the interface between the OCHAP and the USAREUR G3 for all matters related to religious influence on the mission. The OPS/PLN/TNG Division also interfaces with the DACH G-3/5/7 to ensure USAREUR integration in DACH training requirements for each fiscal year. The major functions of the OPS/PLN/TNG Division are to—

a. Develop religious area analyses and a running estimate for all USAREUR ongoing plans and contingency operations.

b. Advise the CG on Army in Europe policy for members of the Chaplain Corps in theater and provide guidance and direction concerning Army in Europe and higher-level policy when requested.

c. Provide training-readiness oversight and training planners primarily for MOSs 56A and 56M.

d. Sustain theater RS operations during transformation and in support of Army, joint, and combined forces.

e. Provide RS capabilities at echelon to meet joint and combined RS requirements.

f. Lead long-term strategic planning for RS throughout the European theater.

g. Support theater security cooperation in accordance with the USEUCOM Campaign Plan and stability through senior-leader engagement with partner nations and Allies.

h. Synchronize all religious support in theater.
APPENDIX L
OFFICE OF PUBLIC AFFAIRS

L-1. GENERAL

a. Mission. As a member of the personal staff of the CG, USAREUR, the Public Affairs Officer (PAO) provides advice to the CG and the HQ USAREUR staff on all aspects of public communication. The PAO shapes the information environment by developing and directing communication strategies to meet the CG’s communication objectives and to inform key audiences on issues involving USAREUR activities, operations, and exercises within the USEUCOM area of responsibility (AOR).

b. Organization. Figure L-1 shows the organization of the Office of Public Affairs (OPA).

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L-1. Office of Public Affairs

c. Functions. The major functions of the PAO are to—

(1) Serve as a member of the CG’s personal staff and as the principal advisor to the CG and the HQ USAREUR staff on all public affairs (PA) activities.

(2) Represent the command in all PA matters, actions, and activities at the Army service component command (ASCC) level, which includes communicating and coordinating directly with USEUCOM Public Affairs (ECPA); the Office of the Chief of Public Affairs (OCPA), HQDA; and all PA units assigned (permanent and rotational) to USAREUR within the USEUCOM AOR.

(3) Serve as the co-lead in the Commander’s Communication Synchronization process to maximize the alignment of all communication efforts held by other information-related capabilities (IRC).

(4) Manage officer and enlisted career-management field 46 Soldiers and Career Program 22 civilian employees.

(5) Conduct PA planning and provide information through the media as well as through public and other civic organizations, and schedule and conduct community outreach activities in support of the CG’s overall communication objectives through three divisions (paras L-2 thru L-4 below).
L-2. OPERATIONS, PLANS & EXERCISES DIVISION
The Operations, Plans & Exercises Division is responsible for integrating PA into all aspects of operational planning within HQ USAREUR and PA planning across the command. The major functions of the Operations, Plans & Exercises Division are to—

a. Develop PA plans, annexes, and guidance for operations, missions, real-world events, exercises, and operational and contingency plans.

b. Draft proposed overarching PA guidance and submit the guidance to higher headquarters for review, coordination, and approval as PA guidance.

c. Ensure the USAREUR OPA is fully integrated in USAREUR’s operational planning process.

d. Plan the entire spectrum of USAREUR OPA participation in all exercises led by HQ USAREUR.

e. Determine and make recommendations for theater PA augmentation in support of operations in the USEUCOM AOR and submit requests for additional and follow-on PA forces accordingly.

L-3. MEDIA DIVISION
The Media Division is responsible for conducting a proactive engagement program to communicate with national and international audiences through traditional and social-media outlets. The major functions of the Media Division are to—

a. Serve as the primary release authority for media representatives and the public regarding official USAREUR information, audiovisual materials, press releases, and social-media engagement.

b. Manage the monitoring and analysis of current events in the media that affect operations, exercises, or other activities within the USEUCOM AOR. Provide, as necessary, media analysis and assessment to USAREUR leaders.

c. Develop messages to engage and inform internal audiences on events and activities from within the command.

d. Develop responses to query for operations, missions, and other real-world events affecting USAREUR Soldiers, equipment, or units.

e. Counter mis- and disinformation attempts and malign information produced by potential adversaries.

f. Develop and manage the content of the USAREUR website (https://www.eur.army.mil) and maintain an official presence on other social-network sites such as Facebook, Twitter, Instagram, and YouTube.

g. Accomplish PA security and policy review for the release of USAREUR information to the public, including public release of declassified operational imagery.
L-4. OUTREACH DIVISION
The Outreach Division provides guidance and interprets policy for theater-level community engagement and outreach programs involving U.S. Army participation. The major functions of the Outreach Division are to—

a. Plan and, as appropriate, execute or provide PA support for theater-level outreach, ceremonial, and commemorative events and other public activities throughout the USEUCOM AOR.

b. Provide policy guidance to U.S. embassies, offices of defense cooperation, and Army attachés within the USEUCOM AOR to ensure appropriate U.S. Army representation at host-nation public engagements.

c. Evaluate and coordinate requests for USAREUR speakers at public speaking engagements and other public appearances within the USEUCOM AOR.

d. Provide oversight and guidance to determine the prioritization of all host-nation and public requests for the USAREUR Band & Chorus within the USEUCOM AOR and provide PA support as appropriate.
APPENDIX M
OFFICE OF THE COMMAND SURGEON

M-1. GENERAL

a. Mission. The Office of the Command Surgeon (OCSURG) provides expertise and oversight of programs designed to build readiness through medically ready forces and ready medical forces, and oversight of Army Health System (AHS) operations in USAREUR through health service support (HSS) (sustainment functions) and force health protection (FHP) (protect functions). The OCSURG also provides specialized expertise to the command and provides coordination with Army, Joint, and Allied/Partner health care systems. OCSURG ensures that USAREUR integrates medical equities into broader health systems, thereby meeting USAREUR support requirements.

b. Organization. Figure M-1 shows the organization of the OCSURG.

c. Functions. The major functions of the OCSURG are to—

1. Advise the CG, USAREUR, on the medical health of the command.

2. Maintain information on the status, capabilities, and requirements for HSS and FHP to USAREUR.

3. Plan, develop, and coordinate policy for providing medical support.

4. Ensure that all Army Medical Department (AMEDD) functions are considered and included in running estimates, operations plans (OPLANs), and operation orders. The OCSURG retains technical supervision of all Army health-system operations.

5. Manage personnel in career medical field 68 and medical functional areas 60-67, and manage civilian personnel in career program 53.

M-2. SURGEON HEADQUARTERS ELEMENT
The OCSURG HQ Element consists of the command surgeon and immediate staff. The major functions of the HQ Element are to—
a. Advise the CG, USAREUR, on the medical health of the command.

b. Maintain situational understanding by coordinating for current AHS information with medical operations staffs of the next higher, adjacent, and subordinate HQs.

c. Coordinate with the U.S. Army’s Office of the Surgeon General (OTSG) for AHS policy, resources, force management, and operational health requirements.

d. Ensure health service access for U.S. Army Forces in the USEUCOM area of responsibility (AOR).

e. Monitor execution of AHS to ensure it supports the combatant commander’s decisions and intent.

f. Synchronize AOR medical resources to ensure effective and consistent treatment of USAREUR personnel.

g. Exercise staff responsibility for all AHS functional areas.

h. Coordinate AHS services (includes, but not limited to preventive medicine, inpatient/outpatient care, ancillary support, medical logistics, patient evacuation hospitalization, dental support, return to duty, and veterinary services) in preparing and sustaining theater forces.

i. Provide oversight of USAREUR medical capabilities used in support of missions in the USEUCOM, USAFRICOM, and USCENTCOM AORs.

M-3. MEDICAL PLANS, OPERATIONS, AND EXERCISES BRANCH
The Medical Plans, Operations, and Exercises (PLOEX) Branch is responsible for developing health-specific annexes that support sustain and protect functions for USAREUR operations and exercises. The PLOEX Branch works with the Office of the Deputy Chief of Staff (ODCS), G5, to ensure that plans and force flow of medical capabilities meet the intent of the CG, USAREUR. The major functions of the PLOEX Branch are to—

a. Plan, assess, and resource medical support in the AOR.

b. Coordinate HSS and FHP initiatives. Prepare medical estimates in support of operations and exercises for both sustain and protect functions.

c. Provide a scalable and tailorable medical infrastructure that ensures that the right mix of medical capabilities are available to execute the medical mission enhanced through the modular design of medical units.

d. Maintain situational awareness and understanding through the use of command systems and the common operational picture.

e. Monitor the flow of patients to medical treatment facilities within the combatant command AOR or for inter-theater evacuation.

f. Monitor medical regulating and patient-tracking operations.
g. Manage movement of patients within and from the theater.

h. Manage flow of casualties within the AOR.

i. Coordinate patient evacuation from the theater.

j. Communicate with the Theater Patient Movement Requirements Center and the Global Patient Movement Requirements Center, develop mass casualty plans, and determine the medical workload requirements based on casualty estimates.

k. Coordinate with theater and global intelligence units to include the National Medical Intelligence Center to assist in the development of medical intelligence requirements and processes.

l. Provide expertise to the CG, USAREUR, in the medical aspects of foreign disaster assistance.

m. Integrate Army Reserve and National Guard organizations in to mission sustainment and exercises.

M-4. GLOBAL HEALTH ENGAGEMENT BRANCH

The Global Health Engagement (GHE) Branch provides specific health expertise to USAREUR theater security cooperation plans and programs by integrating policies and programs into theater military and civilian health systems. The GHE Branch also works to improve access for USAREUR personnel into host-nation capabilities required above the operational health system, and designs engagements to improve relationships and access. The major functions of the GHE Branch are to—

a. Synchronize with the International Affairs Division, ODCS, G5, to ensure that medical equities and opportunities are integrated into USAREUR security cooperation plans and programs.

b. Coordinate theater support command activities to build and integrate medical capabilities in and between partner nations within the USAREUR area of operations (AO).

c. Provide medical advice and expertise in land forces operational medicine to USAREUR organizations, country teams, and other stakeholders building medical capabilities in partner nations within the AO.

d. Provide subject matter expert input for specific medical knowledge exchanges within the USAREUR AO.

e. Facilitate key leader exchanges within Military and Civilian health systems to assist USAREUR organizations with both integration and access to host-nation capabilities.

M-5. FORCE HEALTH PROTECTION/CLINICAL OPERATIONS BRANCH

The Force Health Protection/Clinical Operations Branch provides oversight of USAREUR public health, veterinary, and clinical personnel and programs. The branch develops policies and programs to allow commanders to ensure both medically ready forces and ready medical forces. It coordinates directly with G3/4 Protect, ODCS, G3, to ensure USAREUR units receive required medical equities, and that those equities are integrated into theater protection measures. The major functions of the Force Health Protection/Clinical Operations Branch are to—
a. Provide specific expertise to the CG, USAREUR, on public health programs and issues.

b. Ensure policies and programs enable commanders to maximize medical force readiness.

c. Ensure safe food and water supply by coordinating and conducting assessments as required across the AO.

d. Coordinate and conduct assessments of bases occupied by U.S. personnel to ensure that the baseline environmental status of the property is recorded, and that there are no physical, chemical, occupational, or environmental hazards to U.S. personnel living on or occupying the bases.

e. Monitor and provide recommendations regarding animal diseases.

f. Monitor disease non-battle injury trends and investigate any issues that indicate possible outbreaks.

g. Provide advice and expertise to IMCOM-Europe on industrial, residential, occupational, and other public health areas affecting garrisons within the Army in Europe.

h. Verify USAREUR compliance with Army regulatory requirements through the organizational inspection program and command supply inspections.

i. Supervise the execution and compliance of medical risk assessment management in support of units and regionally aligned forces operating, and participating in exercises, in the AO.

j. Supervise policies, plans, and procedures for medical units functioning as components of the operational health system.

k. Provide oversight for licensure, privileging, and educational requirements for AMEDD personnel in the AO. Builds programs in cooperation with the Medical Logistics Branch to ensure funding is available to facilitate continuing education requirements.

l. Supervise the execution and compliance with medical individual critical task list requirements for AMEDD personnel within the AO.

**M-6. MEDICAL LOGISTICS BRANCH**

The Medical Logistics Branch provides staff oversight to the theater for Class VIII (A), Class VIII (B), bio-medical maintenance, and other forms of medical logistics, as required. The branch coordinates with HQDA, USEUCOM, the Defense Health Agency (DHA), and other strategic staff organizations to develop operational and program requirements for theater medical equities. The major functions of the Medical Logistics Branch are to—

a. Ensure that support for CL VIII materiel is fully integrated into the joint medical plan, and that the appropriate medical logistics (MEDLOG) units and capabilities are included in the theater medical force pool.

b. Develop the MEDLOG plan to meet joint HSS and FHP requirements specific to Europe.
c. As directed by HQ USEUCOM: serve as the single integrated medical logistics manager (SIMLM), develop the MEDLOG support plan, and identify to the Joint Force Surgeon any additional resources necessary to provide MEDLOG support to all designated customers. At a minimum, the scope of SIMLM planning and support should address one or more of the primary tasks and purposes of MEDLOG functions.

d. Coordinate requirements for medically specific programming, and for the execution of budgetary resources between HQ USAREUR, OTSG, and DHA.

e. Coordinate with OTSG, other HQDA elements, the Army Medical Center, and other key stakeholders to ensure the fill and maintenance of Army Pre-positioned Sets-Europe.
APPENDIX N
OFFICE OF THE INSPECTOR GENERAL

N-1. MISSION. The Office of the Inspector General (OIG) determines the state of the command’s discipline, efficiency, economy, morale, training, and readiness as directed by the CG, USAREUR. Inspectors general (IGs) are confidential advisors and fact-finders to the commander. Subordinate commanders are not entitled to the same confidential IG information that the IG’s commander or directing authority may receive. The OIG functions as an extension of the commander’s eyes, ears, voice, and conscience. It accomplishes its mission with support of subordinate command IGs from the 21st Sustainment Command, the 7th Civil Support Command, the 7th Army Training Command, the Regional Health Command Europe, and IMCOM-Europe. The OIG enhances support to the CG with satellite offices in the Army in Europe and has a close working relationship with all European-based IGs, including those assigned to USEUCOM, USAFRICOM, and USARAF/SEATAF.

N-2. ORGANIZATION. Figure N-1 shows the organization of the OIG.

Figure N-1. Office of the Inspector General

N-3. FUNCTIONS. The major functions of the OIG are to—

a. Provide assistance on an area basis to commanders, Soldiers, Family members, civilian employees, retirees, and others who seek help on matters of Army interest.

b. Conduct inspections as directed by the command or prescribed by law or regulation and ensure Army IG inspections throughout Europe are synchronized.

c. Conduct investigations and inquiries as directed by the command or prescribed by law or regulation.

d. Teach and train leaders, Soldiers, and units throughout Europe through formal and informal courses, training sessions, and discussions.

e. Monitor the effectiveness of IG functions (teaching and training, inspections, investigations, and assistance), provide IG technical-channel oversight within the command, and inform the CG of this effectiveness and other matters concerning IG functions over U.S. Army IG offices throughout Europe.
APPENDIX O
OFFICE OF THE JUDGE ADVOCATE

O-1. GENERAL


(1) The USAREUR Judge Advocate (JA) is the CG’s legal advisor. The USAREUR JA has direct access to the CG on military-justice matters according to Article 6, Uniform Code of Military Justice (10 USC 806).

(2) The Office of the Judge Advocate (OJA) enables accomplishment of the USAREUR expeditionary and joint- and combined-capable missions by providing principled, accurate, proactive, value-added, and mission-focused legal advice across all legal disciplines to support the USAREUR Command Group and HQ USAREUR staff as well as by providing technical support to the legal elements of all assigned Army in Europe forces.

b. Organization. Figure O-1 shows the organization of the OJA.

![Figure O-1. Office of the Judge Advocate](image)

Figure O-1. Office of the Judge Advocate

c. Functions. The major functions of the OJA are to—

(1) Advise the USAREUR Command Group, the HQ USAREUR staff, commanders of USAREUR major subordinate commands, and IMCOM-Europe on legal matters affecting the Army in Europe.

(2) Ensure proper JA force posture and assign JA personnel in the USAREUR area of operations (AO).

(3) Provide technical supervision and training for all Active Army and Reserve component JA components and civilian legal personnel in the USAREUR AO.

O-2. EXECUTIVE OFFICE
The Executive Office assists and advises the USAREUR JA on personnel policy matters, procedures, and programs that affect the management and delivery of legal services. The major functions of the Executive Office are to—
a. Manage JA manpower and assignments.

b. Manage the theater-wide U.S. Army Legal Support Agency, Europe, table of distribution and allowances.

c. Manage the budget and civilian personnel.

d. Administer legal-education programs.

O-3. MILITARY AND CIVIL LAW DIVISION
The major functions of the Military and Civil Law Division are to—

a. Serve as the ethics counselor for HQ USAREUR and HQ IMCOM-Europe, which includes providing advice on issues such as travel, transportation, gifts, use of Government resources, conflicts of interest, and employment after working for the U.S. Government.

b. Serve as the USAREUR senior labor-law advisor on matters relating to U.S. employment and discrimination laws.

c. Provide advice on installation and administrative-law issues as well as on area jurisdiction, sexual harassment/assault response and prevention (SHARP) issues, military justice, adverse actions, and administrative investigations.

d. Oversee the USAREUR Income Tax Program.

O-4. CONTRACT AND FISCAL LAW DIVISION
The Contract and Fiscal Law Division (KFLD) provides advice on contract law, fiscal law, foreign taxation, joint-use agreements, international logistics, and other acquisition-related issues. The major functions of the KFLD are to provide advice on—

a. Procurement matters (including procurement fraud), contract dispute litigation, nonappropriated-fund contract law, USAREUR contract requirements, use of official representation funds and other types of purchase requests and commitments, military interdepartmental purchase requests, and security humanitarian assistance.

b. Acquisition and cross-servicing agreements, international logistics agreements, international construction agreements, inter-Service support agreements, joint-use agreements, and matters pertaining to construction projects and the Auftragsbautengrundsätze 1975 (a supplementary agreement to the NATO Status of Forces Agreement (SOFA) governing U.S. Forces construction projects in the host nation (HN)).

O-5. NATIONAL SECURITY LAW DIVISION
The major functions of the National Security Law Division (NSLD) are to—

a. Manage foreign criminal-jurisdiction matters and provide advice on all stationing-related issues (for example, the NATO SOFA, supplementary agreements to the NATO SOFA).

b. Provide advice on legal issues related to HN employees and establish and maintain liaison relationships with HN and Sending State legal advisors throughout the USAREUR AO.
c. Serve as the central liaison agency for the service of all documents resulting from German noncriminal proceedings on U.S. Forces personnel in Germany.

d. Provide legal support during the planning and execution of military operations and exercises and serve as the legal liaison with other branches of Service and allied operational legal advisors in the USAREUR AO.

e. Provide technical support to the JA deployed with the Kosovo Force.

O-6. U.S. ARMY CLAIMS SERVICE, EUROPE
According to AR 27-20, paragraph 1-10, the United States Army Claims Service, Europe (USACSEUR), is the U.S. Army “command claims service” responsible throughout the USEUCOM area of responsibility and the USAREUR AO. The USACSEUR investigates, negotiates, adjudicates, and supervises the processing, settlement, and payment of noncontractual claims for and against the United States in USEUCOM and USAREUR for which the Army is either directly liable or has single-service claims responsibility. USACSEUR advises the USAREUR JA and IMCOM-Europe on potential liability and other claims-related matters. The major functions of USACSEUR are to—

a. Investigate, negotiate, and adjudicate claims against the United States filed by U.S. Soldiers, civilian employees, and Family members under the Military Claims Act or the Foreign Claims Act and by foreign residents under the NATO SOFA.

b. Negotiate, coordinate with, and provide training for the Receiving State claims offices in each NATO and Partnership-for-Peace (PfP) country to verify U.S. involvement and to ensure the prompt and fair processing of claims of foreign nationals filed under the NATO SOFA and PfP agreements.

c. Provide administrative oversight, supervision, and training for all claims offices in the USAREUR AO, including field offices that process the shipping of household goods and privately owned vehicles, and tort claims of Soldiers and civilian employees.

d. Supervise and pursue administrative settlements of all claims in favor of the Government against third parties arising from claims settled under the Personnel Claims Act.

e. Recover medical expenses and lost military pay from a third person under the Federal Medical Care Recovery Act and recover lost or damaged Government property under the Federal Claims Collection Act.
APPENDIX P
SENIOR RESPONSIBLE OFFICERS OF ARMY COMMUNITIES IN EUROPE

P-1. GENERAL
As the HQDA designee, the CG, USAREUR, is the Army senior commander (SC) responsible for all Army units that reside in Europe. The CG relies on senior responsible officers (SROs) to oversee these units and help execute the CG’s responsibilities. To enable SROs to do so, the CG delegates certain SC duties to the SROs (para P-3). The SROs may not further delegate these duties unless the CG approves the delegation in writing for a specified reason (for example, operational mission requirements, leave, TDY). The only SRO exempt from this requirement is the Commanding General, United States Army Africa/Southern European Task Force (CG, USARAF/SETAF), who may further delegate SRO duties for the United States Army Garrison (USAG) Italy to the Deputy Commanding General (DCG), USARAF/SETAF.

a. The SRO for each designated geographical region (para P-2) is a subordinate commander (typically, but not always, a general officer (GO)) who represents and helps the CG execute the duties as the Army-designated SC in Europe for the purpose of implementing the policy in AR 600-20 as well as other Department of the Army (DA) and Army in Europe policy, operation orders (OPORDs), and fragmentary orders.

b. The intent is for SROs to enforce DA and Army in Europe policy, establish policy when required, and coordinate common activities across their assigned regions. SROs will use existing processes to carry out their duties, develop new ones when needed, and solve problems at their level.

c. Although SROs are empowered to carry out specific tasks, the organic chain of command of the units and other organizations in the SRO’s region remain responsible for their own training, readiness, and rating schemes.

d. Until such time as it is incorporated into a revision of AR 600-20, the authority to delegate SC responsibilities from the CG, USAREUR, to SROs must be approved annually by an exception to policy granted by the Office of the Chief of Staff of the Army.

P-2. DESIGNATED SROs AND SRO REGIONS
Table 1 of the basic regulation designates SROs and SRO regions.

P-3. SRO DUTIES AND RESPONSIBILITIES
As the CG’s representatives, SROs provide oversight* and supervision over select SC responsibilities within their regions. They do so by carrying out five tasks that provide unity of effort for community representation requirements, crisis action operations, and quality-of-life efforts for their regions. These five tasks (para P-4) are derived from three SC tasks (AR 600-20, paras 2-5b(4)(a)3, 7, and 17) and include an additional responsibility for community health promotion and safety.

*NOTE: The term “oversight” is defined as having the authority to supervise specified activities, to include establishing policy and correcting deficiencies to maintain standards; ensure activities are conducted safely; and accomplish the CG’s intent. Inherent in oversight authority is the implied responsibility of the overseen units to routinely report the status of activities to their respective SRO.

P-4. SRO TASKS
SROs are specifically responsible for the following five tasks:
a. **Establish Installation Priorities Among All Residents and Supported Units.** SROs are responsible for providing oversight to ensure good order and discipline of all assigned forces on installations and for enforcing policy within their specified regions (basic reg. table 1) for activities common to all units that reside in those regions. To execute these responsibilities and according to AR 600-20, paragraph 2-5b(4)(b)2, the SROs may leverage garrison commander (GC) tasking authority (AE Reg 10-3, para 6i) by directing garrisons to task tenant units in their regions.

b. **Direct Synchronization and Integration of Army Priorities on Installations.** SROs are responsible for synchronizing the prioritization of projects within their regions. USAREUR will establish a Governance Council (para P-8) to adjudicate and manage issues associated with this task.

   (1) SRO responsibilities include GO oversight of the garrison-level installation planning board and real-property planning board. SROs exercise this oversight by concurring or nonconcurring with garrisons’ submission of proposed military construction; sustainment, restoration, and modernization; and payment-in-kind-funded projects as well as other housing and training projects.

   (a) GCs will submit their SRO-reviewed priority lists to IMCOM-Europe for review.

   (b) The USAREUR Project Prioritization General Officer Steering Committee (GOSC) will adjudicate the priority lists and provide a recommended final list for DCG, USAREUR, approval and submission to HQDA in accordance with IMCOM instructions.

   (c) SROs will coordinate with the GCs to establish local procedures for developing these priority lists.

   (2) SROs will also review and provide recommendations for community master plans as required.

c. **Serve as Senior Army Representative for the Surrounding Community.** SROs are the CG’s primary representatives to the host-nation (HN) communities surrounding their regions. This responsibility requires each SRO to serve as the lead in communicating with HN leaders in the surrounding community.

   (1) For the CG, USARAF/SETAF, this may include serving as the senior Army representative to the Joint Military Commission (JMC) in Italy. The current USAREUR representative to the JMC is the DCG, USAREUR, or a representative designated by the DCG.

   (2) United States Forces liaison officers (USFLOs) assigned to USAREUR will provide direct support to the respective SRO for coordinating activities with HN representatives at the German State and Federal levels.

   (3) In coordination with USFLOs and GCs, SROs will develop community-relations plans that enable units to participate in developing positive relationships with the HN government and local communities in their assigned regions.
d. Oversee Community Health Promotion, Risk Reduction, and Suicide Prevention. SROs will routinely chair community health-promotion councils (CHPCs), lead the health-promotion-council process, and be active participants in processes developed by local CHPCs. Their primary emphasis being on readiness, CHPCs include participants of the Regional Health Command Europe, law-enforcement agencies, and community support activities.

(1) All organizations in an SRO’s region will use the CHPCs to identify individuals who are “at risk” and ensure that those individuals and their unit commanders receive the necessary support.

(2) For this task, GCs will perform duties as deputies to the SROs.

(3) In support of this task and AR 600-63 requirements, SROs will oversee the execution of health-promotion stand-down activities within their regions.

e. Supervise Safety Operations. SROs are the senior safety officers in their regions. To execute this task, SROs will—

(1) Get to know the safety issues that are associated with their communities, regardless of whether an issue applies to activities of a tenant unit or the garrison.

(2) Participate in USAREUR Safety and Occupational Health Advisory Council meetings as representatives of their regions.

P-5. SENIOR TACTICAL OFFICERS

a. Each SRO may appoint senior tactical officers (STOs) who are responsible for coordinating with GCs to establish facilities and services that promote the readiness, health, safety, and morale of Soldiers and units. If a region has no GC, the STO serves under the direction of the SRO as the local officer responsible for coordinating SRO matters. STOs are not delegated any authority prescribed by AR 600-20; instead, SROs retain all authorities in paragraphs P-3 and P-4.

b. The STOs make recommendations to the SROs to help enforce Army policies and regulations in order to accomplish the intent of the CG, USAREUR, and to provide for the readiness, health, welfare, morale, and good order and discipline of all U.S. Soldiers and Army Civilians in the assigned region. The STOs do this by carrying out the following five tasks, which, in turn, help the SROs accomplish their tasks (para P-4):

(1) Recommend to the SROs installation priorities among all residents and supported units.

(2) Make recommendations to the SROs regarding the synchronization and integration of Army priorities on installations.

(3) Serve as alternates to the SROs for representation purposes in the surrounding community.

(4) Help the SROs oversee community health promotion, risk reduction, and suicide prevention.

(5) Help the SROs supervise safety operations.
P-6. GARRISON COMMANDERS

a. In accordance with the IMCOM Campaign Plan, GCs will continue to manage activities associated with the delivery of installation services to all units, Servicemembers, Civilians, and Families who reside on their garrisons.

b. The Director, IMCOM-Europe, will continue to rate the GCs, and the CG, USAREUR, will continue to be their senior rater. SROs will provide semiannual letters of input to the Director, IMCOM-Europe, to provide their assessment of GC performance and potential.

c. GCs will provide direct support to the designated SRO on all matters associated with the CG’s responsibilities as the SC, particularly matters related to the five SRO tasks (para P-4), but will continue to report directly to the Director, IMCOM-Europe, on all issues concerning the delivery of service.

P-7. COMMANDERS OF TENANT UNITS AND HEADS OF SUPPORT AGENCIES

Commanders of tenant units and heads of support agencies within each SRO region will respond to and comply with the requirements of their designated SRO for all matters associated with the CG’s responsibilities as the SC, particularly matters related to the five SRO tasks (para P-4).

P-8. USAREUR GOVERNANCE COUNCIL

USAREUR will establish a Governance Council to adjudicate and manage issues associated with the SRO task in paragraph P-4b. The Governance Council is responsible for conducting Project Prioritization GOSC meetings to consolidate, adjudicate, and prioritize military construction (MILCON); sustainment, restoration, and modernization; and payment-in-kind-funded projects as well as other housing and training projects proposed by the garrisons.


   (1) The Strategy, Plans, and Policy (SPP) Division, Office of the Deputy Chief of Staff, G5, HQ USAREUR, is the office of primary responsibility for coordinating all aspects of USAREUR Governance Council operations. The SPP Division will—

      (a) Schedule, coordinate, and provide support for three Project Prioritization GOSC meetings each year.

      (b) Schedule, coordinate, and support any other meetings of the USAREUR Governance Council (council-of-colonels meetings or action-officer meetings) that may be necessary to prepare for the three annual GOSC meetings, and provide a chairperson for action-officer meetings.

   (2) The DCG, USAREUR, and the Director, IMCOM-Europe, will co-chair the Project Prioritization GOSC.

   (3) The Chief of Staff, HQ USAREUR, will chair Governance Council council-of-colonels meetings.
(4) GOSC members are the SROs, the GCs, HQ USAREUR staff principals, and representatives of the Army and Air Force Exchange Service, Europe and Southwest Asia; the Defense Commissary Agency; and the Department of Defense Dependents Schools. GOSC members will be invited to send representatives to subordinate-level Governance Council meetings, as required, to prepare for upcoming GOSC meetings.

b. Governance Council Procedures.

(1) Project Prioritization GOSC meetings will normally take place in March, July, and October.

(a) The March session will review current-year execution and identify projects for possible end-of-year execution if funding becomes available.

(b) The July and October sessions will primarily adjudicate and consolidate garrison priority lists (that is, 1-N priority lists) into a single USAREUR prioritized list before the USAREUR list is sent to the Office of the Assistant Chief of Staff for Installation Management, HQDA, in October or when otherwise directed by HQDA.

(2) IMCOM-Europe, the SROs, and the GCs will establish internal “battle rhythms” for regional installation planning boards and real-property planning boards to ensure timely production and submission of their 1-N priority lists before the applicable GOSC meeting.
GLOSSARY

SECTION I
ABBREVIATIONS

24/7  24 hours a day, 7 days a week
2CR  2d Cavalry Regiment
2d Sig Bde  2d Signal Brigade
7th ATC  7th Army Training Command
7th MSC  7th Mission Support Command
10th AAMDC  10th Army Air and Missile Defense Command
12th CAB  12th Combat Aviation Brigade
19th BCD  19th Battlefield Coordination Detachment
21st SC  21st Sustainment Command
41st FAB  41st Field Artillery Brigade
60th GPC  60th Engineer Detachment Geospatial Planning Cell
66th MI Bde  66th Military Intelligence Brigade
173d Abn BCT  173d Airborne Brigade Combat Team
263d AAMDC  263d Army Air and Missile Defense Command
409th SB (Contracting)  409th Support Brigade (Contracting)
AADC  area air defense commander
AAFES-Eur  Army and Air Force Exchange Service, Europe and Southwest Asia
ACSA  acquisition and cross-servicing agreement
ADA  air defense artillery
ADCON  administrative control
ADR  alternative dispute resolution
AE  Army in Europe
AEP  Affirmative Employment Program
AFAP  Army Family Action Plan
AHRS  Army human-resources systems
AHS  Army Health System
AMEDD  Army Medical Department
AMD  air and missile defense
AO  area of operations
AOR  area of responsibility
APF  appropriated fund
APMS  Army Portfolio Management Solutions
APO  Army post office
AR  Army regulation
AREC  Army Reserve Engagement Cell
ARFOR  Army Forces
ARFORGEN  Army Force Generation
ARNG  United States Army National Guard
ASAP  Army Substance Abuse Program
ASCC  Army service component command
ASG  area support group
ATEC  Antiterrorism Executive Committee
AT  antiterrorism
AT/FP  antiterrorism/force protection
AUGTDA augmentation table of distribution and allowances
BASOPS base operations
Benelux Belgium, the Netherlands, and Luxembourg
BMD ballistic missile defense
BMF Bundesministerium der Finanzen (German Federal Ministry of Finance)
BS ASG Black Sea Area Support Group
C4 command, control, communications, and computers
CA civil affairs
CBCAP Customs Border Clearance Agency Program
CBRN chemical, biological, radiological, and nuclear
CBRNE chemical, biological, radiological, nuclear, and high-yield explosives
CCMD combatant command
CCSWG Commander’s Communication Synchronization Working Group
CDRUSEUCOM Commander, United States European Command
CEMA cyber/electromagnetic activities; Cyber/Electromagnetic Activities [Division], Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
CG commanding general
CG, 7th ATC Commanding General, 7th Army Training Command
CG, 7th MSC Commanding General, 7th Mission Support Command
CG, 10th AAMDC Commanding General, 10th Army Air and Missile Defense Command
CG, 21st SC Commanding General, 21st Sustainment Command
CG, RHCE Commanding General, Regional Health Command Europe
CG, USARAF/SETAF Commanding General, United States Army Africa/Southern European Task Force
CG, USAREUR Commanding General, United States Army Europe
CHPC community health promotion council
CI counterintelligence
CIG Commanding General’s Initiatives Group, Headquarters, United States Army Europe
COMSEC communications security
COMUSAFRICOM Commander, United States Africa Command
CONOPS contingency operations
CONPLAN contingency plan
CONUS continental United States
COOP Continuity of Operations Program
COR contracting officer representative
CoS chief of staff
CoS, HQ USAREUR Chief of Staff, Headquarters, United States Army Europe
CP career program
CPAC civilian personnel advisory center
CPD Civilian Personnel Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe
CPM career program manager
CSD Cybersecurity Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
CSF2 Comprehensive Soldier and Family Fitness
CSM command sergeant major
CSM, USAREUR Command Sergeant Major, United States Army Europe
CSURG  Command Surgeon, United States Army Europe
CUOPS  Current Operations, G3/3 Operations Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
DA  Department of the Army
DACH  Department of the Army Chief of Chaplains
dcg  deputy commanding general
DCG-ARNG  Deputy Commanding General, Army National Guard, United States Army Europe
DCG-M&RA  Deputy Commanding General, Mobilization and Reserve Affairs, United States Army Europe
DCG, USAREUR  Deputy Commanding General, United States Army Europe
DCG-S  Deputy Commanding General for Sustainment, United States Army Europe
DCIP  Defense Critical Infrastructure Program
DCIPS  Defense Civilian Intelligence Personnel System
dcos  deputy chief of staff
DCoS-CIV  Deputy Chief of Staff–Civilian, Headquarters, United States Army Europe
DCoS-MIL  Deputy Chief of Staff–Military, Headquarters, United States Army Europe
DFAC  dining facility
DIRLAUTH  direct liaison authority
DISL  Defense Intelligence Senior Level
DLA  Defense Logistics Agency
DOCPER  Department of Defense Contractor Personnel Office, Civilian Personnel Directorate, Office of the Deputy Chief of Staff, G1, HQ USAREUR
DOD  Department of Defense
DTMO  Defense Travel Management Office
eeo  equal employment opportunity
EEOC  Equal Employment Opportunity Commission
eFP  enhanced forward presence
EM  emergency management
eMILPO  electronic military personnel office
eo  equal opportunity
ESWG  Engagement Synchronization Working Group
EW  electronic warfare
F&C  Facilities and Construction [Division], Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
FM  field manual
FMD  Force Management Division, Office of the Deputy Chief of Staff, G5, Headquarters, United States Army Europe
FOIA  Freedom of Information Act
FORSCOM  United States Army Forces Command
fos  forward operating site
FHP  force health protection
FP  force protection
FPCON  force protection condition
FRAGORD  fragmentary order
G3 AMD  G3 Air and Missile Defense, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3 AVN  G3 Aviation, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3 Fires  G3 Fires, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3/3 OPS  G3/3 Operations Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3/5 FUOPS  G3/5 Future Operations Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3/7 TREX  G3/7 Training and Exercise Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
G3/9 IO  G3/9 Information Operations, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
GC  garrison commander
GCMCA  general courts-martial convening authority
GFM  Global Force Management
GHE  Global Health Engagement Branch, Office of the Command Surgeon, Headquarters, United States Army Europe
GO  general officer
GOFP  general officer for force protection
GOSC  general officer steering committee
HHBN (Prov)  Headquarters and Headquarters Battalion (Provisional), Headquarters, United States Army Europe
HN  host nation
HP  health promotion
HPC  Health Promotion Council
HQ FORSCOM  Headquarters, United States Army Forces Command
HQ IMCOM  Headquarters, United States Army Installation Management Command
HQ TRADOC  Headquarters, United States Army Training and Doctrine Command
HQ USAEUR  Headquarters, United States Army Europe
HQ USEUCOM  Headquarters, United States European Command
HQDA  Headquarters, Department of the Army
HRC  United States Army Human Resources Command
HSD  Headquarters Support Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
HSS  health service support
HUMINT  human intelligence
HWC  Head Works Council, United States Army Europe
IAD  International Agreements Division, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe
IAMD  integrated air and missile defense
ICF  intelligence contingency funds
IG  inspector general
IIA  inform and influence activities
IM  information management
IMA  Individual Mobilization Augmentee
IMCOM-Europe  United States Army Installation Management Command Europe
IO  information operations
IOD  International Operations Division, Office of the Deputy Chief of Staff, G5, Headquarters, United States Army Europe
IRACO  Internal Review and Audit Compliance Office, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>IRC</td>
<td>information-related capabilities</td>
</tr>
<tr>
<td>IS</td>
<td>information system</td>
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<tr>
<td>ISD</td>
<td>Intelligence Support Division, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>IT</td>
<td>information technology</td>
</tr>
<tr>
<td>ITR&amp;A</td>
<td>Information Technology Resource and Analysis Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>JA</td>
<td>judge advocate</td>
</tr>
<tr>
<td>JCS</td>
<td>Joint Chiefs of Staff</td>
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<tr>
<td>JFC</td>
<td>joint force command</td>
</tr>
<tr>
<td>JFLCC</td>
<td>joint force land component command</td>
</tr>
<tr>
<td>JMC</td>
<td>Joint Military Commission</td>
</tr>
<tr>
<td>JMTG-U</td>
<td>Joint Multinational Training Group–Ukraine</td>
</tr>
<tr>
<td>JOPES</td>
<td>Joint Operations Planning and Execution System</td>
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<tr>
<td>JTF</td>
<td>joint task force</td>
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<tr>
<td>JTR</td>
<td>Joint Travel Regulations</td>
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<tr>
<td>KFLD</td>
<td>Contract and Fiscal Law Division, Office of the Judge Advocate, Headquarters, United States Army Europe</td>
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<tr>
<td>KM</td>
<td>knowledge management</td>
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<tr>
<td>LandWarNet</td>
<td>Land Warrior Network</td>
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<tr>
<td>LCC</td>
<td>land component command</td>
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<tr>
<td>LE</td>
<td>law enforcement</td>
</tr>
<tr>
<td>LIS</td>
<td>logistics information systems</td>
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<tr>
<td>LN</td>
<td>local national</td>
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<tr>
<td>LNO</td>
<td>liaison officer</td>
</tr>
<tr>
<td>M&amp;RA</td>
<td>Mobilization and Reserve Affairs [Division], Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>MC</td>
<td>mission command</td>
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<tr>
<td>MCC</td>
<td>[United States Army Europe] Mission Command Center</td>
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<tr>
<td>MCP</td>
<td>main command post</td>
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<tr>
<td>MCS</td>
<td>Mission Command System</td>
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<tr>
<td>MEDLOG</td>
<td>medical logistics</td>
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<tr>
<td>MICP</td>
<td>Managers Internal Control Program</td>
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<tr>
<td>mil</td>
<td>military</td>
</tr>
<tr>
<td>MILCON</td>
<td>military construction</td>
</tr>
<tr>
<td>MISO</td>
<td>military information support operations</td>
</tr>
<tr>
<td>MK</td>
<td>[Camp] Mihail Kogălniceanu</td>
</tr>
<tr>
<td>MMD</td>
<td>Manpower and Management Division, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>MND</td>
<td>Mission Partner Environment Network Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe</td>
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<tr>
<td>MOD</td>
<td>Mobility Operations Division, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe</td>
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<tr>
<td>MOS</td>
<td>military occupational specialty</td>
</tr>
<tr>
<td>MP</td>
<td>military police</td>
</tr>
<tr>
<td>MPE</td>
<td>Mission Partner Environment</td>
</tr>
<tr>
<td>MPPD</td>
<td>Military Pay Policy Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>MSC</td>
<td>major subordinate command</td>
</tr>
</tbody>
</table>
MSE  Mission Support Element
MTOE  modification table of organization and equipment
MWD  military working dog
NAF  nonappropriated fund
NATO  North Atlantic Treaty Organization
NC  North Carolina
NCR  National Capital Region
NGB  National Guard Bureau
NGO  nongovernmental organization
NIPRNET  nonsecure Internet Protocol Router Network
NOD  Network Operations Division, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe
NSTA  Novo Selo Training Area
OAS  Operation Atlantic Sentry
OCH  Office of the Chaplain, Headquarters, United States Army Europe
OCO  overseas contingency operations
OCOLA  overseas cost of living allowance
OCoS  Office of the Chief of Staff, Headquarters, United States Army Europe
OCSURG  Office of the Command Surgeon, Headquarters, United States Army Europe
ODCSENGR  Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe
ODCS  office of the deputy chief of staff
ODT  overseas deployment training
OEO  Office of Equal Opportunity, Headquarters, United States Army Europe
OEEO  Office of Equal Employment Opportunity, Headquarters, United States Army Europe
OHA  overseas housing allowance
OIG  Office of the Inspector General, Headquarters, United States Army Europe
OJA  Office of the Judge Advocate, Headquarters, United States Army Europe
OKM  Office of Knowledge Management, Office of the Chief of Staff, Headquarters, United States Army Europe
OMH  Office of Military History, Office of the Chief of Staff, Headquarters, United States Army Europe
OPA  Office of Public Affairs, Headquarters, United States Army Europe
OPCON  operational control
OPLAN  operations plan
OPLEX  Operations, Plans, and Exercises Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe
OPM  Office of the Provost Marshal, G3/4 Protect, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
OPORD  operation order
OPR  office of primary responsibility
OPSEC  operations security
OPTEMPO  operational tempo
ORF  [Secretary of the Army .0012] Official Representation Funds
ORM  Office of Resource Management, Office of the Chief of Staff, Headquarters, United States Army Europe
OSD  Office of the Secretary of Defense
OSGS  Office of the Secretary of the General Staff, Office of the Chief of Staff, Headquarters, United States Army Europe

OSS  Operation Sharp Sentry

OTSG  Office of the Surgeon General, United States Army Medical Command

P&O  Plans and Operations Division, Office of the Deputy Chief of Staff, Engineer, Headquarters, United States Army Europe

PA  public affairs

PAO  Public Affairs Officer, United States Army Europe

para  paragraph

PBD  Program and Budget Division, Office of the Deputy Chief of Staff, G8, Headquarters, United States Army Europe

PEC  Protection Executive Committee

PfP  Partnership for Peace

PLOEX [Branch]  Medical Plans, Operations, and Exercises Branch, Office of the Command Surgeon, Headquarters, United States Army Europe;

Plans, Operations, and Exercises Branch, Military Personnel Readiness Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe

PLOEX [Division]  Plans, Operations, and Exercises Division, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe

PLOT  Plans, Operations, and Training Division, Office of the Chaplain, Headquarters, United States Army Europe

PM  Provost Marshal, United States Army Europe

PMD  Personnel Management Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe

POC  point of contact

POLAD  Foreign Policy Advisor

POLMIL  political-military

POM  program objective memorandum

POTUS  President of the United States

POV  privately owned vehicle

PP&P  Programs, Policy, and Projects Division, Office of the Deputy Chief of Staff, G6, Headquarters, United States Army Europe

PPBE  planning, programming, budgeting, and execution

R2  Ready and Resilient [Army program]

R2D  Ready and Resilient Division, Office of the Deputy Chief of Staff, G1, Headquarters, United States Army Europe

RAF  regionally aligned force

RC  Reserve component

RC-E  Regional Command–East

RD  Region Director, United States Army Installation Management Command Europe

RDD  Requirements Definition Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe

RHCE  Regional Health Command Europe

RM  risk management

RMV  Registry of Motor Vehicles, Office of the Provost Marshal, G3/4 Protect, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>SART</td>
<td>Sustainment Assistance Review Team, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>SC</td>
<td>senior commander</td>
</tr>
<tr>
<td>SCO</td>
<td>Senior Contracting Official</td>
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<tr>
<td>SED</td>
<td>Strategic Engagements Division, Office of the Deputy Chief of Staff, G5, Headquarters, United States Army Europe</td>
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<tr>
<td>SES</td>
<td>Senior Executive Service</td>
</tr>
<tr>
<td>SPL-TAP</td>
<td>Soldier for Life – Transition Assistance Program</td>
</tr>
<tr>
<td>SHARP</td>
<td>Sexual Harassment/Assault Response and Prevention</td>
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<tr>
<td>SIMLM</td>
<td>single integrated medical logistics manager</td>
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<tr>
<td>SIPRNET</td>
<td>secret Internet Protocol Router Network</td>
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<td>SOD</td>
<td>Sustainment Operations Division, Office of the Deputy Chief of Staff, G4, Headquarters, United States Army Europe</td>
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<tr>
<td>SOFA</td>
<td>[North Atlantic Treaty Organization] Status of Forces Agreement</td>
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<tr>
<td>SOHAC</td>
<td>Safety and Occupational Health Advisory Council</td>
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<td>SPD</td>
<td>Strategic Programs Division, Office of the Deputy Chief of Staff, G3, Headquarters, United States Army Europe</td>
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<td>SPP</td>
<td>Strategy, Plans, and Policy [Division], Office of the Deputy Chief of Staff, G5, Headquarters, United States Army Europe</td>
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<tr>
<td>SRO</td>
<td>senior responsible officer</td>
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<tr>
<td>SWO</td>
<td>Staff Weather Office, Office of the Deputy Chief of Staff, G2, Headquarters, United States Army Europe</td>
</tr>
<tr>
<td>TACON</td>
<td>tactical control</td>
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<tr>
<td>TDA</td>
<td>table of distribution and allowances</td>
</tr>
<tr>
<td>TDY</td>
<td>temporary duty</td>
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<tr>
<td>TELS</td>
<td>tactical enterprise logistics systems</td>
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<tr>
<td>TLA</td>
<td>temporary lodging allowance</td>
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<tr>
<td>TMR</td>
<td>training-management review</td>
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<tr>
<td>TPFDD</td>
<td>time-phased force development data</td>
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<tr>
<td>TRA</td>
<td>training-readiness authority</td>
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<tr>
<td>TRADOC</td>
<td>United States Army Training and Doctrine Command</td>
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<tr>
<td>TSC</td>
<td>theater security cooperation</td>
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<tr>
<td>U.S.</td>
<td>United States</td>
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<tr>
<td>UAS</td>
<td>unmanned aircraft system</td>
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<tr>
<td>UME</td>
<td>unit-maintained equipment</td>
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<tr>
<td>UMT</td>
<td>unit ministry team</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UPDB</td>
<td>United States Army Europe Personnel Database</td>
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<tr>
<td>USAAA</td>
<td>United States Army Audit Agency</td>
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<tr>
<td>USACA-E</td>
<td>United States Army Customs Agency–Europe</td>
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<tr>
<td>USACSEUR</td>
<td>United States Army Claims Service, Europe</td>
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<tr>
<td>USAFRICOM</td>
<td>United States Africa Command</td>
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<tr>
<td>USAG</td>
<td>United States Army garrison</td>
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<tr>
<td>USANATO Bde</td>
<td>United States Army North Atlantic Treaty Organization Brigade</td>
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<tr>
<td>USAR</td>
<td>United States Army Reserve</td>
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<tr>
<td>USARAF/SETAF</td>
<td>United States Army Africa/Southern European Task Force</td>
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<tr>
<td>USARC</td>
<td>United States Army Reserve Command</td>
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<tr>
<td>USAREUR</td>
<td>United States Army Europe</td>
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<tr>
<td>USAREUR G1</td>
<td>Deputy Chief of Staff, G1, United States Army Europe</td>
</tr>
</tbody>
</table>
Army in Europe
The United States Army Europe, the United States Army Installation Management Command Europe, and all other U.S. Army organizations in the European theater

command group support staff
Offices and agencies that provide support (administrative, logistic, resource management, information management) directly to the CG, USAREUR; the DCG, USAREUR; the CSM, USAREUR; the CoS, HQ USAREUR; and the DCoS, HQ USAREUR

execute [a budget]
All actions to ensure that funds become available for the purposes for which appropriated and that they are used for the purposes for which Congress appropriated them. These actions include allocating funds to various operating levels, establishing controls to ensure funds are properly used, and monitoring and reviewing use of funds to make sure that properly established limits are not exceeded.

United States Army Europe
The Army service component command that serves as the land component of the United States European Command