THE GREEN BOOK
FOR
CONTINGENCY OPERATIONS
RESOURCE MANAGEMENT

USAREUR G8
RESOURCE MANAGEMENT
GUIDE

DEPARTMENT OF THE ARMY
Headquarters, United States Army Europe
Office of the Deputy Chief of Staff, G8 (Comptroller)
Unit 29351, APO AE 09014

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Summary. This publication is a guide for forward deployed resource managers supporting USAREUR in a contingency area of responsibility (AOR). It is not intended to replace standard operating procedures (SOPs), nor is it intended to prescribe USAREUR policy. This guide is based on USAREUR lessons learned. However, uniqueness to operations may require the resource manager or commander to seek policy guidance from the USAREUR staff.

Applicability. This publication may serve to assist resource managers at all levels within USAREUR. The target audience is the deployed resource manager and support elements requiring funding support.

Suggested Improvements. The proponent for this publication is the Office of the Deputy Chief of Staff, G8 (Comptroller). Users may send changes or suggestions to USAREUR G8 CONOPS Execution Cell @ telephone 370-8176.

Explanation of Terms. Throughout this guide discussion of the deployed Task Force refers to the task force headquarters and its subordinate units. The support element is that organization designed to provide primary support to the task force.

Use of the Guide. This guide provides general information on funding for contingency operations. The guide also addresses certain programs and designates agency funding responsibilities further, this guide is to be used in conjunction with the orientation and training provided by G8 for resource managers deploying to the contingency area of responsibility (AOR). Commanders and resource managers tasked with resource management functions should consult this guide and contact USAREUR G8 for policy determination.

Point of Contact Data. The POC for this guide is the USAREUR G8 CONOPS Execution Cell at 370-8176.

WILLIAM H. CAMPBELL, III
Deputy Chief of Staff, G8

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EXECUTIVE AGENT

Executive Agency. Executive agency is the official designation of responsibility. In most cases the executive agency designation also delegates financial responsibility. Throughout this document executive agency includes financial oversight and funding responsibilities.

USAREUR Executive Agency. USAREUR is designated executive agent for Operation Joint Forge (OJF) and Operation Joint Guardian (OJG). As executive agent, USAREUR is responsible for deploying, sustaining, protecting, and re-deploying forces into and out of the Balkans area of responsibility (AOR). USAREUR also funds all U.S. Army in-theater support to include clothing, individual equipment, construction material, personal demand items, and medical material; in-theater logistical support provided through the Balkans Sustainment contract, (Brown and Root Service Corporation); in-theater depot-level logistical support provided by the Army Material Command (AMC) and the Defense Logistics Agency (DLA); scheduled sustainment flights and rail/truck movement of goods and equipment; movement of APO mail and AAFES items; in-theater special mission air and ground transportation of personnel and equipment; per-diem costs for soldiers deployed to the AOR, backfill personnel and augmentees; leased communication lines and satellite links; rent and leases of facilities; contacts for C4I and maintenance, to include aviation maintenance; HAZMAT disposal; unit OPTEMPO for Army forces; intelligence costs for systems and linguists.

U.S. Army MACOMS are responsible for funding pre-deployment and reconstitution. For CONUS based units this is a FORSCOM responsibility.

USAREUR funds pre-deployment and reconstitution (only direct, incremental equipment and supply obligations and very limited reintegration training requirements) for all USAREUR units.

Other Services fund the pre-deployment, deployment, sustainment, re-deployment and reconstitution of their units/personnel.

FLOW OF FUNDS

Until recently, Contingency Operation funding was appropriated by the Congress and managed by the Office of the Secretary of Defense (OSD). The OSD reprogrammed these funds to the Services operating appropriation, as require. (see figure 1).

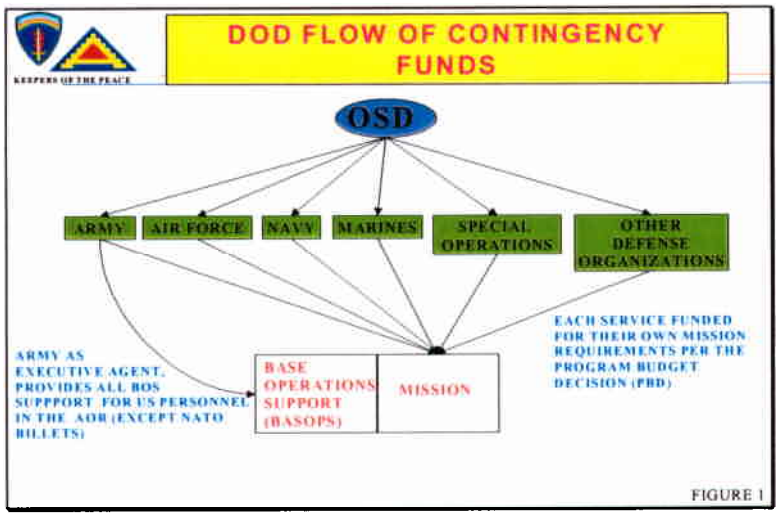


FIGURE 1

From the individual Services the funds flow to the Service component MACOMs (see figure 2, USAREUR is the only MACOM depicted.) (Beginning in FY2002, the Congress began providing CONOPS funding in the individual Services base program).

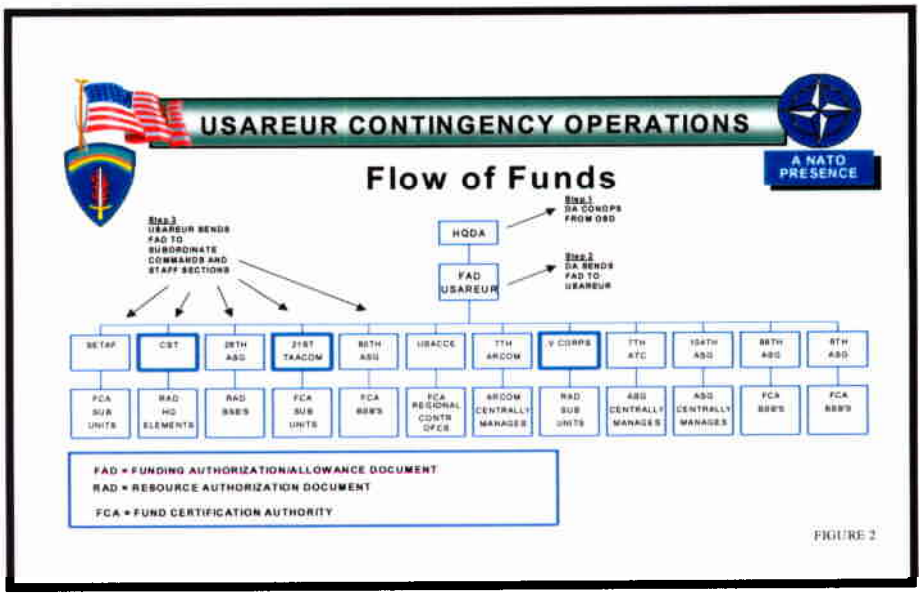
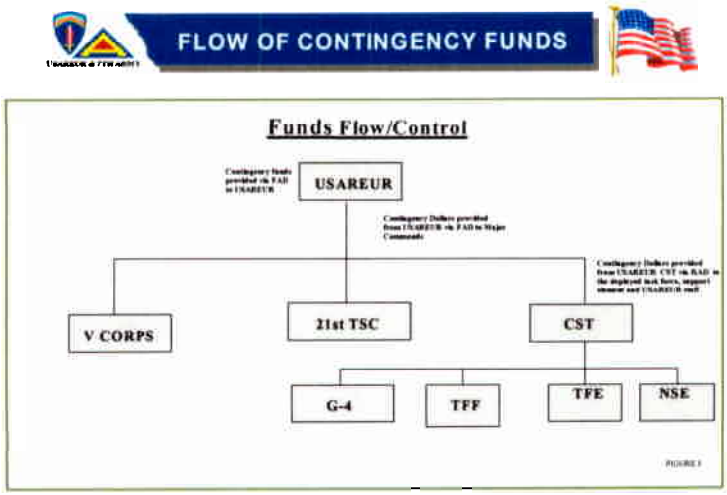


FIGURE 2

USAREUR directly funds the deployed Task Force, Support Element, USAREUR staff agencies and MSCs for contingency operations (see figure 3). (This was a result of the maturity of current CONOPS. However, CONOPS funding must still be tracked separately from base programs.)



The Task Force and Support Element have two funding requirements; Base Operation Support (BASOPS) (also referred interchangeably as Title X support) and Mission Support. The Army is executive agent for Title X (BASOPS) support and, as such, provides this support for all U.S. personnel, regardless of Service in theater. However, the Army is not required to provide Title X support to U.S. personnel in NATO billets, but may agree to do so on a reimbursable basis. The Task Force and Support Element also fund mission requirements of U.S. Army personnel (except Army Special Operation Forces (ARSOF), Psychological Operations (PSYOPS), and the Civil/Military Commission (CIMIC)). Mission requirements are a Service responsibility and each Service is funded for its own mission support. Figure 4 outlines the type of funding provided and who is responsible for providing the funding based on the mix of the unit requesting support.

OPERATION JOINT FORGE

FUNDING OF CUSTOMER ORGANIZATIONS

A NATO PRESENCE

TYPE OF ORGANIZATION

TYPE OF FUNDING	US Army (pure) eg 207th Avn Company	Multi-Service/ other DoD org eg JCC and USNIC	Multi-National (SOR units) eg AMIB, and CJSOTF	NATO (CE units) eg 414th Sig and HQ SFOR
BOS / Title X	TF/SUP ELEMENT	TF/SUP ELEMENT	* National Responsibility (TF/SE for all US personnel)	* National Responsibility (TF/SE for all US personnel)
Mission	TF/SUP ELEMENT	* US Service specific or other DoD org specific (TF/SE funds Army portion)	* US Service specific, other DoD org specific, or other Nation specific (TF/SE funds Army portion)	NATO

* Funding for other US Services, DoD organizations, or Nations can be provided on a reimbursable basis, IAW standing agreements or ACSAs

FIGURE 4

TITLE X

BASOPS or "Title X" support is generally defined as providing food, workspace, heat, electricity, lodging, etc. The deployed Task Force or Support Element is funded for

BASOPS for all U.S. personnel. Often there is a fine line between BASOPS and Mission support. As a general guideline the following is considered BASOPS support:

- Personnel. Personnel services, postal services, casualty assistance, and MWR support, safety.
- Medical. Care and treatment, evacuation, preventative medicine, and dental care.
- Finance. Pay, check cashing, pay inquiries, and currency conversion.
- Intelligence. Force protection, security assessment.
- Provost Marshal. Law enforcement, criminal and traffic investigations, civil police liaison, physical security, and customs.
- Legal. Legal assistance, claims, criminal law, and trial defense.
- Logistics. Some supply/maintenance support, and some field services such as AAFES, laundry, mass transportation, Class I, and Class III (bulk).
- Contracting Support.
- Facilities. Power, water, sanitation, refuse disposal, environmental assessment and HAZMAT disposal.
- Religious. Activities, services and counseling
- Information Management. Signal planning, telecommunication services, information system security, frequency spectrum management, and COMSEC.

DEPLOYED TASK FORCE FUNDING RESPONSIBILITIES

USAREUR funds the deployed Task Force and Support Element to provide BASOPS support to their assigned units and to meet their mission requirements. Funding is passed to the Task Force/ASG by way of a Resource Authorization Document (RAD). Most of the funding the Task Force and Support Element receive is to support their mission requirements. Most of the BASOPS requirements are funded through USAREUR staff and command elements. The funds the Task Force/ASG receive are Operations and Maintenance Army (OMA) 2020 funds. Operations in a "contingency environment" are not exempt from any regulation. The following outlines the funding responsibility in the contingency AOR by classes of supply and categories; (RAD indicates the Task Force or Support Element funds):

Category	Funded by	Remarks
Class I (A-C, K & water bottled)	DLA 2010 "Open Allotment"	BASOPS
Class I (Water –Bulk)	RAD	BASOPS
Class II, III (P), IV	RAD	Mission spt
Class III (Bulk)	Funded by 21st TSC	Mission spt
Class V	Procured by USAREUR G3	Mission spt
Class VI	RAD	Mission spt

Category	Funded by	Remarks
Class VII	USAREUR G8/DA	Procurement
Class VIII	RAD	BASOPS
Class IX	RAD	Mission spt
Maintenance (10/20)	RAD	Mission spt
Deployment/ Redeployment Transportation	Funded by 21st TSC	Mission spt
In and Around Trans	RAD	Mission spt
Office automation (Computers, copiers)	RAD	BASOPS or Mission spt *
Equipment leases (NTVs)	RAD	Mission spt
Maintenance/service contracts (Copier maintenance)	RAD	BASOPS or Mission spt *
Laundry	Funded by USAREUR G4	BASOPS

* Support can be either BASOPS or Mission depending on the requiring unit. If the requirement is a mission requirement then so are any maintenance or service contracts associated with the requirement.

The Task Force or Support Element may also receive Secretary of the Army Representation funds. AR 37-47 governs use of these funds.

Commanders and resource managers must coordinate their requirements with their Staff Judge Advocate and the contracting office to ensure legal use of the funds. This is especially true for representation funds and equipment purchases.

Basic guidelines to maintaining stewardship and fiscal responsibility:

1. Acceptable uses of funds:
   a. Expendable, consumable, and durable items are generally authorized.
   b. CTA 50-909 authorizes computers and peripheral devices (ADP purchases must be coordinated with G6).
   c. Equipment leases to perform special missions (NTVs, cranes, rail loading dock…).
   d. Blanket purchase agreements to maintain recurring operations (industrial gases, metal fabrication, hose fabrication, local telephone service, ……).

2. Items which should be reviewed before funding:
   a. Equipment purchases.

b. Representation funds, gifts of any type.
c. Construction -- both permanent and temporary.
d. Morale, welfare and recreation requirements.

3. Deployed civilian personnel fall into two categories. They can be employees who are on the TDA of an organization or agency and not specifically hired for the contingency, or they can be "over-hires" who we hire specifically to support the contingency operation (these personnel may or may not be supported by an approved Deployed Manning Document (DMD) position). Employees who are filling a TDA position are funded through the normal home station operating budget. When they are deployed, their incremental salary cost can be funded using contingency dollars. Over-hire salaries may be funded with contingency funds.

4. Funding for most outside Agencies (Agencies not directly controlled by the task force commander) is provided through a USAREUR Staff Directorate. This Staff Directorate serves as the Agencies' Program Manager and is responsible for validating and funding most of their requirements. The first step in providing support for these Agencies' is to identify which Staff Directorate is Program Manager for the Agency in question. Staff Directorates with Program Management responsibilities are:

Directorate	**Supported Agency**
G1	AAFES/MWR
G2	INSCOM
G3	ARSOF/PSYOPS/CIMIC
G4	AMC and DLA
G6	5th SIGCOM
ODCSENG	Army Corps of Engineers
OCPA	Stars and Stripes, AFN
OPM	CID Command

USAREUR G8 RESPONSIBILITIES

1. G8 provides contingency funds to USAREUR commands, staff agencies and the deployed task force. G8 obtains and oversees the efficient and effective management of USAREUR resources. The G8 mission includes submission of requirements to the Department of the Army (DA), counsel to the Commanding General (CG), and guidance and policy to USAREUR commands, staff and support groups.

2. G8 supports contingency operations through its CONOPS Execution Cell. The CONOPS Cell is responsible for the distribution and management of CONOPS funds, and through the Command Support Team (CST), funds all Temporary Change of Station (TCS) costs. The CONOPS cell also funds support to other nations through (Standard National Agreements) STANAGS. (For more information on national agreements contact your Multinational LNO.) Additionally, the CONOPS Cell serves as the USAREUR program manager for all CONOPS funding.

3. POCs for the CONOPS Cell:

NAME	PHONE	e-mail address
a. MAJ Jeff Wiley	DSN 370-8176	jeffrey.wiley@hq.hqusareur.army.mil
b. Lloyd Walker	DSN 370-4027	lloyd.walker@hq.hqusareur.army.mil
c. Claudia Weimert	DSN 370-6195	claudia.weimert@hq.hqusareur.army.mil
d. Yasuko Price	DSN 370-7312	yasuko.price@hq.hqusareur.army.mil
e. Sybille Quigtar	DSN 370-6530	sybille.quigtar@hq.hqusareur.army.mil

USAREUR STAFF FUNDING RESPONSIBILITIES

1. **G1**. The G1 provides support through several different agencies. They provide civilian personnel, safety, Contingency Operations MWR, equal opportunity, and personnel planning. These agencies generally provide advice and assistance, and are listed below.

a. Civilian Human Resource Management Agency

(1) Heidelberg CPAC

(a) The Heidelberg CPAC is responsible for day-to-day civilian personnel advice and assistance to USAREUR and downrange military and civilian supervisors, managers, and employees. The CPAC advises on recruitment strategies, benefits, incentives, and other downrange entitlements. The contact number is DSN 370-6986, Comm. 011-49-6221-576986.

(b) The downrange HR Specialist provides on-site personnel and pay program management support to DA civilians and military and civilian supervisors in the forward deployed areas. Incumbent provides regular staff assistance visits to each ASG location. The contact number is DSN 762-5005, e-mail: **issoadmin@email-tc3.5sigcmd.army.mil**

(2) The Civilian Personnel Directorate is responsible for policy guidance related to the Balkan contingency and the CHRMA "Deployed Web site." The contact number is DSN 375-2544. E-mail address is **goshorng@chrma.hqusareur.army.mil**

(3) The web site is a one-stop location for Balkan civilian policy guidance- http://www.chrma.hqusareur.army.mil.

b. Safety Support. Provides safety policy and guidance; Oversees safety and occupational health activities; Coordinates accident investigations and provides assistance in accident reporting; Furnishes technical support and assistance in the functional areas listed below; Coordinates corrective action and funding for Extremely High-Risk deficiencies.

Accident Investigation and Reporting	Mr. Whitish	370-8084
Aviation Safety	CW5 Bugg	370-7751
Explosives Safety	Mr. Proper	370-7751

Hazardous Materials	Mr. Scott	370-8084
Radiation Safety	Mr. Dunsfrund	370-7751
Range Safety	Mr. Murane	475-6162
Risk Management	Mr. Braun	370-8124
Systems Safety	Mr. Proper	370-7751
Tactical Safety	Mr. Whitish	370-8084
- Bivouac		
- Convoy Operations		
- Field Maintenance		
- Over water Operations		
- Port Operations		
- POL Operations		
- Rail Loading	Ms. Ferguson	370-8124
- Weather Injury Prevention		
Transport of Hazardous Materials	Mr. Scott	370-8084
Vehicle Safety	Mr. Peterson	370-8124

Contractor Support:
Hazardous Goods Driver Training - DEKRA
Safety Officer and NCO Training - Alamo Safety
Safety Training

c. Morale, Welfare, and Recreation (MWR) Support. HQ USAREUR G1 has been designated executive agent for MWR Support for all US Forces deployed to SFOR and KFOR. G1 MWR has the following functions with associated funding responsibilities for Title X MWR support:

(1) Recruits, hires, trains, and deploys professional MWR Specialists to manage programs and facilities manned by HCN hires.

(2) Maintains a full program of MWR activities including sports/fitness, recreation and social activities, entertainment, and information services. MWR prepares and executes the budget - selects and procures equipment, vehicles, supplies, newspapers, digital information services, maintenance services, pass program and entertainment to support MWR programs/activities.

(3) Coordinates all commercial/corporate sponsorship, gifts, and donations for theater-based activities.

(4) Coordinates all support from non-governmental assistance and relief agencies such as the American Red Cross (ARC) and United Service Organization (USO).

(5) Facilitates support from AAFES Exchange Services, Armed Forces Radio and Television, DACFSC, and other governmental agencies. G1 submits and executes budget responsibilities for AAFES costs associated with transportation and training of personnel and in-theater transportation of merchandise, supplies, and material handling equipment (MHE).

(6) Coordinates with the Armed Forces Professional Entertainment Office (AFPEO) military bands and private organizations to schedule live professional entertainment tours in the theater of operations.

(7) Provides group-training session for incoming ASG commanders and representatives on MWR programs/activities and policies.

(8) USAREUR G1 or its designated representative will meet quarterly with SFOR and KFOR Commanders and designated representatives for review of program and command input.

(9) MWR provides for common use of equipment by all US Forces but does not supply items for individual or unit only use. MWR facility construction and maintenance is performed by the DPW.

d. Equal Employment Opportunity (EEO) Office is responsible for collecting, monitoring and investigating reports of discrimination, harassment, or unfair treatment by employers.

(1) EEO has no funding responsibilities. If site visits are required to investigate a complaint, the activity or organization alleged to have committed the offense will fund the visit. (This is USAREUR policy).

(2) Office numbers, by function, where the deployed commander/staff can call for assistance:
Chief, EEO DSN 370-7030.
EEO Complaints Manager 370-8771.
EEO Special Emphasis Program Manager 370-8771.

e. The Equal Opportunity Advisor (EOA) advises the commander on equal opportunity and human-relations issues, command climate, and unit cohesion. The EOA performs six functions to support equal opportunity policies and programs: train, advise, process, assess, coordinate, and report. The USAREUR EO Office supports the deployed Task Force as follows:

(1) Provides guidance to TF units to establish equal opportunity coverage and reporting requirements for the deployed force.

(2) Provides guidance to establish equal opportunity complaint policies/procedures for the deployed force to include any attached organizations/troops.

(3) Assists with equal opportunity and human-relations training/requirements as requested.

(4) Provides training materials, ethnic observance posters, and other related items.

(5) Mentors TF equal opportunity advisors during visits and quarterly training seminars in USAREUR.

(6) Assists TF EOAs as required.

f. Military Personnel Plans and Policy Division (MPPD). MPPD is responsible for analyzing personnel policy issues and, as necessary, developing, staffing, and publishing theater personnel policy for deployed units. MPPD also plans, coordinates, and oversees personnel service support for USARUR warfighting and contingency operations. Related responsibilities for deployed units include:

- Officer & Enlisted Professional Development
- Soldier Readiness/Deployability
- Military Awards and Decorations
- Leaves and Passes
- In/Out Processing
- TCS/Individual Augmentation Oversight
- Participating in Individual Augmentation / TCS Requirements Review Board
- Oversight for OJF/OJG Personnel Issues / AAR
- SFOR Transition Issues & coordination
- OJF and OJG VTC participation
- Theater Personnel Readiness Oversight
- Compiles USAREUR OJF PERSTAT for deployed units
- Compiles USAREUR PERSTEMPO stats for deployed USAREUR soldiers
- G1 POC for wartime personnel and administrative doctrine

POC's:

MPPD Chief	DSN 370-7221
MPPD Policy Branch Chief	DSN 370-7221/7314/8543
MPPD Plans Branch Chief	DSN 370-6995/6307

g. MWR NAF ONE FUND. The USAREUR MWR One Fund, Resource Management Division, G1, provides unit activity fund support to all units assigned or attached to USAREUR. These include deployed units. The activity funds are disbursed to unit rear detachments and administered by the area support group (ASG) where the rear detachment resides. In general, nonappropriated funds (NAF) are not disbursed in the deployed AOR. Exceptions are special events, such as Fourth of July fireworks, that are arranged by the MWR Division of G1. Proponent office is the USAREUR MWR One Fund, DSN 370-7798/7396.

R&R Flights

R&R is authorized under DOD Directive 1327.5; JFTR C6750; JFTR U7300; and Title 37, U.S.C., section 411c, as amended by Public Law 105-261, section 633, Oct 17, 1998. The basic criteria is as follows:

- **DOD Directive, 1327.5 limits**:

  - R & R to one leave period per 12 months.
  - Participation by soldiers in an imminent danger zone (except Hungary).
  - Participation by soldiers whose full use of ordinary annual leave is restricted.

- All deployed soldiers and DOD civilian employees on a 230(+) day tour length, are eligible for a 15-day absence, to include travel time

- Program provides for freedom of choice for travel from Aerial Ports of Embarkation (APOE's) in the Balkans to Rhein Main/Ramstein AB (Central Region) or Baltimore-Washington International Airport.

- FY99 NDAA introduced authority to use commercial air to transport CONUS bound R&R participants.

- Participants may travel to an alternate destination, not to exceed the cost of the authorized destination.

Procedures:

- TFE/TFF submits R&R Projections, normally at the beginning of the Fiscal Year. AMC Passenger Reservations Center at Rhein Main blocks the appropriate number of seats on both intra-theater daily shuttles and AMC CAT B flights to and from CONUS.
- The week before R&R departure from the AO, TFE/NSE submits a by name listing to the Personnel Readiness Center (PRC) for final booking. If traveling by daily shuttle, PAX disembark at Ramstein and have the option to be released there or proceed to Rhein Main. If dedicated C-130 PAX disembark at Rhein Main where there are released on CR R&R or billeted overnight to travel to CONUS the next day. They return 2 weeks later and are flown back to their originating locations. Bus transportation is used as a back up for MILAIR.
- G1 budgets R&R flights and provides a single fund cite to ASG DCA's through MPPD on an annual basis.

2. **G2.** G2 is responsible for plans, policies and oversight of all U. S. Army intelligence activities within the contingency AOR, both in support of mission and BASOPS intelligence requirements. G2 coordinates requirements directly with the Task Force G2. All intel requirements are submitted, managed and funded through G2.

The G2 manages and funds linguist support for the contingency force; the G2 manages contracts for unique intelligence support to include analysis, systems administration, and non-standard collection systems. The G2 also procures enhancements and technology insertions to sustain and improve the intelligence architecture of the contingency force. Finally, the G2 budgets for and provides funding to INSCOM for CONOPS.

3. **G3.** G3 is responsible for review and validation of current and future operations and training requirements for the deployed task force and all other mission related CONOPS requirements.

G3 resources force modernization initiatives for deployed USAREUR units and SAIC and GTE contracts.

4. **G4.** G4 is responsible for logistical support to the task force or support element. G4 is the staff proponent for the Brown and Root Sustainment (BRS) contract and Army Materiel Command (AMC) requirements.

a. Brown And Root Sustainment (BRS) Contract. BRS is the sustainment contract for all operations in the Balkans. The contract is an Indefinite Delivery Indefinite Quantity (IDIQ) Reimbursable Cost Plus Fee contract. Simply put, BRS will do anything we ask them to do and we pay them their actual costs, plus overhead, plus an incentive award fee.

(1) Oversight. Responsibility for BRS funding, management and oversight is spread over multiple U.S. Government Agencies: HQ USAREUR Office of the Deputy Chief of Staff, Logistics (G4); Corps of Engineers Transatlantic Programs Center (CETAC); Defense Contract Management Command (DCMC); and Operation Joint Forge (OJF) / Operation Joint Guardian (OJG).

- USAREUR G4 is responsible for funding the basic BRS contract recurring services and for general oversight of Contractor operations.
- CETAC is the principal contracting office. They are responsible for the award of the contract, preparation of all contract modifications and financial analysis.
- DCMA personnel act as the Administrative Contracting Officer (ACO) and provide contact administration services to include work authorization.
- OJF/OJG personnel identify requirements and provide management and control within their AOR.

(2) Services provided by BRS:

Operation Joint Forge (TFE, NSE)	**Operation Joint Guardian (TFF/CAS)**
Construction	Construction
Base Camp Maintenance	Base Camp Maintenance
Food Service	Food Service
Water Service	Water Service
Laundry	Laundry
Fire Fighting Services	Fire Fighting Services
Air Terminal Services	Air Terminal Services
MWR Services	MWR Services
Transportation	Transportation
Mail Service	Mail Service
POL Support	POL Support
Supply Support	Supply Support

(3) Brown and Root Supplies. In order to reduce overall costs, BRS has the authority to order supplies, equipment and material through the Federal Supply System (FSS) that are specifically used to support official missions tasked under the contract. G4 is responsible to program and budget for these requirements. G4 authorizes, issues, and assumes funding for all costs for the DODAACs designated for BRS's use. These DODAACs are easily identified in the supply and financial systems by their distinctive "C" DODAACs format. As operators of an SSA or in support of organizational maintenance, BRS can also place requisitions against "W" DODAACs to meet support requirements of military requiring activities; however, costs for those requisitions are charged to the military unit and not to BRS or USAREUR G4.

(4) New Work - Validation and Controls. The BRS contract is designed and funded for specific recurring services. Requirements above that set of services must go through a validation and approval process and funding source identified before the BRSC can be used to meet those requirements. For initiatives estimated to cost more than $2,500, the Joint Acquisition Review Board must validate the requirement. The value of the item/service determines the process for review and the final approval authority, in accordance with the USAREUR PR&C/MIPR policy:

Dollar Value	Approving Official
Under $2,500	Locally determined
Under $25,000	ASG Commander (for ASG initiatives)
	TF Chief of Staff (for TF initiatives)
Under $50,000	TF Commander
Under $200,000	HQ USAREUR G4
Over $200,000	USAREUR DCG

After validation and approval, funding for each project must be provided to G4 for application to the BRSC. If funded by a USAREUR unit, funds are normally transferred to G4 via FAD transfer ICW G8. For non-USAREUR units, funds are normally transferred via the MIPR process. New work in support of other nations requires a valid Acquisition and Cross Servicing Agreement (ACSA) or Foreign Military Sales case.

Where to go for information:

G4:	DSN:
Phil Steelman	370-6609
Reggie Best	370-8381
Tony Moody	370-8794
Dave Thune	370-7675
Ralph Padgett	370-8398
CETAC:	
Brian Brobson	(312) 265-3672
DCMA:	

Carlo Ramos 336-2071

b. Army Materiel Command (AMC). AMC provides support in specialized areas at the request of HQ USAREUR and subordinate elements. AMC provides: government and contract personnel for logistics and technical support missions, supplies and equipment from APS-2 stocks, depot maintenance and special items (e.g. unmanned ground vehicles, containerized chapels), and other specialized logistics support.

Validation and Controls

USAREUR will identify requirements, and coordinate the source of satisfying that requirement through AMC-Europe and HQ, AMC. Support is normally provided by the major sub-commands of AMC (CECOM, TACOM, AMCOM etc…).

All AMC requirements must go through the USAREUR JARB process, be coordinated through HQ AMC, and finally approved by HQ USAREUR, G4.

G4 provides funds to HQ AMC to pay for their approved Balkans contingency operations requirements. Note: This does not include items ordered through the Army supply system. Items ordered through AMC supply depots are not charged to AMC but are paid for by the ordering unit/activity.

POCs:
G4:
Dave Thune 370-7675
Ralph Padgett 370-8398

Army Materiel Command (AMC)

AMC provides support in specialized areas at the request of HQ USAREUR and subordinate elements. AMC provides; government and contract personnel for logistics and technical; supplies and equipment from APS-2 stocks, depot maintenance and special items (e.g. unmanned ground vehicles, containerized chapels).

Validation and Controls

Requirements are identified and the source of satisfying that requirement is identified. Support is normally provided through the major sub-commands of AMC (CECOM, TACOM, AMCOM etc…). Requirements are coordinated through HQ AMC and approved by HQ USAREUR, G4. G4 provides funds to HQ AMC to pay for their contingency operations requirements.
Note: This does not include items ordered through the Army supply system. Items ordered through AMC supply depots are not charged to AMC but are paid for by the ordering unit/activity.

POCs:
G4:

Charles Lovett	370-7407
Joe McDermott	370-7988

5. **G6.**

a. Responsibilities.

(1) Executed by G6 Command, Control, Communications, and Computer Information Systems (C4IS) Division:

(a) CONOPS requirements validation.

(b) Crisis Action Team (CAT) support.

(c) OPLAN/CONPLAN support.

(d) Tactical Command, Control, Communications, and Computers (C4) network and architecture planning.

(2) Executed by 5th Signal Command: Echelon Above Corps (EAC) signal support to the AOR.

b. Coordination.

(1) Receives taskings from:

(a) HQ DA, CIO G6.

(b) HQ USAREUR CG and Headquarters staff.

(c) HQ EUCOM J-6.

(d) The commander assigned command responsibility for the CONOPS.

(2) Has tasking authority over Army theater signal/information management assets (e.g., 5th Signal Command, V Corps, Area Support Group Directors of Information Management, etc.).

c. Funding Responsibilities.

(1) G6 Resource Management Office budgets and funds for base and tactical communications and automation in the AOR, including:

(a) Support costs for deployed 5th Signal Command assets. The 5th Signal Command provides EAC signal support to the AOR. Support costs typically include travel for deployed soldiers, civilians, and contractor personnel; incremental payroll

requirements (e.g., morale call telephone operators, dedicated contracting officer representatives); and supplies and equipment (e.g. secure telephone instruments, communications encryption devices, power supplies, cabling, and other tactical communications devices).

(b) Base camp communications (organic tactical signal assets and/or commercial communications contracts). EAC signal requirements include secure and non-secure command and control (C2) and base camp communications (e.g., telephones, Defense Red Switch Network capability, satellite communications, data networks, video teleconferencing, and reachback to the central region). Initial EAC signal requirements in an AOR are typically met through deployment of organic tactical signal units. Depending on mission requirements, tactical assets may be augmented by contract support (e.g., operations and maintenance of communications sites, systems and network administration). Long duration deployments and other mission requirements may result in decisions to replace tactical signal assets with "turn key" commercial communications contracts. For example, complete base camp telephone service in Bosnia is provided by a Defense Information Technology Contracting Organization (DITCO) contract with Sprint Communications. In Kosovo, a government owned/contractor operated (GOCO) base camp telephone service has been developed. 5th SIG CMD G4 is the contracting office with OPMAS-E controlling the contract on the ground. G6/5th Signal Command will funds a limited amount per project and per month for Local Service Requests (LSR). The LSR amount is determined during each fiscal year.

(c) Long Haul communications services provided by the Defense Information Systems Agency (DISA), including circuit leases and Defense Switched Network (DSN) usage charges.

(d) Incremental central region support costs.

(2) Tactical commanders in the AOR are responsible (within the limits of their operating capability) for budgeting and funding for locally procured communications and automation support (e.g., Mobile Radio Telephones, office automation equipment) through their Resource Manager ICW their G-6.

(3) Certain responsibilities may migrate from G6 to the tactical commander (or vice versa), on a case-by-case basis, at each stage of the operation (i.e., pre-deployment, deployment, sustaining base, redeployment), and to meet requirements peculiar to each operation.

6. **ODCSENGR.**

a. ODCSENGR provides staff oversight for all engineer support to the task force or support element. This includes coordination of contingency construction standards (e.g. "Red Book" Facility Construction Standards), troop construction, topographic support, countermine support, real estate leases, environmental projects, fire fighting support, coordination with outside agencies for technical support (e.g. USACE Districts, IMA-Euro, Divisions, and Laboratories), mobility enhancements (e.g. snow and ice abatement) and other military engineering functions.

b. ODCSENGR maintains regular communication via VTC and other means with TF Engineers, NSE/NST engineers, and engineer troop units. ODCSENGR will assist these engineer agencies in master planning, obtaining NATO Infrastructure funds, and coordinating for external engineer resources to accomplish the mission.

c. ODCSENGR manages contingency funds for real estate, environmental, facilities engineering, countermine equipment, engineer technical assistance (e.g. US Army Corps of Engineers, Europe District), snow and ice abatement operations, etc.

d. Resources for base camp projects that are contained in an approved master plan will be tracked separately from repair and maintenance projects. Construction projects contained in an approved master plan will be prioritized and implemented in the order of prioritization. New construction will be tracked using a system that reports initiation, weekly % progress, and final completion construction. All new construction exceeding $50,000 or exceeding Red Book Standards will be submitted to HQ USAREUR for approval. Under these conditions, G4 and ODCSENGR staff projects validated by the JARB prior to approval by the G4. Among other considerations, ODCSENGR will ensure the recommended facilities conform to USAREUR Red Book Standards. (The JARB and Base Camp Mayors are required to ensure all projects approved or recommended for approval conform to USAREUR Red Book standards).

e. New construction projects may not exceed a total cost of $500,000, except when the project directly corrects a deficiency related to life, health, or safety-threatening conditions. Under this exception, the total may not exceed $1,000,000 and requires approval of the Deputy, Commanding General, USAREUR.

f. These funding limits include all portions of the project (a useable, complete facility), and projects may not be broken into pieces to stay below these limits.

g. Maintenance and Repair projects may not exceed $2,000,000 in total costs. This limit includes all portions of the project, and projects may not be broken into pieces to stay below the $2,000,000 limit.

h. USAREUR ODCSENGR-FUNDED AREAS FOR CONTINGENCY OPERATIONS

(1) REAL ESTATE (POC: ODCSENGR, Cc. IMA EURO, AEAEN-EO-MET, DSN370-8011/6488).

(a) Overhead & TDY expenses: These items are budgeted for and funded under CONOPS at USAREUR HQ level. Category includes expenses associated with USAREUR DAC, LN and any USACE augmentation. No separate funding action at Task Force level.

(b) Technical Assistance: This category includes services of appraisers or other subject matter experts as well as purchase of maps and other real estate related documents which may be obtained through JCC contract/purchase order at the Task Force level.

Real Estate (RE) identifies and justifies requirement and requests that JCC procure using Task Force-budgeted funds.

(c) Rents: This category includes all expenses related to use of private or public property in support of Task Force mission. Funding requirements are budgeted for at the USAREUR HQ level. RM function may be executed at the HQ level or the Task Force level. RE receives a validated (JARBed) requirement for a leasing action through the TF engineer. The lease is then negotiated and RE submits an appropriate funding document (Form 1 or other) to servicing RM requesting certification of funds. Upon receipt of certification, RE executes lease and furnishes copy of certification and lease to servicing Finance office or Class A agent for payment of scheduled rent.

(2) ENGINEERING OPERATIONS (POC: , ODCSENGR, AEAEN-EO-MET, DSN: 370-8011 or 370-6488).

(a) Technical Assistance: This area includes providing "subject matter experts" in a variety of engineering specialties (structural, electrical, environmental, hydrological, etc.). Also included in this area would be technical information provided from off-site via various means of "tele-engineering". This might include special topographic studies or surveys; special technical studies from a U.S. Army Corps of Engineer Laboratory (e.g. Topographic Engineering Center Hydrological Study to support well-drilling); and other requirements.

(b) Housing Construction: This area includes all aspects of lodging for deployed soldiers – either SEAHuts or containers – including force protection measures such as bunkers and HESCO bastions. Shower and Latrine facilities are also included.
Unit Facilities Construction: This area includes motor pool facilities, company facilities, battalion facilities, brigade facilities, task force headquarters, water collection, storage, and distribution, electric power, wastewater treatment upgrades, roads, fuel storage, and ammunition holding areas.

(c) Soldier Support Construction: This area includes dining facilities, aid stations, chapels, education centers, postal facilities, mail rooms, supply support activities (SSA's), finance offices, barber/beauty/alteration facilities, post exchanges, food concessions, laundry collection/distribution points, and fire protection facilities.

(d) Morale, Welfare and Recreation Construction: This area includes fitness facilities, community centers, communication centers, theaters, common areas, libraries, equipment rooms, TV rooms, field houses, athletic fields, and running trails with workout stations.

(e) Master Planning: As a contingency AOR matures, TF Master Planning (see Engineer "Redbook") may need to be augmented by outside contractor. If needed, ODCSENGR will fund and coordinate for this support.

(f) Other Engineer Support: This could include coordination for countermine equipment (e.g. Panther and Miniflail), snow and ice abatement equipment outside of the service contract, or other engineer support requirements.

(3) ENVIRONMENTAL (POC: ODCSENGR, Cc. IMA EURO Environmental Division, AEAEN-EO-MET, DSN: 370-8011/6488)

(a) Technical Assistance.
(b) Environmental Policy (as EUCOM-designated Executive Agent).
(c) "Pre-placed" contract efforts for some items.
(d) Managing USAREUR projects – e.g. "You Spill, You Dig".

(4) FACILITIES ENGINEERING (UTILITIES) (POC: ODCSENGR, AEAEN EO-MET, DSN: 370-8011/6488).

ODCSENGR is directly charged with and involved in developing the contract, securing connection charge costs for the contract, and assisting with contractual negotiations. However, once the contract has been awarded, charges for indefinite recurring services (usually on a monthly basis), whether for electricity or other types of services, will be budgeted for and funded through the task force normal operating budget.

7. **COMMAND SURGEON**

a. Responsibilities. Coordinates deployed force's provision of health care and interaction with peacetime health care system.

b. Funding Responsibilities. Deployed medical TF care to non-US-personnel is on a reimbursable basis. Forward deployed civilian employees and contractors to a contingency operation are considered Emergency Essential and are entitled to receive medical care comparable to their military counterparts for treatment for disease or injury sustained while in the contingency area of operation at no cost to the employee. However, where a civilian or contractor employee is evacuated for medical reasons from the contingency area of operations to a medical treatment facility funded by the Defense Health Program, normal reimbursement policies would apply for services rendered by the facility. This would include instances where the military treatment facility is out of the area of operations but still in the same theater. Civilian employees injured on the job are treated without reimbursement in all cases. Care to the host nation populace "within resources" means no incremental costs, e.g. Class 8 supplies; Department of State MIPR may facilitate care to Host Nation civilian populace.

The USAREUR OSURG coordinates:
1. Limited DHP support into the AOR, e.g. Telemedicine.
2. Limited OSURG CONOPS funding for staff coordination and liaison with the deployed medical TF.

8. **OFFICE OF THE PROVOST MARSHAL**

a. Responsibilities: DOD cargo and pre-clearance customs mission.

b. Funding Responsibilities: Funds TDY for customs agents to support contingencies.

POCs: The U.S. Department of Agriculture Pre-clearance mission is a mandate stipulated and published in DOD Regulation, Army Regulations, Directives and Agreements, requiring that all DOD sponsored cargo be free of contraband and agriculture pests. The cargo will be inspected or examined, as appropriate, in the overseas area, preferably at the point of origin, prior to shipment to the Customs Territory of the United States. POCs for this operation are: Mr. Mel Graves, DSN: 381-7460, email:gravesme@manupo.pmo.army.mil or Mr. Bill Greenwood, DSN: 381-7466, email: william.greenwood@manupo.pmo.army.mil POC for funds issues is Mr. Rudolph, RMO, 381-7210, rudolphe@manupo.pmo.army.mil.

9. **OFFICE OF THE CHIEF OF PUBLIC AFFAIRS**

a. OCPA, also known as the Public Affairs Office (PAO), is responsible for information coordination with news agencies. PAO ensures the correct information is reported to the public and ensures sensitive information is not divulged unintentionally.

b. OCPA is responsible for funding TDY of PAO personnel to support contingency operations. OCPA is also responsible for funding both the Armed Forces Network (AFN) and Stars and Stripes (S&S) support.

21ST TSC FUNDING RESPONSIBILITIES

a. General. The 21st TSC has overall responsibility for deploying/redeploying units to/from contingency operations within the EUCOM Area of Responsibility (AOR). Sustainment transportation within the AOR is the responsibility of the task force Forward Resource Management Cell (FRMC) for the duration of the operation.

b. 21st TSC Funding Responsibilities.

(1) Transportation. When the Army is designated as the executive agency, the 21st TSC pays transportation costs to move Active Component Army units (excluding SOCOM) from the home station (deployment) to contingency operations within EUCOM's AOR and back to home station (redeployment) by air, sea, or land. The 21st TSC also pays transportation costs to move Reserve Component or National Guard units (excluding SOCOM) from/to the mobilization station only (deployment/redeployment). Additionally, the 21st TSC establishes and operates the Deployment Processing Center (DPC), Convoy Support Centers (CSC), and Aerial and Sea Ports of Embarkation/Debarkation (APOE/D and SPOE/D) in the Central Region. In addition, establishes and operates Aerial and Sea Ports of Embarkation/Debarkation (APOE/D and SPOE/D) in the contingency area of operations. The 21st TSC will assist non-Army units with deployment/redeployment transportation requirements on a reimbursable basis. Transportation within the area of operation is the responsibility of the Forward Resource Management Cell (FRMC).

(2) Deployment Processing Center (DPC). Operate the DPC to receive soldiers and prepare them for onward movement to the contingency operation (CONOP) AOR.

(3) Depot Level Reparables (DLR). For USAREUR/7A units, fund and manage the DLR program. Units are responsible for establishing deployable DODAACs with appropriate ship to addresses. Additionally, resource management personnel must ensure unit DODAACs are properly loaded into ISB and Middle Ware tables with corresponding APCs.

c. Non-Depot Level Reparables. Fund and manage consumable repair parts for 21st TSC units only. All non-21st TSC units manage and fund their own non-DLR program.

d. Contract Field Teams (CFT). For USAREUR/7A units, manage the CFT program through the DYNCORP and RAYTHEON Army aircraft maintenance services. CFT requirements are validated, tasked, and funded through the USAREUR G4 and G3. Typically, non-USAREUR/7A units deploy their own contract mechanics.

e. Organizational Clothing & Individual Equipment (OCIE). Manage and fund the OCIE program for USAREUR/7A units. Services available are issue, partial issue, and/or direct exchange. The Comptroller forward should establish a financial structure to capture OCIE costs for the mission. Non-USAREUR/7A units are required to deploy with all required OCIE equipment from home station. OCIE shortages for CONOPS units will be filled on a reimbursable basis. The TF/ASG Comptroller will capture these costs and forward to USAREUR G8. USAREUR G8 will seek reimbursement from FORSCOM. During CONOPS, non-USAREUR/7A units may DX and/or receive partial issues as required for soldier sustainment only.

f. General Support (GS) Maintenance. For USAREUR/7A units, fund and manage the GS maintenance of equipment through the General Support Center-Europe (GSC-E). Funding of on-site repair programs is the responsibility of the Forward Resource Management Cell. If unable to repair forward, evacuate items to Central Region. The 21st TSC has funding responsibility for USAREUR/7A units. Non-USAREUR/7A units may receive support on a reimbursable basis.

g. AAFES 2nd Designation Transportation. The 21st TSC pays to transport merchandise from the Giessen Warehouse to CONOPS locations where AAFES establishes facilities for soldier support.

h. CONOPS Financial Points of Contact, 21st TSC.

(1) During Duty Hours.

(a) MAJ Soli	DSN 484-8404	CONOPs Program Manager
(b) Ms. Downey	DSN 484-8697	Chief, Programs Branch
(c) Mr. Lattauer	DSN 484-7054	Chief, Execution Branch
(d) Ms. Blanco	DSN 484-7898	Chief, Theater Branch
(e) Ms. Mootz	DSN 484-7018	Kosovo Transportation
(f) Ms. Hornsby	DSN 484-8217	Bosnia Transportation
(g) Ms. Hannemann	DSN 484-7875	DLRs
(h) Mr. Gentle	DSN 382-4415	CFTs
(i) Ms. Ferguson	DSN 484-7056	OCIE

(j) Mr. Castlen	DSN 484-8051	OCIE
(k) Dr. Stokes	DSN 484-8636	Host Nation Agreements Officer

(2) After Duty Hours. Call the 21st TSC Emergency Operations Center (EOC), DSN 484-7500/7528 or CIV 0631-413-7500/7528.

(3) FAX Numbers.

(a) Programs Branch, 484-7020.
(b) Execution Branch, 484-8493/7015.
(c) Admin, 484-7348.

(4) The 21st TSC Comptroller is located on Panzer Kaserne in Kaiserslautern, Germany, Building #3002, Second Floor.

i. Points of Contact in Deployed AOR. Contact the 21st TSC Comptroller Programs Branch Chief, Ms. Downey, for location and contact information for the 21st TSC Comptroller Forward.

j. Fund Controls.

(1) Develop APC structure.

(2) Provide guidance to units.

(3) Ensure DODAACs are properly loaded in ISB and Middle Ware.

(4) Monitor execution.

(5) Provide status reports to USAREUR G8 as required.

V CORPS

V Corps, as a force provider and USAREUR unit, has special funding requirements that other force providers will not have. However, most of their cost will be experienced by non-USAREUR force providers.

a. Responsibilities.

(1) Fully fund contingency requirements in the Area of Responsibility (AOR) and Central Region (CR) for Corps subordinate units.

(2) Estimate costs and validates requirements.

(3) Ensure funding is disseminated to tactical units and Task Force proponents.

(4) Initiate and publish funding guidance, procedures, and policies.

(5) Identify execution by mission and oversee/monitor execution.

(6) Review and coordinate Memorandums of Understanding (MOUs) and Memorandums of Agreement (MOAs).

b. Funding Responsibilities –

(1) Fund Pre-Deployment, Deployment, Sustainment, Re-Deployment and Reconstitution.

(2) Pre-Deployment: Incremental costs include, but are not limited to,

(a) Packing and crating of equipment and supplies,
(b) Special preparation of equipment
(c) Acquisition of special equipment
(d) Assigned Stockage Level (ASL)
(e) TCS
(f) Vaccinations for troops to be deployed to the AOR
(g) Special uniforms
(h) Other unit equipment, kits, sets and outfits and other supplies not on hand and required for execution of the mission
(i) Special training to include all related training OPTEMPO and flying hours to prepare for the mission (Mission Rehearsal Exercise (MRE).

(3) Deployment: Army-related movement for which USAREUR is responsible, billing for personnel, supplies and equipment from their parent station to the AOR or CR place of duty (i.e., rail from home station to point of departure, busing of personnel).

(4) Sustainment: Fund operations and sustainment costs for all Army personnel assigned and/or attached to the contingency mission (i.e., OPTEMPO, newspapers, TDY, medical, etc).

(5) Re-Deployment: Army-related movement, billing for personnel, supplies and equipment from AOR or CR place of duty to parent station (i.e., rail from point of departure or AOR to home station).

(6) Reconstitution: Includes the cost to clean, inspect, maintain, replace, and restore equipment to the required condition at the conclusion of the contingency operation or unit deployment. Reconstitution does not include training unless refresher training is required after the deployment for lost or degraded skills. This is a major change in guidance and reflects the policy established in the DoD FMR governing CONOPS.

c. Provide support to other military units/organizations assigned to the Task Force. This support includes, but is not limited to, life support, general supplies, and in/around transportation.

7th ATC

a. General. As the Executive Agent for training in USAREUR, 7th ATC is responsible for providing training aids and training support to CONOPS. This includes, but is not limited to Mission Rehearsal Exercises (MREs), on-site training support, Simulations, Distance Learning, Deployed Training Support Centers, and predeployment/ reconstitution training at Grafenwoehr Training Area.

b. Grafenwoehr Training Area (GTA). 7th ATC funds training support for CONOPS related training at GTA. This includes, but is not limited to, unique and/or incremental targetry and training support at GTA Ranges.

c. CMTC. 7th ATC funds support to Mission Rehearsal Exercises (MREs) by units deploying downrange and performed at the Combat Maneuver Training Center (CMTC) at Hohenfels. Support can include equipment and logistics, communications, host country transportation, battlefield replicators, contract linguists and Civilians on the Battlefield (COBs).

d. Directorate of Training (DOT). The Directorate of Training, 7ATC is responsible for coordinating, planning, and executing USAREUR/7A Title X deployed training support requirements. Develops support concepts for each contingency operation. Plans and provides on-site training support to US Army forces deployed to contingency operations in the USAREUR area of operations. Establishes and manages Deployed Training Support Centers and Distance Learning Facilities at deployed unit locations. Provides oversight of all personnel deployed in support of training. Coordinates pre-deployment briefings and In Progress Reviews.

e. Directorate of Simulations (DOS). The Directorate of Simulation (DOS), 7th ATC is responsible for programming, planning and executing all MRE and CONOPS activities that relate to Constructive Simulations. Specifically, DOS manages three CONOPS programs:

(1) TerraSim. As the proponent of 7th ATC's Digital Terrain Lab located at GTA called TerraSIM, the DOS programs, plans and maintains a standing digital terrain capability to support short notice, time sensitive and mission critical terrain and mapping requirements for simulation training and to augment the Theater's Topographic and Geographic Information System (GIS) capability. The DOS assists commanders in developing digital terrain and Mapping Support requirements for MREs and deployed training. TerraSIM receives support requests through 7th ATC, MSCs and other DoD and Federal Agencies. 7th ATC prioritizes, develops requirement and submits additional CONOPS funding requirement for units within USAREUR to the supported Agency, or to the respective MACOM for requirements outside USAREUR.

(2) Deployed Simulation Events. If time and mission allow deployed units to execute Deployed Simulation Events, they are validated and scheduled at the MSC level and the requirement to execute is passed to the 7th ATC DOS. If the requirement is known far enough in advance, minimum one year, 7th ATC will program for CONOPS funding. For requirements that are developed within the current fiscal year, 7th ATC will

attempt to support them within the best of it ability. CONOPS funding will be requested from the supported MSC for those requirements that exceed Home Station costs, while full funding will be requested from non-USAREUR units.

(3) Joint Deployment Logistics Model (JDLM). DOS is the proponent for JDLM and 21st TSC and 3CC are functional users who validate development requirements. The DOS is responsible for programming for development, maintenance, Deployment Exercise Support, Subject Matter Experts and operator support for JDLM. The DOS funds JDLM simulation training events, development and maintenance costs and MREs that support deployments and CONOPS requirements. Typically, this funding will cover labor and travel related to the development of a CONOPS capability within JDLM and the execution of CONOPS related training events.

OTHER AGENCIES

There are other agencies performing missions in the geographic area of the contingency. Many of these agencies have the responsibility for funding many programs that may directly relate to the task force mission. However, these units are not associated with the task force, and there are no clearly defined funding lines between the element and the task force. The deployed RM must ensure coordination with these elements to know and understand their mission and funding requirements. Support for these agencies should be coordinated through USAREUR. Support may be provided on a reimbursable basis or supplemental funding to support may be provided. Current agencies working within the contingency AOR:

Special Operations Command (SOC), PSYOPS, CIMIC
Department of Energy (DOE)
State Department
United Nations
Tribunal on War Crimes
Relief Agencies
USAID
International Police Task Force (IPTF)
FBI
Organization for Security and Cooperation in Europe (OSCE)

CONTRACTORS

There are many contractors operating in the AOR. At this time, there is an ongoing effort to ascertain which contractors operate in the AOR and what type and level of support they should be afforded. If possible, ensure that support provided to contractors does not exceed levels established within the written contracts.

OTHER NATION SUPPORT

G8-International Agreements (IA) Division and Program and Budget (PB) Division

a. Responsibilities: G8-PB is the USAREUR proponent for execution of the financial aspects (e.g., reimbursements, accounting and payments) of the Acquisition and Cross Servicing Agreements (ACSA) Program, based on EUCOM negotiated ACSA arrangements. G8-IA is the USAREUR proponent for negotiating and concluding agreements and Implementing Arrangements.

(1) In detail IA Division is responsible for:

(a) Negotiation and conclusion of ACSA Implementing Arrangements in USAREUR;

(b) Establishment of ACSA regulations and policies;

(c) Handling of ACSA training and briefings in coordination with Budget representatives.

(2) PB Division is responsible for:

(a) The tracking of ACSA direct and reimbursable transactions;

(b) Tracking reimbursement of valid and defaulted Replacement In Kind (RIK) or Equal Value Exchange (EVE) transactions.

(c) Validation of annual report as prepared by 266th FINCOM.

(d) Identification and distribution of annual ceilings for ACSA Order execution.

(e) Assisting IA Division with ACSA training focused on reimbursements, accounting and payments.

b. Procedures: Bilateral ACSAs provide the only authority for the US to exchange support with other nations (excluding foreign military sales and commercial contracts). An individual delegated authority from USAREUR-G8, Program and Budget Division, will conduct all transactions. Transactions will be agreed to **in advance** using the AE Form 12-16R (STANAG 3381, NATO Standard Form for Request, Receipt, and Return or Invoice). For countries with whom the US has no Acquisition and Cross Servicing Agreement, support cannot be provided without third party exception authority from OSD/State Department. This authority must be granted for each request for support submitted.

c. Coordination: Individuals delegated written authority to conduct ACSA transactions will attend two day training at G8. Action Officer from IA Division will attend such training meeting. (POC: Mr. Lloyd Walker, ph: 370-4027, fax: 370-6194, email: lloyd.walker@hq.hqusareur.army.mil). (Individual will follow procedures contained in UR 12-16, Mutual Logistic Support Between the US Army and Governments of Eligible Countries, NATO Subsidiary Bodies, and United Nations Organizations (15 Apr 97).

Below is a current list of the office and contact information for those delegated authority to conduct ACSA transactions in each deployment (as of 22 Jul 99). All support exchanges must be conducted through one of the below officers:

Deployment	Delegated Office/ POC	Phone / Fax	Email
TF Eagle Tuzla, B-H	Multinational Support Cell	762-8855 ph 762-2287 fax	mnscchief@email-tc3.5sigcmd.army.mil
TF Falcon Bondsteel, Kosovo	Multinational Support Cell	780-3083 ph 780-3891 fax	mnscchief@bondsteel2.areur.army.mil

d. Funding: ACSA authority allows a unit to use existing funds to exchange support with other nations. It does not provide additional funding.

FUNDS CONTROL

JOINT ACQUISITION REVIEW BOARD PROCESS (JARB) (For a more thorough understanding and description of the JARB, see the JARB Implementing Instructions)

a. All support requirements above $2,500 must be reviewed and validated by the JARB in the AOR.

b. The purpose of the JARB is to ensure that proposed expenditures are for bona-fide needs and reflect the best value to the United States to accomplish the mission and achieve required standards.

c. Options available to JARB members when considering the expenditure of funds:
   (1) Troop manpower.
   (2) Balkan Support Contract.
   (3) Local purchase through Joint Contracting Center
   (4) Host Nation support.
   (5) USAREUR Engineering Logistics Center.

d. Initially, controls are generally more liberal. For the first 60 days the approval levels stair-step up the chain of command. The TF commander in the AOR can approve all requirements. Current operations in the Balkans have matured and this no longer applies.

e. TF Chief of Staff and ASG Commander may approve all JARB'd requirements up to $25K. The TF Commander is the approval authority for all JARB requirements greater than $25K and up to $50K. All JARB'd requirements above $50K must be forwarded to USAREUR for approval.

PROGRAMS

The following programs or agencies may require special consideration.

a. **AAFES** – AAFES requirements are funded through the USAREUR G1. Any requirements for AAFES should go through your G1 channels. The RM POCs listed under MWR can be of assistance also.

b. **AFN** – AFN requirements are funded through the USAREUR OPCA. Any requirements for AFN should go through your PAO.

c. **Aircraft Landing Fees** - This requirement is funded through the USAREUR G3. Any requirements for landing fees should go through your G3.

d. **AMC** – AMC requirements are funded through the USAREUR G4. Any requirements for AMC should go through your G4. The RM POCs listed under G4 can be of assistance also.

e. **Brown & Root** – Brown & Root serves as the logistics contractor for the Balkans. USAREUR G4 manages the Brown & Root sustainment contract. Brown & Root uses government furnished material (GFM) and equipment (GFE) in their support of the operation. Charges for GFM/GFE are paid for by USAREUR G4. Any requirements for GFM/GFE should go through your G4.

f. **CID** – CID requirements are funded through the CID Command (CIDC). Although the task force provides BASOPS requirements, mission requirements should be funded through CIDC. Any requirements for CID should go through you PMO.

g. **Civilian Pay** – Civilian pay is paid through the deployed civilian's home station. Any pay requirements for civilians should be addressed by their home station and coordinated through your G1.

h. **DLA** - DLA requirements are funded through the USAREUR G4. Any requirements for DLA should go through your G4. The RM POCs listed under G4 can be of assistance also.

i. **Emergency Leave** – USAREUR soldiers are funded through the USAREUR emergency leave program. For non-USAREUR soldiers use the fund cite on the soldiers TCS orders for emergency leave. Please provide a monthly report to USAREUR G8, indicating the number of personnel and fund cites used for emergency leave.

j. **Hazardous Waste Collection** –

(1) Turn in of HW on the ground uses a DD Form 1348-1 that may be prepared by the HW personnel. They assign a document number that uses a DODAAC designated by the organization (NSE). Julian date and sequence number should not be a concern.

(2) These 1348-1s make their way back to CONUS via Defense Reutilization and Marketing Service International (DRMSI), Contingency Planning in Wiesbaden (POC: Raul Gierbolini, 338-7342.) DRMSI modifies the existing HW disposal contract using the document numbers and ESTIMATED cost on the 1348-1s. The DRMSI can provide

you copies of all the contract modifications. Enter these document numbers and estimates in dCAS and send to DFAS as obligation candidates.

(3) What should be in the system now are DODAAC-Fund Code combinations that allow the transactions to process through DFAS to your correct APC. Load the DODAAC-FCs at two locations: DFAS Europe in STARFIARS ALF 75B; and in the Fund Code Supplement to MILSBILLS system at DFAS Indy.

(4) The disbursements should arrive and match to your obligations.

k. **Linguists** – Linguists support for the deployed task force is provided through the USAREUR G2. The TF G2 is the primary staff proponent for linguist support and consolidates requirements for validation by the TF Chief of Staff.

l. **Military Schools** - Military school requirements are managed through the USAREUR G3. Any requirements for military schools should go through your G3.

m. **MWR** – The USAREUR G1 is responsible for MWR support for the deployed task force. Any MWR requirements should go through your G1.

n. **NATO Infrastructure Funding** – NATO infrastructure requirements are managed through the USAREUR ODCSENG. Any NATO infrastructure requirements should go through your engineers.

o. **Real Estate** - Real estate requirements is managed through the USAREUR ODCSENG. USAREUR ODCSENG real estate division provides contractor support to the deployed task force. Real estate requirements should go through your deployed contractor and the USAREUR ODCSENG real estate division.

p. **Representation Funds** - Representation funds are provided for the Commander to maintain the standing and prestige of the United States by extending official courtesies to certain dignitaries and officials of the United States and foreign countries. Use of these funds is severely restricted and governed by AR 37-47. Any requirements involving the use of Representation Funds should go through your SJA for legal opinion.

q. **Special Forces** – Requirements for Special Operation Forces, Psychological Operations, and Civil Military Commission are validated and funded through the USAREUR G3. Forward any Special Forces requirements to your G3.

r. **Stars and Stripes** – Stars and Stripes requirements are funded through the USAREUR OPCA. Any requirements for Stars and Stripes should go through your PAO.

s. **Urinalysis Testing** – G1 funds urinalysis testing for USAREUR. G1 is also responsible for urinalysis testing in the deployed AOR. Resource managers must contact G1 for the purchase of bottles and the all requirements for the program. The program will be administered IAW the guidance set for by the USAREUR Commander.