



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

AEAGF-PB

APR 19 2004

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Contingency Operations Joint Acquisition Review Board Implementing Instructions

1. We have entered a new phase in Balkans operations. Fiscal resources are limited and execution must be prudently managed. The Joint Acquisition Review Board (JARB) process will ensure the use of contingency operations (CONOPS) funds is adequately reviewed, analyzed, and approved.
2. USAREUR CONOPS funds are highly visible. DOD, DA, and congressional delegations review their use. Commanders at every level must be good stewards of these funds to accomplish the mission effectively and efficiently.
3. The enclosed implementing instructions are effective immediately. They incorporate feedback from the General Accounting Office, United States Army Audit Agency, USAREUR commands, and HQ USAREUR/7A staff offices.
4. Commanders deployed to the Balkans or supporting Balkans operations, HQ USAREUR/7A staff offices, and supporting agencies (such as the Defense Contract Management Agency and the Defense Contract Audit Agency) share responsibility for closely following the guidelines of the JARB to manage, review, and control CONOPS spending effectively. Each person involved in this process must not only scrutinize new work requirements, but also review contracted recurring services and special purchases to prevent unnecessary spending.
5. The POC is Mr. Grant Strzelczyk, DSN 370-9084, DSN fax 370-4365, e-mail: [grant.strzelczyk@hq.hqusareur.army.mil](mailto:grant.strzelczyk@hq.hqusareur.army.mil).

FOR THE COMMANDER:

Encl

WILLIAM E. WARD  
Lieutenant General, USA  
Deputy Commanding General/  
Chief of Staff

**AEAGF-PB**

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