

## CONTINGENCY OPERATIONS - Financial Management JARB Implementing Instructions - 2004

1. **PURPOSE.** Proactive stewardship is an essential component of any management strategy and is especially important to the management of scarce and highly-visible CONOPS funds. To that end, and to ensure that requirements for contingency operations are reviewed at the appropriate level, a Joint Acquisition Review Board (JARB) process will be utilized. The JARB ensures 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.

2. **ESTABLISHMENT OF JARBs.** JARBs will be established at ASG Eagle in Tuzla, Bosnia; ASG Falcon in Camp Bondsteel, Kosovo; (as needed) by the USAREUR Council of Colonels for certain missions and exercises in the Balkans; and other locations as required (Only one JARB Process will be implemented/utilized within each ASG/TF AOR.). Any requirements the 21st TSC has for TOAs and exercise support in the Balkans will be worked through ASGs Eagle and Falcon, respectively. Meetings will be held as required, usually on a weekly basis but at least once per month. Each ASG will establish a JARB to validate and source requirements. The ASG Commander is responsible for establishing and running the JARB. He will have voting members from both the ASG and TF Staff. Voting members are identified in paragraph 4.c.(1)

3. **JARB POLICY AND PROCESS.** The JARB will review all proposed procurements, in the Area Support Group/Task Force area of responsibility (AOR), estimated to cost \$2,500.00 or more, as defined by this guidance. If the requirement does not utilize the USAREUR Sustainment Contract irrelevant of funding source or the procurement does not use USAREUR CONOPS funds, then the use of the JARB process is not mandatory. (The terms "USAREUR Sustainment Contract", "Balkan Support Contract" and "Sustainment Contract" may be used interchangeably).

a. The JARB will:

(1) Validate the requirement.

(2) Make a source selection to result in the best value for the United States Government. Available methods are, but not limited to: (Listed in no particular order)

(a) Host Nation Support

(b) Troop Labor

(c) Local Purchase through the Joint Contracting Center (JCC)

(d) Balkan Support Contract

(e) USAREUR Engineering Logistics Center

(f) Army Materiel Command Logistics Support

(3) Ensure that inappropriate or unauthorized purchases are not processed

(4) Document the validation and source selection process

b. Planned or unplanned procurements projected to cost \$2,500.00 or more must be reviewed and approved by

the JARB prior to commitment of funds. Examples of such requirements that must be boarded are:

(1) All commercial acquisitions (e.g., PR&Cs) of \$2,500.00 or more (to include items on CTA, TDA, etc., that need to be purchased outside organic Army supply channels).

(2) All procurements using bulk-funded PR&Cs/Open Work Orders. (Bulk-funded PR&Cs/Open Work Orders are available ONLY for the purpose determined at the JARB. All work must remain "within scope" and at or below the approved amount.)

(3) All Balkan Sustainment Contract work orders.

(4) All construction, repair and maintenance requirements.

(5) All new leases and lease renewals or execution of options that increase in cost by 10% or more.

(6) All new service contracts or execution of options that increase in cost by 10% or more.

(7) All changes to previously approved projects with a net cost growth of 10% or more to the initially approved project.

(8) All new Army Materiel Command (AMC) Logistics Support or changes to existing AMC support.

c. **JARB Packet.** An instructional packet entitled "Requirement Nomination Packet" will be developed by the JARB Secretary [the JARB Secretary will be a member of the ASG staff and appointed by the ASG Commander] and made available to all Requiring Activities (RAs) and the TF (see Enclosure 1). The JARB Secretary is the point of contact responsible for assembling packets and coordinating meetings. Records of the meetings, recommendations and acquisition sourcing of each meeting will be recorded and maintained by the JARB Secretary. The Secretary will schedule meetings, provide advance packets to board members, provide assistance for requestors in the development of their packets, and routinely assess the efficiency and effectiveness of the JARB process. The JARB Secretary is responsible for ensuring that board members and appropriate USAREUR Directorates (DCS G-1, DCS G-3 OPS, DCS G-4, DCS G-8, DCS ENG) electronically receive advance packets at least 48 hours before a regularly scheduled JARB, in order to allow members to conduct research and prepare properly for the JARB. Therefore, the JARB Secretary may set a firm suspense for all JARB submissions in order to comply with this requirement.

d. **Identification of Costs.** The total value of all resources used in meeting a requirement, even if already identified as within the current O&M budget, must be included in the estimated cost of a requirement. The total life cycle costs of the requirement must also be included. The government estimated cost should be a reasonable estimate of the projected contracted cost, and should be supported by a detailed estimate. Other factors to be considered in life cycle costing are the incremental cost to: award, administer, and control the contract and contractor

along with the incremental cost to order, receive, stock, and account for any additional inventory. These incremental costs do not necessarily need to be actually computed but considered in the total life cycle evaluation. The time spent in identification of the life cycle costs should be proportional to the value or criticality of the project being considered.

(1) **Life Cycle Costing.** When establishing the total cost of a requirement, requesting activities and board members will consider all life cycle costs. Life Cycle costing includes start-up (including the cost of all resources consumed), sustainment, and termination costs for a project. Some commonly neglected costs requiring consideration are: repairs to bring a facility up to standards, shipment into and out of theater, and contract initiation and termination costs. Interoperability with existing systems must also be considered.

(2) **Cost Benefit Analysis.** In order to ensure prudent use of procurement options, requesting activities and board members will evaluate several courses of action to accomplish a mission goal. The advantages and disadvantages of each option will be carefully quantified and compared. Historical data should be used to estimate costs when available. The most effective, and not necessarily the cheapest, course of action should be selected. The final analysis should focus on which alternative or source provides the best value to the United States Government.

e. **General.**

(1) **Units / Staff Sections.** ASG and TF commanders will prescribe local procedures to control approval actions for purchases costing less than \$2,500.00; in all cases such procurements must be coordinated in advance with the servicing Director of Resource Management (DRM) to ensure availability of funds and documentation of fund commitments. The DRM will maintain oversight of these activities' PR&Cs to ensure the appropriate commitment of funds. In the event that a requirement estimated at under \$2,500.00 increases to an amount of \$2,500.00 or higher, JCC must return the PR&C and the requirement must be JARB'd.

(2) Units should submit planned procurement projects for JARB review at least 30 days prior to the required delivery date. This will allow time to procure the source through a local vender if the JARB determines this is the best method of satisfying the requirement.

(3) Units will not split requirements in order to circumvent the JARB process. Definition of Split Purchase or Split Requirement - To break down a purchase requirement aggregating more than the simplified acquisition threshold (or for commercial items, the threshold in FAR Subpart 13.5) or the micro-purchase threshold (\$2,500.00) into several purchases that are less than the applicable threshold merely to (1) permit use of simplified acquisition procedures; or (2) avoid any requirement that applies to purchases exceeding the

micro-purchase threshold. See Federal Acquisition Regulation 13.003(c).

4. **VALIDATION AND SOURCE SELECTION**

a. **Two major phases in the JARB process:** Phase One is the requirement validation. Phase Two is source selection.

(1) **Phase One- Requirements Validation.** The JARB validates the requirement. The ASG is mandated to establish a JARB. All ASG/TF requirements over \$2,500 must be validated by the JARB. ASG commander is the approving official for JARB packages \$25,000.00 and below. TF Commander is the approving official for ALL JARB packages over \$25,000.00 and up to \$50,000.00. Requirements greater than \$50,000 must be submitted to HQ USAREUR/7A for approval by the USAREUR Council of Colonels (CoC). The JARB Secretary will submit the request for approval directly to the lead USAREUR Staff proponent responsible for oversight of the desired function. For example, a requirement to improve communications would be submitted to the USAREUR G-6. The lead USAREUR staff proponent is responsible for staffing the requirement through the USAREUR Council of Colonels (CoC) by preparing a Staff Action Summary (SAS). The USAREUR G4 will be the lead USAREUR staff proponent for all requirements satisfied through the use of the USAREUR Support Contract. Once staffed through the CoC, then the general officer for the lead USAREUR staff proponent is the approval authority for requirements between \$50,000.01 and \$200,000. Only the DCG/CofS, USAREUR/7A, may approve Balkans requirements greater than \$200,000. The requestor, or a designated representative, may be required to answer questions from the board. Ad Hoc advisors will be invited as non-voting members at the discretion of the Chair. These advisors will not include prospective contractors. A prospective contractor may be invited to the JARB to answer specific questions posed by the committee, but he or she will be excused after all questions have been answered. The JARB shall not release or disclose to a contractor any information, particularly cost and pricing data, provided by another contractor in response to the JARB's questions. This is required to ensure compliance with the Procurement Integrity Act by protecting the confidentiality of proprietary information and cost and pricing data obtained from different contractors. This information is not releasable to other parties not directly involved in the contracting process or the JARB. For equipment/systems requirements, the JARB will determine whether there is a standard piece of Army equipment available or being fielded that would satisfy the requirement prior to purchasing additional equipment.

(2) **Phase Two – Method of Satisfying the Requirement.** The JARB will recommend a method of satisfying the requirement. The board must document both the validation and the basis for selecting one of the following: Host Nation Support, Troop Labor, USAREUR Engineering Logistics Center, JCC, or the Balkan Support

Contract (for example) as the means to acquire the service/supply. For projects estimated under \$10,000.00, the documentation may be a summarized statement that the board considered all life cycle costs, validated the compelling requirement of the project, and determined the recommended source as the best value to the United States Government. For projects with an estimated life cycle cost of \$10,000.00 or over, the board must maintain a written summary of the justification used to validate and to select the method of satisfying the requirement. The JARB is not required to select the lowest cost method, but shall consider all factors including price/cost, and make the best business decisions considering all factors.

**b. Independent Government Estimate (IGE) versus a Rough Order of Magnitude (ROM)**

(1) An Independent Government Estimate (IGE) will be prepared by the requestor using available historical data such as final cost data for previous like projects (available from the Director of Public Works (DPW) or the Administrative Contracting Officer (ACO)) for construction. For requests involving purchases (i.e. MWR equipment, radios, alarm systems, automation, ...), the IGE will include at least three suggested vendors, the cost of the item(s), and shipping.

(2) In certain circumstances involving complex projects, the DPW or the requestor may not have the resources to prepare an accurate IGE. In these situations, the DPW may request a Rough Order of Magnitude and use it in lieu of an IGE if the ACO provides written approval.

**c. JARB Recommendation.** The JARB has the authority to recommend approval/disapproval and source selection on every project it reviews, regardless of the dollar amount. Each member will have a single voice, and the appropriate approving official will make the final decision:

**(1) JARB VOTING Members will be as follows:**

- (a) JARB Chairman (Appointed by the TF Commander) (ONLY if a tie.)
- (b) Director of Logistics (DOL)
- (c) Director of Public Works (DPW)
- (d) Director Security Plans and Operations (DSPO)
- (e) TF G-3
- (f) TF G-4
- (g) TF ENG
- (h) RM
- (i) JCC (must be present at all JARB meetings)

**(2) Advisors will be as follows:**

- (a) DPCO
- (b) DOIM

- (c) TF G-1
- (d) TF G-6
- (e) IRACO
- (f) Safety
- (g) JCC Contract Lawyer or designated Judge Advocate
- (h) DCMA Administrative Contracting Officer (ACO) (must be present at all JARB meetings)
- (i) Property Book Officer
- (j) A Preventive Medicine or a Medical Representative (should be present when health care related proposed procurements are JARBed.)
- (k) Contract Liaison Officer (CLO) (must be present at all JARB meetings)
- (l) Contractor (called in only to answer specific questions and then be dismissed for remainder of meeting)

\* JARB Voting Members should be the primary staff or deputy. Additionally, since there are 8 voting members, the Board Chairman may cast the 9th and deciding vote when the vote of the JARB members in attendance results in a tie. In order to have a JARB quorum, 4 of the 8 voting members must be present.

**d. Board Members.** During the JARB, board members should be actively involved in pursuing the validity of a requirement; ensuring its purchase benefits the operation in the long run. Board members should research the issues to be voted prior to the JARB. For instance, if an issue involves the purchase of a computer, it's important to ask the DCSIM/IMO/G6/J6 if there are excess computers or if IMAR numbers have been requested. The following are some examples of questions that should be asked by board members during the JARB:

- (1) What is the funding source for the requirement?
- (2) Was this item in your budget?
- (3) How have you gotten along without it for so long?
- (4) Why is this a valid requirement?
- (5) Is there any similar excess property available in the ASG/TF, or in another command or agency that could fill the need?
- (6) When considering construction and facility renovation projects, are temporary construction/Red Book Standards and a 3-5 year planning horizon being used?
- (7) When considering quality of life requests, are Blue Book standards used?
- (8) Why is the requested quantity needed, and why can't you get by with fewer?
- (9) Why won't a cheaper version suit the need? (Remember that cheaper sometimes means more

expensive in the long run, if lower quality products must be replaced more quickly.)

(10) Is the vendor or contractor you recommend the best source/only source you looked at?

(11) Is this part of a larger project? Will any other purchases need to be made to produce a complete and useable facility, or to produce a complete and functional system?

(12) Can the item/materials be harvested if we move?

(13) Do you realize that when you leave here that the property will not go with you and that it stays here with the ASG/TF?

(14) Is there an existing contract in place for performance of the proposed action(s)/function(s) under consideration?

(15) Can you exercise an option from or modify an existing contract? If so, at what cost?

e. **Emergency JARB.** When a requesting organization requests urgent consideration for processing of a requirement that is valued at \$2,500.00 or more, the Board Chairman will decide what action the Board will take. If the Board Chairman concurs with the request for expeditious handling, a special meeting, walk-through, electronic, or emergency JARB will be convened.

(1) **Special Meeting.** The Board Chairman will set a time, place, and minimum membership to attend the meeting. The meeting will take place before the next scheduled meeting. Members should receive an advance notice of the special meeting at least two hours before the start of the meeting.

(2) **Walk-through.** The Board Chairman will direct the JARB secretary to compile JARB minutes with all information pertinent to the urgent requirement. A written record of each board member's vote will be included in the minutes. A walk through is important when personal explanation is required to understand the situation, or if the project is classified and the use of e-mail would compromise security. The requiring activity will be responsible for physically walking the JARB package to all the Board members. The Board Chairman must give all board members the opportunity to review and vote on the package. Although every member must be offered a vote, it is understood that operational requirements may prevent a Board member from voting. A minimum number of votes cast to approve a request are four.

(3) **Electronic JARB.** The Board Chairman will direct the JARB secretary to compile JARB minutes with all information pertinent to the urgent requirement. This information will be sent to all voting and non-voting members. From the time of sending the information to the Board, voting members and legal counsel will have 24 hours to make their final vote and render the opinion on legal sufficiency. All communications will be made using the "Reply to All" option so everyone will have the

benefit of comments made and information provided. If a member discovers a new fact or realizes a potential problem, he may change his vote. Voting is done within a 24-hour window. The intent is to have an open discussion at the convenience of the board, to come to a conclusion based on all available information, and to use all tools of the 21<sup>st</sup> century that are available to the Board. Although every member must be offered the opportunity to vote, it is understood that operational requirements may prevent a Board member from voting. A minimum number of votes cast to approve a request are four. This information will be sent to all voting and non-voting members including USAREUR Directorates specified in Paragraph 3.c.

(4) **Emergency JARB.** The Board Chairman will direct the JARB secretary to compile JARB minutes with all information pertinent to the urgent requirement. This information will be sent to the JCC Contract Attorney or designated JA for review of legal sufficiency. If there is no legal objection, the minutes will be taken to the ASG Commander for approval. If the requirement is greater than \$25K but under \$50K then the TF Commander must approve. All requirements over \$50K must be sent to the lead USAREUR proponent for validation and approval.

No matter what method is used, the results of the Board will be presented to the ASG Commander for review/approval. If the requirement cost is greater than \$25K then the ASG Commander will seek approval from the appropriate approval authority.

f. **Review/Discontinuation of Recurring Services.** Once each month, a review of selected recurring services currently provided by the Sustainment contractor will be conducted. The JARB will ensure that each recurring service is reviewed at least once each year. The review will take into consideration the adequate amount of services for the current force and its associated cost. If reducing/discontinuing a recurring service does not produce significant savings, it should not be considered. A Rough Order of Magnitude (ROM) will be the basis for determining the amount of savings, which should also include workforce impact. The ROM and a revised Statement of Work will be staffed by the initiating activity with BSB/ASG/AST/TF prior to submission to the JARB for review. The same procedure used to initiate a requirement will be used to reduce/discontinue current services. If approved, action will be forwarded to the DOL for processing to HQ USAREUR G4. This monthly review will be conducted as a part of the regularly scheduled JARB meetings. If none of the current services are deemed necessary for adjustment, no actions for changing the recurring services will be made.

g. **ASG CDR.** Requirements recommended for approval will be submitted to the ASG Commander (or General Officer) depending on dollar value. Reference USAREUR Memorandum, SUBJECT: Approval of OMA USAREUR-Funded Purchase Requests and Commitments and Military Interdepartmental Purchase Request Requirements, dated 16 September 2003 is superseded by

procedures delineated in this document.

**h. Blue Book and Red Book Standards.** All USAREUR organizations will have their requirements, valued at \$2,500.00 or more, reviewed by the JARB. All requirements will adhere to Blue Book and Red Book Standards. Non-USAREUR units using the Balkans Support Contract will comply with Blue Book and Red Book Standards, even if the project is funded by an agency outside of USAREUR. Exceptions to the Blue Book and Red Book standards are reviewed and approved/disapproved by the DCG USAREUR.

**i. Legal Review.** The JCC Contract Lawyer will review all requirements that are recommended for approval by the JARB for legal sufficiency. Since the JCC Contract Lawyer will have fiscal law training, the JCC Contract Lawyer is the primary legal adviser for the JARB. If there is no JCC Contract Lawyer present, the ASG Commander will designate a Judge Advocate with fiscal law expertise as the JARB legal advisor after consultation and coordination with the Command Judge Advocate.

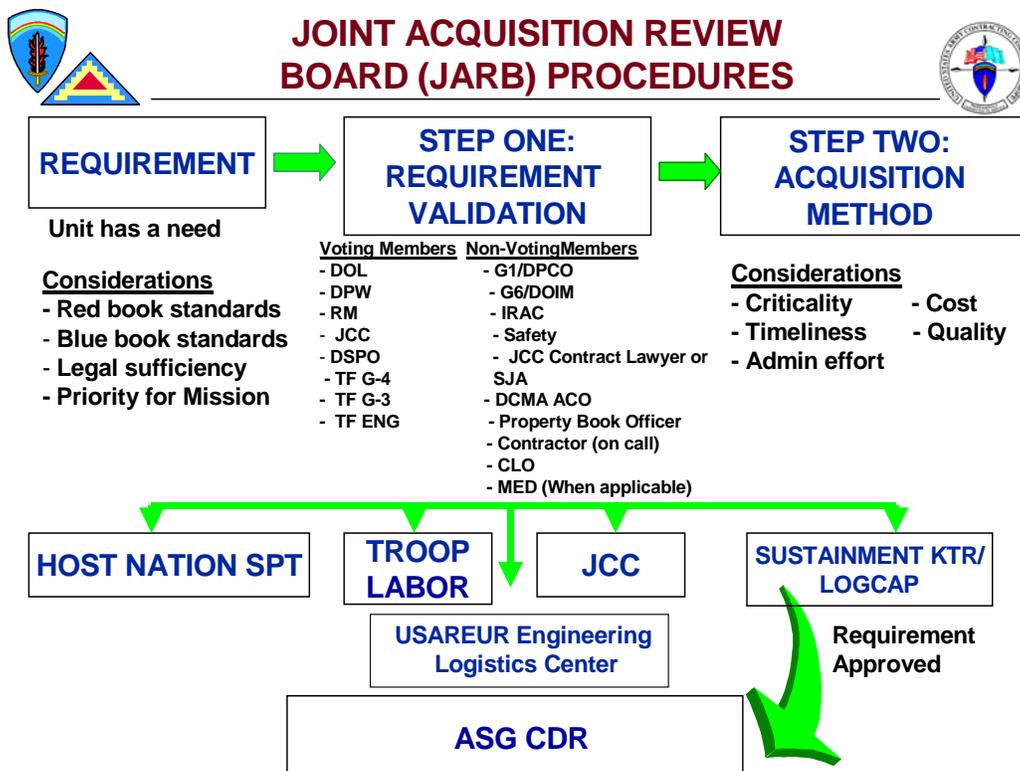
**j.** The JARB will not approve a requirement that is determined to be legally objectionable. Legal issues concerning the Balkan Support Contract should be staffed concurrently through the JCC, the Administrative Contracting Officer (ACO), and the USAREUR Office of the Judge Advocate, ATTN: AEAJA-KL, for coordination with the US Army Corps of Engineers Transatlantic Programs legal advisor.

**k. Building Initial JARB Program.** USAREUR Staff Program Managers (PM), upon receipt of an initial or modified OPLAN, will begin building their JARB Program for contingency operations.

**l. Role of the JCC and ACO Representatives:** The JCC and the ACO are the acquisition expert advisors to the JARB and must be present at all JARB meetings. The JARB must consider the advice rendered. The JCC representative is the only Independent Government Source of information on local contractors, the local business climate, and local business conditions. Additionally, he can draw upon the resources of the US Army Contracting Command – Europe. The ACO is the JARB’s expert advisor in the capabilities of the Balkans Support Contractor and the scope of the contract. A summary of the JCC Representative and ACO’s comments must be attached to the JARB minutes should the JARB’s recommendation run contrary to the expert advice provided.

**m. Role of the CLO.** The CLO is the sole office having visibility of *all* contracts in the AOR and must be present at all JARB meetings. The JARB must ensure that any services under consideration are not available through an existing contract. The CLO will identify all possibilities of utilizing current contracts (exercise an option from or modify a contract). The requesting activity must review the contracts identified by the CLO and provide a comparative analysis (including costs and effectiveness) to the JARB prior to a vote on the proposal. The analysis must be attached to the JARB minutes when the vote is recorded.

**n. Flow Chart.** The following flow chart shows how the JARB process works:



**5. BALKAN SUPPORT CONTRACT REQUIREMENTS.**

a. **Funding Approval Levels.** ASG commander will be the approving official for Balkan Sustainment Contract requirements recommended by the JARB costing \$25K and below. TF Commander will be the approving official for Balkan Sustainment Contract requirements recommended by the JARB costing over \$25K up to \$50K. All USAREUR Support Contract requirements costing \$50K or more must be forwarded to USAREUR G-4 for approval/disapproval. (See Enclosure 2).

b. **New Work.** New work is defined as non-recurring service requirements (such as construction projects or contractual services that the ASG/TF requires). The following are the types of projects funded under the category of new work: construction; services (Custodial, administrative, etc.); movement of facilities, structures special equipment; replacement of a military function with a commercial contract; consultation or special expertise not resident in the task force.

(1) At the beginning of each FY, USAREUR G-8 provides ASG commanders with annual new work funding targets for projects to be completed during the FY. The ASG will decide whether to use the Balkan Sustainment Contract or an independent contractor to execute new work projects. If the Balkan Sustainment Contract is used, the ASG will submit funding to USAREUR G-4; and if an independent contractor is chosen, a contract will be

awarded though the JCC or other contracting agency (Non-Balkans Support Contract).

(2) Once approved by the JARB, new work projects will be processed IAW USAREUR G-8 Memorandum, SUBJECT: Funding Policy and Procedures for FY04 New Work in Deployed AOR's , dated 21 November 2003. (see Enclosure 3) The USAREUR funding letter provides detailed guidance on all changes to New Work funding procedures.

**6. ALL OTHER REQUIREMENTS.**

a. **Non-USAREUR Support Contract:** All other requirements (Non – USAREUR Support Contract) will be processed IAW USAREUR Memorandum, SUBJECT: Approval of OMA USAREUR-Funded Purchase Requests and Commitments and Military Interdepartmental Purchase Request Requirements, dated 16 September 2003 (see Enclosure 4) as superceded in the procedures outlined in the following subparagraphs.

b. **Initial Requirements:** Any requirement costing \$50,000.00 or more, must be JARB'd at the appropriate AOR and forwarded to the appropriate USAREUR Staff office for coordination and approval as required (exception: previously USAREUR/7A approved reoccurring requirements, see paragraph 6. c.). The following USAREUR Agencies are the proponents for requirements as specified in table 1:

Table 1

<u>Proponent</u>	<u>USAREUR Agency</u>	<u>Phone</u>	<u>Fax</u>
Personnel / MWR / AAFES / ACE	USAREUR G-1	370-9623/9626	(8988)
Intelligence	USAREUR G-2	370-7846/6773	(8314)
Operational / Training	USAREUR G-3	370-8944/8104	(7852)
Logistical	USAREUR G-4	370-1962/9004	(7807)
Communications	USAREUR G-6	370-9126/7070	(8897)
Medical	OSURG	370-2010/2190	(2202)
Construction, building renovation, repair, etc.	ODCSENGR	370-1915/8935	(8934)
(Coordination Only)			
Balkans Desk Officer	USAREUR G-3	370-7983	(7852/6104)

(1) Requirement

(a) Each proponent will first review the requirement to determine whether other USAREUR agencies, or USAREUR Sustainment Contract (USAREUR G-4), are involved. If this is the case, the proponent receiving the JARB packet from the ASG will coordinate with the other agencies involved to ensure total USAREUR-level visibility in the approval process.

*For example, all construction, building renovation and repair projects costing \$50,000 or more must be forwarded to ODCSENGR who will coordinate with*

*other agencies as required. Also, if the ASG JARB's a requirement to construct a new training facility, it will submit the requirement to USAREUR G-3 (since it is training focused) for coordination with ODCSENGR. Communications require USAREUR G6 review, etc.*

(b) All JARB packets using the USAREUR Sustainment Contract that require USAREUR level action will be forwarded to USAREUR G-4 who will staff them.

(c) Attempts to bypass the JARB process (i.e., obtaining Approving Officer signature from Central Region and processing the requirement through the Contracting

Office without JARB review) violate the intent of the JARB Implementing Instructions and are subject to USAREUR level inquiry.

(2) Coordination.

(a) In addition to the packet provided to the USAREUR proponent, an information copy must be provided to the Balkans Desk Officer to increase visibility of the action and facilitate approval through the Council of Colonels. As the proposal is reviewed and disposition made, the reviewing USAREUR Agency must inform the Balkans Desk Officer.

(b) A copy of the final signed and approved/disapproved Staff Action Summary (SAS) will be forwarded by the USAREUR proponent to the JARB Secretary and the USAREUR G-3, Balkans Desk Officer. The JARB Secretary will ensure that a copy is provided to:

1. the DCMA Administrative Contracting Officer for actions involving the Balkans Sustainment Contact.

2. the ASG Resource Manager/Comptroller for requirements purchased through the Joint Contracting Center or by another command utilizing a Military Interdepartmental Purchase Request (MIPR) DD Form 448-2.

c. **Reoccurring Requirements Previously Approved by USAREUR/7A.** For non-Balkan Support Contract reoccurring requirements over \$50,000 that have already been approved by the USAREUR/7A staff, there is no need to resubmit the requirement to the USAREUR/7A staff for re-approval. For example, the annual electricity utility contract, which costs more than \$2M, does not require the USAREUR/7A DCG/CofS's approval each year as he has already validated this requirement and the USAREUR/7A G8 provides the Task Force funds for this requirement in the Task Force budget. However, if the price of a previously approved, non-Balkan Support Contract, requirement increase by more than 10%, then the requirement must be resubmitted to the USAREUR/7A staff for approval. Regardless of whether a requirement needs to be submitted to USAREUR/7A for approval, all items, reoccurring or otherwise, over \$2,500 must be JARB'd. The intent is for the JARB to review these reoccurring services to ensure a valid requirement still exists. If the JARB determines that the requirement no longer exists, then the lead USAREUR staff agency and USAREUR G-8 will be notified.

**7. REQUIRE PROPER IDENTIFICATION OF INVOICES / FREIGHT WARRANTS BEFORE PAYMENT.** Standard Operating Procedures (SOPs) must direct that invoices / freight warrants be certified by the MCT before being submitted to finance for payment. The commander must designate certifying officials. As an additional check and balance, verification of this procedure should be incorporated into the Command Inspection Process Checklist.

**8. DISBURSING FINANCE OFFICE PROVIDE COPIES OF PAYMENT VOUCHERS TO LOCAL RESOURCE MANAGEMENT OFFICE.** In addition to providing a copy of all payment vouchers to the responsible contracting office at the time of disbursement, the disbursing finance office will also provide a copy of all payment vouchers to the responsible RMO.

**9. INVOICES ITEMIZED AND TRANSLATED INTO ENGLISH PRIOR TO ACCEPTANCE.** Qualified interpreters will provide translations of all current financial documents (written in the Host Nation language) to accompany original documents when submitted to finance for payment. This translation will eliminate any potential controversy concerning the legitimacy of transactions and reduce the processing time.

**10. JCC CONTRACTING OFFICER'S REPRESENTATIVES (CORs)** conduct a monthly reconciliation, IAW USAREUR Reg. 715-3.

a. **JCC Responsibilities.** The JCC will ensure that the designated Contracting Officer's Representative (COR) performs all duties IAW USAREUR Reg. 715-3 and the COR appointment Letter.

b. **COR.** The COR will verify that the contractor is performing in accordance with the requirements of the contract term, conditions and specifications, to include delivery expectations. Commanders/supervisors must allow appointed CORs to devote sufficient time to perform his/her COR duties. In some instances, this may require 25% of the individuals' duty time.

**11. LEADERS RECEIVE TRAINING ON BASIC CONTRACTING PROCEDURES.** The JCC will prepare and provide informational instructions to all newly arriving LTCs (and above) and PR&C Approving Officers. This information must clarify the "do's and don'ts" of dealing with contractors and contracts; specific rules on ethics and Standards of Conduct; and Contracting Office Points of Contact.

**12. REQUIRING ACTIVITY REPRESENTATIVES "RIGHT SEAT" THE JARB.** Actively identify new personnel rotating into the Area of Responsibility who may be assigned to positions requiring them to submit Requirement Nomination Packets to the JARB. Ensure these individuals are exposed to the JARB as a part of their Right Seat In-processing.

**13. REPORTING RESPONSIBILITIES.** The JARB Secretary must send an electronic copy of all JARB minutes, with appropriate signatures affixed, to the USAREUR Support Contract Program Manager's Office, the S3, USACC-E, and USAREUR Directorates: DCS G-1, DCS G-3 OPS, DCS G-4 PLO, DCSENG and DCS G8 CONOPS Cell within 24 hours of signature.

**14. Modifying the Implementing Instructions.** Recommended changes to the JARB procedures will be submitted to the Program and Budget Division, USAREUR G8. (POC Mr. Grant Strzelczyk, DSN 370-9084, e-mail grant.strzelczyk@hq.usareur.army.mil)

Encl 1, Sample JARB Packet

Item	Location	Tracking number	Requesting unit	Description of Work	Costs	Disposition
1	MNB(E) SSA	G400-4298	MNB(E) G-4  POC: MAJ Buffington  DSN 781-3168  Kemajl Ferizi  DSN 781-4282  Lulzim Lalinovci  DSN 781-3018	<p><b>General Description:</b> The Task Force Falcon Supply Support Activity (SSA) will provide the vendor AUTOGINI,0444/141-780 with empty compressed gas cylinders to refill with industrial/technical gases such as Oxygen, Argon, Helium, Acetylene, Carbon Dioxide, Nitrogen and Propane Butane.</p> <p><b>Requirement:</b> The vendor will also inspect compressed gas cylinders for serviceability and replace caps and valves when required. The vendor will conduct hydrostatic testing and or provide adapters to convert European specification valves to American specification valves. The vendor will also conduct inspections and tests as required to determine the amount of gases by percentage the are left in cylinders.</p> <p>The vendor will be held to a fourteen day turn around time once the compressed gas cylinders are picked up at the SSA. The vendor must be able to respond to an emergency request(within 72 hours) to have compressed gas cylinders filled and returned to the SSA. The SSA will notify the JCC when a request is an emergency.</p> <p>The SSA will contact the Joint Contracting Center(JCC) as required to coordinate all pickups of compressed gas cylinders. It is the responsibility of the contractor to contact the JCC to coordinate the return of compressed gas cylinders. The vendor will pickup and deliver all compressed cylinders to the SSA, The vendor is responsible for providing the appropriate transportation, cages and devices for transporting the gas compressed gas cylinders. The vendor is also responsible for all paperwork required by law that applies to the transport of compressed gas cylinders.</p> <p><b>Purpose:</b></p> <ol style="list-style-type: none"> <li>This request is for funding to renew an existing contract for refilling compressed gas cylinders.</li> </ol> <p><b>Task Force Advantage:</b></p> <ol style="list-style-type: none"> <li>To conduct operations to support Task Force Falcon.</li> </ol> <p><b>JARB Notes:</b></p> <p><b>ASG CDR Notes:</b></p> <p><b>Chief of Staff Notes:</b></p>	\$17,000.00 Funded by Task Force Funding	<p><b>Requirement</b></p> <p>Yea:</p> <p>Nay:</p> <p><a href="#">ASG CDR:</a></p> <p>Concur</p> <p>Non-Concur</p> <p><a href="#">CG:</a></p> <p>Approve</p> <p>Disapprove</p>

Encl 1, Sample JARB Packet

Item	Base Camp	Tracking Number	Requesting Unit	Costs	Approving Body	Course of Action
3	Hawk	DOL 234	1-523 Inf	\$5.3K	JARB	
					ASG Cdr	
					Commanding General	
					Acquisition Method	BSC
<b>Description of Work</b>						
<p><b>Request funding for drainage ditch</b>  <b>Description of Work:</b>  <b>SOW:</b> Cut 1 meter wide by 1 meter deep (at deepest end) by 23 meters long drainage ditch from Infantry Road to the existing drainage ditch IAW attached drawing. Ditch to be lined with 50-150 gravel to stabilize the cut.  <b>Location:</b> FOB Hawk  <b>Purpose:</b> To reduce standing water that collects after every rain or snowstorm. Standing water prevents use of the field for training by the units working out of FOB Hawk.</p>						
<b>Discussion / Comments:</b>						
<p>CPT Holmes was present to discuss the continued use of the field and how the standing water problem has impacted on unit training. Alternatives considered had significant adverse impacts on training or were of a higher cost.</p>						

## **JUSTIFICATION FOR PROJECTS AND PURCHASES COSTING \$50,000.00 OR MORE**

1. Description: (Provide an accurate summary of this requirement.)
2. Funding and Criticality:
  - a. Amount required for this project: (\$)
  - b. Is this project funded within the organization's budget (New Work or O&M)? (Yes/No)If this is an Un-Funded Requirement (UFR) (not in the budget),
  - (1) Identify the category of funding (OMA, OPA, MMCA, MCA, ...).
  - (2) What mission change, tasking, or regulatory guidance caused this requirement? Explain how this requirement was performed in the past.
  - c. Criticality:
    - (1) (Urgent [Needed within 14 days or less], Priority [Needed within 15 - 30 days], Routine [Needed 30+ days].)
    - (2) Reason work needs to be accomplished.
    - (3) What are the consequences if this project is not approved? Provide a brief statement on what problems, loss of efficiencies, or hazards the organization will face if the work is not accomplished.
3. Category and regulation:
  - a. Category (Force Protection, Safety, Health, Operational, Quality of Life):
  - b. Regulation (If Force Protection, Safety, or Health related, cite the regulation directing this action if not already listed in paragraph 2.b.(1)(b) above.):
4. Life Cycle Analysis (Cost Breakdown):
  - a. Labor and servicing cost:
    - (1) set-up and establishment:
    - (2) continued operations: (Explain how the continuing operations are estimated; ie daily, monthly, annually, ...)
    - (3) take-down and disposal:
  - b. Supplies and Material:
  - c. Equipment:
5. Other facts:
  - a. Recommended vendor:
    - (1) Name of vendor:
    - (2) Why is this vendor recommended?
  - b. Is this a mixed labor proposal (contractor and troop, host nation and troop, ...)? What are the additional costs for troop labor portion? (Identify costs as man/days or other unit that will clearly identify the "total" cost of the project.
  - c. Are there other contracts or requirements are associated with this requirement? (Provide detail to include costs.)
  - d. What alternatives were considered? (Provide a statement on all other Courses of Actions (COA) considered in the selection analysis.)
6. Service Requirements: (If proposed project is for a service [ie., not construction] and the cost exceeds \$500,000, provide a concept of operation detailing the envisioned operation which the contractor will perform. The concept should clearly identify number of personnel to be supported and affected duration.)
7. Other information: (Provide any additional information that will clarify the project and the reason for performing the work. The draft or final statement of work must be attached.)



**DEPARTMENT OF THE ARMY**

HEADQUARTERS, UNITED STATES ARMY, EUROPE  
DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT  
UNIT 29351  
APO AE 09014

AEAGF-PB

20 November 2003

MEMORANDUM FOR COMMANDER, TASK FORCE EAGLE, TUZLA BASE,  
ATTN: AETV-TFE-RM OJF, APO AE 09780  
COMMANDER, TASK FORCE FALCON, CAMP BONDSTEEL,  
ATTN: AETV-TFF-RM OJG APO AE 09340

SUBJECT: Funding Policy and Procedures for FY04 New Work in Deployed AORs

1. In FY 04, decision-making authority over new work funds will remain with ASG Commanders.
2. Procedures contained herein apply to new work requirements of a one-time nature only (e.g., non-permanent facilities construction/renovation). Recurring requirements for FY04 have already been addressed in the development of FY04 CONOPS Resource Guidance (May-Sep 03). Any new recurring requirements, not of an emergency nature, must be addressed for FY05 funding (FY05 budget to be developed over the 4<sup>th</sup> quarter of FY04).
3. We expect only limited new work requirements to emerge, primarily as a result of the drawdown of forces for these missions.
4. FY04 Resource Allowance Document will provide an annual funding ceiling for new work to be acquired through the USAREUR Sustainment Contract **and** sources other than the USAREUR Sustainment Contract. Commanders will be responsible for deciding on the use of funding for New Work.
  - a. For any projects to be completed via troop construction or JCC-procured local commercial firms, the funds can be certified locally.

Any work to be completed via the USAREUR Sustainment Contract will be funded thru HQ USAREUR, DCS G-4. In this case, the funding will be transferred from the Task Force to HQ USAREUR, G-4 (via RAD) for application to the USAREUR Sustainment Contract. HQ USAREUR G4 will then MIPR the funds to the Army Corps of Engineers Trans-Atlantic Center (CETAC) to place on the Sustainment Contract under either work Break down structure (WBS) 494 (Bosnia & Hungary) or WBS K94 (Kosovo & Macedonia). CETAC will then deposit the funds into a "x94 checkbook " that is managed by a CETAC Administrative Contracting Officer (ACO) and tracked by the

ASG Resource Managers (RM).  
AEAGF-PB

21 November 2003

SUBJECT: Funding Policy and Procedures for FY04 New Work in Deployed AOR's

All requests for new work must be coordinated through the ASG RM to ensure funds are available for new work. The ASG RM is the only person who can ask the ACO to issue a notice to proceed (NTP). The ACO will refer anyone seeking a NTP to the ASG RM. The ACO will provide the ASG RM with a copy of the weekly Brown & Root Balkans Definitized Unprogrammed Work report to help reconcile the amount remaining in the "x94 checkbook".

c. Any projects requested by organizations outside the TF/ASG, such as 7<sup>th</sup> ATC, will also be subject to the New Work ceiling. If projects are approved, funding will be transferred from the requesting activity to the performing activity via Funding Allowance Document(FAD)/ Resource Allowance Document (RAD). Additional funding provided by outside activities does not automatically increase the New Work ceiling.

d. Funding for any New Work projects, whether it is troop construction, JCC-procured local contracts or USAREUR Sustainment Contract work, will be deducted from the available target balance accordingly..

5. Commanders should validate all new work requirements as mission critical needs of the FY and prioritize them against the ceiling sum in order to arrive at an annual new work funded program. Mission critical requirements, which could not be prioritized within the annual new work funded program should be submitted as unfinanced requirements (UFRs) to this HQ, ATTN: AEAGF-PB, for consideration either at mid-year review or later in the fiscal year (e.g., year-end). Urgent or time-sensitive needs of a critical nature should be prioritized to ensure execution within the initial annual new work funding program.

6. All other administrative and regulatory controls remain in effect, including the prohibition on permanent construction, JARB Implementing Instructions, and PR&C approval thresholds.

7. POC for this memorandum is MAJ Roger Casillas, 370-8176,

e-mail

[roger.casillas@hq.hqusareur.army.mil](mailto:roger.casillas@hq.hqusareur.army.mil)

LARRY J. AQUAVIVA  
Chief, Execution Branch