

MEMORANDUM FOR RECORD: TSGT RACHEL JACKSON

SUBJECT: AFTER ACTION REPORT: OPERATION JOINT FORGE, TUZLA BOSNIA

TIME: 120 DAYS (24MAR99-25JUL99)

PURPOSE: To Support Operation Joint Forge, Humanitarian

ORGANIZATION STRUCTURE: There are (3) ea. contracting entities that function separately but support the overall mission of the camp.

- (1) Brown and Root (ACO): Administer the base maintenance/custodial/dining services
- (2) Joint Contracting Office (JCC): Interdepartmental services group that contract for supplies and services. Mainly support the Army requirements, but are they in theory to support the AF as well.
- (3) 401EABG Contracting Officer: Supports 16AF as well as airlift EABG personnel. Currently 5 functions being outsourced during phase I. Phase II plans underway in next 3 months to outsource another 40+ personnel. Contracting Officer supports KFOR requirements and acts as liaison for other issues affecting base and NATO operations.

DAY-TO-DAY BUSINESS (401EABG):

1. About 50% of our business is conducted with IMPAC and the contracting officer acts as both the CCO and the RA. The RA keeps track of funds and also requests more funds on a quarterly basis, or as needed. The position is one deep and includes a resident interpreter. The interpreter is knowledgeable of the available resources downtown. Competition, such as buying furniture, is scarce and choice is very limited. According to the CCO in Sarajevo, there are only 2 or 3 furniture sources in the local area to purchase from. The Commander for the 401st is aware that we are in effect "lining the pockets," as it were, but there is not much we can change about this fact until their economy has a chance to re-start itself. The war has taken a very heavy blow to this country.
2. The banking industry is shallow. (The) Tuzla economy cannot yet accept the government VISA card and all the 401st business is conducted with SF44s and paid in local currency, which is Deutsch Mark (DM). The DM rate was a blanket rate of 1.928, about a 2 for 1 exchange rate. So, overall we weren't really taking the gouging that one might imagine when we bought from the downtown market in Tuzla. The finance-dispersing officer is deployed twice per month to pay for recurring service contracts (less than 10 of those), and to pay for SF44s. The payments are made routinely at one of the gates, named, "the pedestrian gate."

3. I did not have to leave the base camp to travel for unique items. About 50% of our requirements are purchased with IMPAC over business web sites. TMO is utilized for cargo shipments about 15-20% of the time. The rest of our buys are purchased with DD1155s. We do have help with purchases in Germany and the BX at Ramstein is always utilized along with the PX at Tuzla Base.
4. Unique requirements fall under our responsibility to provide coordination for NDBs or nondirectional beacons for flightline operation. Under rules of engagement, NATO requires the Tuzla Air Civil Authority to repair the beacons on the Tulza International Airport side of the runway. The contracting interpreter is called upon routinely to assist in this matter- however the 401EABG does not benefit from the NDB, we are under treaty obligation to assist and coordinate the repair thereof. The Bosnian internal finance structure is broken, and the civil authorities are not paying their employees for these repairs. This recurring problem has yet to be corrected. From my last memory, the employees had not been paid for the last 6 months for this type of work. Many meetings with the OPS commander have addressed the problem. My last attempt to address the problem was to call on the JCC commander for his assistance.
5. Our recurring services included the interpreter, an electrician, copier maintenance, cellular phone services, printing service, and car rentals. The hottest project I had was to try to resolve our gym equipment maintenance agreement with the Life Fitness Company in Germany, and the Stairmaster Company. 16 AEW/SVS was the tasker on the project, but was slow to react to our needs for a SOW and an equipment matrix. Our 16AEW/LGC contracting-guy put together the equipment matrix. This project involved several months of coordination at several levels of contracting. The U.S. in Europe, (USEUR) MWR folks did not want to help us out by adding us to their existing maintenance agreement (for the facility on the army camp). The situation seemed simple on the outside, but the various factors, such as who buys the equipment to be maintained proved to be confusing. Not to mention, ARMY MWR decided to drop their Life Fitness maintenance because of customer dissatisfaction. In the end, we decided to award a one-time service and keep negotiating with the HCA of MWR USERU for assistance. The concern was a duplication of effort and paying for contractor transportation twice, instead of just once to service all of Eagle Camp. The JCC Chief volunteered to help us out, but really, no solid progress was ever made during my time there. The biting issue was an unfortunate incident over a year ago that proved to be fatal to our working relationship with the Army Camp. Also, a new project for the AF gym upgrade also was noteworthy. I purchased some mirrors and some A/C/Heater Units from Germany using a previous reliable source. To sum up the buying experience, most were commodities such as supporting the COM group with computers and the Top IV with commander's coins as Eagle Achievers awards during commander's call. Lesson learned; buy computers downtown because of the warranty and because the electrical outlets are not standard 110V. One of our COM Technicians accidentally blew out a brand new HP 5000 printer. HP refused to help us out and it took a month to realize that HP was downtown. Lesson here, coordinate any frustrating scenarios with JCC office. Little did I know, they buy computers daily. The interpreter managed to get the printer to the contractor to check it out and that's where I left it. CE was also a very big customer. We purchased sand, and rock and asphalt and small end items to support washing machines and dryers and to support the

electrical shop. The command section also upgraded the senior officer's quarters, and 95% of the building materials were purchased downtown Tuzla. Our commander was a reservist and very intent on saving the government money.

6. The assignment is changing due to the ongoing outsourcing. My RA function duties there allowed me to take a trip to Italy for a 2-day seminar and was a welcome break from the rigors of the contracting desk at Tuzla. This is standard procedure for the CCO deployed and I found it good to be able to mingle with the 16 AEW/finance folks and also very interesting to talk about how RA functions are extremely demanding in a large organization. I met a lot of interesting people and enjoyed the trip away.
7. The 401EABG contracting position might possibly be deleted within the next 3-4 rotations according to the 16AEW/LGC. The assignment is challenging and rewarding and the 401EABG personnel assigned are generally glad to be a part of the humanitarian support and development in Tuzla, Bosnia. Brown and Root contract employees are nearly all Bosnian and are cheerful and willing to keep working for peace. Aside from the near catastrophe of the bombing attempt on the 24th of March, the assignment was busy, manageable, and rewarding. I met a lot of friends, but on the 25th of July, I was happy to be on the plane back to my home station. It was an experience I will never forget.

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