

## AFTER ACTION REPORT

**Location:** Glasgow Prestwick International Airport <http://www.glasgow.pwk.com/>

**Duration:** 26 May 99 - 6 Aug 99

**Operation:** Operation Phoenix Duke II

**Mission:** TALCE in support of C-5's, the TALCE and support personnel consisted of AMC bases from Little Rock, McGuire, McChord, Dover, Grand Forks and Travis.

Statistics as of 18 July:

**Total Missions: 388 Total Passengers: 4,209 Tons of Cargo: 8,485 C-5 Tours: 44**

C-5's: 374

C-141's: 6

C-130's: 2

C-21's: 6

### Site Survey Information

Local sources: There are adequate local sources within 20 minutes of Glasgow Prestwick International airport. Most of the businesses are located on the High Street in Ayr. I have attached a listing of some of the local sources I used. It should be noted the High Street in Ayr is a five minute walk from the Jarvis Caledonian Hotel, this hotel is where most of our personnel stayed.

Host Nation Support: The primary point of contact between the airport and USAF personnel was Mr. Eddie Allison (Manager of Aviation services and also AMC projects manager. He can be reached at 011 44 1292 511101. Mr. Allison supported us with local contractor's, set up a place in the airport where I could receive mail from contractors. He provided the following to our personnel at no charge: radio's, tower space, GPU, tug, mobile lights, 3 portacabins, 2 portaloos, a stage coach bus, microwave, refrigerator, janitorial service for the portacabins, and a computer with Internet access. We required mobile phones, which we got through the airport, as we didn't have a means to establish credit for the connection of the phones. All phone charges were billed to the airport who in turned billed us **without** VAT (Value Added Tax / 17.5%).

Servicing U.S. Military Installations: Menwith Hill was the closest military installation to our location approximately four hours away, however Menwith Hill is an AF site not a fully

used and basic background on each payment. Letters were also sent to the contractors giving them the Embassy's phone number and address which is:

American Embassy  
24 Grosvenor Square  
London W1A 1AE

Favorable Pricing for USAF: I've obtained letters from my primary sources (Jarvis Caledonian Hotel, Fairfield House Hotel and National Car Rental) locking in their prices for any future US Military presence.

### **Problem Encountered on Deployment**

We didn't have any major problems but the initial set up caused some delays in my buying.

Safe: Finance's regulations required that they store their money in a certain size safe (approximately 750 lb.), there was no armed escort so the area had to be manned 24 hours. Due to the fact we didn't know how long this deployment would last we chose to rent a safe rather than purchase one. We couldn't start buying until we could store the checks, we brought \$500,000/50 \$10,000 checks.

Bank: We needed a primary and alternate place where we could cash the checks and possibly get certified checks made to contractors. We had problems with The Bank of Scotland because Grand Forks finance didn't want the deployed paying agent to set up an account because we didn't know the duration of the deployment. The Bank of Scotland wanted us to set up some type of account in case the checks didn't clear. They didn't care that they were treasury checks. Our primary source for cashing money was the Bureau of Change in the Airport, in the end we never had a need to use the Bank of Scotland.

Transformers: We couldn't get the correct transformers for our equipment. I had to have a contractor come up from England and bring me 9 transformers. As they were running most everything off one transformer when we arrived.

VAT Exemption: We initially ran into the VAT problem which was fixed when we received the letter from Customs and Excise. I only exempted our major payments from VAT, the smaller contractor's didn't understand the process and wanted to pay the VAT and claim it back I didn't have time to explain the process for all the minor purchases we made. The

Required Personnel: There was no PERSCO or Services personnel on site which caused some problems. I felt a PERSCO individual should have been there based on all the people coming and going and keeping track of who was where. We needed someone from Services for lodging purposes and also for meals. Crews were missing meals due to the times that they arrived, it was mentioned we should get MRE's but there was no one to collect money and be accountable for them. Lakenheath sent a couple of Services individuals down to give the paying agent guidance on what they need to do. The paying agent did not want to be responsible for collecting money when he already had his own accounting responsibilities. This was a 24 hour operation and we just couldn't do it so the TDY Services NCO came up with something where the Deployed Commander signed a statement stating he was unable to keep accurate control and accountability of MRE's so they charged it to the operation making the MRE's free.

On Site Politics: I was the middleman between the TALCE Commander (Major Gagliardi) and the Tactics Commander (LTC . Artis). Originally LTC Artis fell under Major Gagliardi administratively and I provided him support, however LTC Artis took some action that change the situation so he no longer fell under Major Gagliardi for administrative purposes. Major Gagliardi told me to no longer support LTC Artis and that if he wanted support he needed to get his own support. I tactfully told LTC Artis that I worked for Major Gagliardi and that he told me that I couldn't provide him support. LTC Artis didn't understand why I couldn't provide him support because the fund cite on the orders was the same. I told LTC Artis I didn't understand it either because we were all in support of the same operation. They had me relaying messages back and forth and I just told LTC Artis to call MSgt Vivian he was my point of contact at AMC HQ and he could possibly resolve this problem. I called MSgt Vivian ahead of time to give him a heads up of what was to come so he wasn't totally caught off guard. The Major got the word from TACC that I was to support everyone there and he told me to provide support to LTC Artis.

### **Local Transportation, Billeting and Communication resource availability**

Local transportation: We set up BPA's with various rental car companies National Car Rental, Compass Self Drive, Turner Car Hire and Doods. Some of these car companies provided passenger vehicles, some provided mini vans and mini buses and coach services. In the airport there are four car companies Avis, Europcar, Hertz and National. Prior to my arrival Mr. Allison asked all these companies if they would provide support to the USAF no one wanted to except for National Car Rental. I set up a BPA with National and used Avis as the competition. National was the primary car rental company used. Doods was also used quite a

the Adamton House, a dormitory used by British Aerospace for its pilot trainee's. It was used for its location and we didn't have any other place at that time to put the crews.

Communications: The airport provided us with radio's free of charge, they also provided us land lines in the porta-cabins and in the tower. We were charged for calls made on the land lines excluding VAT. We also purchased 8 cell phones, however the airtime was set up through the airports account and subsequent phone charges came through the airport. The airport invoiced us for air time (VAT Exempt) and the line charges is being paid through the Embassy.

### **Evaluation of any Support Agreements**

There was no established support agreement to my knowledge however I did obtain a letter from Mr. Eddie Allison stating he would welcome the USAF back to Prestwick with little to no notice (**See attached letter**).

### **Adequacy of facilities and equipment**

All the support and equipment provided by the airport was more than adequate. It should be noted that the Adamton house is being put on the market for sale. British Aerospace is relocating to Spain this fall. The Adamton is in need of some slight building modifications and maid service and some type of catering contract would probably be all that would be necessary. The Adamton is not in proximity to any eating establishments, Prestwick Main Street is about 15-20 minutes away and offers plenty of restaurants.

### **Anticipated problems for extended exercises**

The only problem I would address is advanced hotel and rental car bookings, on short notice I would coordinated this through Mr. Eddie Allison. It should also be noted that the steering wheel is on the right and driving is on the left. **I would suggest that all deployed personnel deploy with an international driver's license, it is much easier to process. Note:** Personnel must be over 25 to drive a rental car in Scotland and the UK.

### **Special Personnel requirements**

If possible deploy with a funded IMPAC card it will make things easier. As stated above you should deploy with an international driver's license, a lap top computer with extra batteries, a

Everyone knew where the airport was so it seemed the logical place to meet. After duty hours the contractor's had our mobile phone number and also our hotel address, room number, phone & fax number. We worked seven days a week for the most part but Sunday's were always slow and we were not always busy but had to be available just in case. We were contacted primarily via our mobile phone, I was told the phones would work anywhere in Europe they just needed to be activated. The phone I purchased is here at Grand Forks AFB.

Hospital Emergencies: We experienced an instance when we needed to get someone to the hospital for non emergency treatment. The member had an ear infection in both ears. The local hospital is the Ayrshire Central Hospital approximately 10 - 15 miles from the airport. Ayr Hospital's address is: 35 Racecourse Road, Ayr KA72TG. To see a doctor after hours dial 01563 577 599. Note: Any hospital visit is free of charge to USAF personnel, I believe this is covered under the existing SOFA agreement. **It should also be noted that anything type of hospital or dental treatment performed in a foreign hospital should be documented by a physician and updated in your medical records.** This protects the member and also lets our hospitals know what treatment was received. I informed the member of this and to have his base update his medical records upon return.

Dental Emergencies: Two individuals had to go to the dentist, the first individual had a filling come out and the other individual needed a root canal. I believe both visits were no more than L50.00 (sterling) total. The first thing we did was to notify TRICARE and find out what procedures we needed to follow. We contacted RAF Lakenheath and the individual at TRICARE told us if they could invoice TRICARE directly to do that if they only accepted cash then pay it. The paying agent also knew we couldn't use the fund cite of the operation, a medical fund cite must be used so Lakenheath finance gave us the appropriate fund cite. Both individuals were also told to get in writing what was done and upon arrival at their home station to update their dental records.

The Tower: The tower is where everyone worked to include (The TALCE, TACTICS, Intel, Maintenance and the Stage). The exception was Contracting and Finance and the Port drivers who worked out of the portcabins. The tower is spacious. It has four rooms and a bathroom on the floor we used. Access to the tower is obtained by passing through an electronic gate, the airport provided swipe cards which allowed access to the flightline. It is my recommendation that cards only be given to key personnel. If this card is lost it allows unauthorized access to the flightline.

C-5 Runway damage: A runway was used to park the C-5's, however due to the unusually

Europe has a different price for fuel. For accounting purposes they use an average price of \$1.06/gallon and our price at Prestwick was not affected we were still paying \$.65/gallon.

Room Damage: I have documentation to support room damages caused to the Fairfield House Hotel. An invoice from the contractor who repaired the damages was supplied to me and also an invoice from the hotel for the four days they could not rent the room out due to the down time in repairing the damages. A Contracting Officer's determination was done in the form of a memo that states this would not be processed as a ratification as the government obtained no benefit. I also suggested that finance take whatever action necessary to reimburse the government. I wrote a letter of apology to the hotel for any inconvenience caused to them and paid for the damage using a SF 44. The paying agent with me also assigned to Grand Forks AFB (SSgt Koonce) told me he would take the appropriate action to get back the money expended by the government. This package will be forwarded to Contracting at HQ AMC for any further action.