

**DEPARTMENT OF THE AIR FORCE
HEADQUARTERS 92D AIR REFUELING WING (AMC)
FAIRCHILD AIR FORCE BASE, WASHINGTON**

1 Nov 96

MEMORANDUM FOR HQ AMC/LGC

FROM: 92CONSILGC
110 W. ENT ST, SUITE 200
FAIRCHILD AFB, WA 99011-9403

SUBJECT: After Action Report-Contingency Contracting Support For Operation Desert Storm

1. Date and Location: Arrived 18 Jul 96 at Khobar Towers, Saudi Arabia with other members of Operation Desert Storm package. Was relocated to Al Kharj, Saudi Arabia on 28 Aug 96.
2. Purpose of the visit: To provide support to the 4404th Wing for Operation Southern Watch in Saudi Arabia.
3. Site Survey Information concerning potential sources of supply at deployed location:
 - a. Arrival at Khobar Towers, Saudi Arabia proved there were numerous sources of supply in the local economy which could supply most of the requirements. Orders placed for requirements were normally delivered within 1 to 2 days from the date of award. Items which were not available through the local economy due to non-availability or compatibility with specific equipment were procured from the United States. Those items not available through the local economy were found to have longer delivery schedules and were costly due to the shipping costs involved. Those items shipped via Dover AFB, DE normally took approximately 3 to 4 weeks to be delivered and at times problems arose getting the required supplies through Customs.
 - b. All items were procured through local procedures since there were no existing agreements in place through any U.S. Embassy, host nation support or servicing U.S. military installations.
4. Problems encountered with the contracting process:
 - a. The majority of suppliers in both areas of deployment spoke fluent English which made the procurement process flow smoothly. The one area of concern was contractor employees working on site when none of the employees spoke or understood English. This was addressed to the local contractors as being unsatisfactory since there had to be a form of communication. The contractors were made aware on award that at least one person on site must be able to speak and understand English.
 - b. The local contractors wanted payment made for items delivered in an expedient manner. This proved not to be a problem since Finance processed all invoices received in a very timely manner preventing any complaints from the local contractors.

c. A problem was noted in the process of obtaining access for the contractors to make delivery of required supplies at Al Kharj, Saudi Arabia, due to the magnitude of items required especially for potable water, aircraft fuel and chemicals, repair of dining hall equipment and dining hall supplies there were constant deliveries being made by the local contractors. The time involved in obtaining access to the installation would range from 1 hour up to 5 hours. This was due to the limited personnel available to escort the contractor. This was a frequent function required to be performed by contracting personnel in order to get the items delivered. Escorting contractors ceased the procurement process of open items required until deliveries were complete. This function at times would prove to be an all day function therefore preventing any open items from being procured.

5. Local transportation, billeting and communication resource availability:

a. Transportation, communication and billeting while deployed at Khobar Towers, Saudi Arabia were found to be satisfactory.

b. Transportation when transferred to Al Kharj, Saudi Arabia was unavailable at the time of arrival. It took several days to obtain access to government transportation. During the time deployed to the site, the type of vehicle supplied was 3 each humvees, which were inadequate however was the only transportation supplied. There were 3 vehicles and 6 contracting personnel. The limited number of vehicles available created a conflict with scheduling in escorting contractors and checking on progress of projects.

c. The communication resources were non-existent for contracting personnel upon arrival at Al Kharj. No telephone or fax were made available. These were the two major sources used to accomplish the procurement process. It took two weeks to obtain these required items which is unacceptable. This caused unnecessary delay in the procurement process since these required items were not available and the time wasted in locating available communication sources on site to use. Without transportation or communication sources it is impossible for contracting personnel to fulfill their deployed mission.

6. Host Nation Support Agreement: Upon arrival it was noted there were no such agreements in place.

7. Adequacy of facilities, equipment, and other support provided:

a. Upon arrival at Khobar Towers the facilities, equipment and support provided were satisfactory. The living facilities required repair and furnishing replacement due to the terrorist bombing which occurred. No major problems were noted at this location.

b. Upon arrival at Al Kharj the facilities, equipment and support provided were found to be unacceptable. It was determined to relocate some of the contracting personnel to this location so they would be readily available for customer support. This could not be accomplished since the required facilities, equipment and supplies were not made available in a timely manner to fulfill this requirement. It is imperative required equipment is made available to ensure all required items are procured in an effective and timely manner to prevent a work stoppage.

8. Specific problems which could be anticipated for future contingency operations:

a. There are no foreseen problems with future contingency operations as long as the proper facilities, equipment and supplies are made available.

9. Special personnel requirements:

a. During contingencies the most important factor to consider is not rank but knowledge and experience. While deployed wear of civilian clothing is a requirement when doing business in the local community. The contractor does not have a preference over the rank of the person buying items of supply. An individual with knowledge and experience can achieve more than someone with rank but not long enough in the career field.

10. Total amount of cost expended during deployment for potable water, supplies, equipment, liquid oxygen/nitrogen and other items was: \$508,700.30.

11. Contingency support was terminated on 17 Oct 1996. On 18 Oct 1996 I arrived back at my permanent duty location.

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