

**AFTER ACTION REPORT SAMPLE**

**DEPARTMENT OF THE XXXXX**

MILITARY ORGANIZATION  
BASE NAME AIR FORCE BASE, STATE, Country, etc...

MEMORANDUM FOR

FROM:

SUBJECT: After Action Report,

1. This after action report is prepared IAW XXXX
2. The following is information regarding the contingency itself:

*Deployed Location:*

*Deployed CCOs:*

*Duration of Site Survey:*

*Duration of Deployment:*

*Contingency Purpose:* In support of .

3. *Potential Sources of Supply:* See attached list of vendors, items supplied, phone numbers and POCs. Sources were plentiful for the majority of items. Most businesses belonged to a group, or conglomerate, so if one business did not have what you were looking for they could usually refer you to someone who could provide for your needs.

a. *Host Nation Support:* The \_\_\_\_\_ provided some furniture, aircraft maintenance space and jersey barbers. An acquisition agreement with the \_\_\_\_\_ for ground fuel was written by CENTAF.

b. *U.S. EMBASSY:* We did not use the embassy for sourcing. They did consent to handling the payment of the phone bill for all the phones at the installation since an invoice could not be obtained prior to redeployment. Finance completed a military pay request (MIPR) which transferred funds to the U.S. Embassy enabling them to make payment.

c. *Servicing U.S. Military Installations:* The \_\_\_\_\_ helped with some small purchases. They sourced and procured some desert nametapes and Gatorade, which was unavailable in \_\_\_\_\_.

d. *Local Transportation, Billeting, and Communication Resource Availability:* BPAs were established with all the local car rental agencies in order to meet all the transportation

requirements. A shortage of rental vehicles exists in \_\_\_\_\_. Utility vehicles are scarce as well as passenger vans. The US Army is currently in \_\_\_\_\_, establishing a permanent post and had most of the utility vehicles rented. We discussed the possibility of accidents and payment before renting the cars and both parties understood the correct procedure. However, we did experience difficulties with our customers following the correct procedures. All personnel were restricted to the installation, so all the accidents occurred on the camp. All accidents in \_\_\_\_\_ require a \_\_\_\_\_ civilian police accident report. In \_\_\_\_\_, without an accident report the company's insurance will **not cover the** costs of the damages. There were some instances where accidents occurred and the \_\_\_\_\_ Police were never called out to the site to complete an accident report. Days went by before the police were actually called, so the police report did not state who was at fault for the accident. The company's insurance would not cover the damages due to the negligence of the government for not following the proper procedures. A settlement for the damages was reached, but could have been avoided had the customers followed the proper procedures as briefed. Ensure all companies understand that all insurance and damage risks are at the expense of the contractor and that all your vehicles have full coverage insurance. In addition, ensure all personnel are briefed on the proper procedures for accidents and damages. Recommend reserving as many utility vehicles as far in advance as possible. Cars are not meant to be driven on the rough terrain that exists on the installation. A few cars were damaged from driving on the terrain. The Government had to pay for these damages which could have been avoided had more utility vehicles been provided by the Air Force since the supply of local utility vehicles is so low.

BPA's were established with four of the local hotels for billeting. Only the Sheraton \_\_\_\_\_ BPA was utilized since everyone was restricted to the camp. The only personnel that resided downtown in the hotel were Finance and Contracting. It was vital to the success of the mission that Contracting and the paying agent remain downtown in order to provide a professional meeting place as well as expedient delivery of supplies. Due to contracting and finance working together in the hotel, vendors were able to receive payment, drop off supplies, discuss important concerns in person with no hassles of waiting in long lines at the gate or having to go through the tedious process of obtaining a pass. The end result was customer satisfaction and mission success.

Cellular telephones were rented from two different contractors in order to meet our requirements. These were invaluable communication tools throughout the deployment. These were essential for contracting officers. It allowed us to stay in constant communication with each other and with personnel at the site. Our Logistic Group commander, who approved all purchases for the deployment, could contact his contracting officers at any time with requests or questions. Business over the phone could be conducted at any place and saved us a tremendous amount of time. COMM took approximately two weeks in setting up the telephone network and took it down approximately one week prior to redeployment. The cellular phones allowed us to stay in touch with all of our major customers when questions or concerns arose. Recommend Services and CE have cellular phones throughout the entire deployment. Open communication is vital to the success of the deployment. A daily meeting should be held with all your major customers to ensure clear and open communication, especially during the build up and tear down. Recommend looking into the possibility of purchasing cellular phones that are compatible with the service provided overseas for each contingency kit.

#### 4. Evaluation of Agreements and Operating Procedures

- a. Host Nation Agreements (impact on contingency contracting)
  - i. Host Nation Support: (Host nation support agreements in place how to get a copy, US Embassy information-contact information-POCs-availability, Other US and Allied Nation military installations in the area supported-available)
  - ii. Host Nation Issues: (Specifics about what contracts host nation controls such as fuel, travel restrictions - Threats – Host Nation Emergency info, hospitals, emergency services – Language problems – Political impediments – Customs and Tariffs – Weather – Location Geography - )
  - iii. Host Nation Customs: (anything other COs should be aware of such as holidays and there impact to the Contingency Contracting role, behavior which could be offensive to locals, courtesies which need to be observed, business practices like bribery, nothing open after 3 pm, religious issues)
- b. Status of Forces Agreements (impact on contingency contracting)
- c. OPLAN (adequacy)
- d. Training

5. Issues Affecting Contracting Process: This section should contain insight to obstacles in completing your contracting mission. For example funding problems, currency problems, security issues, language barriers, supply and labor shortages, warrant problems, delays attributed to hostile actions, etc...

*Problems encountered with the Contracting Process.* \_\_\_\_\_ is an Islamic nation and observes all the customs & holidays as such. The workweek is Saturday through Wednesday with the weekend being Thursday and Friday. Many of the businesses are open on Thursday but all are closed on Friday. Business hours are normally 0800-1200 in the morning with a lunch break between 1200-1600 and 1600-2000 in the evening. Catering, refuse, custodial, and sewage worked on the weekend due to the existing BPAs.

Obtaining passes onto the installation for contractors was extremely difficult. All pass information had to be routed through the \_\_\_\_\_ security police. Operations in the AOR are much different than in the states and most of the contractors had to rely on whom they knew in order to obtain a pass. Some of the apparent low bidders on some of our contracts did not start work for two weeks while others obtained a pass in minutes and started work immediately. Contracts were not awarded with enough lead-time to allow the contractors to obtain passes. This resulted in having to use the contractors with passes until the apparent low could obtain a pass.

Customers provided inadequate item descriptions. Terminology in the deployed location is not the same as in the U.S. For example, they use the metric system. In addition, many hours were wasted trying to locate customers in order to find out exactly what was needed. In order to minimize the item description problems a contracting individual was available to quality check each individual AF Form 9 (purchase request) as they were turned into Contracting.

All service type requirements should be identified well in advance and CCOs should deploy with funding for initial requirements. A functional representative from the major customers, CE and Services, need to be a part of the initial deployment to coordinate the preparation/completion of each Statement of Work (SOW) for food service, janitorial, sewage, laundry, etc. The majority of the SOWs received were generic and not customized. Customers should forecast their needs and include them in the initial SOW.

Some type of entertainment fund is needed in order to be hospitable to the contractors. We worked out of a hotel room and it would have been nice to be able to offer coffee/tea or some other type of beverage while conducting business since offering some type of beverage is one of the local customs.

Many hours had to be spent training personnel on AF Form 9s. Training also had to be given to the QAEs on the major BPAs such as catering, laundry, refuse collection and sewage collection. QAEs were not trained on their responsibilities prior to deployment. If possible, identify who the QAEs will be on the deployment and conduct a training session prior to deploying. If it is not possible to identify and train QAEs prior to deployment, conduct a training session as soon as they arrive and stress the importance of a QAE. A contracting representative was designated for half of a day to assist individual QAEs and quality check all AF Form 9 before customers turned them into contracting.

In order to have a professional environment to meet with contractors, a suite in the hotel was utilized. This provided a place to meet with contractors which was separate from our sleeping quarters. Travel was restricted to official business only and we had to travel in pairs. This somewhat reduced our manpower since it took two people to leave the hotel. We used the paying agent as our escort as much as possible. We were not allowed to carry weapons, but we never felt threatened in any way while conducting business in .

Some items were expensive and difficult to obtain than others, (i.e. lumber, computer parts & supplies, and copier parts & supplies). The majority of hard to find items could be located but were rather expensive. We had trouble finding vendors capable of repairing printers, computers, and copiers. Parts for the American made items had to be shipped from overseas which would make the cost of the repair unreasonable and performance period unacceptable. Recommend extra toner cartridges, U.S. size paper, spare parts, etc. be purchased stateside for inclusion in deployment kits.

The currency rate never fluctuated during our time in \_\_\_\_\_ and seems to be very stable. Finance acquired an exchange rate that was slightly lower than the local currency rate. Be sure to tell contractors to invoice in \_\_\_\_\_ versus U.S. dollars, if not, the contractor will not receive as much money as he expected due to the lower exchange rate. Most of the contractors invoiced in \_\_\_\_\_ but for some reason we had a few try to invoice in U.S. dollars.

- a. Minor Obstacles – Solutions Developed:
- b. Major Obstacles – Solutions Developed:

6. Specific Problems Anticipated at Location: The normal day-to-day problems and the occasional weird requirements were encountered but for the most part, the deployment went well. The normal day-to-day problems and the occasional weird requirements were encountered but for the most part, the deployment went well.

(1) Portable Toilets: These were one of the unusual requirements we encountered. Portable Toilets in \_\_\_\_\_ were not available. We found a source in \_\_\_\_\_ that was willing to import them from \_\_\_\_\_ and the \_\_\_\_\_. Field latrines were set up in tent city but portable toilets were needed at various work sites. Another problem was the fact that CE

never informed us they would be needing portable toilets. We assumed CE was going to provide the toilets. The question was brought up to CE while reviewing their statement of work for sewage collection. CE informed us they would be needing portable toilets only one week prior to arrival and the portable toilets were not delivered until 1 month later. Some problems were encountered with the delivery while clearing customs. As a result, CE had to build some temporary portable toilets. Initially we were going to lease the portable toilets, but the contractor wanted to get rid of the toilets so he made us an offer to buy the toilets at his cost, which was cheaper than the cost of leasing. The toilets are nice but the storage capacity is about a quarter of the size that we are used to in the states. With the amount of people we had on site, the toilets needed to be emptied three times a day. Since CE was having to empty the toilets they were not too happy. Recommend taking portable toilets from the U.S. in the future.

(2) Sewage Collection: Not only did finding portable toilets give us problems, but servicing them as well. The Statement of Work for sewage collection included solid and liquid waste. We had difficulty finding a company capable of removing the solids. In fact, there was not one sewage truck in \_\_\_\_\_ capable of removing solids. One company known as \_\_\_\_\_ had a truck capable of removing solids located in the \_\_\_\_\_, but were not willing to remove the truck from its current site since it was already obligated to other jobs. CE had to use their sewage removal wagon to remove the solids. When they submitted their manning requirements they did not anticipate having to dedicate personnel to collect sewage. An additional sewage collection wagon came in the Harvest Falcon kit, which was a life savior. Had this problem been anticipated ahead of time there may have been a company willing to acquire a truck capable of removing solids. Since the majority of people in \_\_\_\_\_ do not use toilet paper, solids do not accumulate as fast; therefore, they are not a problem.

(3) Caterer: A caterer out of \_\_\_\_\_ provided food service. The contractor was outstanding. He provided the utmost quality food, which included numerous menu changes, Mexican night, Fourth of July barbecue, special meals, which included shrimp and steak, etc. He was experienced in cooking out of the 9-1 kitchen, which was the key to his success. In the beginning of the deployment we had problems getting the contractor passes. We had to resort to \_\_\_\_\_, a local caterer that provided meals for approximately 2 weeks. In the future, make sure the contract/BPA is awarded with enough lead-time in order for the contractor to mobilize and acquire his visas, and installation passes for all his personnel. \_\_\_\_\_'s food was sub standard compared to \_\_\_\_\_ Catering. They ran out of food twice and there was not much variety in their menus. Once \_\_\_\_\_ Catering took over serving food we did experience some minor difficulties. They had to cater food to the camp from a local kitchen they rented for about a week since the 9-1 kitchen was not set-up. They had trouble maintaining the food at the proper temperature during serving since all the contractor's equipment was wired for 220V while all power sources at the dining tent were for 110V. The contractor used stereo cans to try and maintain the proper serving temperature. This required constant monitoring in order to prevent food-borne illness infecting the camp. Once the 9-1 kitchen was ready for use the contractor had to purchase some additional equipment that was supposed to be included in the 9-1 kitchen. We purchased this equipment so it would remain with the 9-1 kitchen for future use. Once all the minor difficulties were solved the rest of the operation progressed smoothly. During the last week of the deployment, the 9-1 kitchen was shut down and the contractor catered food from a local rented kitchen and no difficulties were experienced.

7. Special Notice: for future COs:

8 CCO Training Recommendations:

9. Success Stories:

10. Lessons Learned:

11. If anyone has any questions or needs further information about Riyadh, contact John Doe at DSN                    or at DSN XXX-XXXX.

JOHN M. DOE  
Contracting Officer

Attachments:

1. Vendor List
2. List of BPAs