



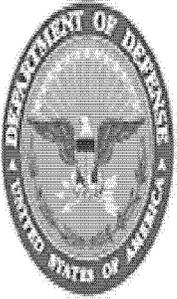
Contractors in Iraq

DOD Portion of Interagency Team

1 July 2004

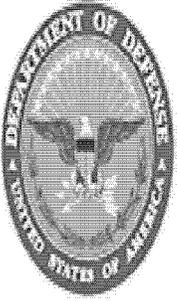
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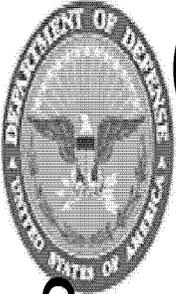
Meeting Goals

- Provide an update to all parties
- Familiarize all with parallel staffing initiatives
- Derive DOD consensus on issues, to be included in the greater interagency process
- Derive DOD common input to CENTCOM staffing effort and interagency forum
- Report out to all in interagency process



Agenda

- **Introductions**
- **Review of contractor issues/concerns**
- **Review of efforts to date**
- **Current Status**
 - CPA Order 17, Memo 17
 - Current staffing initiatives
 - Current version of interagency policy guidance
 - Contractor Ops Center at PCO
 - DOD WARNORD to CENTCOM
- **DOD Consensus on Way Ahead**



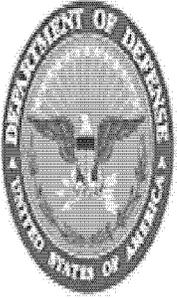
Contractors: Perceived Needs

Some contractors hesitant about continuing to do business in Iraq

- GE, Siemens, Bechtel, Blackwater, RTI, Lucent, CAO A

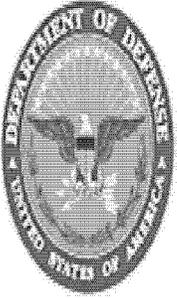
Contractor lack of confidence results from:

- lack of information
- perceived indifference to their needs
- uncertainty during transition from CPA to Iraqi sovereignty
- lack of clear USG policies, support, rules



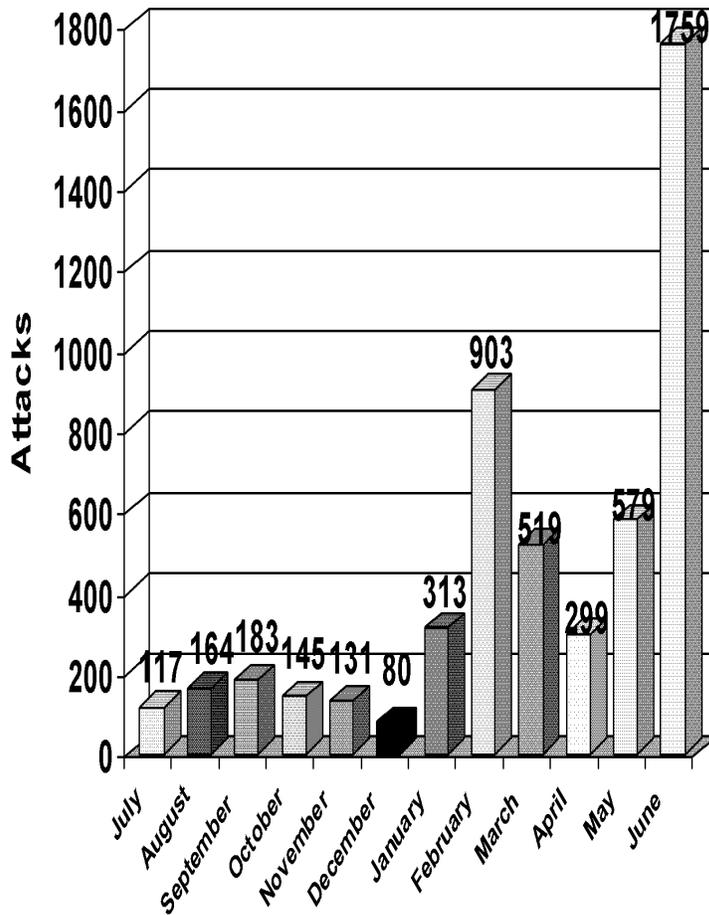
Contractors: Reality

- 100+ KIA to date
- Blue-on-blue incidents
- System breakdowns (event response)
- Ad-hoc organizational responses and efforts
- Difficulty in determining appropriate rules

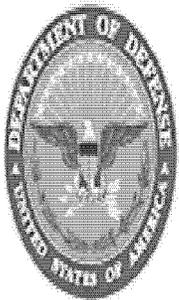


ATTACKS by MONTH

Current as of 26 JUN 04

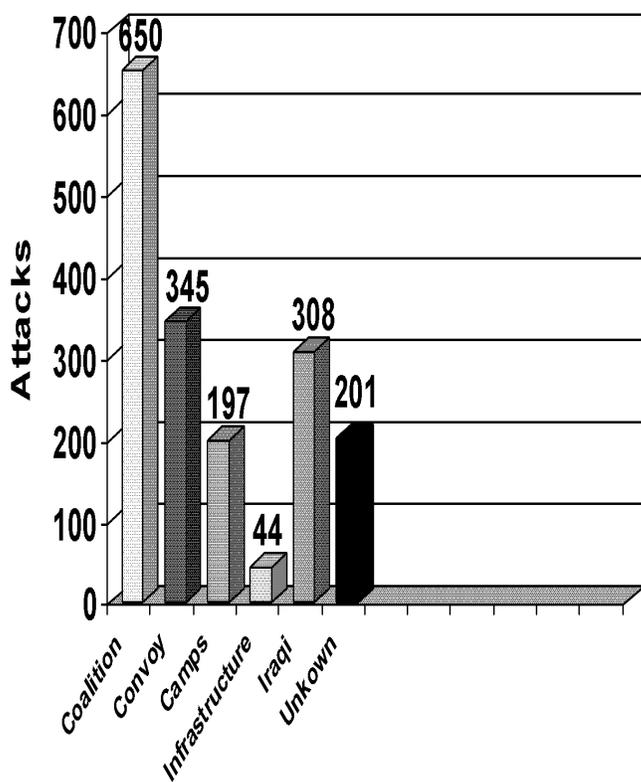


NOTE: April and May Data Is Not Complete Due to Loss of Data and Data Not Provided

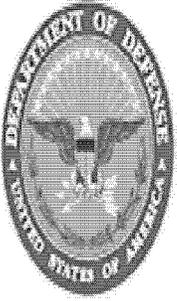


ATTACKS by TARGET

Current as of 26 JUN 04

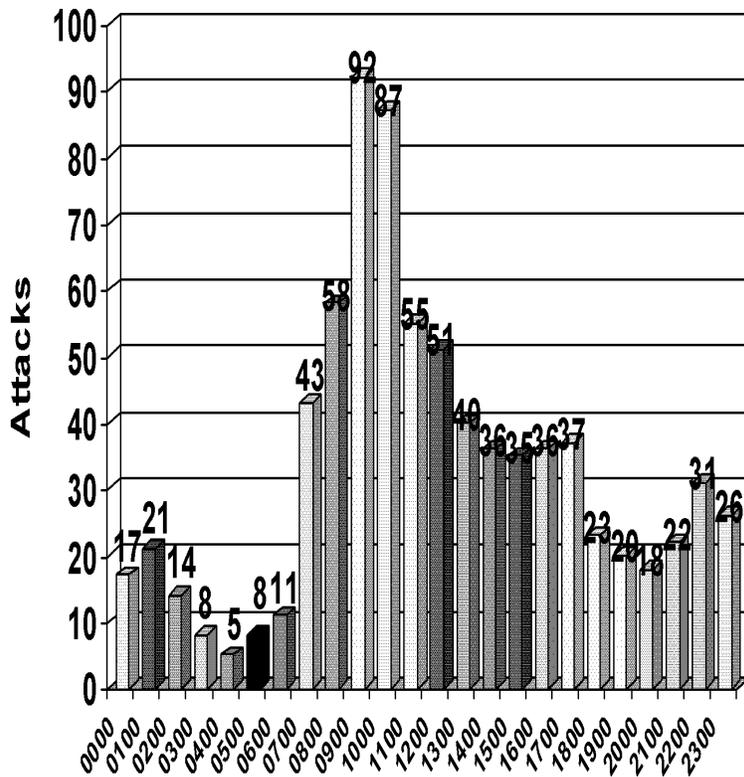


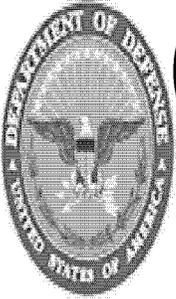
NOTE: Data is for the month of June 2004



ATTACK TIMES (CONVOY MOVEMENTS)

Current as of 25 JUN 04

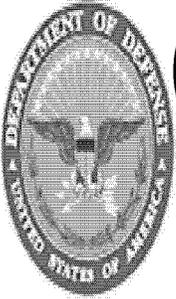




Contractors: Perceived Needs

What Contractors want (based on their email and letters):

1. Definition of legal status and appropriate immunity
2. Clear military policy on protection and safe haven
3. The ability to obtain insurance for operations in Iraq
4. The ability to defend themselves by carrying arms or hiring private security contractors
5. A sense of an overall USG gameplan for contractors
6. Better communications (internal/external, tactical/strategic)
7. Air support for medevac, personnel movement, etc
8. More ability to export US equipment & weapons



Contractors: Perceived Needs

In a two-hour meeting with the security directors of 9 (non-PSC) contracting companies on 29 June, they identified their top 3 desires:

1. Air Support

- Civilian air for medevac, personnel movement, logistics
- Rotary and fixed wing
- Has been encouraged by PMO, but can't get air rights

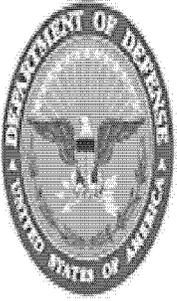
2. Better Communications

- Ops: Through a contractor security ops center, (as planned).
- Stratcomm: From USG to their corporations, on a strategic level.
- Tactical: Better HF capabilities in-country. More bandwidth, etc.

3. Help with Export License roadblocks

- DOS permissions for export of firearms and PPE

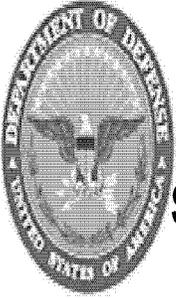
Also expressed confusion/concerns about CPA Order 17 and CPA Memo 17.



Efforts to Date

- CPA Order 17, Memo 17
- Interagency Policy Guidance
- Several DOD Staffing Initiatives
- PCO Ops Center

Details on all to follow in next slides . . .



CPA Order 17 (Revised)

STATUS OF THE COALITION PROVISIONAL AUTHORITY, MNF - IRAQ, CERTAIN MISSIONS AND PERSONNEL IN IRAQ

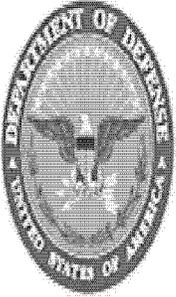
- **Contractor Privileges**

- Exemption from Iraqi Laws governing contract terms and conditions
- Exemption for Iraqi licensing, registration or inspection laws governing:
 - Vehicles
 - Vessels
 - Aircraft (Note: All must carry 3rd party insurance)
- Exemption from Iraqi taxes (corporate, income, social security) and visas, licenses and permits without payment of restriction.
- Freedom of movement throughout Iraq. Free importation without duty, inspection, or customs fees or taxes of all equipment necessary to perform mission.
- Free usage of all roads, bridges, waterways, and airports without payment of tolls, navigation or landing fees.

Contractor Immunities

- Immunity from Iraqi legal process and jurisdiction for acts performed within the scope of their contracts.
- Immunity from any form of arrest or detention.

(Note: Contractors are subject to the exclusive jurisdiction of their Sending State. Immunity from legal process may be waived by the Sending State)



CPA Memorandum 17

REGISTRATION REQUIREMENTS FOR PRIVATE SECURITY COMPANIES (PSC)

All PSCs must be registered with the MOT with operations regulated by the MOI.

Licensing

Register with MOT (Business License).

Apply to MOI (PSC Registration and Vetting Office) for Operating Permit (e.g. background check intended to prevent hostile elements from legitimizing activities).

Grace period until 31 AUG 04.

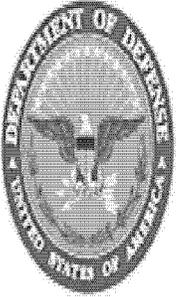
Bonds/Insurances

Bonds: All PSCs submit \$25K bond to MOI. Additional sums may be required by MOI on a pro-rata scale. Sixty day notice period.

Bonds may be forfeited if:

- PSC fails to provide updated information to MOI every six months.
- Employees or companies breach Iraqi law. (Decisions to forfeit bond or revoke operating License by MOI must be reasonable and proportionate to the offense. Mitigating factors to be considered).

Insurances: All PSCs must have public liability insurance in an amount to be published by the MOI. Exemptions may be granted by MOI if securing such insurance is not practicable.



CPA Memorandum 17

REGISTRATION REQUIREMENTS FOR PRIVATE SECURITY COMPANIES (PSC)

Weapons

ALL PSC employees must obtain and carry an MOI-issued weapons card

PSCs must obtain weapons import certificate from MOI when importing weapons (Type, serial numbers)

MOI must receive proof of Sending State registration, certification of weapons training, serial numbers and type of weapons, names of employees, details of intended mission, and copies of contracts.

PSCs must:

- Update MOI on weapons inventory and serial numbers every six months or risk license forfeiture

- Store weapons in secure facilities

- Ensure employees only use authorized weapons (CPA Order 3) (no private weapons)

- Ensure employees carry weapons cards.

- Ensure no law enforcement activity (criminal investigations)

Audits

PSCs are liable to periodic audits by the MOI to be carried out by an independent auditing firm to ensure compliance. Financial audits may be instituted by MOT.

Revocation or Suspension of Operating License

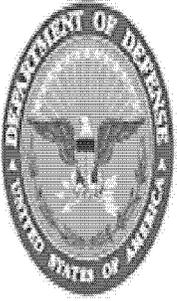
If a PSC or employee breaches Iraqi law, the MOI may suspend or revoke the operating license. The bond may also be forfeited. (Reasonableness-proportionality and mitigation standards apply).

Oversight Committee

MOI will establish this committee vested with general inspection and auditing responsibilities required by the Memo 17.

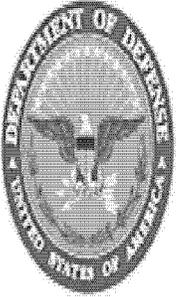
Compliance

All PSCs must ensure employees comply with (ROF-AnnexA), and Code of Conduct (Annex B)



Current Staffing Efforts

1. Congressional testimony, inquiries
2. Interagency Policy Guidance memo
3. CENTCOM-originated weapons policy
4. DOD Directive and Instruction on Contractors
5. DOD policy letter (never issued)
6. Chief of Mission Weapons Policy
7. J-3 WARNORD to CENTCOM
8. USAID memo to OMB about insurance waivers
9. PMO and MNFI procedures for contractor ops



Contractor Security In Iraq v. 3.0

- Developed from revisions to v 2.0 (23 Jun 04)

Purpose:

- Provide immediate guidance to contractors working in Iraq
- An Iraq-centric blueprint for contractor coordination and security

Features:

Certification and Tracking:

Certification Requirements (CSO, PCO development with ESG)

Tracking Process (registration with CSO, database)

Weapons Policy Overview:

Weapons Standards (safety rules, ROF)

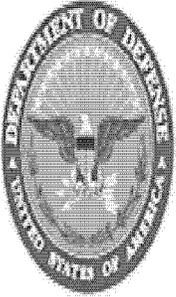
Weapons Control and Training:

Compliance with certification Requirements (CPA 17, CPA Memo 15)

Distinct standards for those not assigned to the COM (DHS, DOJ)

Individual Armed Contractors (IACs) (COM-CENTCOM process, MOI permit)

Identification Cards (COM-CENTCOM policy for access to services, facilities)



Contractor Security In Iraq v. 3.0

- Developed from revisions to v 2.0 (23 Jun 04)

Security Operations Coordination Procedures:

Coordination (de-confliction, blue-on-blue)

PCO Security Operations Center (objectives, functions)

Non-PCO Contractor Participation (encouragement to participate, costs)

Military Support Services to Contractors:

Legal (privileges and Immunities under CPA 17)

Administrative (CSO for IRRF contractors)

Emergency Security Services (responsibility for own protection unless enumerated in contract. QRF may be available through SOC and regional CMOCs)

Industry Assistance for Security (OSAC functions):

Safe Haven (access only allowed per rules of area commanders)

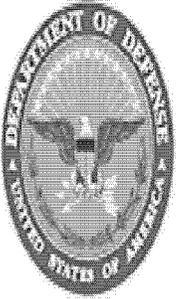
MILAIR (per JTR rules)

Medical (IAW MOA between DOS-DOD)

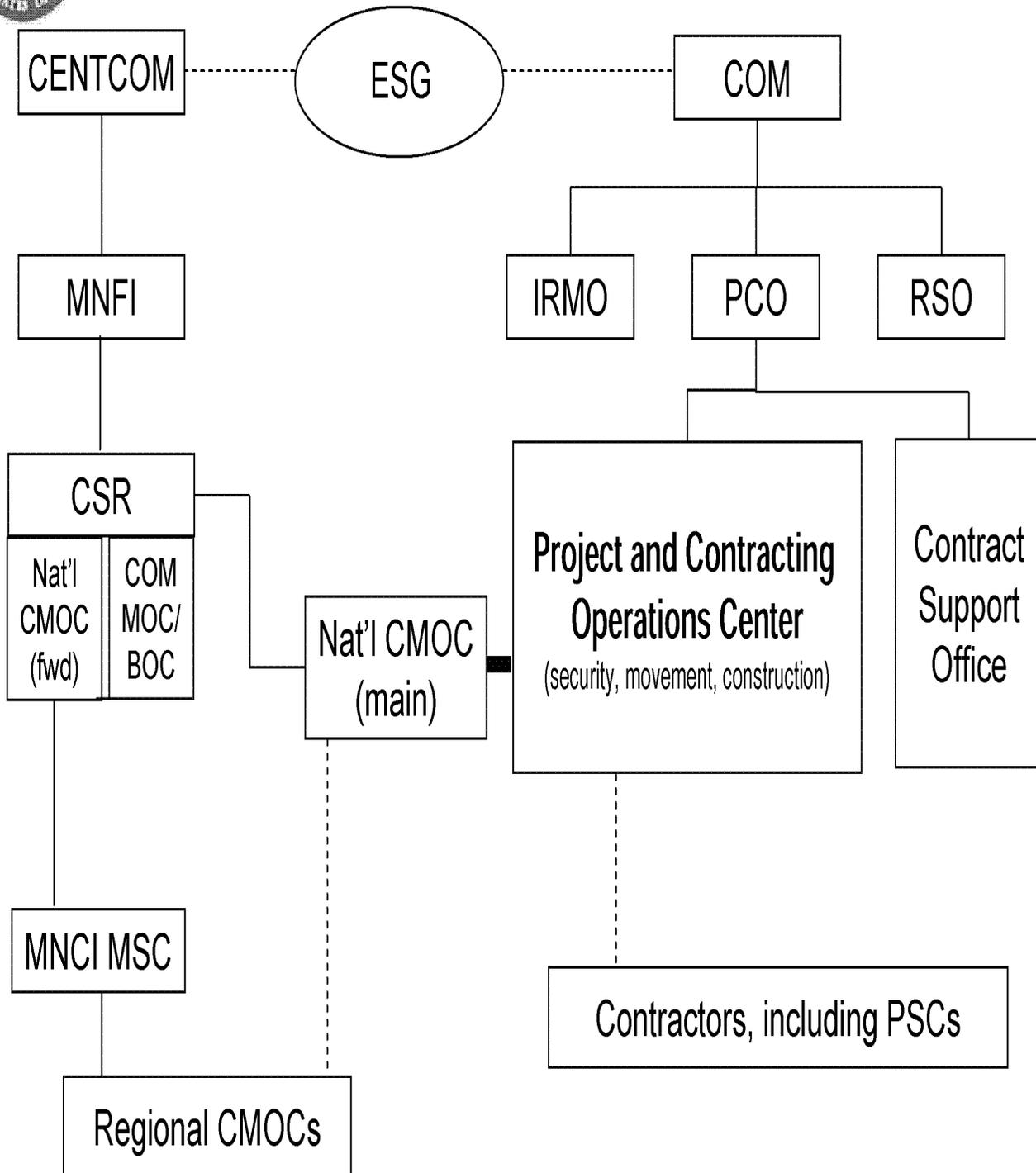
Medevac (CENTCOM)

Mortuary (CENTCOM and COM (Consular Affairs Section

Organizational Chart for Contractor Tracking and Security Coordination



Contractor Tracking and Security Coordination



Program Management and Construction Contracts

Program Coordination Office (PCO) Services AECOM

USAID Iraq Infrastructure II – \$1.8b Bechtel -USA, Parsons-USA, Horne Engineering-USA

Electrical Capacity Contracts \$500K Minimum Up to \$1,500M	Public Works/Water Capacity Contracts \$500K Minimum Up to \$1,700M	Comm/Transp Capacity Contracts \$500K Minimum Up to \$ 400M	Bldgs/Educ/ Health Capacity Contract \$500K Minimum Up to \$500M	Security/Justice Capacity Contract \$500K Minimum Up to \$900M	Oil* Capacity Contract Up to \$827M
Fluor-AMEC JV	Fluor-AMEC JV	Lucent Technologies (VA-USA)	Parsons Delaware	Parsons Delaware	NORTH Parsons Iraq JV
Washington Intl Inc (north)	Fluor-AMEC JV (Contract/AICI/OCI/ Archirodon JV JV Partner Members: Contract: DC-USA AICI: MD-USA OCI: Egypt Archirodon: Netherlands Panama/UAE		Iraqi Military Bases \$239M	SOUTH KBR Inc.
Perini Corp (South)	Wash Intl Black & Veatch			EarthTech Parsons Infrastructure Tech Group Shaw Environmental Weston Solutions	

*Total contracts are for up to \$800M and \$1.2B respectively, but only \$827 can currently be funded from the Fiscal Year 2004 Supplemental appropriation

AFCEE

PenRen

Army

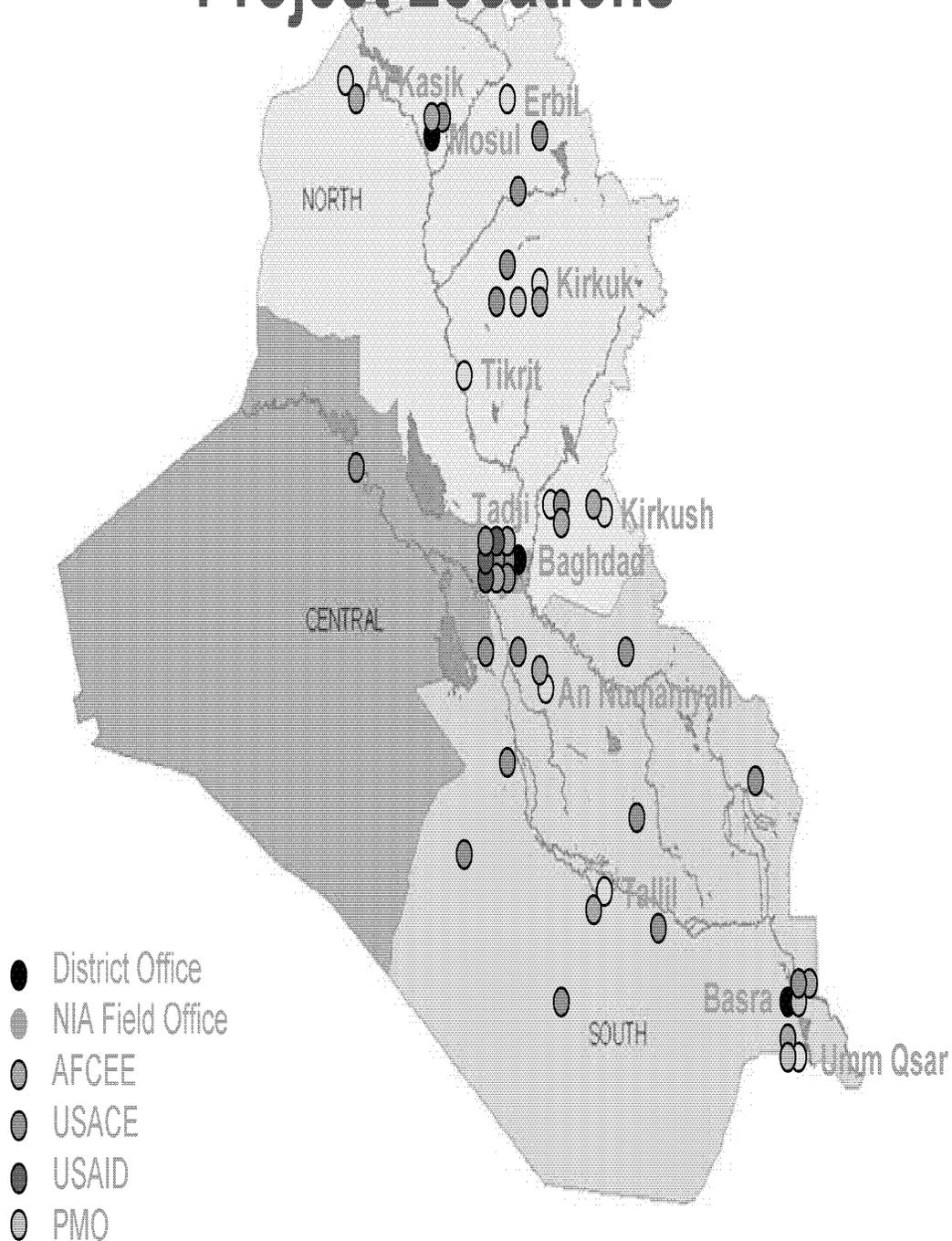
Navy

USAID

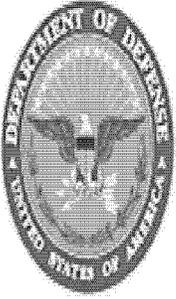
27-Mar-04

PMO Construction Program

Project Locations



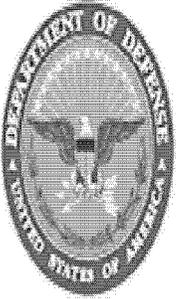
As of 7 May 04



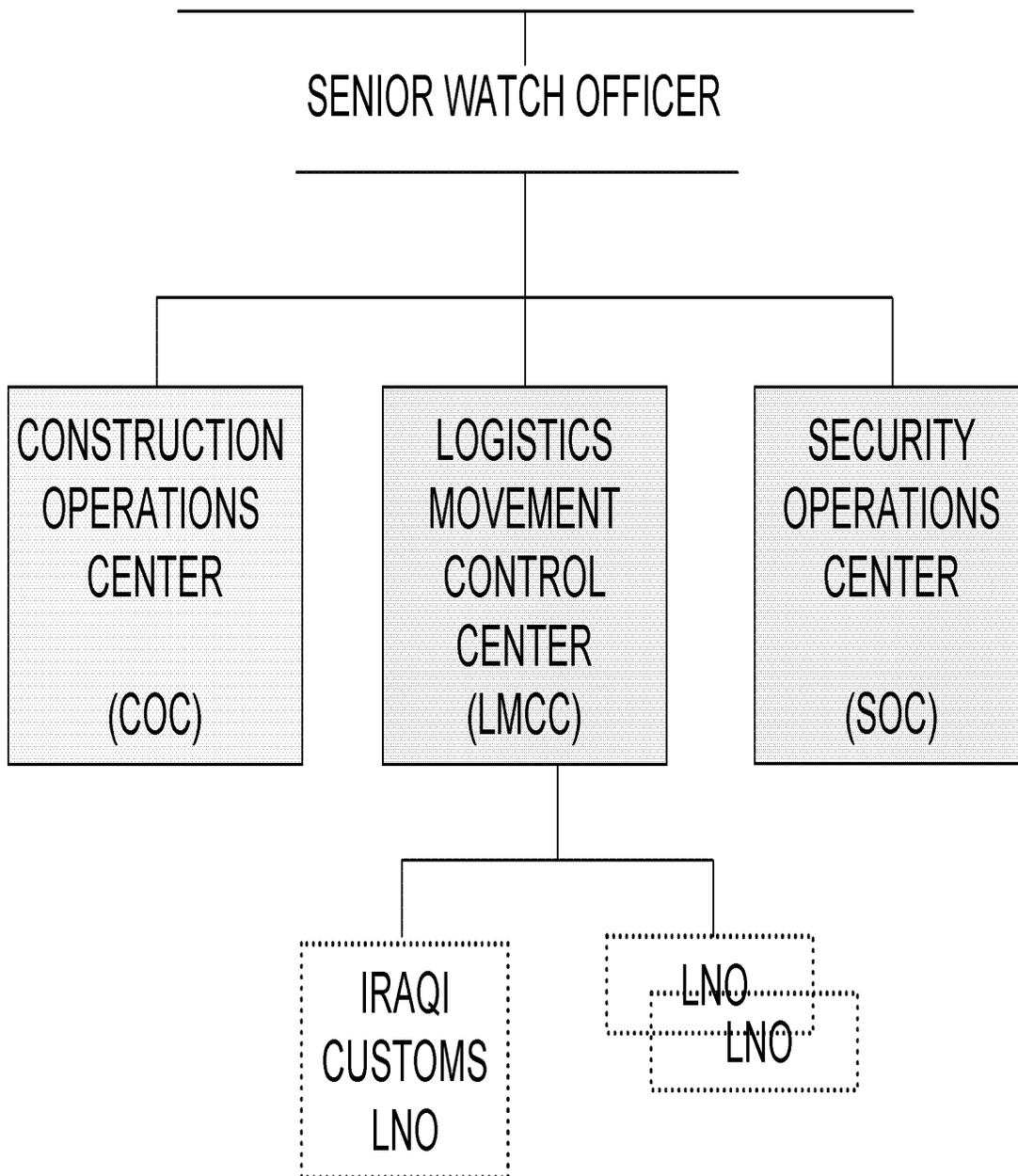
Operations/Security/Logistics

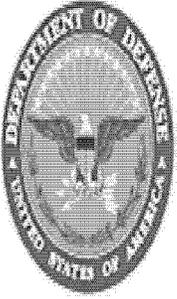
Movement Control Center

- Command and Control
- 24/7 Operations
- Communications link/reach back
- Movement control and tracking
- Coordination
- Information resources
- Integrator of security, resolves conflicts
- Continuous visibility of PMO related movements



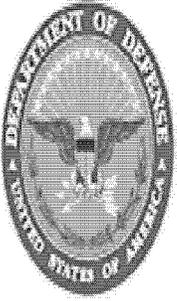
PMO OPERATIONS CENTER





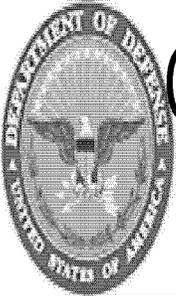
Positive Control

- Communication
 - Internet, cell phone and V-Sat
 - Asset/vehicle tracking mechanism; movement tracking systems or satellite applications
- PMO Information Management System inputs
- Staging area controls
 - Perimeter Security
 - Prearranged contract arrangements with local truckers
 - Information systems
- Tracking devices on security vehicles



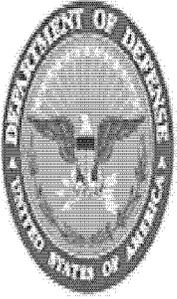
WARNORD

- Discussion of DOD WARNORD to CENTCOM
 - Background
 - Action required
 - Our collective input, if any
 - Due Date



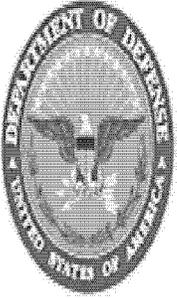
Contractors in Iraq: Addressing Issues

Issue	Addressing the Issue
Privileges and Immunities	CPA Order 17
Rules for PSC and Weapons	CPA Memo 17
Tactical Coordination/Comms	PCO Ops Center
Overall Gameplan	Interagency Policy Guidance Memo
Better Comms (strat. and tact.)	OSAC, PMO, DOD comms/info
Export License Roadblocks	Interagency efforts
Ability to get Insurance	Interagency efforts?
Civilian air support	Interagency efforts
Clear DOD protection policy	WARNORD and subsequent guidance DOD Directives, Instructions



Potential DOD Way Ahead

1. Connect disparate efforts
 - Cross-staffing of related documents
 - Meeting of all parties 1 July
 - No single DoD owner of contractor issue
2. Interagency Policy Guidance
 - Issued by senior level (depsec) at DOS, DOD
 - Will incorporate military policy on support, & numerous DOD doc's
 - Rev 2.0 reviewed; Rev 3.0 in progress
3. Ongoing interagency attention to the issue
 - Clear strategic communications
 - Work problem issues (insurance, air rights, exports, etc)
 - Implement contractor ops center
 - Implement other requirements of interagency policy guidance



DOD Consensus on the Way Ahead

- How can we coordinate all documents?
- Providing input to CENTCOM for their staffing process?
- Expected delivery dates.
- Future interaction with the interagency team.
- Action / to-do list.



Contacts

- For DOD side of interagency:

- (b)(6) (b)(2),(b)(6)
- (b)(2)
- Mr. Paul Hutter, (b)(2)
- (b)(2)

- For DoS leads:

- Mr. Jason Small, smallja@state.gov
 - 202-647-6144
- Mr. Bob Godec, godecrf@state.gov
 - 202-647-6645