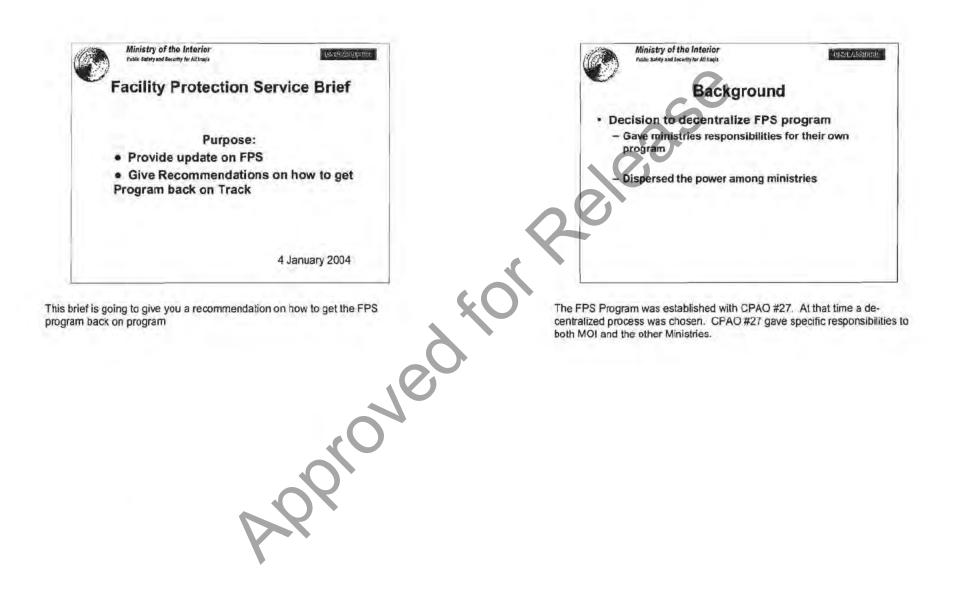
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1	(b)(3), (b)(6)	<u> </u>
From: Sent: To: Subject:	(b)(3). (b)(6) Wednesday, January 07, 2004 8:35 PM CCCG-CAG FW: FPS TROUBLES	FPS Update - Kellogg 4 Jan 04 Semner Fidelis b 3), b 6) }, USMC CENTCOM OPCC: Baghdad
Original Mi From: Sent: To:	excage (b)(3), (b)(6) Monday, January 05, 2004 2:49 PM (b)(3), (b)(6)	(b)(3), (b)(6)
Subject:	FW: FPS TROUBLES	
Gentlemen:		
FYI.		$\sim \circ$
U.S. Central ( Policy & Stra Coalition Pro A.P.O, AE 00 (b) Orignal Me From: Sent: To: Cc:	b), (b)(6) Command Coordination Cell ategy Officer pvisional Authority (Baghdad) 9335 b)(3), (b)(6) essage	
Subject:	FPS TROUBLES	
Sir,		
the current si Why the TO, CPA Orc - Min - Mo: - Mo: - Inexperi - One	d an FPS update brief given to CPA COO LTG (Ret.) Kellogg on 04 Jan. Brief does a good job of spelling tatus of the FPS program and how to make it well again. Bottom-line on current problems: <u>A of FPS is Failing</u> der #27 not implemented (16 of 29 Ministries failed to respond) lastries not held Accountable st Ministries did not budget for FPS 01 did not promulgate guidance IAW CPAO #27 lenced & Small Staff e Contracting officer Equipment	out

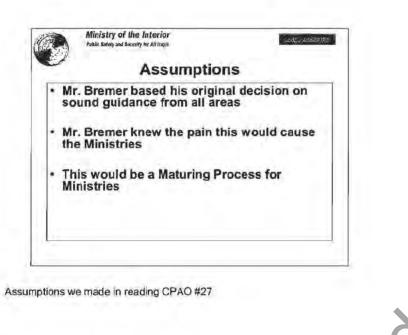
Approved way-ahead: MSCs validate their FPS counts by 15 Jan and have all FPS TOAs complete by 01 Mar. OPCC will continue to monitor FPS TOA progress.

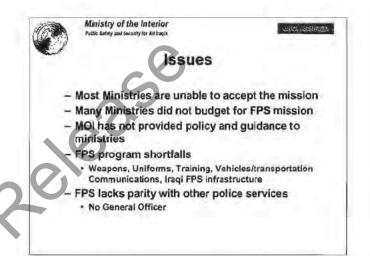
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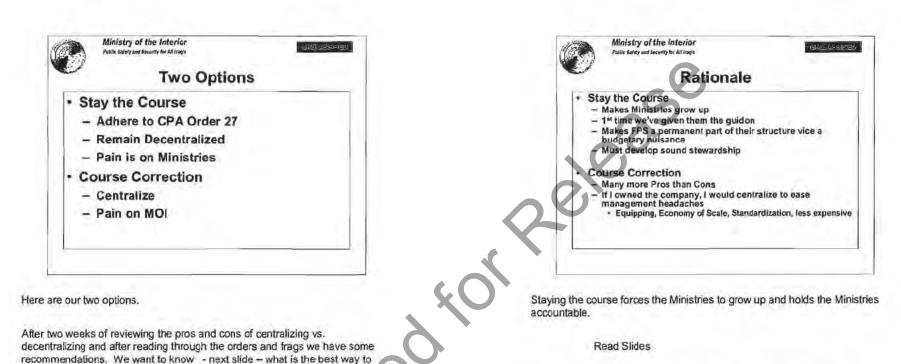
What went wrong? CPAC #27 - for whatever reason was ignored by both MOI and the Ministries.

Roughly half of the Ministries did not budget for FPS Guards (19 of 27)

MOI did not publish guidance on the FPS program yet FPS is our first line of defense for fixed facilities

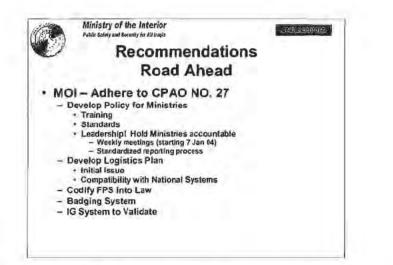
Ministries have not been accountable to CPAO #27

and there are valid reasons the Ministries and MOI can cite for why there are problems but the fact is FPS program is failing. ..., So what do we do? I see two options



After reviewing all of the orders and guidance published on the FPS program we realized the answer was in front of us all along. Both MOI and the Ministries must be held accountable. We already had all the authority and guidance we need. The next few slides are our recommendations-

move forward



MOI needs to take the lead! We can do that. I have a meeting scheduled with all of the Ministry reps on Wednesday. I am going to delineate who is responsible for what based on CPAO #27.

Here is a partial list of what MOI needs to do and will do.

In addition – I want you to hold MOI and the Ministries accountable. We should report to you on the meeting we hold next Wednesday giving you a SITREP on who is complying and who is not. I need you to look me in the eye and the Ministries and push.



The first step is to validate the current FPS requirement. We will use the MSC list as our baseline.

Ministries must be held accountable and must be weaned from the comfort of the MSC's. We must also recognize that there will always be minor issues that will interfere with the process of transitioning authority but we can't let the small issues and details bog us down from our main effort.

Ministries are going to have to act now. It is in their own best interest to learn how to manage and lead their FPS guards while the MSC's are available to help.

