



United States Department of State

Washington, D.C. 20520

www.state.gov

August 22, 2008

Mark Carruthers
Vice President
Armor Group North America
1420 Spring Hill Road, Suite 300
McLean, VA 22102

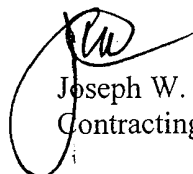
Subject: SAQMMPD-07-C-0054; Contingency Planning

1. Upon reviewing AGNA's most recent response to the Corrective Action Plan (CAP) discussion and in view of the ongoing relief guard deficiency, the Government has serious concerns regarding AGNA's ability to respond in the aftermath of a mass casualty incident or an extreme loss of personnel due to mass resignation, hostile fire, or loss of manpower due to illness. The Government is primarily concerned that AGNA has not effectively planned for such contingencies and does not have adequate staffing levels and resources should the aforementioned incidents occur. AGNA should not assume nor expect the U.S. Government to be in a position to be the source of relief due to a lack of planning and preparation for such contingencies. This is not the intended course of action, nor has it ever been implied as such. Therefore, AGNA needs to come quickly to terms with contract requirements especially in light of the current incidents occurring in and around Kabul and the corresponding threat environment they pose.
2. As a minimum AGNA should be considering, planning for, and then providing evidence to the Government that such planning is being or has been implemented for the following TCN, US/Expat and EDD handler positions:
 - a) Minimum number of personnel required to staff all current Exhibit A positions, assuming loss of personnel due to hostile fire or mass resignation.
 - b) Contingency plans and duration in the event AGNA were forced to extend the hours of remaining guards,
 - c) Level of co-ordination with Embassy personnel and western military forces such as ISAF Camp KAIA (for medical services, etc) and Govt. of Afghanistan entities such as MOI Police etc, already accomplished, in the planning for such incidents.
3. The plan should incorporate an analysis of possible incidents that may be encountered and the corresponding steps and time needed to get back to full staffing levels, (i.e. vetting, visas and entry into the Afghan nation). The plan should also include a build-

up chart (one per situation and category) addressing the required time to recover and re-staff by day, week, and month, to full compliment. If AGNA is considering a pre-positioned force, provide details of how that force will be used, including trip wires, if possible, to initiate deployment. If no pre-positioned force is considered AGNA must provide a clearly thought out and detailed plan as to how it will be able to respond in the absence of such force.

4. Additionally, given AGNA's inability to staff fully the Physician Assistant, and EMT positions, the Government is further concerned that should a mass casualty incident occur, AGNA would be unable to provide even a minimum acceptable emergency medical response. AGNA must therefore provide a fully detailed plan along with a buildup chart detailing operational capability and response time in the event of such an incident. The plan should include an analysis of the current situation on the ground (lack of a full time PA and sufficiently manned EMT positions) as well as AGNA's analysis of the same mass casualty incident once the current situation on the ground is resolved through staffing of the aforementioned positions. The analysis should be separated into sections to consider incidents at Camp Sullivan, the Embassy or CAFÉ compound, along the convoy route between Sullivan and the Embassy /CAFÉ compounds, incidents at all locations simultaneously and any other location AGNA deems appropriate. AGNA should assume normal battlefield conditions, including med-evac scenarios in the presence or absence of hostile fire.
5. Due to the current environment, it is imperative that this tasking be given the highest priority and preparation begins immediately with completion in the shortest period possible. Coordination with the Government should be ongoing while the plan is in progress. If deemed necessary, AGNA should request meetings to resolve questions of concern before finalizing any section of the plan.
6. If you have any questions or concerns please do not hesitate to contact me at (703) 875-5237 or DeChiricoJW@state.gov.

Sincerely,


Joseph W. DeChirico
Contracting Officer