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ACTION INL-01

INFO LOG-00 ACDA-08 ACDE-00 INLB-01 ARA-01 DEAE-00 SRPP-00
OIGO-01 UTED-00 FOE-01 IM-01 TEDE-00 INR-00 ADS-00
SAS-00 /014W

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R 221406Z APR 98
FM AMEMBASSY BOGOTA
TO SECSTATE WASHDC 2616
DOSAIRWING PATRICK AFB FL
DIRONDCP WASHDC
AMEMBASSY LIMA
AMEMBASSY LA PAZ

UNCLAS SECTION 01 OF 02 BOGOTA 004409

E.O. 12958:N/A

TAGS: SNAR, AMGT, CO

SUBJECT: REQUEST FOR TRAINING PLAN AND PHASEOUT TIMELINE FOR
DYNCORP OPERATIONS IN COLOMBIA.

1. SUMMARY: EMBASSY REQUESTS THAT INL REQUEST DYNCORP PREPARE A
FORMAL PLAN TO TRAIN POLICE PERSONNEL AND PHASE OUT DYNCORP
OPERATIONS IN COLOMBIA. A CAREFULLY PLANNED PROGRAM OF INSTRUCTION
COULD COVER SEVERAL YEARS BUT WOULD SHOW WE ARE SERIOUS ABOUT
COLOMBIAN INVOLVEMENT. THIS WOULD SATISFY COLOMBIAN DESIRES TO TAKE
OVER MORE OF THE ERADICATION OPERATIONS WHILE SHOWING GOC
LEADERSHIP THAT IT IS NOT A QUICK, EASY OR CHEAP TASK. IT WOULD
ALSO LOWER THE US PROFILE IN THE COUNTRY, AND CUT OBVIOUS SECURITY
RISKS INHERENT IN US PERSONNEL INVOLVEMENT IN SPRAY OPERATIONS.

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ESTABLISHING A FORMAL PLAN NOW, BEFORE THE PRESIDENTIAL ELECTION,
MAY HELP DURING THE POST-ELECTION TRANSITION. END SUMMARY.

2. CONTRACTOR DOING A FINE JOB

DYNCORP HAS BEEN OPERATING FOR THE PAST TWO YEARS IN COLOMBIA
PROVIDING PILOTS AND MECHANICS TO MAINTAIN THE SPRAY PLANES USED IN
ERADICATION AND SEARCH AND RESCUE SUPPORT, AND MOST RECENTLY PILOTS

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UNITED STATES DEPARTMENT OF STATE
REVIEW AUTHORITY: DONALD A. JOHNSTON
DATE/CASE ID: 29 JUN 2001 200101180

FOR THE HELICOPTER GUNSHIPS SUPPORTING ERADICATION. THE SIZE OF THE EFFORT HAS MORE THAN DOUBLED SINCE THEY FIRST ENTERED INTO DIRECT OPERATIONS 2 YEARS AGO. THEY HAVE DONE AN EXCELLENT JOB IN HANDLING THE INCREASING DEMANDS IN LOGISTICS SUPPORT AND PROVIDING SKILLED PILOTS AND MECHANICS FOR AN EVER MORE DANGEROUS JOB. TOTAL STAFF INVOLVED IN COLOMBIA NOW IS OVER 50 EMPLOYEES, ROTATING EVERY TWO WEEKS, PLUS AN AVERAGE OF 2 ADDITIONAL MANAGEMENT VISITORS EVERY WEEK.

3. THE POLICE ARE OF COURSE VERY APPRECIATIVE OF THE SUPPORT PROVIDED BY DYNCORP. THE POLICE AVIATION STAFF IN PARTICULAR ARE VERY AWARE THAT THEY SIMPLY COULD NOT DO THE JOB THEMSELVES WITHOUT THE CONSTANT PRESENCE OF DYNCORP SUPPORTING (AND FLYING) THE ERADICATION PROGRAM.

4. GOC: HOW MANY IS ENOUGH?

HOWEVER, AFTER TWO YEARS OF A CONSTANTLY GROWING PRESENCE, POLICE LEADERSHIP HAS BEGUN TO QUESTION THE TOTAL NUMBERS OF DYNCORP PERSONNEL AND THEIR DUTIES. GIVEN THE STRINGENT BUDGET CIRCUMSTANCES OF THIS YEAR, WHEN OPERATIONS SUPPORT REQUIRED USD50 MILLION IN THEIR VIEW, AND THEY RECEIVED 30 MILLION, THE POLICE HAVE ALSO BEGUN TO QUESTION THE COST OF US PERSONNEL IN COLOMBIA.

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AND WITH THE HEIGHTENED THREAT FROM GUERRILLA FORCES, THE PROBLEM OF US PERSONNEL HAS BECOME A FORCE PROTECTION ISSUE FOR THE EMBASSY AND THE POLICE. IT IS TIME THAT WE PREPARE A PLAN FOR ENDING DYNCORP SUPPORT THAT IS REASONABLE AND VIABLE, AND CAN FORESTALL SUDDEN GOC DECISIONS.

5. A PLAN NEEDED FOR THE TRANSITION.

EMBASSY WOULD LIKE TO REQUEST THAT INL FORMALLY TASK DYNCORP TO PREPARE A FORMAL WRITTEN PLAN WITH A SPECIFIC TIMELINE FOR TRAINING OF POLICE REPLACEMENTS IN ALL ASPECTS OF THE ERADICATION PROGRAM AND THE EVENTUAL PHASE OUT OF THE MAJORITY OF DYNCORP STAFF FROM COLOMBIA. THE "COLOMBIANIZATION PLAN" WOULD HAVE TO INCLUDE TRAINING OF SPRAY PILOTS, SAR PILOTS, GUNSHIPS PILOTS, MECHANICS AND LOGISTICS SUPPORT PERSONNEL. OPERATIONAL TACTICS AND SAFETY AND STANDARDIZATION TRAINING SHOULD BE INCLUDED. IT WOULD ALSO HAVE TO INCLUDE EXTENSIVE TRAINING IN THE MANAGEMENT OF SUCH A LARGE AND COMPLEX PROGRAM, INCLUDING TRAINING IN MANAGEMENT TOOLS AND SYSTEMS TO MONITOR THE PROGRAM. A MAJOR TASKING OF THIS SORT MIGHT REQUIRE A CONTRACT MODIFICATION, MOVING THE STRESS FROM DIRECT OPERATIONS TO TRAINING IN SUPPORT FOR COLOMBIA OPERATIONS.

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6. FORMAL WRITTEN PROGRAMS OF INSTRUCTION WITH TIMELINES AND TESTING WOULD HAVE TO BE PREPARED AND PROVIDED FOR EACH OF THE TYPES OF POSITIONS, AT ALL LEVELS. WE WOULD NEED A CAREFUL ANALYSIS OF THE PRESENT LEVEL OF SKILLS OF CNP PERSONNEL, PERHAPS BY INL AIR DIVISION PERSONNEL, TO ESTABLISH THE STARTING POINT OF THE INSTRUCTION PROGRAMS AND TO CHECK THE VALIDITY OF THE INSTRUCTION TIMELINES. WE FULLY UNDERSTAND THE SIZE OF THE TASK. PROGRAMS COULD BE AS LONG AS TWO OR THREE YEARS, WHATEVER THE REQUIREMENTS OF TRAINING TO ACHIEVE THE SAME LEVELS OF SKILLS AS DYNCORP PILOTS AND MECHANICS NOW IN COLOMBIA.

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7. SPANISH LANGUAGE CAPABLE TRAINERS

IT IS ENTIRELY POSSIBLE THAT DYNCORP WOULD HAVE TO ACTUALLY INCREASE POSITIONS IN COLOMBIA FOR A PERIOD OF TIME, IN ORDER TO PROVIDE TRAINING THAT IS NOT NOW POSSIBLE UNDER OPERATIONAL CONDITIONS. IT HAS BEEN DIFFICULT TO DO THE LEVEL OF TRAINING REQUIRED NOW WITH THE DYNCORP PILOT INSTRUCTORS, FOR INSTANCE, WHEN ALL PERSONNEL ARE FULLY OCCUPIED EVERY FLYABLE DAY WITH ERADICATION. THE POSITION INCREASE MIGHT BE OFFSET FAIRLY QUICKLY IN SOME CASES BY THE MOVE OF COLOMBIAN PERSONNEL INTO SOME POSITIONS THAT ARE NOW US STAFFED. AS POSITIONS ARE TAKEN OVER BY COLOMBIANS, US PERSONNEL WOULD DO QUALITY CONTROL INSPECTIONS PILOT CHECKRIDES. THIS CHANGE IN DYNCORP WORK REQUIREMENTS WOULD PROBABLY REQUIRE THAT MOST DYNCORP PERSONNEL BE ABLE TO PROVIDE TRAINING IN SPANISH, OR THAT DYNCORP ESTABLISH SOME SYSTEM FOR TRAINING IN SPANISH.

8. EDUCATING THE GOC LEADERSHIP

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WE WOULD PRESENT THE WRITTEN PROPOSAL FROM INL AIR DIVISION AND
DYNCORP TO CNP AND GOC LEADERSHIP AND REQUEST ADDITIONAL QUALIFIED
POLICE PERSONNEL TO BEGIN TO WORK AS PILOT TRAINEES, JOURNEYMEN
MECHANICS OR LOGISTICS AND SUPPORT PERSONNEL, FOLLOWING THE WRITTEN
PROGRAMS OF INSTRUCTION FOR EACH POSITION. THE OVERALL PROGRAM
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WOULD SATISFY POLICE DESIRES FOR SOME FORESEEABLE END TO DYNCORP
SUPPORT, AND WOULD ENSURE THAT WE ARE MEETING OUR GOAL OF
INSTITUTION BUILDING, WHILE CUTTING OUR SECURITY RISKS. WE WOULD
ALSO NEED TO BEGIN EDUCATING THE POLICE ON THE COST OF TAKING OVER
DYNCORP RESPONSIBILITIES. THEIR COSTS FOR PERSONNEL WOULD RISE,
AND AS WELL WE WOULD HAVE TO BEGIN LONG TERM NEGOTIATIONS ON WHO
ASSUMES WHAT PROPORTION OF AIRWING COSTS OF OPERATIONS AND
MAINTENANCE, NAS OR THE CNP.

9. EMBASSY FEELS THAT THIS MAJOR CHANGE IN CONCEPT OF OPERATIONS
IS DUE, AND THAT SHOWING THE GOODWILL AND FORESIGHT TO DO IT BEFORE
IT BECOMES A FORMAL GOC REQUEST WILL GO A LONG WAY TO A SMOOTH
TRANSITION. IT COULD BE A MAJOR HELP RIGHT AFTER THE PRESIDENTIAL
ELECTION TO HAVE AN ALREADY APPROVED PLAN TO SHOW NEW POLITICAL
APPOINTEES, BLUNTING SIMPLISTIC NATIONALIST CRITICISMS ABOUT US
PRESENCE. KAMMAN

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