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RELEASED IN PART
B4, B6

February 2004

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MEMORANDUM

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In reply refer to:

TO: DYNCORP - [REDACTED] PSD MANAGER
FROM: DoS/INL/A - DAVID A. CAMPBELL, COR
SUBJECT: MONTHLY EVALUATION - FEBRUARY 2004

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MAIN OPERATING BASE (MOB)/ DEPLOYMENTS

Management:

Business Management: Excellent

The program Vice President traveled to the Fixed Wing training site at Kirtland AFB to address upper management emphasis in assisting identify and resolve issues found as a result of the accident in January. His Assistant, [REDACTED] traveled to Colombia to inspect and assist resolve issues.

Air Wing is in an ongoing dialogue with DynCorp Management over slow hiring to fill open positions from extension 2. We understand the difficulty in attracting personnel during the contract re-compete process, but strongly encourage DynCorp Management to push as hard as possible to fill the numerous vacant slots impacting on performance right now.

DynCorp is being very proactive with the newly-identified issue of ITAR and technology export licensing, and this month brought a subject matter expert from Dyn Ft. Worth to assist address the problem with Dyn PSD. This is an excellent initiative on their part of the contractor, and is in fact ahead of the government on it.

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DynCorp provided excellent support this month for two high-visibility visits, one from Congressman Souder and one from the Mexican Drug Czar, the head of their Federal Investigative Agency. For the Mexican visit, the Operations manager did double-duty and acted as a translator as well, which was key in his visit. This outstanding cooperation and close working relationship with the government is superb.

Contract Management: Satisfactory

The contractor continued to implement corrective actions to correct the deficiencies discovered in the sub-contractor training at Kirtland AFB. The Senior EAST employee, [redacted] and the EAST Chief of Standardization, [redacted] both spent over two weeks there correcting the deficiencies discovered by their inspection.

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Schedule: Excellent

Technical:

Operations: Excellent

In February, MOB Operations focused on routine flight training and support for two VIP visits; the first being Congressman Souder and several of his staff, and the second DAS McCarthy and the Mexican "Drug Czar" head of the Mexican Federal Investigative Agency and several of his staff.

The routine flight training here at Patrick Air Force Base continued with one pilot in OV-10 initial qualification and later in the month in mission training. All aircraft operations and maintenance coordination was excellent, and all flight operations documentation (mission briefs, risk assessments, pre-mission planning) was completed in an outstanding manner. At Patrick, one new OV-10 student arrived and in-processed to begin OV-10 initial qualification, and at Kirtland AFB, one new AT-802 student arrived and in-processed for AT-802 qualification. In addition to the routine flight training, both of these new students attended the Survival Escape Resistance and Evasion (SERE) training here at Patrick AFB.

The planning for the two VIP visits was outstanding. Detailed, comprehensive, and pro-active, the contractor anticipated problem areas and provided solutions to avoid any delays or concerns. Back-ups were arranged to key issues that could have impacted on these visits. Excellent presentations and hangar tours were coordinated and planned.

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The Reconnaissance and Analysis Department prepared the 2003 Eradication Report, and is pending the final statistics from NAS Bogota. In addition, they planned and executed imagery collection support for the Senior Aviation Advisor in Pakistan at his request. They continue to improve information flow by bringing a new imagery server on line, and continue to download ASTER imagery for use in Colombia as well as coordinate with ESRI and IT for Spatial Data Engine.

In addition, DynCorp is being very proactive in identifying issues having to do with the export of technology and licensing required by other Bureaus of the State Department. This was an area they identified as not being correctly addressed, and they are working to resolve it in an outstanding manner.

Operations Effectiveness: Outstanding

The effectiveness of operations this month was overall outstanding, based on the outstanding execution of the support for the VIP visits, and the on-going flight training. The VIP visits were handled in an outstanding manner and were flawless. The presentations on MDIS, eradication, and interdiction, as well as the hangar tours and flight demonstrations, were outstanding. Assessing the timeliness and adequacy of contractor support, availability of contractor qualified personnel, and mission effectiveness, the contractor was outstanding.

I rate the day-to-day flight training as excellent. The contractor identified discrepancies and took action to correct them. The quality of training was excellent.

R&A Department was excellent this month, very proactive in identifying issues and problems both with collection of imagery and migrating imagery to downrange sites.

The SERE course was excellent. The three students in flight training attended this course. The Program of Instruction for this course, developed by the contractor and approved by the government, is outstanding.

Standardization

Rating: Satisfactory (60%) but the lack of a Contractor Rotary Wing Chief Pilot is starting to have a negative effect on standardization. The temporary person in Colombia cannot adequately handle situations as they arise in Bolivia, Peru and Pakistan.

Fixed Wing: Satisfactory.

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Progress continues to be made in fixing the Aircrew Training Program at the Kirtland FOL. Will schedule a follow-on visit in the April timeframe.

Quality Control: Excellent

PSD QC has been extremely busy this month with the transfer of aircraft/engine historical data from the current system (WINLAS) to AWIS data collection system. Due to the non-interface between the 2 operating systems the thousands of specific entries had to be entered manually. This is a very tedious and time-consuming task, which over task the QC Department.

Several Department of State INL/A request letters were completed this month for Maintenance waivers, ASAM, Service Bulletin, compliance and to include memo's other associated and informational letters to OEM's.

Implementation of Quality Control Plan : Excellent

Configuration Control Board Items:

1. OV-10 Armor Plating Upgrade
2. Pakistan Huey II VHF and UHF Radio Installation
3. AT-802 ITT and Torque Gauge decrease audible warning spec's

Continual Evaluation of Maintenance Practices : Excellent

C-27 cargo door fitting hardware fitting replacement. QC PSD worked with the PSD C-27 Phase crew to convert the current attachment hardware to an upgraded safety wired but nut combination. This is an excellent display initiative on the contractors part

Accuracy of Maintenance Records: Satisfactory

Subcontractor / DOD Maintenance: Excellent

A Vendor audit was completed on Helicopter Structures due to inspection results from unacceptable completed repairs performed on helicopter tailbooms. Audit results were positive with confirmed company improvements in the inspection process.

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A letter of concern was sent to Marsh Aviation in reference to OV-10 brake piston insulator material assemble concerns. This stemmed from a replacement insulator part manufactured by Marsh, which was involved in an OV-10 hot brake incident. The material, which the new insulator was manufactured from proved to be inferior (melted) to required specifications. The original insulators were manufactured from asbestos, which is no long available. Marsh has stated that they are in the process of research and will provide adequate insulator replacement parts.

Maintenance: Satisfactory

Not Mission Capable Maintenance (NMCM): Satisfactory

T-65 65010DC had a high NMCM rate due to the FAA certification of the aircraft. When it was manufactured by Thrush it never went through a recertification for the upgraded airframe and was certificated as an S2R with a 6,000 lb gross weight instead of 10,500 lb. After DoS received the aircraft from Australia and it was transferred to Kirtland the recertification process began, which caused the excessive NMCM time for the month of February.

C-27A 900174 remained in Phase Inspection and repair status.

Operational Readiness (OR) Rates: Satisfactory

This was a good month for operational readiness rates at PAFB. The only aircraft that did not make the contract requirements was the C-27A undergoing inspection.

Kirtland operation did not make Operational Readiness rates on the T-65 already mentioned above.

The Component Overhaul shop continues to provide a cost savings and rapid turn-around for mission aircraft. This month they had a cost avoidance of \$114,762

The engine shop successfully moved their operations to the new space provided below the DoS offices

Production Control: Satisfactory

Production Control continues to provide quick responses to DoS generated requirements

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Material Support: Satisfactory

Not Mission Capable Supply (NMCS): Satisfactory

Composite NMCS rate – 5.1%; T-65 – 5.2%, UH-1N –8.1%, Huey II – 7.9, AT-802 – 4.8%, UH-60 –4.4%

Inventory Accuracy and Material Accountability: Satisfactory

Material Management: Unsatisfactory

Reviewed PMCS rate for UH-1N, astounding 29%; further researched reviewed delinquent processing of stock replenishment, problem items were allowed to go beyond re-order for several months, and zero balance for a least a month without placing an order, also a large contributor to declining NMCS rate. Contractor is not consistently monitoring status of stock-levels at each site

Safety: Excellent

Flight Safety/Ground Safety: Excellent

Monthly Downrange Safety Package was expanded to include the US Navy's Approach magazine (presently USAF and US Army ground and aviation safety magazines are in the monthly package).

PSD safety in conjunction with 45th SW performed dynamically during the PAFB Environmental Compliance Assessment Management Program (ECAMP) audit.

Safety Management: Excellent

Safety Management has continued across the program to be proactive with addressing current aviation and ground safety initiatives and to push forward to all sites information, direction, and new approaches to Injury and Illness as well as reduction of Aircraft Accidents.

Cost: Satisfactory

BOLIVIA

Overall Rating: Excellent

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Management: Excellent

Business Management: Excellent.

Three aircraft tow tractors, four 150-pound fire extinguishers and four maintenance platforms were released from Bolivian customs. Two of the new tractors and two work platforms will remain at Santa Cruz. Pending C-130 support one tractor and two platforms will deploy to Chimore. An older tow tractor will deploy to Cobija. One fire extinguisher will be stationed in each of the four operating locations.

Contract Management: Excellent.

During the month of February DynCorp Bolivia extended internet service to the offices of the RDTF Commander and XO.

A self-inspection survey of a Santa Cruz facility was completed, as well as safety and HazMat surveys of Santa Cruz, Chimore, Cobija and Trinidad.

As part of the Friday safety and training meetings, DynCorp management routinely provides a five to ten-minute class on training and leadership techniques.

Schedule: Excellent.

Based on a straight line flying hour program, repair parts forecasts requirements are planned one-year in advance. This pro-active planning highlighted a possible \$336K shortfall requirement to fund logistics through CY 2004.

Technical: Excellent.

Operations: Not required under contract.

Training and Institution Building: Excellent.

DynCorp conducted extensive training and certification for new RDTF technicians. This included standard operating procedures, technical manual familiarization, equipment operation and maintenance. Two RDTF technicians were certified as C130 refuel technicians.

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In an attempt to provide a source of positive motivation and highlight correct training practices, DynCorp has instituted a quarterly competition for crew chiefs and maintenance technicians. Additionally, based on deficiencies recognized during the quarterly competitions, several RDTF technicians are undergoing remedial training.

Several training deficiencies were identified while reviewing logbooks. To correct this DynCorp is making efforts to ensure there are sufficient copies of DA Pam 738-751 in Spanish and will offer the RDTF increased training on forms and records.

[redacted] DynCorp sheet metal expert, is instructing two RDTF technicians on installing the Global spar kit in a UH1 tail boom. These two RDTF technicians will then provide OJT to other RDTF technicians while [redacted] oversees the future modifications.

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Standardization: Excellent.

In response to recent FAB personnel transfers, which primarily effected the RDTF rotary-wing IP cadre, the contractor standardization pilots certified one IP as a night IP, one IP as an NVG IP and provided initial certification of one day/night/instrument IP. One fixed wing maintenance test pilot was also signed off.

Additionally, refresher training was conducted for five pilots who were recently returned to the unit (three rotary, two fixed wing).

DynCorp Bolivia is developing RDTF training plans for rappelling operations and an introduction to ISO 9000 procedures.

Standards completed 13 APART evaluations (11 rotary, two fixed wing).

Implementation of the Quality Control Plan: Satisfactory

Self-inspection surveys of four Santa Cruz facilities were completed.

There are currently two RDTF inspectors in training to work with logistics. RDTF inspectors will provide early problem identification and resolution.

Quality Control: Excellent.

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QC identified a need to conduct remedial training for four RDTF technicians.

DynCorp QC inspectors provided quality assurance for two UH1H phase inspections, two 100-hour inspections, replacement of two C55 propellers, more than 100 sheet metal repairs, and numerous local repairs of component items.

Accuracy of Maintenance Records: Excellent.

As a result of quality assurance and management reviews of aircraft forms and records, Bolivia DynCorp is duplicating copies of the Spanish edition of DA Pam 738-751. Bolivia DynCorp will also provide short Power Point based "forms and records" classes for technicians and pilots.

Continual Evaluation of Maintenance Practices: Satisfactory.

This month, the site's QC section continued to monitor installation of the UH-1H spar kits. Maintenance audits were performed regularly and appropriate actions were taken on unsatisfactory findings.

Maintenance: Excellent.

Production Control: Excellent.

1. February 2004 aviation readiness statistics:

Fifteen UH1H 93% mission capable (80% MC required) flew 239 hours.

One C210L 92% mission capable (50% MC required) flew 40.4 hours.

One C55 93% mission capable (50% MC required) flew 36.8 hours.

One T210L 76% mission capable (50% MC required) flew 17.7 hours.

Three U206G 96% mission capable (50% MC required) flew 104 hours.

Bolivia average: 93% mission capable, flying a total of 413.9 hours.

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NAS aircraft flew 413.9 hours, in support of 290 missions, transported 867 passengers and 18,600 pounds of cargo. Throughout this period and in spite of an aging fleet, the RDTF Fleet exceeded the contract mission capable rates for all MDS aircraft. Bolivia achieved an overall readiness rate of 93%, an NMCM rate of 6% and an NMCS rate of 1%.

One helicopter was inducted into depot status for extensive airframe repair, corrosion treatment and painting. A second helicopter was inducted into depot after a crack was identified in the vertical fin spar. NAS coordinated a C130 to transport the unserviceable tailboom from Chimore to Santa Cruz. A Global spar kit is now being installed.

During this period no unsatisfactory reports or consolidated incident reports were filed, and no controlled exchange requests were submitted.

Material Support: Excellent.

Non-Mission Capable Supply: Outstanding

NMCS for the month of February was 1% rate, well within the acceptable standard of 5%.

Shipments sent via Sea-Land in October of 2003, were finally received. Delay in Bolivian Customs cost several weeks.

Trinidad is centrally located within the area of operations and is frequently used as a FOL. To lessen the NMCS rate without drastically increasing deployed stock levels or over-extending available aviation assets, Bolivia DynCorp attempts to maximize commercial air and ground shipments throughout Bolivia. Bolivia DynCorp has pre-positioned UH1 bench stock items in Trinidad under RDTF control.

Inventory Accuracy: Excellent.

[REDACTED] visited Bolivia to introduce "bar code scanning".

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Cyclic inventories were completed with 100% accountability.

Material Accountability: Excellent.

PLL zero balance (goal less than 5% zero balance DA Pam 710-2-1):

3.97% for UH1 (28 of 705 lines)

4.44% for fixed wing (8 of 180 lines)

71 requests submitted to support UH1. FedLog value \$491,529.24.

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17 requests submitted to support fixed wing. FedLog value \$6,083.53.

Material Management: Satisfactory.

Bolivia DynCorp was recently notified that a C130 will not be available for logistics support in March. The C130 non-availability will likely result in an increase of the NMCS rate. Two UH1 tail booms are scheduled to be available at PSD in early April. PSD will investigate shipping tail booms via Sea-Land to lessen potential impact on other parts availability.

Reliance on C-130 support for material flow may become a problem and has the potential to bottleneck needed materials at PSD. DynCorp Bolivia needs to explore other options as contingencies should additional gaps in NAS provided Air Cargo present themselves.

Safety: Excellent.

Safety Personnel: Excellent.

Bolivia DynCorp Lead Mechanic, is translating numerous DoD and manufacturers' bulletins into Spanish. These bulletins will become required reading for all RDTF and DynCorp technicians and provide guidance on topics such as restricting use of high pressure washers on aircraft, POL contamination, etc.

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Ground Safety: Satisfactory.

Bolivia DynCorp has proposed preparing a vehicle operation checklist and an increase in RDTF drivers' training in an effort to decrease accidents.

Safety Inspections/Surveys: Satisfactory.

Bolivia DynCorp completed self-inspection safety surveys of Santa Cruz, Chimore, Cobija and Trinidad.

Safety Plan: Satisfactory.

In an attempt to foster a safety oriented mindset and provide positive motivation, Bolivia DynCorp is considering a safety award program that would provide immediate recognition of noteworthy RDTF achievements.

DynCorp provided assistance for the RDTF safety stand down classes.

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Pre-accident Plan: Satisfactory.

Environmental Protection Plan: Not required OCONUS

Drug Testing: Satisfactory.

Bolivia DynCorp complies with INL/PSD procedures. Bolivia DynCorp will forward a drug screen sample for each employee at least annually.

Cost: Excellent.

A broken stud was identified in a transmission sump assembly. In lieu of evacuating the transmission, Bolivia DynCorp returned the sump assembly to PSD for repair. The repaired sump was received on 27 February providing a cost savings of approximately \$77,000.

DynCorp Bolivia has recommended substituting pagers for several cellular telephones providing a potential savings of approximately \$100 per month.

Bolivia DynCorp SOP contains instructions to extend the useful life to shelf-life limited sealants, lubricants, etc. Bolivia DynCorp requested and received authorization to access the DLA Shelf-Life Extension Program. Bolivia DynCorp is maximizing the use of products that were previously disposed for expired shelf-life dates.

COLOMBIA

COLAR Program

Overall Rating: Excellent

Management: Excellent

The Contractor provided aerial, administrative, and maintenance support during February to FOB Tolemaida, FOL Tumaco and FOL Larandia. Additionally during February the Contractor provided aerial support to COLMIL's "Plan Patriota" missions to San Jose and Larandia. Contractor also provided aerial support to a temporary FOL in Neiva (for Medevac and mission support for the 9th Brigade). This last mission to Neiva was clearly beyond contractual requirements in that the Contractor's Operation Manager clearly used his experience and knowledge of the lack of pre-planning on the part of the Colombian Military to correctly foresee that complications would arise with this simple one day mission. This simple medevac mission

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grew into a much larger project and without the Contractor's Operations Manager foreseeing this possibility and correctly sending forward both operations and maintenance personnel along with the aircraft and flight crews this mission would not have ended successfully. Clearly the Contractor's Management Team sustained support well in excess of contractual requirements.

The Contractor's noted mission flexibility was again highlighted this month. The Contractor was able to sustain aerial support by providing a QRF (Quick Reaction Force) that included slick aircraft, gun ships, and a Command and Control aircraft directly in support of ERADICATION spray efforts in the departments of Narino and Caqueta while continuing to provide aircraft for troop movements and re-supply efforts in direct support of the Counter Drug Brigade.

The Contractor continued to provide outstanding logistical and planning support with movements of FARP's from one location to another rapidly. With the culmination of a HVT target near Mitu, all equipment, including FARP equipment and maintenance equipment was quickly reassembled in Larandia for the next HVT target. Clearly the Contractor's logistical section is providing outstanding support.

The Contractor continued to support CD Brigade missions in Tumaco and Larandia as Contractor was tasked with providing aerial assets and personnel for Operation Dignity near San Jose, Miraflores, and Mitu. Contractor's efforts paid off in the mission's successful culmination.

The Contractor also provided outstanding support to the Colombian Army during a second HVT mission in the same month. Their efforts in providing aerial assets and personnel were critical in the successful termination of this mission in capturing "Sonja".

Manpower Utilization: Excellent

During February the Contractor moved personnel and aerial assets to Larandia from Tolemaida and Tumaco in direct support of 2 separate HVT missions, in addition to supporting a high-visibility medevac mission to Neiva. All this was conducted while supporting requirements the the FOB in Tolemaida, and the FOLs located in Tumaco, Larandia, and San Jose. This support was well beyond contract requirements.

The Contractor completed hiring and training of two Colombian local nationals in February as assistant OPSCOs. This action has enabled the Contractor to adequately staff current FOLs. Two additional permanent OPSCOs are still required for future multiple HVT missions. The Contractor has shown that it is committed to the nationalization process in contracting host country personnel in such critical positions as Operations Coordinators.

Technical: Excellent

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The Contractor continued to provide aerial support for ERAD (QRF), COLAR Operations, and the FOB at Tolemaida. The planned support of ERAD operations required a minimum of seven UH-1 helicopters, and a minimum of 1 UH-60 aircraft at FOL Larandia and FOL Tumaco. These two QRF support packages, combined with the additional task of supporting the CD Brigade operations, tasked the daily availability of aircraft. However, Contractor and its operations staff successfully planned and executed both missions. These forward locations at times shared assets to accomplish the mission.

The Contractor continued to support multiple FOLs, movements to and from FOLs, support for HVT missions and continued its daily "normal" operations in addition to completing AQC (aircraft qualification course) for nine new COLAR pilots. Now that these nine new pilots are aircraft qualified in the UH-1N aircraft they are continuing with "mission training". This training is essential to maintain progress towards the goal of nationalization.

Also supported during this February (in spite of the high use of aerial assets in the support of HVT missions) was the continued use of UH-1H-II aircraft by TAFT for it's mission to complete UH-1H-II AQC training of new COLAR pilots. The Contractor has managed assets and made adjustments to offset the problem of scarce aerial resources. Even though available flight hours were reduced, the Contractor's maintenance personnel continued to support HVT operational missions and pilot training requirements.

Operations: Excellent

Operations Planning: Excellent

The Contractor's vast experience in the coordination of Air Assault operations was used successfully in the planning and implementation of operations San Jose, Calamar, Miraflores, and Mitu in direct support of COLMIL's "Plan Patriota." Their planning and coordination efforts included the movement of aircraft, personnel and equipment from several locations to accommodate the mission out of San Jose and Larandia. These efforts led to several successful and safe missions.

Training and mentorship has aided in producing quality officers in COLAR. One such example is [redacted] who was instrumental in the successful completion of the HVT mission in Larandia against "Sonya". His actions in planning and using forethought in mission planning, successfully avoided major problems during this mission, and is further evidence of progress towards nationalization.

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Operational Effectiveness: Excellent

The Contractor safely flew a total of 1622.3 (up from 1457.3 hours in January), moved 2491 passengers (up from 1291), and lifted over 183,227 pounds of cargo (down from 219,000). These missions were flown with zero incidents.

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The Contractor's support for the successful completion of 3 (down from 8) medical evacuation missions continues to prove its commitment to humanitarian assistance on behalf of the Department of State Air Wing. All missions were completed with zero accidents or incidents. Of special interest this last month was the medevac mission to Neiva. This mission highlighted the Contractor's Operations Manager and his forethought in sending along with the aircraft and flight crews both operational and maintenance personnel. When the mission continued into many days the presence of these support personnel allowed the mission to proceed without mishap.

Training and Institution Building: Excellent

Training Programs: Excellent

The Contractor flew a total of 546.3 hours for training (up from 484 hours) in the UH-1N, UH-1H-II and UH-60L in Tolemaida. These flight hours were flown in direct support of flight training. Even though multiple aircraft were deployed to various FOL's training was still fully supported. With multiple FOLs, and many numerous air and support missions, the Contractor was able to increase training hours from those flown in January.

The Contractor successfully completed the Aircraft Qualification Course for nine new COLAR pilots for the UH-1N. Their continued training in Mission Training and Instrument Training continues. Contractor is dedicated to their training while still managing to fully support the high mission requirements at the FOLs in San Jose, Larandia, and Tumaco.

The Contractor has completed a PIC review board for new COLAR Pilots in Command. Of ten pilots nominated for pilot in command only six were selected based upon recommendations of pilots, instructors and commander's evaluations. These six individual's initial pre-examinations were recently completed. Their individual flight training will begin within the immediate future. The selection of more COLAR pilots for PIC status is yet another successful step forward in the nationalization process.

Standardization: Satisfactory

Quality Control: Satisfactory

Implementation of the Quality Control Program: Satisfactory

Continual Evaluation of Maintenance Practices: Satisfactory

Accuracy of Maintenance Records: Satisfactory

Training: Satisfactory

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Maintenance: Satisfactory

Maintenance Management supported missions in at three FOL's and the main base FOB at Tolemaida. FOL's were supported in Tumaco, Larandia, Neiva, and San Jose. This support is well above the required two FOL's and one operating base as outlined in the contract.

Below are the specific OR rates for the entire fleet.

UH-1N	NMCM	16.0%	(last month's rate was 17.1%)
UH-1N	OR Rate	73.4%	(last month's rate was 70.3%)
UH-1HII	NMCM	6.8%	(last month's rate was 4.8%)
UH-1HII	OR Rate	90.6%	(last month's rate was 92.5%)
UH-60L	NMCM	11.6%	(last month's rate was 10.9%)
UH-60L	OR Rate	84.0%	(last month's rate was 83.4%)
K-1200	NMCM	1.1%	(last month's rate was 9.4%)
K-1200	OR Rate	98.9%	(last month's rate was 86.5%)

Material Support: Satisfactory

UH-1N	NMCS	10.4%	(last month's rate was 13.9%)
UH-1HII	NMCS	2.6%	(last month's rate was 2.7 %)
UH-60L	NCMS	4.4%	(last month's rate was 5.3%)
K-1200	NMCS	0%	(last month's rate was 4.2 %)

NMCS percentages on the UH-1HII, UH-60L and K-1200 were at an outstanding level in February. Normal ranges for NMCS are approximately 8%. To have percentages of less than 5% indicates outstanding work by logistics support.

KMAX percentages were brought down dramatically, as PLL history began to improve and modification hardware was on hand.

UH-1N NMCS rate was over the allowed 10% NMCS, due to increased demands for parts during phase inspections. However, in the last two months, this percentage has dramatically decreased.

Material Accountability: Satisfactory

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Material Management: Satisfactory

With the movement of repair parts back to Larandia, after months of moving around Colombia, the ability to perform Phased Inspections on UH-1N aircraft continues in two locations (Larandia and Tolemaida). Another example of Contractor's Logistical Management Staff making prudent decisions shortening time from Logistics to the End User.

SAFETY: Excellent

Flight Safety: Excellent

Ground Safety: Excellent

The Contractor had zero incidents and zero accidents for the month. Safety records continue to be at an all time low over the last three months. This level of safety helps promote morale and increase efficiency. Safety officers seem to be present everywhere. The safety attitude of both Contractor supervisors and employees continues to show that safety awareness is present at all levels.

Safety personnel offered classes to the COLAR Aviation Battalion personnel in an effort to increase safety awareness across Contractor and COLAR programs. This offer was eagerly received by BAHTEL COLAR Commanders and their military personnel are now being trained in the same safety courses required for the Contractor, which resulted in an additional 45 COLAR personnel trained. This effort demonstrates the Contractor's willingness to carry over all aspects of the program through nationalization.

Coordination was made with the BAHTEL COLAR staff to train the COLAR Aviation Safety Officers. This situation was discussed with LTC Murillo, BAHTEL Commander, and these courses are slated to begin soon. The POI for these safety courses were written and approved by the BAHTEL. This is yet another example of assisting COLAR personnel in attaining the nationalization goal.

With multiple moves to forward locations, the ALSE technicians must insure coordination with the Operations Manager and FOL OPSCOs to insure that sufficient equipment arrives with the crew crews. A serious complication to this ASLE inventory and maintenance process is the number of different kinds of the missions being performed by the Contractor. The Contractor's ALSE technicians have quickly adapted to the different kinds of missions and have insured that all locations have sufficient equipment for both training and operational missions.

Even with a slow response in getting the required NVG inspection equipment back from calibration, ALSE personnel worked long and diligent hours to provided needed ALSE equipment to flight crews. This hard work demonstrates the desire of the ALSE personnel to provide safe equipment regardless of problems outside their control.

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Cost: Satisfactory

Eradication Program

Overall Rating: Excellent

Management: Excellent

The Contractor's Site Manager used excellent judgment and management with the Colombia Eradication Program. The Contractor sprayed over 12,500 hectares of coca for the month of February surpassing the 12,000 hectare goal and over 100 hectares of poppy; another excellent month.

INL/A Continues to be concerned about the vacancies of approved and open positions; especially in the maintenance and operations arenas. This is the one factor that has downgraded management from an outstanding rating to excellent.

Technical: Satisfactory

Operations: Excellent

A total of 12,569 hectares of coca and 110 hectares of poppy were eradicated for the month compared to 15,822 hectares for coca and 0 hectares for poppy for the same period of the previous year. While this is not a record pace, set backs due to weather and aircraft availability have been overcome to meet and exceed requirements. The coca goal for the month of February was 12,000 hectares. Efforts of the Contractor's site management and their efforts should be recognized.

The Communications Specialist identified a cost-effective solution for internal, mobile communications at FOLs. This solution relies primarily on existing equipment, which needs only refurbishment, while augmented by only a small number of new radios and repeaters. This solution provides a significant cost savings while increasing the efficiency of field operations.

The Communications Specialist assisted in identifying solutions to provide portable, self-contained, mobile communications systems for deployment to COLAR FOLs. These

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recommended systems are cost effective, and consist of units currently standardized throughout the program, and repairable locally. This is an example of the Contractor's ability to devise creative, inexpensive solutions.

Operations Planning: Excellent

The Contractor was suffering from incomplete and inaccurate cartographic data and was highlighted in January's award fee input. The Contractor has taken positive steps to correct the errors and product quality is improving. The Contractor has taken on the additional responsibility for the threat data on the maps and ensuring that all intelligence arrives in the FOL's without delay. Although there are obstacles to negotiate the Contractor continues to make progress in all aspects related to ensuring that all information is accurate and timely.

Operational Effectiveness: Excellent

A total of 12,569 hectares of coca and 110 hectares of poppy were eradicated for the month compared to 15,822 hectares for coca and 0 hectares for poppy for the same period of the previous year. While this is not a record pace, set backs due to weather and aircraft availability have been overcome to meet and exceed requirements. Coca goal for the month of February was 12,000 hectares. While still early in the year, the contractor is on track to meet and exceed 2004 goal of 130,000 hectares of coca and 3,000 hectares on poppy.

Training and Institution Building: Satisfactory

INL/A would encourage the Contractor to continue to fill needed positions in the standardization arena with highly-qualified personnel. With the immense size of the program in Colombia key positions cannot continue to go unfilled. INL/A is sensitive however to the Contractor's inability to recruit at present due to the status of the current contract and the recompute.

Quality Control: Satisfactory

Maintenance: Satisfactory

While maintenance Operational Readiness rates here show that the Contractor is within contract requirements bar the OV-10's, the number of hours for depot repair is extremely high. Battle damage is considerably down this year in comparisons to last and yet aircraft availability is decreasing. The cause is the aging fleet of helicopters and OV-10's. Immediate steps will need to be taken to keep the aircraft serviceable for future operations and to reduce cost with commercial aviation upgrades and retrofits. The Contractor however must fill approved and open maintenance positions to ensure continued spray mission success.

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AT-802	NMCM	12.8%	(last month's rate was 6.8%)
AT-802	OR Rate	80.4%-75% required	(last month's rate was 92.6%)
C-208	NMCM	1.9%	(last month's rate was 4.8%)
C-208	OR rate	98.1%-50% required	(last month's rate was 75.9%)
C-27	NMCM	16.1%	(last month's rate was 12.8%)
C-27	OR rate	82.2%-50% required	(last month's rate was 74.5%)
OV-10	NMCM	20.8%	(last month's rate was 15.4%)
OV-10	OR rate	78.2%-80% required	(last month's rate was 83.8%)
T-65	NMCM	8.5%	(last month's rate was 16.7%)
T-65	OR rate	78.7%-75% required	(last month's rate was 78.7%)
UH-1N	NMCM	26.2%	(last month's rate was 12.3%)
UH-1N	OR rate	84.0%-80% required	(last month's rate was 84.6%)

Material Support: Excellent

The following NMCS rates applied to the various Eradication aircraft:

AT-802	6.8%	(last month's rate was 0.6%)
C-208	0.0%	(last month's rate was 19.2%)
C-27A	1.7%	(last month's rate was 12.7%)
OV-10D	1.0%	(last month's rate was 0.8%)
T-65	5.2%	(last month's rate was 4.6%)
UH-1N	2.7%	(last month's rate was 3.0%)

While this snapshot shows improvement over last months numbers except for AT-802's, it does not highlight the reality of logistics issues that lie over the not too distant horizon. INL/A has an inordinate number of engines in depot level repair along with other TBO line items and many of these items are coming due over the next few months. The Contractor must ensure that all required parts are identified and accurately report those requirements to INL/A.

Material Management: Satisfactory

Safety: Outstanding

This month the Contractor continued to exhibit a decreasing trend in accidents. This decreasing trend is a result of the outstanding effort and attention to detail on the part of the Contractor's Safety section and site management, and has resulted in fewer accidents, which in turn has served to enhance the overall performance of the Eradication and COLAR programs.

Cost: Satisfactory

PERU

Overall: Excellent

Management: Excellent

Current UH-1H hours for the month of February were 254 of 390 planned hours or 65.1% of the monthly goal and 92.5% of the second extension goal.

Site Manager provided outstanding assistance in supporting the visit of the INL/A Program Director.

Current C-27 hours for the month of February were 37.7 of 33.3 or 113.2 % of the monthly goal and 82.2 of the second extension goal.

Current C-208 hours for the month of February were 38.7 of 50 or 77.4% the monthly goal and 56.1% of the second extension goal.

As forecasted the maintenance phase bank time rose to 48.7 % although the tailboom aircraft was still in maintenance for addition structure deficiencies.

Though showing 113.2% at current flight monthly hour program we still have 43.2 hours banked on the C27 since the second extension was implemented. We are however closely monitoring hours to the next 600-hr inspection. The banked hours insure we have sufficient hours for mission requirements regardless of the scheduled completion date of the C27 at PSD.

Recognition of Critical Problem Areas: Excellent

OpsCo's participated in approximately 18% of the planned 25% rule for jump seat mission evaluations.

Contractor forwarded to PSD stage two and three of the Huey II minimum requirement order to include sub-component items. The total number of line items dedicated specifically to the Huey

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It now stand at 99 line items. The actual cost is approximately 1.6 million dollars as originally estimated; however some of the majors such as the engines may be "mipped" to Mil requisition. Stage four: increase minimum levels to absorb all 24 Huey II airframes will have to be addressed once we review logistic information from Colombia, for example MTF, usage rates, etc.

Contractor is now in the process of reviewing the total avionics package for the Huey II's. Site Manager has implemented a new performance review system that will take out some of the subjective nature of the review process. Kudos for the contractor.

Manpower Utilization: Satisfactory

Contractor has installed a new logistics manager in residence in Pucallpa. He will assume all the duties from that location freeing the Lima logistics clerk from many of the additional task he was performing.

One of the two latest local hire logistical clerks has been positioned in Tingo permanent. This frees the other for full time work in the Pucallpa warehouse where his services are needed most.

Technical:

Both PNP [redacted] have been evaluated and advanced to level 3 QC. Remaining US/TCN trained on the Hoist inspection and operational requirements.

B6

Operations: Excellent

With the implementation of the new codes requested by NAS one can access AWIS and now view mission profiles and summaries by mission type, and airframe or by model.

UH-1H Mission Info: This is an example of how detailed the missions can now be reviewed

<u>Mission Type</u>	<u>AWIS Mission code</u>	<u>AWIS "PEC" code</u>	<u>Missions</u>	<u>Hobbs Time</u>	<u>Sub totals Missions</u>	<u>Sub totals Hours</u>
Eradication	E	ERA	45	64.2		
Interdiction	1	INT	124	64.4		

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Support for Erad	S	ERA			13	9.8
Support for Inter	S	INT			5	5.7
Support for NAS	S	NAS			8	10.2
Total Support	S	Filter off	53	55.5		
Training NVG	T	NVG			5	7.9
Training Apart	T	APT			5	6.7
Training No Notice	T	NON			3	2.4
Total Training	T	Filter off	36	44.2		
Reconnaissance	D	Filter off	6	8.5		
Medevac	M	Filter off	2	.5		
MTF	F	Filter off	28	11		
Ferry	Y	Filter off	6	4.6		
Other	A	Filter off	2	1.5		
SAR	H	Filter off				
Total	Filter off	Filter off	302	254.4		

Note: The codes were implemented mid-month therefore the sub totals reflect only those flights that actually used the new "peculiar codes". These additional codes will help to manage the flight hour program in a more effective manner.

C-27 Mission Information: C27 flew 27 mission legs for 37.7 hrs meeting 100% of mission request. Contractor coordinated a support flight to Iquitos to move DEA special equipment back to Lima.

C-208 Mission Information : C208 flew 39 mission legs for 38.7 hrs

Training and Institution Building: Rotor-Wing: Excellent

Mission evaluations by two Broncos revealed that some PNP crewmembers need to pay more attention to crew coordination, tactics and force protection principles when conducting both interdiction and eradication missions.

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[] conducted academic training for the PNP crew chiefs and hoist operators in Pucallpa. In addition, the contractor provided training material translated into Spanish. Kudos for the contractor on an outstanding event.

B4, B6

Contractor conducted a mission evaluation while participating on the Eradication mission.

Contractor OPSCO conducted two mission evaluations in Tingo Maria. Contractor Maintenance tech completed Hoist training with the PNP crewchiefs. Met with the PNP instructors and initiated their taking care of the crewchief flight training records.

Standardization: Satisfactory

Training Records review indicates that PNP IPs are actively checking, updating and correcting entries. [] tends to be the principle motivator and is being supported by the PNP Command when necessary.

B6

Fixed Wing Standardization:

Quality Control: Excellent

All required audits complied with and discrepancies resolved. Complied with one time inspection of A/C transmission sumps for damage.

Unsatisfactory Reports:

- Main rotor hub assembly, grip binding 1 Feb.
- Engine assembly-leaking oil in bleed band area 6 Feb.
- Main drive shaft spring bolt broke 6-Feb.
- Hydraulic fitting crack 10-Feb.
- T/R Grip bearings rough 14 Feb.

Tool Calibration:

5 Torque wrenches local cal (Selec) 1 Feb. 10 sets Night vision goggles 10 Feb.

The following tracked items were turned into logistics;

- Main rotor hub 3 Feb.
- Engine assembly 10 Feb.

One Depth gage micrometer was entered into Mobility 7 Feb.

Quality Control is rewriting the PNP QC tests to a multiple choice answer format to facilitate a larger database of 50 planned test questions, more thoroughly test the applicant's knowledge, and provides a time based scale for testing.

QC training: UR reporting 2 PNP personnel 1 hr, end of month flight pack close out 3 hrs. 1 host nation QC candidate, 3 host nation QC and 3 DynCorp personnel were given training by [redacted] on the ultra sound inspection of the UH-1H M/R grips. Eight (8) hours per man. 3 host nation given training facilities audits. 3 host nation given training on AWIS -12 audits

B4, B6

Maintenance: Excellent

Contractor continues to provide excellent oversight and direction of the Police Maintenance Program. The contractor's diligence in this area is directly responsible for the effective eradication and interdiction program that is expected from the Country Team.

Major repairs and TBO's;

- Acft. 6617113 (327) Phase. Main transmission replaced for cracked lift link support.
- Acft. 6312973 (307) Phase, Tail boom prep & paint installation
- Acft. 6616611 (329) Phase. Repairing cap beam.
- Acft 6308775 (304) Replaced engine for internal oil leakage
- Acft. 6600988 (309) Replaced M/R Hub, M/R Blades, T/R Hub, Mast, Scissors, Swashplate, Transmission and performed sudden stoppage inspection for M/R blade strike.

Maintenance OR rates for the C-27 was 92.5%, for the C-208 it was 100%, and for the UH-1H it was 81%.

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Material Support: Satisfactory

Contractor NMCS rate for the month was 3.8%. Property book Inventory for Feb found no discrepancies. Cyclic inventories were completed at 100% accuracy.

UH-1H/UH-1H II/C-27A/C208 Stock levels.

2 Major Components at zero balance. (UH-1H Engines & Tail boom*).

1496 Line Items**.

96 Lines at zero balance 6.42%.

241 Lines at below reorder point 16.11%.

* Tailboom in repair will go to stock.

** Actual count does not include the 99 new Huey II minimum stock items

Safety: Satisfactory

- Weekly safety meeting held by host nation QC for 39 host nation personnel. 1hr. 4 Feb
- Replaced 2 floor decals due to decals becoming a trip hazard.
- Weekly safety meeting held one hour 16 Feb 04
- Fire drill held 26 Feb 04
- Joint PNP/DynCorp facilities safety audits performed 27 Feb 04
- Briefed the outgoing and incoming rotations on the details of the two CIRs that occurred in Tingo Maria
- Pre accident plan updated and distributed to all sites and offices as required.
- Putting OPSCO's on the aircraft to perform mission evaluations has resulted in the identification of several flight safety issues that have been corrected, namely the proper use of seat belts by the passengers.

Cost: Excellent

Contractor has identified the issue of storage costs associated with the movement of parts through the customs process. The cost of storage for the past year was approximately 40,000 dollars not including handling fees. This information was passed on the NAS Administrative Officer.

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- Combining the duties of the of the Lima Logistics clerk and the C27 QC inspector have met and exceeded the requirement and will result in considerable cost savings to the program
- The positioning of one of the locally hired logistics clerks in Tingo Maria decreases the Per Diem expenditure formerly spent to send one TDY. The move also increases the coverage in Pucallpa to meet the needs of the Pucallpa warehouse.

PAKISTAN:

Phase 1 of Ground Force Helicopter Training was completed, the DynCorp RW Pilot returned from leave to achieve 60% RW OR rate. All serviceable helicopters were moved to Islamabad in order to assume stand-by for a Waziristan counterinsurgency operation. The DynCorp team rotated necessary personnel to ensure a minimum of three deployed aircraft remained serviceable. Phase Two of Ground force training commenced with a fourth serviceable helicopter in Quetta. FLIR and fixed wing integration was commenced at this time.

Three Helicopters were committed to action in Waziristan during the final week of February.

RW and FW maintenance training continued. The first of the FW HN Mechanics were signed off at Level-2.

<u>Program Management:</u>	Excellent
<u>Technical:</u>	Excellent
<u>Operations:</u>	Excellent
<u>Training and Institution Building:</u>	Excellent
<u>Standardization:</u>	Excellent
<u>Quality Control:</u>	Excellent
<u>Continual Evaluation of Maintenance Practices:</u>	Excellent
<u>Accuracy of Maintenance Records:</u>	Excellent
<u>Maintenance:</u>	Excellent
<u>Production Control:</u>	Excellent
<u>Material Support:</u>	Excellent
<u>Non-Mission Capable Supply:</u>	Excellent

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<u>Inventory Accuracy:</u>	Excellent
<u>Material Management:</u>	Excellent
<u>Safety:</u>	Outstanding
<u>Drug Testing:</u>	None conducted.
<u>Cost:</u>	Excellent
Personnel	Excellent
<u>Overall February 04 Rating:</u>	<i>Excellent</i>