

**Statement of
Robert B. Rosenkranz
President, Government Services Division, DynCorp International
before the
Subcommittee on Management, Investigation, and Oversight
Committee on Homeland Security
House of Representatives
Hearing on “Increasing the Number of U.S. Border Patrol Agents”
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Chairman Carney, Ranking Member Rogers, and members of the subcommittee, I want to thank you for this invitation this morning to discuss the vital contribution that DynCorp International can make to the U.S. Border Patrol mission. The Border Patrol has a daunting challenge in trying to secure our expansive borders with limited resources. Last year, the U.S. military supplemented the Border Patrol and provided valuable assistance. DynCorp International believes we can also mitigate the impact of understaffing by providing a substantial number of additional agents to work directly under the command of the Bureau of Customs and Border Protection and other agencies with the mission of securing the border.

DynCorp International has been providing technical services to the Federal Government for more than 60 years, together with our namesake predecessor corporation, DynCorp. We have provided quality technical services to our government in every war since Vietnam. Our ethos has never changed: When we are needed, we are there, in support of the government’s missions, no matter how difficult, no matter how dangerous, no matter how remote. We currently have approximately 14,000 employees, more than \$2 billion in annual sales, and employees deployed in some 35 countries. Some 4,000 personnel support our contracts in Iraq and Afghanistan and 142 have paid the ultimate sacrifice, including 23 Americans. We have broad and deep experience in our core competencies of law enforcement services, contingency support, logistics, base operations, field construction, aircraft and ground equipment maintenance, maritime services, and program management. We also support the government’s counter-drug efforts in Latin America and South Asia and provide selected security services to customers in various locations around the world.

Most people would agree that patrolling and securing the border is essentially a policing function, not a function for a private security company. It requires personnel who have been trained in the appropriate use of force in civilian policing situations, who are sensitive to the concerns of American citizens and governments located along the border, who can work with local law enforcement, and who respect other cultures.

Our experience providing civilian police to the Departments of State and Defense for peacekeeping and community policing operations in post-conflict societies and for foreign police training and development provides both the model and the infrastructure that allow us to meet the staffing requirements of the Border Service. Our role would be to recruit, vet, train, and support the Border Patrol agents needed to increase or

temporarily augment the border-protection force. We have the competencies, facilities and capacity to provide the quality and volume required at rapid rates.

Although DynCorp International is sometimes labeled a “private security contractor,” we are not a traditional security company at all. Primarily, we are a contractor for the Department of State in support of its Civilian Police Program. The primary objective of that program is to assist emerging and post-conflict nations with the critical task of creating, renewing, revising, or re-establishing Rule of Law infrastructure, including the establishment, reestablishment, or strengthening of local police forces. Since 1994, DynCorp International’s role has been to provide the mechanism through which these foreign policy objectives can be accomplished. In the process, we have recruited, screened, trained, and deployed more than 6,000 American police officers to conduct security policing in the Balkans, East Timor, Haiti, Israel, Sudan, Afghanistan, and Iraq. Separately, we also provided timely support to the police force of St Bernard Parish, Louisiana, after Hurricane Katrina.

Importantly, these officers have served under the direct operational command of appropriate legal authority, such as the United Nations, the Organization for Security and Cooperation in Europe, the United States Central Command, or the St. Bernard Parish Sheriff. In our opinion, this is the best way for private companies to support law enforcement—by helping to provide and sustain an augmented force, not by engaging as an institution in actual law enforcement or quasi-law enforcement operations.

In St. Bernard Parish, all the personnel we provided were licensed law enforcement officers who were deputized by the St. Bernard Sheriff. This was an essential element of the service we provided to the parish, because it allowed for clean lines of authority, established clear rules for the use of weapons, and ensured that the assistance we were providing would complement and augment the work of the Sheriff’s Department rather than interfere with it.

After 13 years supporting the Department of State’s Civilian Police Program, DynCorp International has accumulated a great deal of institutional knowledge on the most effective and efficient ways to recruit, screen, train, deploy, and support our personnel serving on police and security missions. In Iraq, we currently deploy 754 U.S. police officers (700 International Police Liaison Officers--IPLO’s and 54 Border Enforcement Advisors), and in Afghanistan 622 U.S. advisors and mentors. We train, advise, and mentor Iraqi and Afghan police officers at all levels and also provide full support to our in-country workforce, including logistics, life support, close protection, communications, transportation, security, procurement, and construction.

Active and retired U.S. law enforcement professionals form the pool of target candidates to support the Department of State’s objectives. We have 48,000 names of current, former, and potential candidates for international law enforcement service in our recruiting database, including 500 Spanish speakers. Experience in every law enforcement discipline and administrative or leadership level is represented in that group. For service in Iraq and Afghanistan, these officers sign one-year contracts, and are able to

apply for a second or third year. Approximately 40 percent of the officers who go to Iraq and Afghanistan to train police sign on for a second year. To prepare our officers for their assignments, we use three training facilities--one in northern Virginia, one in southern Virginia, and one in central Texas, with a total capability to train as many as 450 personnel at one time.

The support DynCorp International provides to police-reform and development efforts in Iraq and Afghanistan may be the most extensive and challenging mission in the history of the Department of State's Civilian Police Program. We advise, assist, monitor, and mentor indigenous police officers in the full gamut of law enforcement services, provide technical assistance, identify non-conforming practices, establish investigative services and facilities, construct or refurbish infrastructure facilities, and supply our government with the vehicle to assist the local government with anything it may need to be successful. We accomplish these tasks under very difficult and dangerous conditions, with local police institutions that are severely handicapped by inexperienced and poorly supported personnel who are frequently the target of terrorism. They struggle against a lack of tradition and education, and must eventually overcome distrust, lack of confidence, and an absence of community support because of the reputations established in the past.

DynCorp International's experience in supporting these missions in austere foreign locations offers another important benefit to the protection of our national frontiers—the ability to sustain Border Patrol forces in remote locations along the border. In Iraq, Afghanistan, Sudan, Liberia, and Iraq, we have built and operated forward operating bases, military bases, training camps, and police facilities. Should these types of facilities be necessary to sustain forces in remote areas along the U.S. border, DynCorp International can build them, maintain them, and provide personnel to work from them.

Before deploying overseas on a training mission, our police officers typically undergo three weeks of training and orientation. Since they already have the policing skills and have already passed background and psychological screening, the three weeks of training are spent preparing them for the specifics of their mission. The training of a Border Patrol agent currently takes 10 months. Depending on guidance from the Bureau of Customs and Border Protection, the curriculum could be modified to accommodate the previous training of an experienced police officer and concentrate on training in the skills, practices, and procedures specific to border security, thereby accelerating the training cycle without sacrificing training quality. Obviously, this would also ensure a faster augmentation of the Border Patrol and—perhaps most importantly—provide a level of professional experience that may not be available when recruiting from the general population.

Half of the 10 months of current Border Patrol training is on-the-job and in-service training, and might be waived or reduced if prior law enforcement experience is accepted. Similarly, some of the academy training might be redundant, or perhaps could be revised to gain greater efficiencies. Since our costs are proprietary information, I have not included a breakdown here. However, we estimate first-year costs per agent at

approximately \$197,000, including salary, benefits, and one-time costs for recruiting, screening and training (to including housing, travel, and per diem). Additionally, as contract personnel provided to the Border Patrol, these officers would provide a surge force that could easily be reduced if the need for personnel on the border were to diminish, and even if used for extended periods, would not generate a retirement benefit liability.

The outline of a 10 week training course is described below. The cost of training depends on curriculum content and length.

SUGGESTED BORDER PATROL SCHOOL CURRICULUM (taught by Current/Former Border Agents and DynCorp International Instructors):

Orientation and Mission

- Overview of Border Patrol-DynCorp partnership
- Expectations of Border Patrol
- Expectations of DynCorp International

Border Patrol's Operational Directives and Policies

- Philosophy, History and Role of the Organization
- Admin Procedures
 - Chain of Command
 - Scheduling, Attendance, Timesheets, Vacation, etc

Operational Procedures

- Border Security
- Intervention
- Detention and Arrest

Mission, Knowledge and Skills Training

Law

- Nationality Law
- Immigration Law
- Criminal Law
- Statutory Authority
- Federal Search and Seizure

Ethics and professionalism

Report Writing

Courtroom Procedures/Testimony

Basic First Aid/First Responder

Spanish Language and Culture

Physical Fitness

Defensive Tactics, Mechanics of Arrest and Officer Safety

Crowd Control Procedures

Emergency Response/Augmentation Force

Firearms Training, Qualification and Use of Force Policy

Motor Vehicle Operations policy and Procedure

Climate, Terrain; Working the SW USA Border Area

RECRUITING/SCREENING:

Current costs include recruiting (advertising and recruiter contact) and screening (credit and criminal history, on line psychological testing, background testing and medical records review) a policeman prior to his deployment to training.

Current costs for screening include travel, immunizations, medical/psychological evaluation, individual equipment issue, and deployment training.

TRAINING COSTS PER STUDENT

Based on standard daily rate while attending Border Police training. Content and length of the curriculum impacts the costs of faculty and facilities.

HOUSING AND PER DIEM:

JTR Standard CONUS Rate for housing, meals and incidentals is approximately \$100/Day.

YEARLY SALARY:

Our average salary for Border Police agents is based on our Hurricane Katrina relief effort experience.

RECRUITING, SCREENING, TRAINING, HOUSING AND PER DIEM, AND SALARY COSTS PER AGENT FOR THE FIRST YEAR: \$197,000

ESTIMATED DEPLOYMENT TIMELINES:

100 agents-3 months
1000 agents-13 months (Approximately 75/month)
Sustained rate – 75 additional agents per month

LOGISTICS SUPPORT:

DynCorp International can provide the following categories of support for all the agents we recruit, screen and train—

- Equipping (Including weapons and body armor)
- Transportation (Vehicles and Maintenance)
- Construction (Billets and support facilities)
- Communications (Radios, Info Tech)
- Base Operations (Operations and Maintenance)
- Aviation (Fixed and Rotary Wing)
- Back Office (Administration, Human Resources, Procurement, Finance)

SUMMARY

DynCorp International's traditions, values, and experience are in ideal alignment with the Border Patrol mission. Our global experience in support of nation building and rule-of-law training and mentoring are directly compatible with the mission of our U.S. Border Patrol. Our skills developed over the years in police training and logistics ensure successful execution. And our demonstrated contingency-response capabilities in austere, remote, and inhospitable environments should instill confidence that we can get tough missions done on time and in compliance with high standards of performance.