

# **ITAC**

## **ANTI-TERRORISM TRAINING**

*This is specialized Police Training for police officers on Kidnapping, Hostage Rescue, Special Weapons and Tactics (SWAT) and Safety and Survival*

***The International Training and Assistance Company (ITAC) is comprised of the following three companies:***

***CONCEPTS AND TACTICS FOR SURVIVAL, Inc***  
***CATS***

Philip P. Hayden, Ph.D., CEO & Damian Stites, President

***EAGLE SECURITY GROUP, Inc.***  
***ESG***

Roger Nisley, CEO/President

***INVESTIGATIVE SERVICES INTERNATIONAL, Inc.***  
***ISI***

Frederick Coward, President/CEO

## TABLE OF CONTENTS

CHAPTER	TITLE	PAGE
I.	KEY MESSAGES.....	3
II.	INSTRUCTIONAL PRINCIPLES.....	4
III.	BACKGROUND AND EXPERIENCE OF THE TRAINERS....	5
IV.	KEY PERSONNEL IN THE TRAINING ALLIANCE.....	6
V.	CAPABILITIES STATEMENT.....	10
	A. Balanced Performance Model.....	11
	B. Law Enforcement Training.....	11
	C. International Law Enforcement Training.....	12
	D. Private Security Training.....	12
	A. Corporate Background.....	13
	B. Services Offered.....	14
	C. Features and Benefits of ITAC.....	15
	D. Past Performance.....	16
VI.	COURSE/PROGRAM DESCRIPTIONS.....	16
VII.	CONDUCTING THREAT ASSESSMENTS.....	22
	A. Threat Assessment Evaluation.....	22
	B. The Facility.....	23
	C. Anti Terrorism Survey.....	23

## SIX KEY MESSAGES

### POLICE TRAINING INITIATIVE WITHIN GABON

The purpose of the key messages is to ensure that they are clearly noted as the earmarks of our company and that they are consistent and become clearly associated with the Police Training Initiative for the Gabon.

- Message #1**                      **Our personnel are law enforcement and military specialists providing a range of experiences and services that will assist our clients and customers.**
- Supporting Evidence*                      All of our personnel have over twenty years' experience in law enforcement, military and the corporate world. They are trained in interpersonal skills, legal processes, evidence gathering, and case investigation.
- Message #2**                      **We are specialists providing a range of services to protect and serve our clients and customers.**
- Supporting Evidence*                      Our services cover all aspects where a corporate enterprise may be at risk. We protect our clients by managing their risks and safeguarding their reputations by putting preventative measures in place, detecting areas where they are exposed, and providing a solution to resolve those areas and prevent future exposure.
- Message #3**                      **We are an established global organization with the resources to service our clients locally.**
- Supporting Evidence*                      We are closely allied with organizations in the United States, Sweden, the United Kingdom, Russia, Latvia, Germany, France, and over one hundred associates worldwide, each with an extensive network of contacts, which gives us both global coverage and a strong local presence. We personally know and work very strongly with all our associates, many who are retired FBI Agents.
- Message #4**                      **We provide unparalleled quality of service, speed of response, and value for money.**
- Supporting Evidence*                      We take time to understand our client's business so that we can provide the best solution, whether it is investigating or training. Our skilled case managers and training personnel provide a single point of contact, and our extensive network of investigators and trainers means we start work within hours of receiving the briefing. We manage investigations to the high standard required for a criminal case, and our training is of the highest caliber.
- Message #5**                      **Our training is based on the Balanced Performance Model that focuses on "Training with a Purpose."**
- Supporting Evidence*                      Our training will enhance an individual's ability, as well as the team, to address non-violent and violent confrontations or life-threatening situations. It will afford attendees an opportunity to conduct self-analyses of their individual skills and abilities. In addition, it provides methods and the skill sets necessary to enhance individual and team proficiencies.
- Message #6**                      **We deliver results – time and time again.**
- Supporting Evidence*                      We deliver results because we believe in providing our clients with the solutions they need. We have built our company and our reputation on achieving quantifiable results for our clients. Our investigators and trainers are highly qualified and experienced within their fields.

## INSTRUCTIONAL PRINCIPLES

One of the major purposes of adult education, which will be used in the Gabon Police Training Initiative, is to critically examine and review a range of practice settings in which our trainers attempt to facilitate learning and identify elements of effective practice.

There are six central principles of facilitating learning that our trainers incorporate into all training:

- Participation in learning is voluntary, while the circumstances prompting this learning may be external.
- Effective practice is characterized by a respect among participants of each other's self-worth. This does not mean criticism should be absent; it does mean that increasing adult's self-worth underlies all facilitation efforts.
- Facilitation is a collaborative effort.
- Praxis is placed at the heart of effective facilitation. Learners and facilitators are involved in a continual process of activity, reflection upon the activity, collaborative analysis, new activity, and so on.
- Facilitation aims to foster in adults a spirit of critical reflection.
- The aim of facilitation is the nurturing of self-directed, empowered adults.

There are two common approaches that our instructors will utilize. One is the operational approach, effective practice in which students are being taught how to acquire certain skills and knowledge without regard to content and context. The second one, a contrasting approach to facilitation, contains some intrinsic features regarding the process and content of teaching and learning. This is called the intrinsic approach. It recognizes that education is value-based and that facilitators should, therefore, be explicit concerning the values on which their ideas of good practice are based.

Our instruction involves presenting alternatives, questioning givens, and scrutinizing the self. These experiences may cause the learner pain and feelings of insecurity; but as instructors, we are charged with not always accepting definitions of felt needs as operational criteria. Our instructors assist our students in contemplating alternatives, seeing the world as malleable, and being critically reflective to perceive themselves as proactive beings.

This model that we are utilizing to develop this program follows five stages: identify needs, define objective in behavioral terms, identify learning experience to meet objective, organize learning experiences into a plan with scope and sequence, and evaluate program outcomes in terms of attainment of specified behaviors. A central feature of the institutional model of program development is the organizing of identified learning activities into planned, ordered sequences where students are taken through operations of increasing levels of complexity.

The emphasis for concept evaluation will be on the value-judgmental aspect of evaluation. However, it is important to distinguish evaluation from assessment. Assessment is a value-free ascertainment of the extent to which objectives determined at the outset of a program have been attained by participants. Evaluation is a value-judgmental concept – the ascertainment of merit.

The task of our trainers is to encourage our students to question the nature of previous givens and reflect on the way in which values, beliefs, and behaviors previously deemed unchallengeable can be critically analyzed through the presentation of alternative interpretation. Such challenges and confrontations need not be done in an adversarial, combative, or threatening manner. This reflective experience may produce anxiety which should be accepted as a normal component of learning and not as something to be avoided at all costs for fear the learners will leave the group.

## **BACKGROUND AND EXPERIENCE OF THE TRAINERS**

Concepts And Tactics for Survival (CATS) is dedicated to realistic, challenging and consequential training. The history of CATS can be traced back to the Federal Bureau of Investigation's (FBI) Law Enforcement Training for Safety and Survival (LETSS) program. LETSS was designed, developed and instituted by the Program Managers Dr. Philip Hayden and Damian "Skip" Stites, who retired as Supervisory Agents for the FBI. The CATS Program is designed to provide a team approach to high-risk situations in the law enforcement arena. At any given moment, law enforcement officers are called upon to make life and death decisions. CATS's training provides the officer with a realistic expectation of his/her immediate response to a perceived threat. Further, students are encouraged to conduct self-evaluations of their skill sets as they relate to the tasks performed by law enforcement officers, i.e. tactical movement, combat shooting, operation planning, intelligence gathering, and arrest techniques. The foundation of the Survival Awareness Course is focused on the three core components of survival: Mental Preparation, Skill Enhancement, and Physical Capability. CATS courses have received public acclaim for saving the lives of officers involved in critical incidents. The recognition has been documented in both the domestic and international law enforcement communities.

Another partners in this endeavor will be Eagle Security Group (ESG). An agile and responsive company, ESG tailors its efforts to satisfy client requirements using an expansive set of training and consulting employees to meet both anticipated and unanticipated events. In addition to helping clients plan and prepare, ESG will assist in training, exercises and actual execution of response activities when major or unforeseen events occur. One characteristic that distinguishes ESG from other vendors of similar size is that ESG can be there when a crisis is imminent or occurring, either as a visible or discreet force multiplier.

Members of the ESG team has extensive, real-world experience training for, preventing and responding to public safety and security incidents, as well as developing and

implementing security plans for a variety of situations ranging from the 2002 Winter Olympics in Salt Lake City to the handling and storage of nuclear weapons. ESG's President, Roger Nisley, developed and led the FBI's Critical Incident Response Group (CIRG), a multidisciplinary organization designed to manage and resolve major situations ranging from post-hurricane response and recovery to counterterrorism missions. Our principle staff is similarly qualified, with credentials within Federal law enforcement, security experience with the U.S. military, and relevant experience supporting the Department of Homeland Security. ESG leverages the vast experience of its personnel to meet both public and private sector needs.

The other partner is Investigative Services International (ISI). This component specializes in international investigations and is a key player in developing a network of specialists in criminal investigations and terrorism concepts. This component looks at situations created for disrupting governments and economic stability. Civil unrest is another factor that will eventually play a part in terrorism both internationally and internally. ISI brings together the combined intellectual and political strategies for developing a stronger alliance of our team and the networking of the Gabon National Police

### **Key Personnel in the Training Alliance**

CATS, ESG & ISI's corporate and staff qualifications are outlined in this section and include education, experience, certifications, and capabilities in performing work related to specialized tactical training. We are a provider of security services, ranging from consulting to executive protection and crisis response throughout the United States, Europe and Latin America. We are capable of assembling experts with a variety of specialties to solve complex client problems in both the private and public sectors. Our corporate and staff experience ranges from the theoretical to the practical, from the individual to the enterprise.

The backbone of ITAC is in the quality of the instructors who are selected for this prestigious training program. The instructional staff is comprised of highly skilled personnel who possess a wide range of backgrounds and expertise. Before instructors are considered for employment, they must have attended one of the programs, completed a psychological evaluation, undergone a background check, and have attended an educational program designed to enhance their instructional skills.

All ITAC employees are second-career professionals with well-established reputations for leadership and subject-matter expertise in the law enforcement, counterterrorism, and security arenas. With their individual legacies secured by distinguished careers and reputations in the FBI and U.S. military, our employees bring with them the work ethic, maturity, leadership, expertise, and experience that has already made them successful. They have not only proven themselves on military battlefields or by confronting some of the most dangerous criminals and terrorists this country has known, but they have also managed national-level programs, conducted complex criminal investigations,

safeguarded facilities of critical national importance, or planned and executed sensitive counterterrorism operations internationally. ITAC prides itself on its workforce reputation and the quality of work we perform.

**Dr. Philip P. Hayden, Ph.D. – *Chief Executive Officer (CEO), Concepts and Tactics for Survival (CATS), Inc.***

Dr. Hayden has spent years involved in many aspects of law enforcement and security. While serving in the United States Army, he was trained in infantry and demolitions and was qualified as a Ranger. He successfully completed airborne, pathfinder, jungle, and sniper schools and received the Purple Heart, Bronze Star for Valor, and the Distinguished Service Cross for his heroic actions in Vietnam.

Since the early 1970s, Dr. Hayden worked as a Supervisory Special Agent for the Federal Bureau of Investigation as a Case Agent where he was involved in criminal cases, organized crime, and foreign counterintelligence. He also served as a Program Manager and Tactical Instructor at the FBI Academy in Quantico, Virginia. Dr. Hayden is certified in Tactics and Defensive Tactics, Special Weapons and Tactics (SWAT), Risk Management and Crisis Resolution, Firearms, and Hostage Negotiation. He was certified by the FBI as an Instructor for Tactical Concepts for Law Enforcement Officers, Defensive Tactics, Special Weapons and Tactics (SWAT), Risk Management and Crisis Resolution, Firearms, Sniper, Rappelling, Helicopter Tactical Operations, Hostage Negotiations, Bomb Investigations, and

Pilot-in-Command for Fixed-Winged Aircraft. He created and instituted the Survival Awareness, Tactical Air Operations, and Rappel Master Programs and developed the training curricula for rappelling, helicopter tactical operations, sniper, and risk management and crisis resolution. Through his many years of experience, training, and instructing, Dr. Hayden has designed, developed, and implemented lesson plans on subjects ranging from making arrests and handling subjects to tactical air operations. He has authored numerous law enforcement articles and produced a variety of videos on law enforcement techniques.

For the past decade, Dr. Hayden has used his knowledge and experience as an expert witness specializing in areas of law enforcement such as use of force, arrest procedures, and tactical training. He has coordinated and directed training for police officers and designed programs for national and international police officer safety and survival courses. As a private consultant, Dr. Hayden has conducted security assessments and designed security analysis programs for the public and private sectors. He has also lectured and been a keynote and motivational speaker at national and international police conferences, colleges, and universities.

**Damian “Skip” Stites – *President, Concepts and Tactics for Survival, Inc.***

Mr. Stites is a co-founder and President of CATS, Inc. Previously, he served as the Senior Supervisory Special Agent and Program Manager for the FBI’s Law

Enforcement Training for Safety and Survival Program (LETSS) at the FBI's Training Academy in Quantico, Virginia.

During his distinguished 24-year career with the FBI, Mr. Stites provided more than 400 training courses in over sixty different countries. He has trained approximately 25,000 domestic and international police officers and agents in firearms, street survival tactics, sniper tactics, SWAT and defense tactics. Among his many accomplishments, Mr. Stites is one of a select few agents to be certified as a *FBI Master Police Instructor*. Additionally, he is a Certified Instructor in firearms, survival tactics, defensive tactics, SWAT, sniper, personal protection, personal-facility security and surveillance detection. Mr. Stites is a recipient of the *FBI Medal of Merit* for his actions in saving the life of a child.

Post 9-11, Mr. Stites was deployed to Turkey, for an extended period, to conduct terrorism investigations in support of the War on Terrorism. In addition, Stites served an integral role in the training and rebuilding of the Iraqi and Afghanistan Security Forces. On two separate missions, he served as the FBI's Lead Instructor in Organized Crime/Officer Survival Training for the Iraqi National Police in Baghdad, Iraq.

Prior to his assignment at the FBI Academy, Mr. Stites conducted investigations in Narcotics, Organized Crime, Domestic and International Terrorism. He served on the FBI's Springfield and Chicago, Illinois SWAT Teams as a sniper and entry team member.

Mr. Stites began his career in law enforcement as a police officer with the Durango, Colorado Police Department where he served for seven years as a Patrol Officer, Detective, Patrol Sergeant and SWAT Team Leader.

Among several professional associations, Mr. Stites is a member of the FBI National Academy Associates, International Chiefs of Police, Society of Former Agents, International Law Enforcement Educators and Trainers Association, International Law Enforcement Firearm Instructors, American Society for Industrial Security, National Rifle Association, and the Illinois Tactical Officers Association.

**Roger Nisley – CEO / *President, Eagle Security Group (ESG), Inc.***

Mr. Nisley founded Eagle Security Group in 2001, as a provider of security services worldwide. ESG employs some of the best second-career professionals from law enforcement, military, and private sectors.

While serving more than thirty years as a Special Agent of the FBI, Mr. Nisley's career included extensive investigative, administrative, and operational and leadership experience, including numerous high-profile cases and considerable undercover experience. As a Bureau executive for more than twenty years, he held a variety of key leadership positions, including Assistant Special Agent in Charge (ASAC) of the

FBI Richmond Division responsible for supervising all criminal investigations in the Division's territory, which included the City of Fredericksburg and surrounding counties. Mr. Nisley also served as the ASAC of the FBI's Hostage Rescue Team and the Special Agent in Charge (SAC) for the Critical Incident Response Group (CIRG). The CIRG was created by Director Louis Freeh following the incidents at Waco, Texas and Ruby Ridge, Idaho, to provide a more comprehensive response to critical incidents occurring both nationally and internationally. Director Freeh selected Mr. Nisley to lead, organize, and mature this new organization consisting of risk management and crisis resolution, negotiations, behavioral, tactical, and other supporting components. In addition to leading FBI national-level assets in actual response and National Security Special Event operations, Mr. Nisley performed critical leadership roles in numerous major exercises, including the TOP OFFICIAL (TOPOFF) weapons of mass destruction exercise series.

Mr. Nisley currently serves on the Board of Directors and is a committee member for the National Center for Missing and Exploited Children and the Boys and Girls Clubs of America. He also was one of the original 25 community leaders selected as a member of the President's Roundtable for the University of Mary Washington in Fredericksburg, Virginia. He resides in Charlottesville, Virginia, and is a graduate of Otterbein College in Westerville, Ohio, with a Bachelor of Arts in Economics.

#### **Frederick Coward – CEO / President, Investigative Services International**

Mr. Coward served as a Special Agent for the Federal Bureau of Investigation prior to his retirement in 1995. During his distinguished 26-year career with the FBI, Mr. Coward served as the Legal Attaché in Japan and Hong Kong with jurisdictional responsibilities for the Far East. In his position as a Legal Attaché he represented the FBI's investigative interest in the Far East.

Mr. Coward served as member of the FBI's SWAT team in the Minneapolis Division. Additionally, he is certified instructor in Firearms and Defensive Tactics.

Mr. Coward served an integral role in the training of international law enforcement officers in undercover operations, bank fraud and white-collar investigations. He served as the FBI's lead investigator in pursuing international organized crime.

Mr. Coward began his career in law enforcement as a police officer in California with the Los Angeles Police Department where he served for five years as a Patrol Officer, Detective, and SWAT Team Member.

Mr. Coward is the founder and President of Investigative Services International, Inc. For the past 14 years, his company has conducted numerous international investigations, provided executive protection and has been involved on specialized law enforcement operations worldwide.

Among several professional associations, Mr. Coward is a member of the FBI National Academy Associates, International Chiefs of Police, Society of Former Agents, International Law Enforcement Educators and Trainers Association, and a Board Member of the International Society of Investigators.

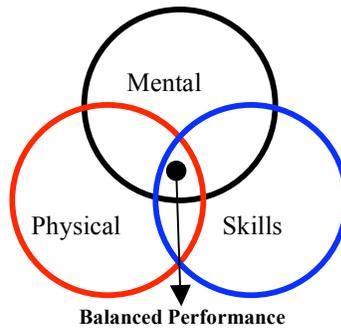
## **CAPABILITIES STATEMENT**

Concepts and Tactics for Survival (CATS), was incorporated in 2006, through the efforts of Dr. Philip Hayden and Damian “Skip” Stites, retired Supervisory Special Agents with the Federal Bureau of Investigation (FBI). After serving the law enforcement community for a combined 57 years, Phil and Skip created a company that is dedicated to realistic, challenging and consequential training. The history of CATS in law enforcement training can be traced back to the programs that Phil and Skip designed, developed and instituted at the FBI Academy, Quantico, VA. The training presented under their direction constituted the single most requested block of instruction within the FBI. The Law Enforcement Training for Safety and Survival (LETSS) program became the cornerstone of the FBI’s Street Survival training for police officers worldwide. The CATS program is derived from the FBI’s LETSS Program.

Developed in 1992, LETSS was designed to provide an individual and teams with a tactical approach to high-risk situations. At any given moment, a police officer may be placed in a situation where a life and death decision will be made. LETSS provides the officer with a realistic expectation of their immediate response to a perceived threat. Further, the students are encouraged to conduct self-evaluations of their skill sets as they relate to the tasks performed by law enforcement officers, i.e. tactical movement, combat shooting, operation planning, intelligence gathering and arrest techniques. The course has received public acclaim for saving the lives of officers involved in a critical incident. The recognition has been documented in both the domestic and international law enforcement communities.

CATS is dedicated to the principles of providing contemporary realistic training for attendees working in high-risk environments. CATS’ courses are designed to focus on the three core elements of survival: Mental Preparation, Physical Readiness and Skill Enhancement. Following this philosophy, CATS has developed the Training for Balanced Performance Model as the standard for our courses.

## BALANCED PERFORMANCE MODEL



## BALANCED PERFORMANCE PROGRAM

### Program Goals

Utilizing the Balance Performance Model, we are committed to the following training goals established over a decade ago by the CATS, Inc. founders:

**First**, conduct research and develop best practice tactics that are contemporary within the law enforcement community.

**Second**, establish skill set training evolutions that are realistic to high-risk situations and not focused on working in a “controlled environment.”

**Third**, allow the students to conduct self-evaluations of their skills and ability to successfully navigate through a high-risk scenario and be ready to provide alternative solutions if necessary.

### Program Objectives

At the conclusion of this course, the students will:

- ✓ Demonstrate tactical skills in realistic practical exercises.
- ✓ Demonstrate a high level of firearms proficiency in combat shooting drills.
- ✓ Demonstrate mental and physical awareness necessary to respond to stimuli, such as instantaneous physical or mental threats.
- ✓ Through course evaluations, identify those areas of the Balanced Performance model that require additional training.

## **Law Enforcement Training**

Attendees will develop the assurance and the readiness to act decisively, which is so critical to survival. In order to stay prepared with the best chance of winning mentally and physically, one must be prepared for every type of physical attack that might be launched against them. Utilizing current data and research, CATS will conduct....

Lectures as the foundation for interactive exercises and realistic practical simulations. Skill sets are enhanced through a review of the fundamentals, introduction of concepts and competitive challenges.

### **International Law Enforcement Training**

CATS' courses have been presented in numerous international locations. These courses have received overwhelming approval by the students involved in the program. The following international locations have hosted CATS Survival training:

Armenia, Brazil, Bulgaria, Estonia, Georgia, Guyana, Hungary, Indonesia, Iraq, Jordan, Kazakhstan, Kyrgyzstan, Moldova, Mexico, New Zealand, Nigeria, Pakistan, Porto Rico, Qatar, Romania, Russia, South Africa, Taiwan, Tajikistan, Trinidad/Tobago, Ukraine, United Arab Emirates, Uzbekistan and the Virgin Islands.

### **International Law Enforcement Academy (ILEA), Budapest, Hungary**

CATS conducted two very noteworthy training courses in Budapest, Hungary and Baghdad, Iraq. The International Law Enforcement Academy (ILEA) Budapest, Hungary, has received numerous accolades for its innovative and trend setting instructional programs. ILEA became the flagship for emerging international academies located in various countries. The CATS program conducted the first tactical/survival awareness block of instruction in 1998. CATS' training continues to be a vital week of training during the eight-week curriculum.

### **Iraq**

Two separate CATS courses were presented to police officers of the Iraqi National Police Force in Baghdad, Iraq. Officers in attendance were eager to learn techniques utilized by their counter-parts working in law enforcement. Realizing that the future of Iraq depends on a society ruled under the color of law, these officers involved themselves in the training with eagerness and commitment to the future.

### **Private Security Training**

CATS, Inc. maintains an aggressive program in private security training in order to meet in wide range of demands placed upon the professional security officer. The responsibilities of private security have greatly expanded since September 11, 2001, creating the need for highly qualified and trained officers to protect company / government assets and public safety and security.

The role of a professional private security officer may involve a variety of skills and technical proficiencies; conduct investigations, searches, protect employees, catch offenders, control access and personal protection details. Officers will often write official reports outlining their observations and activities during their shifts. They may conduct

interviews of witnesses or victims, prepare a case report and be prepared to testify in court.

CATS' Instructors have extensive backgrounds in initiating and conducting complex investigations, conducting searches, interviewing suspects and witness, writing reports, case preparation and court testimony.

Contracts requiring armed security officers place an additional liability and burden on the security company. Companies must ensure their officers are mentally prepared, physically ready and possess a solid set of skills when confronting a confrontational and potentially deadly situation.

CATS' personnel are Instructor Certified in Defensive Tactics, Firearms Training, Tactical Operations, Personal / Executive Protection, Hostage Negation, School Security and Corporate and Private Risk Assessments. In addition, CATS' Instructors have extensive backgrounds in Special Weapons and Tactics operations, Command Post structure and operations and Use of Force options.

CATS, Inc. will design a specific training module that address the individual needs of the client. An assessment of client needs will be reviewed, and a course of action to address the training needs of the client will be submitted. Training costs will accompany the course proposal.

**Eagle Security Group, Inc. Corporate Background.** ESG is a multidisciplinary provider of consulting, training and response services intended to reduce the risks and effects of existing and emerging threats that individuals, businesses, and public sector organizations face everyday. ESG's president and founder is Roger Nisley, who during his FBI career developed and led the Critical Incident Response Group (CIRG), an organization designed to manage and resolve complex situations ranging from post-hurricane response and recovery to counterterrorism missions. ESG was incorporated in 2001 to provide select professionals with an opportunity to continue meaningful work related to their first-career specialties, while contributing to the safety and security of our private and public sector clients. Since its establishment, ESG has evolved with a truly unique corporate identity – one that blends consulting and contractor expertise leveraged by Federal, State, and local government agencies with unparalleled private security and investigative talent available to private clients in serious need. ESG is currently licensed as a private security company in the Commonwealth of Virginia and the State of Florida, and maintains a cadre of at least 20 experienced law enforcement professionals licensed in those States to perform private investigations and armed personal protection.

Simply stated, the multi-disciplinary response framework operationalized by the FBI's CIRG has been adapted by ESG, Inc. and is provided to our private and public sector clients as contracted services both in training and in times of actual need. The strength and credibility of this model comes from our employees. Indeed, a significant proportion of ESG, Inc. employees are former military and FBI pioneers in crisis response with domestic and international experience in high profile crisis situations. All ESG employees are second-career professionals who have well-established reputations for leadership and subject matter expertise in the law enforcement, counterterrorism, and

security arenas. With their individual legacies secured by distinguished careers and reputations in the FBI, the U.S. Marine Corps, and the special operations community, our employees have entered new phases of their lives bringing with them the work ethic, maturity, leadership, expertise, and experience that has already made them successful. In the highest traditions of their individual services, ESG employees have been baptized by fire on military battlefields or by confronting some of the most dangerous criminals and terrorists this country has ever known – in some cases, both. Yet during their long careers, they have also managed national-level programs, conducted complex criminal investigations, safeguarded facilities of critical national importance, or planned and executed sensitive counterterrorism operations internationally.

ESG is a small business headquartered in Ft. Lauderdale, Florida. We also maintain a business office in Newell, North Carolina; a regional office in Fredericksburg, Virginia; and have initiated the process to open a regional office near Dallas, Texas. ESG is also in the process of seeking GSA contracts under Schedules 69 (Training) and 84 (Law Enforcement Solutions).

**Services offered.** The following services are offered by ITAC:

Training Programs

- Law Enforcement Tactical Training (SWAT, High-Risk Arrest, Hostage Rescue)
- Crisis Command, Control, Communications
- Behavioral Analysis
- Crisis Negotiations
- Crisis Management
- Surveillance
- Surveillance Detection
- Exercise Development
- Active Shooter Response

Consulting Programs

- Facility and Personal Security
- Crisis Management
- Continuity of Operations & Continuity of Government
- Active Shooter and Workplace Violence
- Risk Assessment
- Behavioral Analysis & Assessment
- Crisis Negotiations
- Independent Verification and Validation

Operational Programs

- Crisis Response
  - Protective Security
  - Crisis Managers
  - Behavioral Analysts
  - Negotiators
- Private Investigation
- Armed & Unarmed Personal and Facility Protection

The following tactical courses offered by ITAC are designed for individuals and teams involved in law enforcement, security and personal protection.

- |                                |                           |                                  |
|--------------------------------|---------------------------|----------------------------------|
| ➤ Terrorism Survival Awareness | ➤ Officer Safety/Survival | ➤ Female Officer Safety/Survival |
| ➤ Arrest Planning              | ➤ Marksmanship            | ➤ Leadership Development         |
| ➤ Observer / Sniper            | ➤ Instinctive Shooting    | ➤ Defensive Tactics              |

- Basic SWAT
- Advanced SWAT
- Executive Protection
- Personal Security
- Security Officer
- Close Quarter Battle
- Combat Shooting
- Risk Assessments
- Arrest Execution
- Surveillance
- Counter-Surveillance
- Facility Security
- Threat Recognition

Specific lectures and skill-based exercises, or any combination of training can be extrapolated from the courses identified above. Courses will be tailored to meet your organizational needs. Corporate and private security training courses are also available upon request.

Although we maintain a small fulltime staff, we have an extensive nationwide *Rolodex*<sup>TM</sup> of experienced and qualified former law enforcement personnel. This allows ITAC to be responsive, scalable, efficient, and economical. Our principal staff members are similarly experienced and have established track records solving complex security and public safety problems within both the public and private sectors. Most of ITAC’s staff source from the FBI’s Hostage Rescue Team (including three of its former commanders) and the FBI’s SWAT Operations Unit, with long careers designing, developing and delivering the highest quality training needed for the most demanding tactical missions. In operational settings the ITAC employee offers unparalleled maturity and operational expertise at the point of crisis. Under the most austere conditions left behind from major hurricanes, our clients have enjoyed confidence in our abilities and judgment, entrusting the security their personnel and critical infrastructure to our care by making us trusted members of their crisis team. For the past six years, ITAC through Eagle Security Group and Concepts and Tactics for Survival has leveraged a unique blend of operational and managerial experience to the benefit and satisfaction of our valued clients in both government and the private sector.

### *Features and Benefits of ITAC*

ITAC Features	Benefits to Clients
<b>ITAC is comprised of experienced and talented personnel</b> with relevant operational experience involving special weapons and tactics, officer survival and hostage rescue.	Our personnel are FBI-credentialed instructors with unparalleled subject matter expertise and operational experience. They can provide the highest quality firearms and tactics instruction.
<b>Staff has previous and on-going experience delivering high quality training to state, local, Federal and international law enforcement agencies.</b> Personnel have extensive experience providing instruction in mobile training team, Academy, and field environments using instructional design and performance-based training doctrine.	We offer a unique blend of credentialed and internationally recognized instructors that can provide highly credible and effective training content.

<b>We offer a scalable and adaptive workforce.</b>	ITAC can apply suitable “surge” manpower to satisfy schedule constraints and potentially expanded requirements.
<b>Small Full Time Staff</b> – We maintain a small full time staff with an extensive network of consulting employees and business alliances.	ITAC is an agile, adaptable, efficient and responsive company with a cost-effective and extensive ‘reach-back’ capability for specialized expertise. We offer “best value” solutions to client needs.
<b>National presence</b> – ITAC maintains a growing network of consulting employees located throughout the United States.	ITAC can provide responsive support with minimized travel costs.

**Past Performance.** ITAC’s diverse client base is wide-ranging and includes the Department of Homeland Security, City of Fredericksburg, VA, Seminole Tribe of Florida, Marathon Oil, Harrah’s Entertainment and the 30,000 member Calvary Chapel Church in Ft. Lauderdale, FL. Our services range from providing security-consulting services to private and public agencies to armed executive protection and private investigations. In each case, we realize that it is not a matter of whether a security or public safety incident will confront a client, but when. ITAC’s mission is to help our clients plan, prevent, prepare for, mitigate, respond to, and recover from such events. References are available upon request. Also available upon request is a copy of our recent Dun & Bradstreet *Open Ratings Report*. This report is an independent past performance evaluation that calculates supplier performance scores using a sophisticated algorithm. The result is a rating indicative of likely overall future performance. ITAC takes great pride in its 94 (out of a possible 100) overall performance rating. The following summaries are select examples of ITAC past and current corporate work history:

### **Course/Program Description**

The courses offered to the Gabon Police Training Initiative are designed for the individual or team involved in law enforcement, security, and personal protection.

Courses in tactical considerations and skills, firearm training, defensive tactics, and surveillance counter-surveillance are available. The blocks of instruction will address several topics to include lecture and discussion in the following areas:

Preparation and Planning	Marksmanship	Subject Control/Search
Intelligence Gathering	Close Quarter Battle	Subject Transportation
Individual and Team Security	Instinctive Shooting	Surveillance
Execution of the Arrest Plan	Observer/Sniper	Counter-Surveillance
Search and Arrest Techniques		

**Specific lectures, skill-based exercises, or any combination of training can be extrapolated from the courses being described in order to fit particular training initiatives of your organization. Corporate and private security training courses are also available upon request.**

### **Program Goal:**

The Gabon Police Training Initiative will enhance an individual's ability to address a violent confrontation or a life-threatening situation. It will afford attendees an opportunity to conduct a self-analysis of their individual skills and abilities. It will provide methods and the skill sets necessary to enhance individual and team proficiencies.

### **Program Objectives:**

At the conclusion of this course, the students will...

- Be more aware of their mental and physical potentials.
- Be able to demonstrate a high level of proficiency in skills taught.
- Develop the mental and physical edge needed to respond to certain stimuli, such as instantaneous physical or mental threats perpetrated against themselves or other innocent persons.
- Acquire a more in-depth knowledge of the principles of tactics and techniques for safety and survival.
- Be motivated to be more productive within their work environment, thus creating a better overall work atmosphere.

### **Importance of Training that is realistic and grounded:**

As stated earlier, Law enforcement is an inherently dangerous occupation. Every day police officers arrest dangerous criminals and are exposed to potentially violent confrontations in the course of their jobs. Every officer needs to receive realistic training in order to safely and effectively perform the tasks associated with their duties. Many officers involved in high-risk arrests do so with little or no knowledge of basic safety and survival principles. Too often, these officers fail to receive the training required to bring them up to a level that will prepare them for that one violent altercation which could determine their life or death.

The Officer Safety and Survival and Tactical Programs are designed to provide each attendee with the key elements of officer safety when conducting the duties associated with law enforcement. Realizing that each country and their respective law enforcement agencies are unique with respect to the law and the method of enforcement, these programs address the personal safety of the individual officer and focus on the three elements of officer safety: Mental Preparedness, Physical Readiness and Skill Enhancement. These are proven programs within the law enforcement community and provide officers with the tools required to conduct self-evaluations of their skills.

Students are provided drills, exercises, and techniques to enhance those areas identified as “in need of improvement.”

**The courses listed on the following pages are only samples of the Tactical Training Programs. Many more courses can be taught that are not listed. Examples of these potential courses may be Behavioral Science, Management, Administrative, Criminal Investigation, Educational and Physical Training just to name a few.**

### **Sample Course Descriptions:**

#### **Basic Firearms Training**

- Five-day course
- Basic introduction to weapon nomenclature, mechanics of operation, loading and unloading, care and cleaning of weapons
- Marksmanship proficiency evaluation of attendees will be conducted at the inception of the course
- Techniques designed to enhance the shooter’s skills utilizing live fire, disadvantaged shooting techniques, and dry fire drills
- Instruction will be provided on the use of deadly force and the liability associated with the use of such force
- Identify problems with shooting under low-light conditions and the use of a flashlight
- Discussions on home safety issues

#### **Advanced Tactical Firearm**

- Three-day course
- Tactical responses to critical situations.
- Lecture on the fundamentals of marksmanship and instinctive shooting and tactical considerations
- Instinctive shooting capabilities will be enhanced through increased shooting speed and accuracy

#### **Officer Safety and Survival**

- Five-day course
- Designed to enhance the techniques used for planning and conducting a high-risk arrest
- Lecture and discussion on mental processing and stress management/resolution in a high-risk encounter
- Firearm training on handgun marksmanship skills, target identification, and weapon manipulation
- Defensive tactics instruction in controlling and handcuffing an individual in an arrest situation
- High risk vehicle stops
- Practical exercises consisting of arrest scenarios with two or more officers at an arrest site (may be enhanced with the use of simunition weapons)

### **Basic Special Weapons and Tactics (SWAT)**

- Five-day course
- Designed for potential SWAT team members and/or drug intervention teams
- Lecture and discussion on the fundamentals of team building and tactical resolve
- Emphasizes high-speed arrests, team building, and dynamic arrest procedures
- Reinforcement of team skills through practical exercises (*It is recommended* that this program be enhanced with the use of simunition weapons.)

### **Observer / Sniper**

- Five-day course (Hosting agency must provide minimum 100-meter range)
- Designed for potential SWAT team observer/sniper
- Lecture and discussion on observation techniques and recording intelligence
- Lecture and discussion on the fundamentals of shooting skills, camouflage, stalking, and final shooting positions (hides)
- Practical exercises in individual and two-person team movement (Attendee must provide rifle and ammunition)

### **Executive Protection**

- Five-day course
- Designed for individuals protecting dignitaries and VIPs
- Lecture and discussion on the fundamentals of executive protection
- Emphasizes high-speed scenarios designed to develop individual and team skills
- Enhance the safety of the protector, protected, and innocent persons
- Practical simunition exercises (may be enhanced with the use of simunition weapons)

### **Ballistic Shield Training**

- Three-day program
- Designed for the high-risk arrest
- Lecture and discussion on the characteristics, nomenclature, and types of shields available
- Practical exercises in utilizing shield movement, shooting techniques, entry techniques, approaching vehicles, and officer down rescue
- Practical exercises on the firing range as well as arrest scenarios (may be enhanced with the use of simunition weapons)

### **Instructor Certification**

- Five-day course
- Must have attended the basic program for which certification is being sought
- Designed to develop the student's capabilities to instruct the prerequisite program
- Lectures and discussions on the material from the prerequisite program
- Course will review material as it relates to the adult education principles
- Practical exercises are designed to enhance instructional skills (may be enhanced with the use of simunition weapons)

### **Surveillance/Counter-Surveillance**

- Five-day course
- Designed for individuals involved with surveillance responsibilities of individuals or facilities
- Lecture and discussion on techniques used to conduct a moving or stationary surveillance
- Techniques on detecting surveillance and conducting countermeasures
- Realistic practical exercises will be used to provide attendees a measure of their use of the skill sets provided in this course

### **Terrorism Survival Awareness**

- Five-day course
- Designed to raise the officer's awareness in areas associated with terrorist investigations, surveillance/counter-surveillance and arrest /search
- Developing the mindset to confront the diverse issues involved in making an arrest or conducting a search in a terrorism case
- Tactical techniques will be introduced to raise the attendee's awareness of life-threatening concerns when involved with an entry and search of a terrorist location and making a high-risk vehicle stop
- Methods of developing an arrest plan and conducting a team briefing when preparing for a high-risk arrest
- Techniques in firearms proficiency evaluation, marksmanship, target identification, and an introduction to basic combat shooting skills
- A full field exercise utilizing the tactical and surveillance / counter-surveillance principles will be conducted at the conclusion of the course

### ***The utilization of the simunition handgun can greatly enhance the training experience.***

If requested, simunition paint guns with two magazines each and face protectors should be acquired by the Gabon National Police. We recommend the Glock 27 handgun with simunition marking rounds. When simunition practicals are incorporated, each student in the class will be required to have the necessary equipment. The Alliance for this training initiative can assist your organization in obtaining these simunition training weapons. It will be up to the Gabon National Police to obtain these weapons.

### **Officer Safety and Survival Seminar**

- Two-day course
- Designed to give an understanding of an individual's strengths and weaknesses as they apply to the mental and physical realm of survival
- Lecture series only
- No prerequisite or limit to the number of students who can attend

# **EXAMPLE**

## **TRAINING INITIATIVE FOR THE GABON POLICE**

This is an ***example*** of a four-week training program that could be presented to Gabon Police Officers. This example is set forth to address some of the Gabon Police training initiatives and can easily be modified by adding or deleting topic areas to fit the specific challenges facing Gabon Officers. The curriculum strongly emphasizes Anti-Terrorism Training for Safety and Survival for Gabon Police Officers. This program will provide the police officer with the skill sets necessary to prevail in a violent confrontation. The hours devoted to each topic area will be expanded or reduced based upon the needs identified at the completion of the assessment phase of this initiative.

### **Weeks 1 & 2    TERRORISM TRAINING FOR SAFETY AND SURVIVAL**

4 hours	Mental Preparation (Designed to develop a survival thought process that will be re-enforced throughout the entire four week course).
24 hours	Firearms (Designed to build basic marksmanship and combat firearms skills).
12 hours	Basic Tactics (Designed to enhance the officer's technical skill level in tactical movement).
14 hours	Practical Exercises (Designed to stimulate the officer's thought process concerning tactical operations. Simmunition weapons will be utilized to enhance this training block).
2 hours	Tactics in Low Light Conditions (Designed to help the officer deploy and use their weapon under low light situations).
8 hours	Defensive Tactics (Designed to provide the officer with proper techniques for handcuffing and transporting compliant and non-compliant subjects).
10 hours	Physical Fitness (Designed to re-enforce the importance of an officer maintaining an acceptable level of physical fitness in the performance of his/her duties).
8 hours	Vehicle Stops (Designed to provide the officer with a variety of techniques when conducting vehicle stops).
2 hours	Arrest Planning (Designed to provide the officer with the essential concepts associated with planning and executing an arrest).
4 hours	Command Post Structure (Designed to expose the officer to the various aspects of Command Post operation utilized in complex arrest situations).
88 hours	

## **Weeks 3 & 4   TERRORISM OPERATIONAL/INVESTIGATIVE TRAINING**

20 hours	Interviewing Techniques (Designed to present officers with effective interviewing techniques used with witnesses and subjects).
12 hours	Crime Scene Processing (Designed to instruct an officer with proper procedures to utilized when documenting and processing a crime scene to include evidence recovery and evidence chain of custody procedures).
16 hours	Surveillance (Designed to instruct an officer concerning various techniques used in conducting a surveillance when investigating a terrorist or criminal matter).
32 hours	Basic Investigative Techniques (Designed to instruct an officer with a variety of basic investigative techniques which are required to successfully resolve a terrorism, violent crime, organized crime, financial crime or narcotics investigation).
8 hours	Gabon Legal Issues (Designed to present officers with a variety of legal issues that may be encountered while conducting a law enforcement investigation).
88 hours	

## **CONDUCTING THREAT ASSESSMENTS**

### **Threat Assessment Evaluation:**

The threat assessment will look at a variety of infrastructure concerns within the organization. These areas to be evaluated include, but are not limited to the following:

- Site Description – All structural and environmental facilities within the secure area of the refinery;
- Parking – Procedures for all vehicles moving in and out of the restricted areas and areas around the compound;
- Building Operations – All buildings within the restricted area and the operational procedures that are conducted within the buildings;
- Employees, Visitors, and Pedestrians – Access of all personnel in and around the facility and the security procedures they must follow;
- Internal Security – All security procedures that are in place at and within the facility;
- Site Security Systems – All physical security systems that are presently in place, including CCTV, motion sensors, and IT equipment;
- Security Personnel – Procedures and training of all security personnel and the security mission;
- Managerial Security Structure – Managerial guidelines and the structure that is presently in place;
- Potential Exposure to Threats – Political, cultural, and environmental concerns that currently could threaten the facility and any future problems.

## **The Facility:**

The security audits and surveys will look at security risk and prevention measures from the physical structure to the operating systems and utilities. A complete holistic view of the security threats across a very broad area will identify single choke points of high risk where, for example, utilities or major support structure may converge and one single device can cause massive damage across the whole infrastructure network.

The Gabon Police Training Initiative security assessment consists of the physical facility, to include check points or guard positions, access passes, vehicle traffic entering the visitor and loading dock areas, and installations of gates or fences. In addition, closed-circuit television (CCTV) cameras and motion detectors at specific locations inside and outside the facility need to be evaluated. We also carry out security surveys and audits for all the client's buildings in order to design and recommend security equipment, procedures, solutions, locks, doors, fences, access control, and alarm systems. These recommendations will be made for the personnel and the assets of the company, including its information, computer rooms, communications, and IT facilities.

## **Anti-Terrorist Survey:**

The anti-terrorist portion of the threat assessment will identify the sector, location, and staff at risk and propose appropriate countermeasures. An anti-terrorist survey will look at the threats and risks from car bombs placed outside or near the premises, bag or briefcase bombs brought into the premises, to attacks by terrorist groups using automatic weapons with the aim of killing or capturing members or staff in the workplace. The survey will take particular account of methods of access control to properly identify staff and visitors before entering the facility. This includes CCTV surveillance, video motion detection, and biometric access controls or facial recognition. It will also include a visitor's access control procedure involving proper identification of guests and procedures to escort and control them while on-site. The plan will consider parking areas around buildings or facilities and the necessary distance or stand-off to reduce the level of damage caused by car bombs. It will ensure vehicles cannot be parked directly next to a building.

The survey will consider the searching of visitors and goods entering any facility using explosives sniffing detectors, metal detection arches, and other specialized equipment to record license plates, provide under-car surveillance, and control access to parking areas, particularly those underneath buildings. Building strengthening and hardening against blasts will also be contemplated, as will designs and measures to reduce the damage and casualties caused by glass in explosions, such as the use of film and blast absorption materials for buildings at high risk. Anti-terrorism procedures, including personnel and vehicle searches, are absolutely critical to security. Information, training, procedures, and the specification of equipment to achieve these objectives can be supplied.

