Bob Starer

From: Ray Jones <Ray.Jones@pantheraworldwide.com>
Sent: Monday, April 29, 2019 12:33 PM
To: Bob Starer; Bill White
Subject: DEA RFI for DRC Course - first Draft
Attachments: DEA RFI - DRC Course v3.docx

Bob and Bill,

The first draft of the RFI Response is attached. I think I have all the basics covered in the SOW, but comments and suggestions are most welcome.

Bill, please review the 5-day training schedule in particular. I took a stab at it to facilitate your review. For the driving, I know you like to start everyone in sedans, even if they are progressing to off-road driving. Obviously your call on that.

Best,
Ray

Date: 13 May 2019

PANTHERA

RFI Response:

Emergency Support Function #13 Disaster Readiness Course

Prepared for:
Drug Enforcement Administration
Operations Management – Emergency Preparedness Section
Attn: Jacqueline Schottler
Jacquleline.P.Schottler@usdoj.gov

Prepared by:
Panthera Training, LLC
2506 Fish Pond Road
Old Fields, WV 26845

Attn: William A. White
T: (304) 582-4941
F:
wwhite@panthera-training.com

Disclosure of Data Legend:
This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Panthera Training, LLC, as a result of - or in connection with - the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in each sheet.

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1.0 Section 1 – Administrative Information and Corporate Capabilities Summary

Panthera Training LLC, a Small-Business and HUBZone Certified Company, presents the following response to the Drug Enforcement Administration (DEA) Request for Information (RFI) regarding their Emergency Support Function #13 (ESF #13) Disaster Readiness Course (DRC). Panthera is uniquely qualified to execute the five (5) day DRC to provide training and critical skills to prepare DEA Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. Training would be conducted at Panthera's training facility in Old Fields, WV, which is within 150 miles of the DEA Training Academy at Quantico, VA.

1.1 Administrative Information

Company Name:	Panthera Training LLC
Mailing Address:	2506 Fish Pond Road, Old Fields, WV 26845
Physical Address:	2506 Fish Pond Road, Old Fields, WV 26845
Point of Contact:	William A. White
Telephone Number:	Mobile: (304) 582-4941 / Direct: (304) 406-7455
Fax Number:	
Email Address:	wwhite@panthera-training.com
Federal Tax ID#:	83-0756532
DUNS Number:	081324935
NAICS Code:	
CAGE Code:	85BJ2 - Small-Business; HUBZone Certified Company

1.2 Training Capabilities General Overview

Panthera welcomes the opportunity to conduct the Disaster Readiness Course in support of the DEA. Panthera provides superior quality firearms, tactical and driving training to U.S. Military and Special Operations Forces (SOF), U.S. government agencies including the DEA, law enforcement personnel, private security corporations, and non-governmental organizations.

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The 750-acre Panthera training center includes seven (7) firearms ranges with distances from 50 to 1000 meters, seven (7) types of paved and off-road driving tracks totaling more than 20 miles of track, a two-story 6000 SqFt live-fire shoot house, a complete combat village with six different Less-Than-Lethal (LTL) buildings, 5.5 miles of unpaved internal roads that can be used for training scenarios, eleven (11) classrooms spaced throughout the facility, and multiple outbuildings / structures on the property that can also be used for realistic training. The training center provides varied terrain, with elevations changes of over 1000 feet, forested sections, cleared sections, and mixed topography sections to provide a diverse and challenging training environment. Training takes place 24x7x365; the training center has zero time-of-day or day-of-week restrictions on shooting, driving or tactical training evolutions. An overview of the layout of the training center's venues is depicted in ***Figure 1*** below.

Testimonial: November 2017 - MCSCG, MARFORCOM
"Overall great experience at Panthera. Awesome experience with the venues offered and being able to practice out of the box training and pushing new skills to our limits that will be of future use. Great opportunities to train on skills that we cannot do at our home/local facilities."

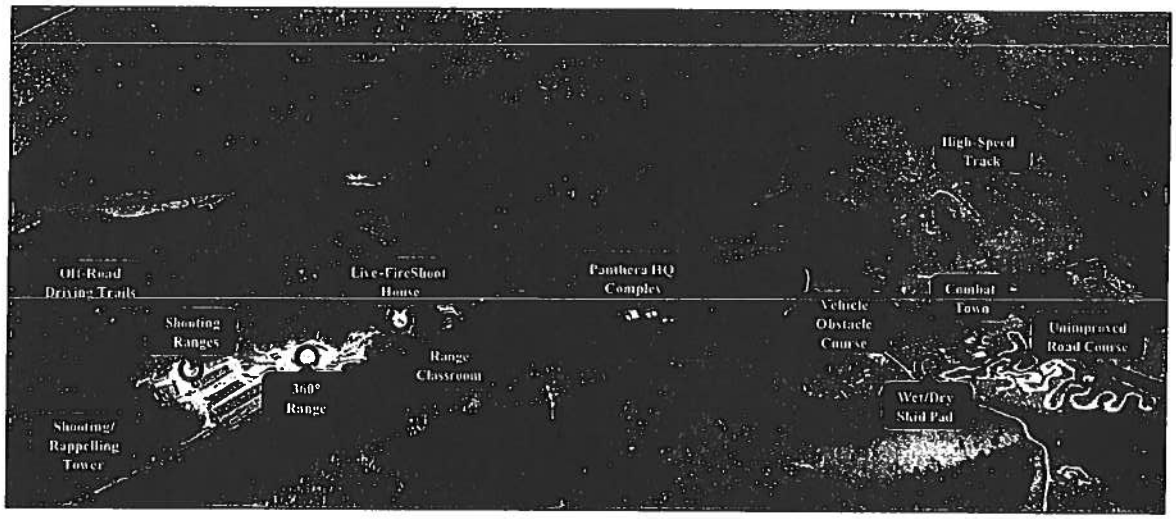


Figure 1: Training Center Overview

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1.3 Panthera Facility Detailed Description

Panthera has provided training to Department of Defense, Special Operations and Federal Agency customers, including the DEA, over the past three years that is nearly identical to the broad DRC training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills as set forth in the PWS. The training center is located in the D.C. National Capital Region, and within 150 driving miles of the DEA Training Academy at Quantico, VA. Panthera's multiple and varied driving tracks/venues, numerous classrooms and unique firearms ranges/venues, far exceed the facility requirements outlined in the DEA PWS.

*1.3.1 **Driving Tracks.*** The training site comprises multiple driving courses, inclduing paved and unpaved multi-lane road conditions. The 20+ miles of driving venues utilized in training are described below in greater detail (shown in ***Figue 2***):

- A three-lane wide, 1.5-mile high-speed course free of hazards that has:
  - Straightaways where speeds of greater than 90 mph can be attained
  - Uphill and downhill grades with 500 feet of elevation change along the course
  - Constant, increasing, decreasing radius turns and flat, negative, positive camber turns
  - Road shoulders composed of dirt, grass, or gravel
- 400'x 400' skid pad for skid control training, which is wetable if required
- 2.6-mile unimproved road course with elevation changes, off camber straights and turns, and surface compositions to include rock and mud pits, deep ruts and log bridges, to simulate driving or disaster conditions encountered worldwide
- 1.2-mile vehicle obstacle course comprising 20+ vehicle obstacles of varied and increasing difficulty
- 5.5 miles of onsite gravel roads available for motorcade, ambush, convoy and surveillance detection training
- 12 miles of off-road trails weaving throughout the mountainous terrain, with natural and man-made obstacles, steep grades and descents, and areas for vehicle recovery / extraction, or ambush scenarios

Testimonial: November 2017 - CO, Company F, 2d Marine Raider Battalion
"[C]onducted non-standard tactical vehicle driving in both on and off road environments as well as a non-standard small arms shooting package. The package greatly increased the Marines shooting effectiveness in training scenarios otherwise impossible on standard Military Bases. It also elevated the driving capabilities of the Raiders up to the standard required for the tactical driving the men will need to do as they deploy downrange in the near future."

After each driving training evolution, in accordance with our Quality Management System (QMS) and safety procedures, the venues are inspected for debris and are cleaned to reduce the risk of accidents or foreign object damage (FOD) to students or the vehicles, and to ensure the highest operational availability of the venue for subsequent classes, with a minimum of downtime between classes.

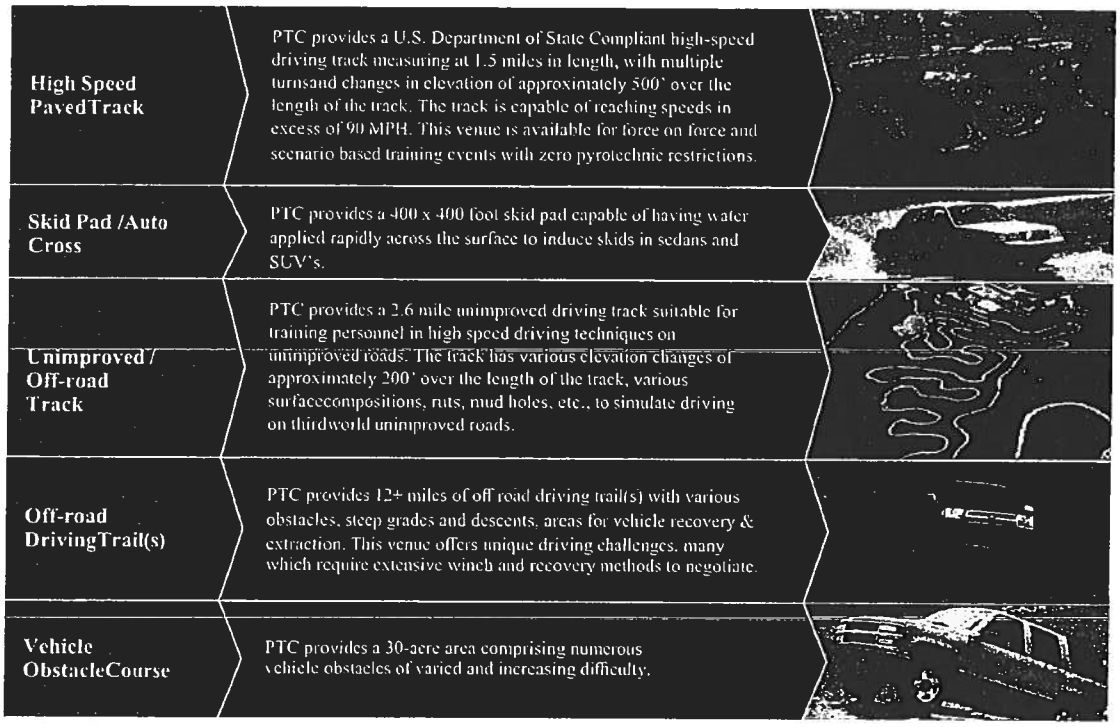


Figure 2: Panthera Driver Training Tracks / Venues

1.3.1.1 Vehicles and Related Equipment. Panthera employs a mix of vehicles (SUVs, sedans, armored vehicles, off-road vehicles and compact cars) to achieve all training objectives. The 100+ vehicles on-hand for training 24x7x365 include:

- Rear Wheel Drive (RWD) Crown Victoria Police Interceptor sedans (ABS and non-ABS) for high speed paved vehicle dynamics, high speed technical driving and evasive maneuvers and turns.
- A mix of high center of gravity SUV types (for unimproved roads, off-road, and convoy training) ranging from smaller automatic or manual Jeep Cherokees to the larger Tahoe vehicles, as well as armored SUVs
- Ramming and Pursuit Intervention Technique (PIT) vehicles, which are destroyed in the training process. In addition, we provide vehicles with windows that can be forcibly breached for training purposes
- Off-Road Vehicle Recovery Equipment and Training Aids
- Consumable training aids to include targets, windshields, windows, tires, fuel, doors and spare parts.

1.3.1.2 Vehicle Maintenance and Safety. At the start of each training day, the vehicles undergo an 18-point safety inspection by our ASE Certified Mechanics, in our on-site vehicle maintenance facility. The facility is staffed with at least two mechanics and includes a garage with two lifts, tools and an onsite inventory of key consumables/parts to maintain vehicle readiness for the duration of the training. During training, our mechanics provide on-the-spot

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repairs as required. Each instructor also performs a pre-operation inspection every training day. During breaks in training, the vehicles undergo repair and preventative maintenance in accordance with our QMS and safety procedures, to ensure the highest operational availability for subsequent classes.

*1.3.2 **Classroom Facilities***. Panthera maintains multiple fully-equipped climate-controlled classrooms capable of hosting 15-50 students with internet access, audio/visual equipment (projectors and screens), whiteboards and other training aids as required. The eleven (11) classrooms are spaced throughout the facility, to reduce the distance/time students spend transiting from the classrooms to the training venues. The classrooms are cleaned daily to ensure the highest operational availability for subsequent classes.

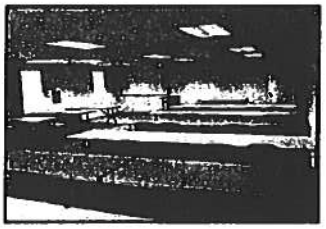


Figure 3: Typical Classroom at Panthera

*1.3.3 **Ranges***

1.3.3.1 Firearms Ranges. Panthera has multiple firearms ranges to accommodate live-fire pistol, rifle and light machine gun training, up to 50cal rounds. All ranges are managed, maintained and certified IAW DAPAM 385-63. The ranges include (2) 50-meter ranges, one of them covered; (2) 100-meter ranges; a multi-level 60-foot-high shooting platform on a 1000-meter range; 200 meter and 300 meter ranges; a 360-degree range; and other areas for dynamic / kinetic firearms instruction. All ranges can accommodate 25 individually-marked and separate firing points. All ranges are rated as drive-on / drive-off for training purposes, with 270 degrees of safe live-fire zones. The ranges depicted in ***Figure 4*** include:

- Benches / tables for students' gear and equipment, and covered areas for shade /cover from the weather
- All ranges are supplied with paper, steel, moving targets and a variety of barricades as required for training
- A separate, designated and safe area for training on explosives and improvised explosive devices (IEDs)

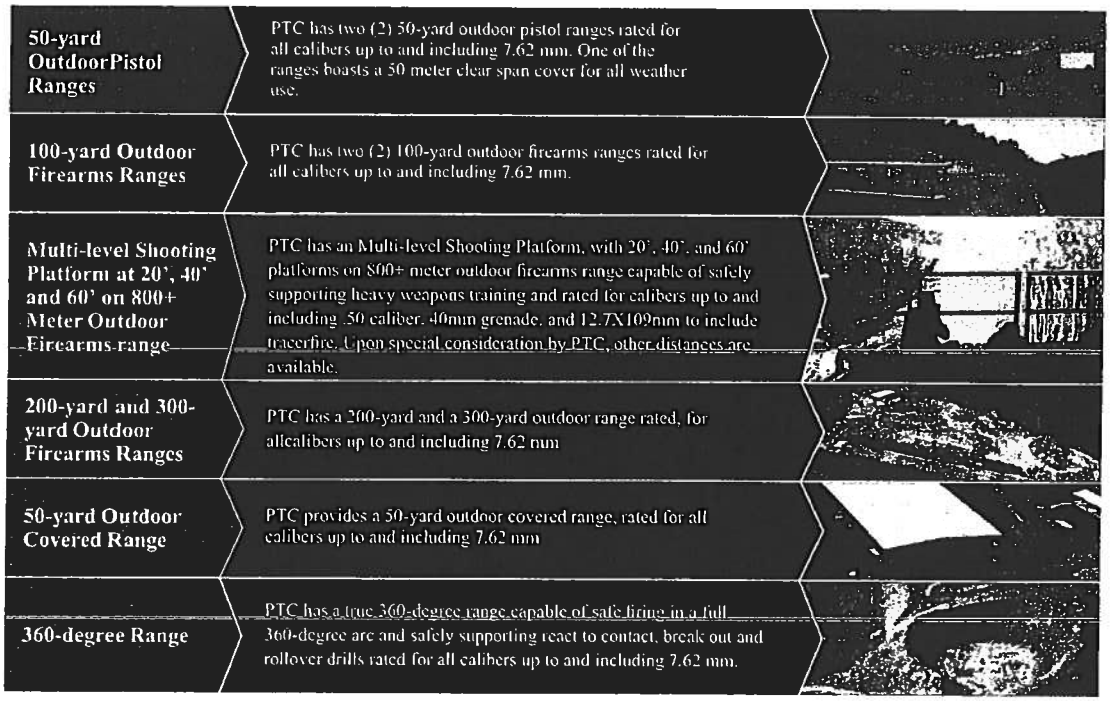


Figure 4: Panthera Firearms Ranges

After each training evolution, in accordance with our QMS and safety procedures, the ranges are inspected for debris and brass is picked-up, at no additional cost, to reduce the risk of accidents or FOD to students.

*1.3.3.2 **Combat Village / MOUT Facility.*** Panthera has several Less-Than-Lethal (LTL) training venues / structures incorporated into its Military Operations in Urban Terrain (MOUT) facility shown in ***Figure 5*** below, which can be used individually or collectively. Simunition™ and Ultimate Training Munitions (UTM) training rounds can be used. These structures include:

- One-Story Non-Lethal Shoot House (1400 SqFt) – this structure is capable of being flooded with non-toxic smoke for smoke/fire training. The smoke can be fully evacuated within three (3) minutes to run another exercise.
- Two-Story Non-Lethal Shoot House (3500 SqFt)
- Embassy/Classroom Non-Lethal Complex (3100 SqFt); capability for total black-out training to facilitate simulated night-time environments and Night Vision Goggle (NVG) training at all hours
- Mock Urban Area/Buildings/Rural Market place (30,000 SqFt) and an adjacent "Seacan" village
- An area capable of simulating a collapsed or damaged building with obstructions consistent with rubble caused from natural or man- made disasters
- The MOUT facility is adjacent to an FAA Certified helicopter landing zone (HLZ)

After each training evolution, in accordance with our QMS and safety procedures, the facilities are inspected for

debris and spent cartridges are picked-up, at no additional cost, to reduce the risk of accidents or FOD to students, and to ensure the highest operational availability of the facilities for subsequent classes, with a minimum of downtime between classes.

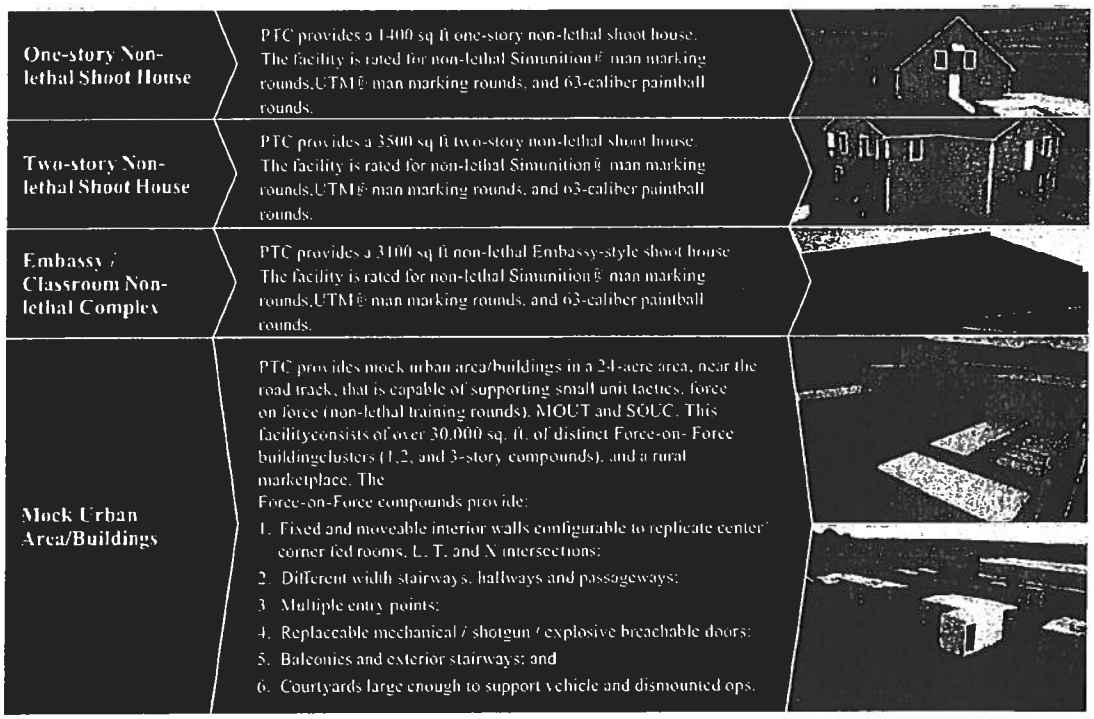


Figure 5: Panthera Combat Village / MOUT Facility

1.3.3.3 Live-Fire Shoot House. Panthera has the largest commercial shoot house on the East Coast, as depicted in ***Figure 6*** below. The two-story, 6000 SqFt all-steel shoot house has a weapons capacity up to 7.62 mm, and the following general characteristics:

- Multiple Entry Points/Corner & Center Fed Rooms/I, T, & X Intersections; two internal stairwells (open and closed)
- Extensive Instructor Cat Walks for Full Visibility During Training (video-enabled for playback/debriefs)
- Tunnel system connecting two internal rooms to a wooded area 100 Ft away from the Live Fire Shoot House

After each training evolution, in accordance with our QMS and safety procedures, the shoot house is inspected for debris and brass is picked-up, at no additional cost, to reduce the risk of accidents or FOD to students, and to operational availability of the shoot house for subsequent classes, with a minimum of downtime between classes.

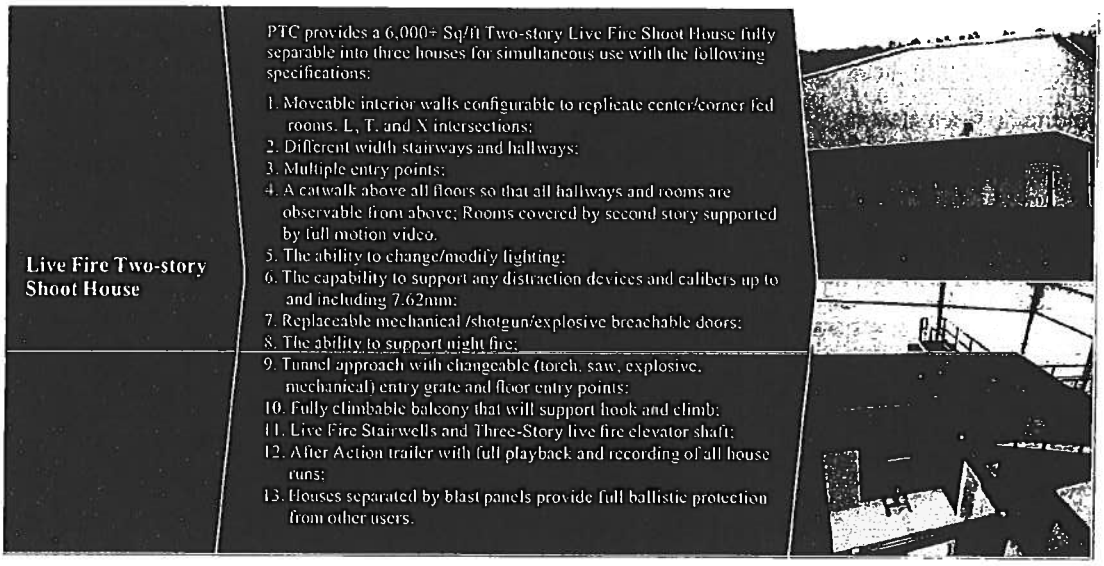


Figure 6: Live-Fire Shoot House

1.3.3.4 Land Navigation / Survival Skills Area. Panthera has several hundred acres of wooded, semi-wooded, and open areas suitable for basic and advanced land navigation training and exercises simulating rural areas. In addition, this rural environment is ideal for teaching survival skills (i.e. shelter, water, fire, etc.). The wooded sections provide sufficient fallen and/or dead-standing trees for chainsaw and debris removal training. In addition, a river runs through the training center, providing an opportunity for flood and river crossing training, as well as survival skills related to drinking water purification systems.

1.4 Medical Support

Panthera maintains on-site EMS (Basic Life Support) with WV State approved ambulance support. Upon request, Panthera can support all high-speed driving and live fire weapons or explosives training, and is capable of responding to a medical emergency within three minutes. Our on-site EMS personnel have WV state certifications, and they also comply with our internal QMS and safety procedures for medical support and readiness. Panthera has a medical emergency plan coordinated with local emergency officials, and Panthera's medical staff has direct radio contact with the 911 networks. The local Level 2 Trauma emergency hospital is 20 minutes away. Panthera has a FAA approved helicopter landing pad capable of landing a Life Flight helicopter in the event of an emergency. The Level 1 Trauma facility is a one-hour drive, or 25-minute flight.

1.5 Lodging and Meals/Dining Facility

1.5.1 Panthera Townhomes Accommodations. Panthera provides its own community of 18 two-bedroom townhomes for exclusive use of instructors and students. The townhomes are within 7 miles (10-minute drive) of the training facility. Panthera's townhomes are compliant with all local, city, state, and federal laws, codes & regulations. The townhomes include 1.5 bathrooms, two bedrooms with a double-sized bed per room, kitchen (stove, sink, microwave, and dish washer), a living room (with TV and Wi-Fi), air conditioning and heat, and gear storage area. Each townhome has a washer, dryer and laundry soap. Men and women are billeted in separate townhomes and have separate bathroom facilities. In accordance with our QMS and safety procedures, the townhomes are cleaned and maintained to U.S. hotel and hospitality industry standards, ensuring the highest level of customer satisfaction during training.

Testimonial: November 2017 - CO, Company F, 2d Marine Raider Battalion
"As a resulting of our staying in these [town]houses, the men were able to have a more comfortable and enjoyable overall experience which increased our total effectiveness of training."

Living Accommodations	PTC provides a community of 18 townhomes in Moorefield WV for exclusive use by the training center students and instructors. The townhomes are just a 10-minute ride from the training facility under normal commuting conditions. Townhome accommodations include: 2 Bedrooms, 1.5 baths, and each with a full kitchen, living room and laundry room. All houses and townhouses have phones, wirelessinternet and cable TV.	
Living Accommodations (Commercial)	Within 8 minutes of the training center is the South Branch Inn in Moorefield WV, comprising 100 guest rooms, with queen and king beds. All rooms are non-smoking, and have hi-speed internet cable, TV/Free HBO, and guest laundry facilities.	

Figure 7: Lodging Accommodations

1.5.2 Commercial Hotel Accommodations. Panthera has an agreement with the South Branch Inn, a local hotel with 100 rooms, to provide overflow lodging if required. It is located within 5 miles of the training facility. Single or double occupancy rooms are provided. Men and women are billeted in separate rooms and have separate bathroom facilities. Washers and dryers are available at the hotel.

1.5.3 Meals / Dining Facility. Panthera has a full-service on-site dining facility to serve three meals per day as required, meets all current state and FDA Food Code guidelines, and provides restaurant quality, healthy options, in accordance with our internal QMS standards. The dining facility can typically serve 60 people in 45-minute increments. Panthera's food service program can be tailored to specific customer requirements and includes:

- Breakfast, lunch, and dinner can be served on all training days as requested
- Lunch and Dinner meals shall consist of an array of fresh seasonal fruits and vegetables, lean proteins that are grilled or baked, and starches that are prepared with oils that have less than 20% saturated fat.
- Nutrient-dense snacks and beverages to include coffee, juice, water, and Gatorade.

- Prepared or boxed meals can be served as well, or food service containers provided to transport food items.

1.6 Past Performance – Recent and Relevant Experience

Panthera Training, LLC ("Panthera") provides the following three (3) Past Performance Information Examples to substantiate the most recent three (3) years of performing training contracts for USSOCOM, Army, Marine Special Operations Command, and the Drug Enforcement Administration. The past performance examples demonstrate that Panthera provided training to several different customers that is nearly identical to the broad DEA training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills set forth in the PWS.

Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP)			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T0001-DEA; Prime 15DDHQ18A000000
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	11SEP2018 – 10SEP2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$1,600,000 / year
I. Point of Contact Ryan Burke, Contracting Officer ryan.f.burke@usdoj.gov 202-307-4811			
J. Description of Training: Provided high-risk driving (sedans, SUVs, armored vehicles), ambush attack and urban scenario training for 38-42 DEA agents and support staff per class, who are deploying to high threat areas around the world. We tailored the pace of training based on whether agents, support personnel or a combination of the two groups arrived for the class, to ensure each student was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction for driving training. We have performed 7 iterations of this course since contract award and trained over 280 students. Operationally, Tactical Driving training included sedans, SUVs and armored SUVs, on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We also conducted an IED Awareness class, including classroom and actual explosives demonstrations, enabling the students to experience makeshift-IED blasts in real time. After each driving or IED evolution, Panthera employees reset, clean, and re-supply the training venues for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.			
Testimonials			

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Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP)

Testimonial – Jared Johnson, Unit Chief, DEA Personnel Recovery Unit, DEA – March 2019

"Since September 2018, Panthera Training LLC has supported five PREP courses, each consisting of 42 students. Panthera has not only met all contractual requirements, but have gone above and beyond to ensure each student is provided the best training, in the best environment possible. Panthera's staff have been nothing short of accommodating and supportive to ensure each course is a success. Panthera's training venue offers a wide range of training options, limited only to the client's imagination. The Prep course consists of both DEA Special Agents and support staff, which can cause some unique training challenges, as everyone does not possess the same level of training. Panthera's instructors have done an outstanding job ensuring all the students obtain the required skills and encourage students to perform at a level many of the students may not have recognized they were capable of. During the PREP course, I have personally had students approach me and comment about the high level of training provided and the professionalism of the Panthera instructors and staff."

Example #2: SOCOM (SWMS) Marine Raider Battalion Pre-Deployment Training

CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC	**B. Contract number:**	Prime - H92222-15-D-0037-P00003; SubK: 2017-SWMS-MRR-PTP-Panthera-001
C. Contractor's Role:	Subcontractor to Prime Metis Solutions, LLC	**D. Cage Code:**	85BJ2
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	01NOV2017 – 27AUG2020 Base Year + 2 Option Years	**H. Initial contract cost:**	$ 351,315.82 / year

I. Point of Contact
Al Hodge, SWMS–B Program Manager, Metis Solutions, LLC
ahodge@metisolutions.com
931-624-2786

J. Description of Training: Provided high-risk driving, shooting, land navigation, ambush attack and urban scenario training to MARSOC operators deploying to high threat areas, with class sizes ranging from 6-36 students. We tailored the pace of training to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives.

Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 10 iterations of this course since contract award and trained over 270 students.

Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, check point scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios.

Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.

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Example #2: SOCOM (SWMS) Marine Raider Battalion Pre-Deployment Training
Testimonials

April 2018 MARSOC

"I would and will actively promote my experience with Panthera as one of the best overall facilities and staff I have been trained by."
"Very impressed with the overall training curriculum and how relevant it was to our upcoming mission and the professionalism and expertise of our instructor staff. The instructors have a true desire to want to share their expertise and help the team develop – stay alive in the adverse conditions. I will/would actively seek to serve with these instructors and Panthera in the future."

November 2018 – MARSOC

"Great course seeing the student's skills and building, pushing them to find their limits, overall great course with good time management."
"Instructors were very knowledgeable and approachable, and the training was flexible and tailored to the group."
"Panthera works at the pace of the group which is perfect."
"Some of the best instructors after doing this for over 10 yrs."

Example #3: US Army Combat Skills Training			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T003-ARMYCIG; Prime Contract W913JT-18-A-0005
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	08MAR2018 – 28FEB2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$227,709 / year
I. Point of Contact Tresa Sullivan, Contracting Officer tresa.m.sullivan.civ@mail.mil 703-664-5000 ext. 2704			
J. Description of Training: Provided high-risk driving, shooting, survival skills, ambush attack and urban scenario training to US Army service members deploying to high threat areas, to support special operations missions, with class sizes ranging from 6-18 students. We tailored the pace of training based on whether operators, support personnel or a combination of the two groups arrived for the class, to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 9 iterations of this course since contract award and trained over 120 students. Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios.			

Example #3: US Army Combat Skills Training
Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.
Testimonials
Aug 2018: 1st CIG Class Feedback "Some of the best cadre I have worked with in my 25yrs of service. Great job!"
Jan 2018: 1st CIG Class Feedback "Real World experience sharing by the instructors enforced relevance and environment conductive to learning." "Everyone was treated with respect and patience regardless of their skill level." "Instructors built a foundation of knowledge before moving to more complicated tasks, all instructors knew their topics and communicated well."

2.0 SECTION 2 – Statement of Work Requirements

2.1 Panthera's Training Plan Development Overview

Over the past 6 years, Panthera has conducted firearms, driving, tactical, land navigation and survival training for more than 85 different organizations, with student skill levels ranging from beginners (e.g., civilian administrative personnel deploying overseas for the first time) to advanced level assets (e.g., U.S. Special Operations Forces from the Army, Navy and Marines). The capabilities and flexibility of our training center, the ability to tailor our training programs to meet each customer's unique training requirements, and the skill level of our Instructor Cadre, makes this range of training possible.

Testimonial: April 2017 - MCSCG, MARFORCOM
"The staff's ability to flex, sets Panthera apart from many other vendors I have worked with in the past. The overall driving experience at Panthera is one of the best courses that we have attended. Out of 4 tactical driving courses attended Panthera was rated the best."

Panthera is especially proud of its safety record, and its adhereance to QMS principles. Panthera instructors provide a daily safety, range and vehicle operations brief prior to the start of all training sessions to ensure the safety and well-being of all students, instructors, and facility personnel. All training facilities, weapons, vehicles and equipment are inspected daily to ensure safe training. Panthera has established, documented, and implemented a Quality Management System (QMS) that continually improves process effectiveness while demonstrating the ability to provide firearms, tactical and driving training that consistently exceed customer expectations, and in a safe and reliable manner. Panthera's comprehensive QMS framework provides quality control for all training

evolutions, as well as its administrative, training support and training center maintenance programs.

Panthera follows a systems approach to training, requiring close interface with customer leadership and our Subject Matter Experts (SMEs) in course development and execution to ensure our customers meet their training needs and prepare their personnel to accomplish the mission. It is critical to adhere to the following principles, with safety and QMS procedures interwoven throughout:

- **Mission:** Understand and incorporate the DEA's mission and objectives for the training.
- **Student Ability:** Understand the ability and educational level of the students prior to training. Panthera administers a pre-screening/assessment at the start of training to assess the students' baseline knowledge and skill level to enable Panthera to prepare and adjust the level and tempo of the training, with concurrence from the customer, to achieve the training requirements.
- **Student Assessment:** Understand and assess the progress and learning/skill retention of the student. Panthera provides continual assessment during training including: (i) observing and documenting daily student participation, (ii) conducting quizzes and exams, and (iii) completing practical exercises and scenarios to reinforce the training objectives. Panthera follows a "no student left behind" philosophy and will work with a student or group of students to ensure they are able to obtain mastery of the subject matter.
- **Records:** Maintain a written record of each phase of instruction to record each student's performance / proficiency.

Testimonial: December 2017 - TF SW, USMC
Panthera has a professionally run course that [did] a fantastic job preparing an individual to go down range. The material was motivated at the right speed and in a manner that everyone could understand.

Testimonial: December 2017 TF SW, USMC
"The level of training at Panthera was tailored to the mission as police advisors (MPs) headed to Lashkar Gah, Afghanistan. The level of instructor depth far surpassed the program of instruction provided during our pre-deployment training. Instructors here are the constant professionals who have the knowledge base to elevate every individual's level of proficiency which directly correlates into increasing a Unit' level of lethality in the environments in which we will operate in down range. Panthera is one of the best facilities in introducing new fundamentals and building on them quickly with constant critiques/coaching and feedback on what the individual was doing. We recommend this facility and training venue to any team that is deploying."

- **Post-Training Assessment:** Conduct post-training assessment and measurement of the students to ensure desired DEA outcomes are met and provide reports to the customer.
- **Training Methodology/Objectives:** Students are taught using a "crawl, walk, run" learning/teaching methodology. Instructors exercise an Explanation, Demonstration, Imitation and Practice approach with all students. Students will start their course of instruction within a controlled environment to learn /master the basics of each of the Training Objectives, and then progress to more challenging and difficult tasks.
- **Continuous Instructor Feedback:** Panthera instructors will provide "on the spot" verbal feedback to trainees and conduct repeated drills to correct deficiencies. Panthera provides additional instruction and/or training venues to ensure higher skilled studnets are challenged during their training evolutions, and lesser skilled students are provided remedial instruction or range time as required, to improve their skill levels.

2.2 Courses of Instruction. The ESF #13 Disaster Readiness Course (DRC) is designed to provide training and critical skills to prepare Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. The DRC will prepare Special Agents with knowledge and training that will enable them to safely and effectively execute force-protection duties and other myriad other skills needed to be self-sufficient for up to 72 hours. The DRC will consist of 30 students divided into two training groups; Group "A" and Group "B" will each consist of 15 students.

2.2.1 Day One
GROUPS A and B – Shelter Set-up

Day 1		Groups A&B: Arrival – Establish Base Camps / Shelter Set-Up
	1100	DEA Instructors Arrive at Panthera training facility
	1200	Students Arrive and Establish Base Camps – **Groups A & B** Base Camp Area A (insert location) Base Camp Area B (insert location) Base camp areas are suitable for all students to erect personal tents and support the following tasks, skill training or capabilities: • Shelter building (manufactured tents, improvised shelters, large "field tents") • Open fires (i.e. fire-pit, cooking fire, or signal fire) • Access to natural water source (for demonstration of field water acquisition and purification techniques) • Provide drinking and cooking water (either existing potable source or bottled water) • Immediate access to latrine services (we have fixed permanent facilities and temporary "port-a-potty" options)
1700	1800	Dinner
1800	1900	**GROUPS A and B** – Fireside Chat (informal discussion following dinner) Topics of Discussion: (i) Communications Principles; (ii) Satellite (SAT) Phone Operation; (iii) Mobile Satellite (MSAT) Phone Operation; (iv) Smartphone Applications; (v) Text vs. Cellular Calls During Disasters
	1900	Turn students over to DEA Instructor Cadre
		Panthera instructors will monitor both base camps to ensure safety of the students and ensure the training facility sustains no damage.

2.2.2 Day Two
Group A – Off-Road Drivers Training
Group B – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 2		Group A: Driving Training (Panthera Instruction)
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom: Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer
1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.
1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
		After Action Review/Safety: [redacted] Panthera driving instructors are provided for 15 students for Gorup A. All Panthera instructors are conversant in all safety protocals for high-speed and off-road driving. Safety helments are provided for all students, and each eveolution begins with a safety briefing.

Day 2		Group B: Chainsaw Awareness / Medical & Land Navigation / IED Exercise
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5 mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at least 12" diameter) provided for demonstration and processing at the base camp. Panthera will aslo provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment

		(i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Sudents are taught how to safely fell the trees, trasnport them to the base camp, and then process the wood for training, cooking, or warming purposes at the base camp, utilizing small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training. ([redacted])
1700	1800	Dinner
1800	1830	**After Action & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.3 Day Three
Group B – Off-Road Drivers Training
Group A – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 3		Group B: Driving Training (Panthera Instruction)
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom: Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer
1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.



1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
		After Action Review/Safety: [redacted] Panthera driving instructors are provided for 15 students for Gorup A. All Panthera instructors are conversant in all safety protocals for high-speed and off-road driving. Safety helments are provided for all students, and each eveolution begins with a safety briefing.

Day 3		**Group A: Chainsaw Awareness / Medical & Land Navigation / IED Exercise**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5 mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at least 12" diameter) provided for demonstration and processing at the base camp. Panthera will aslo provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment (i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Sudents are taught how to safely fell the trees, trasnport them to the base camp, and then process the wood for training, cooking, or warming purposes at base camp, utilizing small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training. ([redacted]
1700	1800	Dinner

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1800	1830	**After Action & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.4 Day Four

GROUP A and B – Improvised Explosive Devices (IEDs) / Tactical Training / River Crossing / Vehicle Window Forced Entry

Day 4		Groups A &B: IEDs / Tactical Training / River Crossing / Vehicle Window Forced Breach
	0700	DEA Instructors Arrive
	0800	Students Arrive
IED Awareness and Demonstrations		
0800	0930	Upper Classroom: IED and Explosives Lecture. Topics include types of explosives, explosive components and construction, destructive effects and safety measures to avoid or decrease injury.
0930	1030	Range 1: Explosives Demonstration Panthera will provide explosives, vehicle, and demolition range capable of allowing 30 students to observe the detonation of the following charges: • 6oz unconfined Black Powder (BP) • 6oz Confined BP • Electric Detonator confined in a 4" x 4" wood block • 24' 50gr/ft. Detonating Cord (1200 gr = .204 lb.) • 6' 50gr/ft. Detonating Cord (300 gr = .051 lb.) • Senatel Pulsar Emulsion 1.25" x 8" cartridge (6oz) • 8oz Cast Booster (pentolite) • 8oz Cast Booster (pentolite) will be detonated in a vehicle, with windows, for one demonstration, to show the students the true effect of explosives.
Tactical Training		
1030	1200	Live-Fire Shoot House: The live-fire shoot house is a multi-level structure, providing students with tactical instruction on room clearing techniques, team movement, forced-entry methods, and overall tactical operations will be demonstrated, practiced, and critiqued by DEA instructors.
1200	1300	Lunch
River CrossingTraining		
1300	1500	Base Camp A or B Areas: Panthera will provide an area with access to a river or stream where a swift water rescue can be demonstrated and practiced. The DEA, Fairfax County Fire Department, or contractor instructors shall provide instruction and equipment for swift water rescue using a variety of rescue techniques.
Vehicle Window Forced Breach		
1500	1700	Range 1: Panthera will provide several vehicles where the driver's and passenger's side windows can be shattered to demonstrate how to access the vehicle by gaining entry through a forcibly breached window.
1700	1800	Dinner

1800	1830	**After Action Review & Safety:** Panthera instructors will peform the IED demonstration, and with be the Range Safety Office (RSO) for the tactical training in the live-fire shoot house, and the vehicle window breaches.

2.2.5 Day Five

GROUP A and B – Helicopter Landing Zones (HLZs) / Field Training Exercises (FTXs)

Day 5		**Groups A &B: HLZs / Field Training Exercises**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Helicopter Landing Zone Demonstrations		
0800	1000	HLZ / Slid Pad: DEA Airwing and DEA Instructors will provide aircraft and training expertise to students learning how to direct / vector a helicopter to a HLZ for supplies, medivac, etc.
Field Training Exercise (FTX)		
1000	1200	Track Classroom: Panthera will provide a classroom for 30 students. Scenario Village: Panthera will provide a multi-structure training area for scenario-based training that includes: • One structure (One-Story House) capable of being flooded with non-toxic smoke where Special Agents will need to conduct a security sweep of the premises. Panthera will provide a smoke machine capable of flooding a structure with non-toxic smoke, and the ability to quickly evacuate the structure for the next evolution. • Panthera will provide two SUV's, one equipped with a kill switch, to be used during scenarios. One SUV shall be equipped with a pyrotechnic device to simulate the vehicle striking an IED. The pyrotechnic device will be used four times. • Panthera will provide up to eight role players if needed. • Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Both the government students Panthera instructors and role players will be firing the BFA weapons during scenario-based training.
1200	1300	Lunch
Field Training Exercise (FTX)		
1300	1600	Continue FTX Training Scenarios
	1600	**After Action Review & Safety:** Panthera instructors will oversee all scenarios, and conduct safety briefs prior to each eveolution. Panthera instructors will be the Range Safety Office (RSO) for the scenarios.

2.3 Instructors and Instructor Qualifications

Our Instructor Cadre has a wide breadth of knowledge and training experience in firearms, tactical and defensive driving, land navigation, survival, foreign internal defense, border security, disaster response, counterterrorism, surveillance and detection, and crowd control. Our instructors have either a U.S. military or special operations background, or a law enforcement background in a federal agency that works closely with the



U.S. military (e.g., State Department, CIA, FBI, DEA).

Panthera's instructors possess prior training experience and have demonstrated the ability to provide the instruction required under Section 3.3 Task/Work Requirements of the DEA Statement of Work. All our driving instructors have at least a minimum of two years instructional experience instructing technical driver training to both federal law enforcement and military special operations. Panthera's IED/demolition instructor has a minimum of five years of military demolition/breaching experience and a minimum of 2 years of instructional experience instructing federal law enforcement and or military special operations in demolition/breaching techniques.

We maintain a core group of approximately 30 instructors that we task regularly for training classes, with another secondary group of approximately 20 instructors that we can task intermittently, with 10-15 days' notice, to instruct larger classes, or to provide specialized training (e.g., explosives/IEDs, breaching, mountaineering/lead climber/high angle rescue, medical, long range shooting, etc.).

Once we identify potential instructors, we then screen, hire, train, and continuously monitor their progress. Our HR staff reviews each application for completeness, job history, technical training and skills, certifications and licenses, past-experience, and health. Following an initial telephone interview, we verify and check information on their background and references. Before hiring a potential Instructor Candidate, we invite them to a full-day interview on-site at the training center.

Upon hiring, the Instructor Candidate attends an intensive 5-day vetting/training course where he/she learns Panthera's Standard Operating Procedures (SOPs). Part of the 5-day course is our comprehensive Panthera Driving Assessment, because of the unique characteristics and safety considerations for driving training. The Canadidate is continually assessed by Panthera's Lead Instructors and management staff during the course to ensure the Candidate is a good fit for Panthera's training team before they can teach a class and or have any contact with students. The Candidate then operates as an Intructor Under Instruction (UI) of a Panthera Certified Instructor, assisting in teaching the class for at least five (5) iterations. Before becoming a "Certified Panthera Instructor", the Candidate must be approved by a Panthera Instructor Review Board.

Our most recent Driving Assessment was conducted in February 2019, for 9 candidates (with only four passing). The course covers all aspects of on-road, off-road and unimproved road driving and instructional skills, with an additional emphasis on attack and ambush scenarios for single vehicles, convoys or motorcades. The course was initially modeled on the Department of State instructor requirements for their driving, but has been modified over several years to incorporate additional military and State Department requirements for tactical and defensive driving. We continuously improve the course based on lessons learned from real-world events and after actions reporting.

We maintain an instructor certification database comprising: (i) a listing of each instructor; (ii) the training

topics they are qualified to teach; (iii) any certifications required for the topics; and (iv) the frequency of any recertification. We conduct at annual refreshers for all Panthera Certified Instructors, and ensure all instructors maintain their currencies within all their fields of competency. Driving credentials are certified quarterly. We sponsor our instructors for other professional certifications, especially firearms or driving related. The general instructor qualifications are below:

- A minimum 10 years' experience in instructional and/or operational experience within Department of Defense (DoD) or Special Operations and at least five years OCONUS experience in DoD and/or Special Operations.
- Lead instructors are High Risk Training Certified, and all Instructors are certified Range Safety Officers
- Annually certified in Organizational Risk Management and Sexual Harassment Training
- Passed a National Crime Information Center certified records check
- Have documentation that shows compliance with the Lautenberg Amendment to the Gun Control Act.
- Have on file a copy of a DD-214 or Law Enforcement certificate showing experience.

3.0 Summary

Panthera welcomes the opportunity to conduct the Disaster Readiness Course in support of the DEA. Panthera has provided training to Department of Defense, Special Operations and Federal Agency customers, including the DEA, over the past three years that is nearly identical to the broad DRC training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills set forth in the PWS.

Panthera offers cost-effective, yet custom-tailored training programs addressing mission specific needs not available from the larger "cookie-cutter" training programs. Based on the wide breadth of training requirements of our customer base, we have built modifiable yet compatible modules of instruction. These instruction modules are vigorously validated and continually updated based on the customer's feedback, instructor input and lessons learned from current military operations. We are then able to combine these modules within overall courses of instruction, and tailor as appropriate, to meet a customer's specific training requirements in a cost-effective manner.

- **Attachment A - Federal Explosives License**
- **Attachment B - Federal Firearms License**
- **Attachment C - State Explosives License**

Bob Starer

From: Ray Jones <Ray.Jones@pantheraworldwide.com>
Sent: Monday, June 10, 2019 12:48 PM
To: Bill White
Cc: Bob Starer; Doug Kahle
Subject: Re: DEA Emergency preparedness Proposal
Attachments: DEA RFQ v5.docx

Bill,

Attached is an updated version (V5), which includes the required DEA Clause Matrix provisions (see Section C up front), and general DEA clause acknowledgements.

Need your input on the yellow highlighted items from the prior email from this morning (see below).

Best,
Ray

From: Ray Jones <Ray.Jones@pantheraworldwide.com>
Date: Monday, June 10, 2019 at 7:12 AM
To: Bill White <wwhite@panthera-training.com>
Cc: Bob Starer <rlstarer@panthera-training.com>, Doug Kahle <dougekahle@gmail.com>
Subject: Re: DEA Emergency preparedness Proposal

Hi Bill,

Attached is a nearly complete draft of the RFQ Response. Some broad comments regarding the RFQ edits:

- It is re-formatted and revised/edited to correspond to the four Evaluation Factors contained in the RFQ
- I beefed up the Instructor Section and added the Instructor Matrix
- Table of Contents and Acronym List generated
- Scoped down the verbiage throughout to ensure we stay within the 20 pages total

Additional Information needed from your end:

- Please review the various highlighted YELLOW items in the attached, and add/edit as appropriate
- Need resumes from you, Darrick and Roger, plus PT's FEL, FFL and State Explosives License as Attachments

I will handle the Reps & Certs and the OCI forms by COB today.

PRICING: I know you are working up Pricing spreadsheet, but I am assuming Larry has an idea of a general price point as well.

Let me know if you have any questions. I think we are in good shape to get this filed by the 13th, one day ahead of the deadline.
Ray

From: Bill White <wwhite@panthera-training.com>
Date: Thursday, June 6, 2019 at 11:45 AM
To: Ray Jones <Ray.Jones@pantheraworldwide.com>
Cc: Bob Starer <rlstarer@panthera-training.com>, Doug Kahle <dougekahle@gmail.com>
Subject: DEA Emergency preparedness Proposal

Ray,
I need your help on this. I am not sure what I need to do.
What I need help with is the DEA Provision and Clause Matrix – Commercial Items. Please see attached.
Can you call me on my desk phone to discuss?

The following required documents per DEA must be attached to Panthera's RFQ proposal response. Note that the RFQ response is due NLT June 14, 2019 at 10 am to DEA.

Panthera's RFQ response should be submitted on June 13th by COB to ensure a timely submission.

I would like to have it for review on the 10th if possible.

Thanks Ray.

Rgds,

Bill White
Vice President/General Manager

wwhite@panthera-training.com
304-582-4941_mobile
304-406-7455_Desk
www.panthera-training.com

Panthera Training LLC.
2506 Fish Pond Road
P.O. Box 981
Old Fields, West Virginia 26845

PANTHERA
TRAINING, LLC

Save a tree. Please don't print this e-mail unless it's really necessary.

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Date: 13 June 2019

PANTHERA

RFQ Response: 15DDHQ19Q00000076

Emergency Support Function #13 Disaster Readiness Course

Prepared for:
Drug Enforcement Administration
Office of Domestic Operations
Attn: Jacqueline Schottler
Jacquleline.P.Schottler@usdoj.gov

Prepared by:
Panthera Training, LLC
2506 Fish Pond Road
Old Fields, WV 26845

Attn: William A. White
T: (304) 582-4941
F:
wwhite@panthera-training.com

HUBZone CERTIFIED

Disclosure of Data Legend:
This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Panthera Training, LLC, as a result of - or in connection with - the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in each sheet.

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B. Glossary of Abbreviations and Acronyms

AAR	After Action Review
ABS	Automatic Braking Systems
ALS	Advanced Life Support
AMLS	Advanced Medical Life Support
ASE	Automotive Service Excellence
ASP	Ammunition Supply Point
BLS	Basic Life Support
CIA	Central Intelligence Agency
CLIN	Contract Line Item Number
CO	Contracting Officer
COI	Course of Instruction
DAPAM	Department of Army Pamphlet
DEA	Drug Enforcement Administration
DoD	Department of Defense
DRC	Disaster Readiness Course
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FAR	Federal Acquisition Regulation
FAV	Fully Armored Vehicle
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FOD	Foreign Object Damage
GSA	General Services Administration
HLZ	Helicopter Landing Zone
HR	Human Resources
HUBZone	Historically Under-Utilized Business Zone
IAW	In Accordance With
IED	Improvised Explosive Device
IWS	Inflatable Wall System
LTL	Less Than Lethal
MARSOC	Marine Special Operations Command
MOUT	Military Operations in Urban Terrain
NFA	National Firearms Act
NVG	Night Vision Goggles
OCI	Organizational and Consultant Conflicts of Interest
OCONUS	Outside Continental United States
PIT	Pursuit Intervention Technique
QMS	Quality Management System
RFQ	Request for Quote



RPG	Rocket Propelled Grenade
RSO	Range Safety Officers
RWD	Rear Wheel Drive
SAM	System for Award Management
SFG	Special Forces Group
SMEs	Subject Matter Experts
SOF	Special Operations Forces
SOPs	Standard Operating Procedures
SOW	Statement of Work
SqFt	Square Feet
SUV	Sport Utility Vehicle
SWMS-B	SOCOM Worldwide Mission Support – Group B
TF SW	Task Force Southwest, USMC
TTP	Tactics, Techniques and Procedures
UI	Under Instruction
USSOCOM	United States Special Operations Command
UTM	Ultimate Training Rounds



C. DEA Provisions and Clause Matrix

Panthera Training LLC acknowledges the DEA Provision and Clause Matrix provided with the Request for Quote (RFQ), and the applicable provisions selected.

After reviewing System for Award Management (SAM) information, Panthera Training LLC verifies by submission of this offer that the representations and certifications currently posted electronically at FAR 52.212-3, Offeror Representations and Certifications—Commercial Items, have been entered or updated in the last 12 months, are current, accurate, complete, and applicable to this solicitation (including the business size standard applicable to the NAICS code referenced for this solicitation), at the time this offer is submitted and are incorporated in this offer by reference.

In accordance with DEA-2852.209-70, ORGANIZATIONAL CONFLICTS OF INTEREST (MAY 2012), Panthera states the following:

> (a) Panthera warrants that, to the best of its knowledge and belief, there are no relevant facts or circumstances that would give rise to an organizational conflict of interest, as defined in FAR Subpart 9.5, or that Panthera has disclosed all such relevant information.
>
> (b) In the event that an actual, potential, or apparent organizational conflict of interest is discovered after award, Panthera shall make full disclosure of the particular facts and circumstances to the Contracting Officer in writing. This disclosure shall include a description of the actions that Panthera has taken, or proposes to take in order to avoid, mitigate, or neutralize the risk to the Government

In accordance with DEA-2852.242-74, CONTRACT ADMINISTRATION POINTS OF CONTACT (MAY 2012), please refer to Section 1.1 of the response to the RFQ for the Contract Administrative Point of Contact.

PANTHERA

1.0 Administrative Information and Training Facility Capabilities

Panthera Training LLC, a Small-Business and HUBZone Certified Company, presents the following response to the Drug Enforcement Administration (DEA) Request for Quotation (RFQ:15DDHQ19Q00000076) regarding their Emergency Support Function #13 (ESF #13) Disaster Readiness Course (DRC). Panthera is uniquely qualified to execute the five (5) day DRC to provide training and critical skills to prepare DEA Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. Training would be conducted at Panthera's training facility in Old Fields, WV, which is within 150 miles of the DEA Training Academy at Quantico, VA. The offer acceptance period for this proposal is for 120 calendar days.

1.1 Administrative Information

Company Name:	Panthera Training LLC
Mailing Address:	2506 Fish Pond Road, Old Fields, WV 26845
Physical Address:	2506 Fish Pond Road, Old Fields, WV 26845
Point of Contact:	William A. White, VP/General Manager
Telephone Number:	Cell: (304) 582-4941 / Direct: (304) 406-7455
Fax Number:	
Email Address:	wwhite@panthera-training.com
Federal Tax ID#:	83-0756532
DUNS Number:	081324935
NAICS Code:	
CAGE Code:	85BJ2 - Small-Business; HUBZone Certified Company
HUBZone Cert#:	60862

1.2 Training Capabilities Summary

Panthera welcomes the opportunity to conduct the Disaster Readiness Course (DRC) in support of the DEA. Panthera provides superior quality firearms, tactical and driving training to U.S. Military and Special Operations Forces (SOF), U.S. government agencies including the DEA, law enforcement personnel, private security corporations, and non-governmental organizations.

The 750-acre Panthera training center includes seven (7) firearms ranges with distances from 50 to 1000 meters, seven (7) types of paved and off-road driving tracks totaling more than 20 miles of track, a two-story 6000 SqFt live-fire shoot house, a complete combat village with six different Less-Than-Lethal (LTL) buildings, 5.5 miles of unpaved internal roads that can be used for training scenarios, eleven (11) classrooms spaced throughout the facility, and multiple outbuildings / structures on the property that can also be used for realistic rural training. The training center provides varied terrain, with elevations changes of over 1000 feet, forested sections, cleared sections, and mixed topography sections to provide a diverse and challenging training environment. Training takes place 24x7x365; the training center has zero time-of-day or day-of-week restrictions on shooting, driving or tactical training evolutions.

Testimonial: November 2017 - MCSCG, MARFORCOM
"Overall great experience at Panthera. Awesome experience with the venues offered and being able to practice out of the box training and pushing new skills to our limits that will be of future use. Great opportunities to train on skills that we cannot do at our home/local facilities."

PANTHERA

1.3 Panthera Facility Detailed Description

Panthera has provided training to Department of Defense, Special Operations and Federal Agency customers, including the DEA, over the past three years that encompasses the broad DRC training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills as set forth in the Statement of Work (SOW).

The training center is in the D.C. National Capital Region, and within 150 driving miles of the DEA Training Academy at Quantico, VA. Panthera's multiple and varied driving tracks/venues, numerous classrooms and unique firearms ranges/venues, far exceed the facility requirements outlined in the SOW. An overview of the layout of the training center's venues is depicted in ***Figure 1*** below.

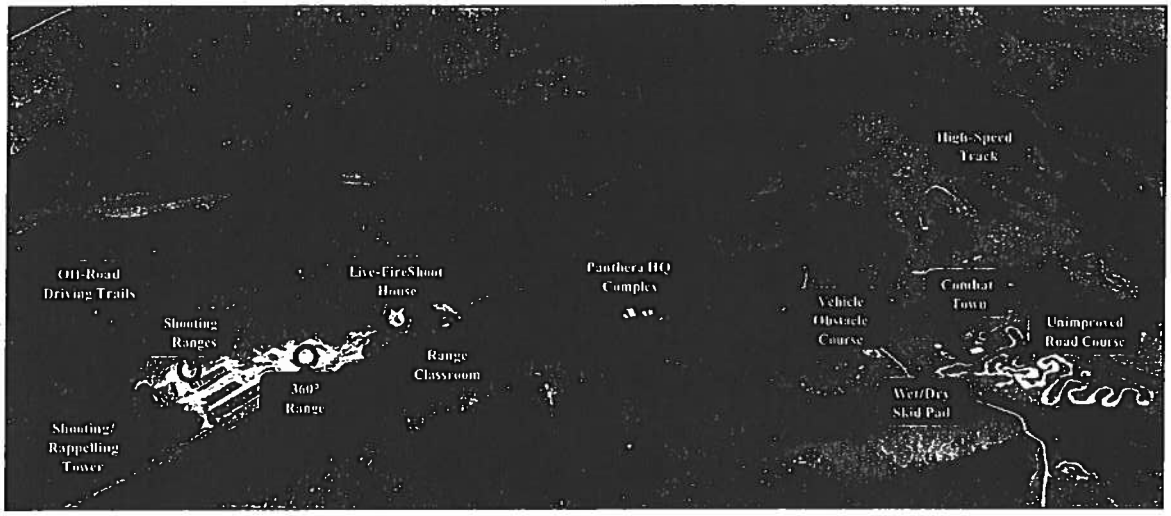


Figure 1: Training Center Overview

1.3.1 Driving Tracks. The training site comprises multiple driving courses, including paved and unpaved multi-lane road conditions, and are shown in ***Figure 2***:

- A three-lane wide, 1.5-mile high-speed course free of hazards that has:
  - Straightaways where speeds of greater than 90 mph can be attained
  - Uphill and downhill grades with 500 feet of elevation change along the course
  - Constant, increasing, decreasing radius turns and flat, negative, positive camber turns
  - Road shoulders composed of dirt, grass, or gravel
- 400'x 400' skid pad for skid control training, which is wetable if required
- 2.6-mile unimproved road course with elevation changes, off camber straights and turns, and surface compositions to include rock and mud pits, deep ruts and log bridges, to simulate driving or disaster conditions encountered worldwide
- 1.2-mile vehicle obstacle course with over twenty (20) obstacles of varied and increasing difficulty
- 5.5 miles of onsite gravel roads available for motorcade, ambush and convoy training
- 12 miles of off-road trails weaving throughout the mountainous and wooded terrain, with natural and man-made obstacles, water crossings, muddy terrain, rocky terrain, steep grades and descents, and areas for vehicle recovery / extraction with anchor/winch training.



After each driving training evolution, in accordance with our Quality Management System (QMS) and safety procedures, the venues are inspected for debris and are cleaned to reduce the risk of accidents or foreign object damage (FOD) to students or the vehicles, and to ensure the highest operational availability of the venue for subsequent classes, with a minimum of downtime between classes.

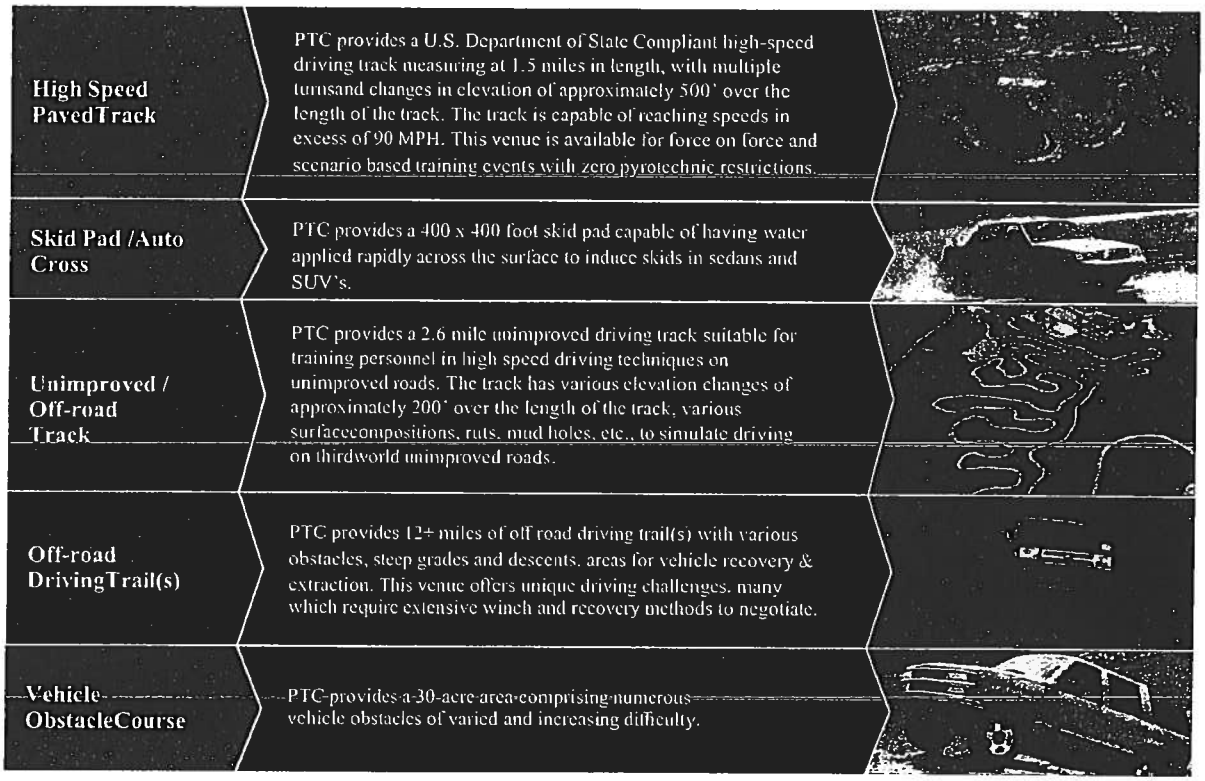


Figure 2: Panthera Driver Training Tracks / Venues

1.3.1.1 Vehicles and Related Equipment. Panthera employs a mix of vehicles (SUVs, sedans, armored vehicles, off-road vehicles and compact cars) to achieve all training objectives. The 100+ vehicles on-hand for training 24x7x365 include:

- Rear Wheel Drive (RWD) Crown Victoria Police Interceptor sedans (ABS and non-ABS) for high speed paved vehicle dynamics, high speed technical driving and evasive maneuvers and turns.
- A mix of high center of gravity SUV types (for unimproved roads, off-road, and convoy training) ranging from smaller Jeep Cherokees to the larger Tahoe vehicles, as well as armored SUVs.
- Ramming and Pursuit Intervention Technique (PIT) vehicles, which are destroyed in the training process. We provide vehicles with windows that can be forcibly breached for training purposes.
- Off-Road Vehicle Recovery Equipment and Training Aids.
- Consumable training aids to include windshields, windows, tires, fuel, doors and spare parts.

1.3.1.2 Vehicle Maintenance and Safety. Prior to each training day, the vehicles undergo an 18-point safety inspection by our ASE Certified Mechanics, in our on-site vehicle maintenance facility. The facility is staffed with at least two mechanics and includes a garage with two lifts, tools and an onsite inventory

of key consumables/parts to maintain vehicle readiness for the duration of the training. During training our mechanics provide on-the-spot repairs as required. Each instructor also performs a pre-operation inspection every training day. During breaks in training, the vehicles undergo repair and preventative maintenance to ensure the highest operational availability for subsequent classes.

1.3.2 Classroom Facilities. Panthera maintains multiple fully-equipped climate-controlled classrooms capable of hosting 15-50 students with internet access, audio/visual equipment (projectors and screens), whiteboards and other training aids as required. The eleven (11) classrooms are spaced throughout the facility, to reduce the distance/time students spend transiting from the classrooms to the training venues. The classrooms are cleaned daily.

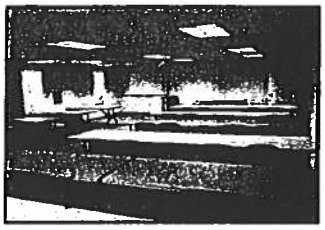


Figure 3: Typical Classroom at Panthera

1.3.3 Ranges

1.3.3.1 Firearms Ranges. Panthera has multiple firearms ranges to accommodate live-fire pistol, rifle and light machine gun training, up to 50cal rounds. All ranges are managed, maintained and certified IAW DAPAM 385-63. The ranges include (2) 50-meter ranges, one of them covered; (2) 100-meter ranges; a multi-level 60-foot-high shooting platform on a 1000-meter range; 200 meter and 300 meter ranges; a 360-degree range; and other areas for dynamic / kinetic firearms instruction. All ranges can accommodate 25 individually-marked and separate firing points. All ranges are rated as drive-on / drive-off for training purposes, with 270 degrees of safe live-fire zones. The ranges are depicted in ***Figure 4***.

50-yard Outdoor Pistol Ranges	PTC has two (2) 50-yard outdoor pistol ranges rated for all calibers up to and including 7.62 mm. One of the ranges boasts a 50 meter clear span cover for all weather use.	
100-yard Outdoor Firearms Ranges	PTC has two (2) 100-yard outdoor firearms ranges rated for all calibers up to and including 7.62 mm.	
Multi-level Shooting Platform at 20', 40' and 60' on 800+ Meter Outdoor Firearms range	PTC has an Multi-level Shooting Platform, with 20', 40', and 60' platforms on 800+ meter outdoor firearms range capable of safely supporting heavy weapons training and rated for calibers up to and including .50 caliber, 40mm grenade, and 12.7X109mm to include tracerfire. Upon special consideration by PTC, other distances are available.	
200-yard and 300-yard Outdoor Firearms Ranges	PTC has a 200-yard and a 300-yard outdoor range rated, for allcalibers up to and including 7.62 mm	
50-yard Outdoor Covered Range	PTC provides a 50-yard outdoor covered range, rated for all calibers up to and including 7.62 mm	
360-degree Range	PTC has a true 360-degree range capable of safe firing in a full 360-degree arc and safely supporting react to contact, break out and rollover drills rated for all calibers up to and including 7.62 mm.	

Figure 4: Panthera Firearms Ranges

The ranges include benches and tables for the students' gear and equipment, and covered areas for shade and cover from the weather. The ranges are supplied with paper, steel, moving targets and a variety of barricades as required for training. There is separate, designated and safe area for training on explosives and improvised explosive devices (IEDs).

1.3.3.2 Combat Village / MOUT Facility. Panthera has several Less-Than-Lethal (LTL) training venues / structures incorporated into its Military Operations in Urban Terrain (MOUT) facility shown in ***Figure 5*** below, which can be used individually or collectively. Simunition™ and Ultimate Training Munitions (UTM) training rounds can be used. These structures include:

- One-Story Non-Lethal Shoot House (1400 SqFt) – this structure is capable of being flooded with non-toxic smoke for smoke/fire training. The smoke can be fully evacuated within three (3) minutes to run another exercise.
- Two-Story Non-Lethal Shoot House (3500 SqFt)
- Embassy/Classroom Non-Lethal Complex (3100 SqFt) - capability for total black-out training to facilitate simulated night-time environments and Night Vision Goggle (NVG) training at all hours
- Mock Urban Area/Buildings/Rural Market place (30,000 SqFt) and an adjacent "Seacan" village
- An area capable of simulating a collapsed or damaged building with obstructions consistent with rubble caused from natural or man-made disasters
- The MOUT facility is adjacent to an FAA Certified helicopter landing zone (HLZ)

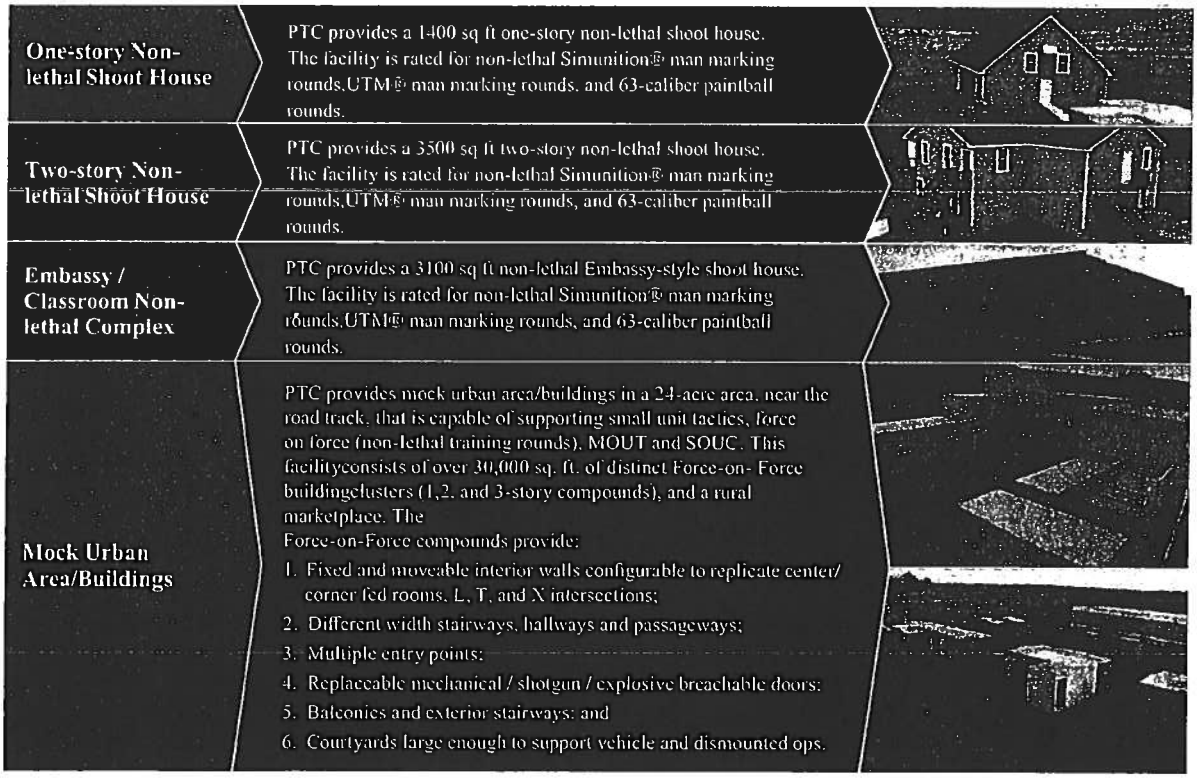


Figure 5: Panthera Combat Village / MOUT Facility

1.3.3.3 Live-Fire Shoot House. Panthera has the largest commercial live-fire shoot house on the East Coast, as depicted in ***Figure 6*** below. The two-story, 6000 SqFt all-steel shoot house has a weapons capacity up to 7.62 mm, and the following general characteristics:

- Multiple Entry Points/Corner & Center Fed Rooms/I, T, & X Intersections; two internal stairwells (open and closed)
- Extensive Instructor Cat Walks for Full Visibility During Training (video-enabled for playback/debriefs)
- Tunnel system connecting two internal rooms to a wooded area 100 Ft away from the Live Fire Shoot House

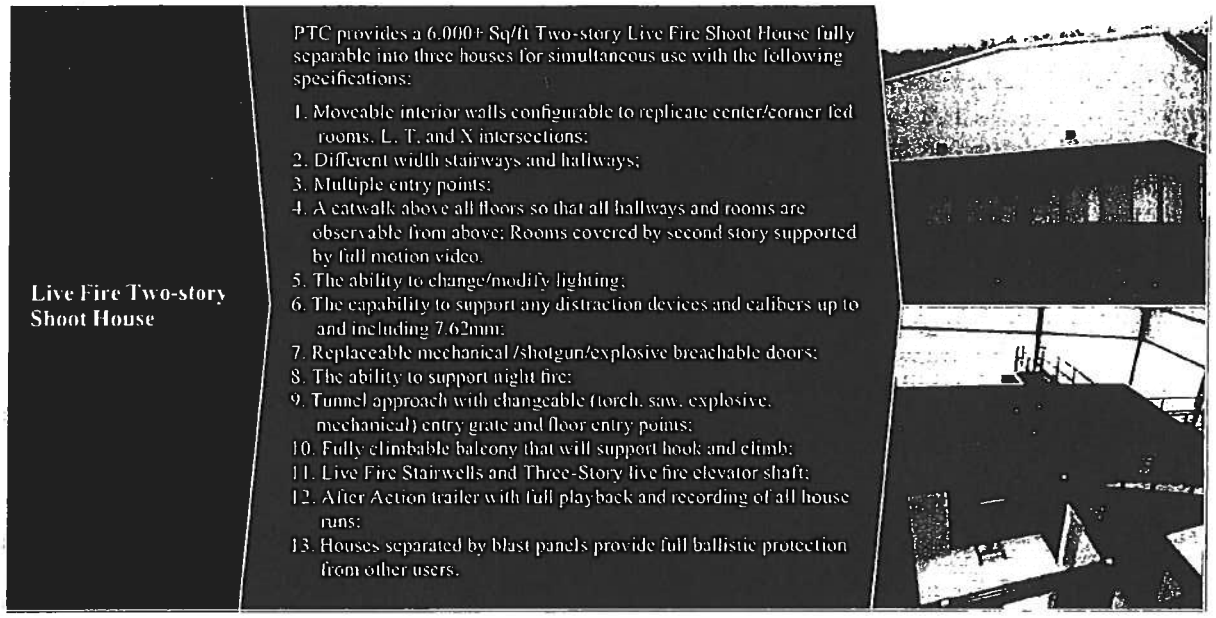


Figure 6: Live-Fire Shoot House

After all firearms training evolutions, in accordance with our QMS and safety procedures, the venues are inspected for debris and brass is picked-up, at no additional cost, to reduce the risk of accidents or FOD to students, and to operational availability of the shoot house for subsequent classes, with a minimum of downtime between classes.

1.3.3.4 Land Navigation / Survival Skills Area. Panthera has 750 acres of wooded, semi-wooded, and open areas suitable for basic and advanced land navigation training and exercises simulating rural areas. In addition, this rural environment is ideal for teaching survival skills (i.e., building shelters, water extraction and purification, fire starting and control, etc.). The wooded sections provide sufficient fallen and/or dead-standing trees for chainsaw and debris removal training. In addition, a river runs through the training center, providing an opportunity for flood and river crossing training, as well as survival skills related to drinking water purification systems.

1.4 Medical Support

Panthera has an on-site EMS capability (Basic Life Support) with WV State approved ambulance support. Upon request, Panthera can support all high-speed driving and live fire weapons or explosives training, and can respond to a medical emergency within three minutes. Our on-site EMS personnel have WV state certifications, and they also comply with our internal QMS and safety procedures for medical support. Panthera's medical emergency plan is coordinated with local emergency officials, and our medical staff has direct radio contact with the 911 networks. The local Level 2 Trauma emergency hospital is 20 minutes away. Panthera's FAA approved helicopter landing pad can accommodate a Life Flight helicopter if needed. The Level 1 Trauma facility is a one-hour drive, or 25-minute flight.

1.5 Lodging and Meals/Dining Facility

1.5.1 Panthera Townhomes Accommodations. Panthera provides its own community of 18 two-bedroom townhomes for exclusive use of instructors and students. The townhomes are within 7 miles (10-minute drive) of the training facility. Panthera's townhomes are compliant with all local, city, state, and federal laws, codes & regulations. The townhomes include 1.5 bathrooms, two bedrooms with a double-sized bed per room, kitchen (stove, sink, microwave, and dish washer), a living room (with TV and Wi-Fi), air conditioning and heat, and gear storage area. Each townhome has a washer, dryer and laundry soap. Men and women are billeted in separate townhomes and have separate bathroom facilities. In accordance with our QMS and safety procedures, the townhomes are cleaned and maintained to U.S. hotel and hospitality industry standards, ensuring the highest level of customer satisfaction during training.

Testimonial: November 2017 - CO, Company F, 2d Marine Raider Battalion
"As a resulting of our staying in these [town]houses, the men were able to have a more comfortable and enjoyable overall experience which increased our total effectiveness of training."

Living Accommodations	PTC provides a community of 18 townhomes in Moorefield WV for exclusive use by the training center students and instructors. The townhomes are just a 10-minute ride from the training facility under normal commuting conditions. Townhome accommodations include: 2 Bedrooms, 1.5 baths, and each with a full kitchen, living room and laundry room. All houses and townhouses have phones, wirelessinternet and cable TV.	
Living Accommodations (Commercial)	Within 8 minutes of the training center is the South Branch Inn in Moorefield WV, comprising 100 guest rooms, with queen and king beds. All rooms are non-smoking, and have hi-speed internet cable, TV/Free HBO, and guest laundry facilities.	

Figure 7: Lodging Accommodations

1.5.2 Commercial Hotel Accommodations. Panthera has arranged with the South Branch Inn, a local hotel with 100 rooms, to provide overflow lodging if required. It is located within 5 miles of the training facility. Single or double occupancy rooms are provided. Men and women are billeted in separate rooms and have separate bathroom facilities. Washers and dryers are available at the hotel.

1.5.3 Meals / Dining Facility. Panthera has a full-service on-site dining facility to serve three meals per day as required, meets all current state and FDA Food Code guidelines, and provides restaurant quality, healthy options, in accordance with our internal QMS standards. The dining facility can typically serve



60 people in 45-minute increments. Panthera's food service program will be tailored to the DEA's requirements and includes:

- Breakfast, lunch, and dinner will be served on all training days
- Lunch and Dinner meals shall consist of fresh seasonal fruits and vegetables, lean proteins that are grilled or baked, and starches that are prepared with oils that have less than 20% saturated fat.
- Nutrient-dense snacks and beverages to include coffee, juice, water, and Gatorade.
- Prepared or boxed meals can be served as well, or food service containers provided to transport food items.

2.0 FACTOR 1 – TRAINING PLAN

2.1 Panthera's Training Plan Development Overview

Over the past 6 years, Panthera has conducted firearms, driving, tactical, land navigation and survival training for more than 85 different organizations, with student skill levels ranging from beginners (e.g., civilian administrative personnel deploying overseas for the first time) to advanced level assets (e.g., U.S. Special Operations Forces from the Army, Navy and Marines). The capabilities and flexibility of our training center, the ability to tailor our training programs to meet each customer's unique training requirements, and the skill level of our Instructor Cadre, makes this range of training possible.

Testimonial: April 2017 - MCSCG, MARFORCOM

"The staff's ability to flex, sets Panthera apart from many other vendors I have worked with in the past. The overall driving experience at Panthera is one of the best courses that we have attended. Out of 4 tactical driving courses attended Panthera was rated the best."

Panthera is proud of its safety record, and its adherence to QMS principles. Panthera instructors provide a daily safety, range and vehicle operations brief prior to the start of all training sessions to ensure the safety and well-being of all students, instructors, and facility personnel. All training facilities, weapons, vehicles and equipment are inspected daily to ensure safe training. Panthera's comprehensive QMS framework provides quality control for all training evolutions, as well as its administrative, training support and training center maintenance programs.

Panthera follows a systems approach to training, requiring close interface with customer leadership and our Subject Matter Experts (SMEs) in course development and execution to ensure our customers meet their training needs and prepare their personnel to accomplish the mission. It is critical to adhere to the following principles, with safety and QMS procedures interwoven throughout:

- **Mission:** Understand and incorporate the DEA's mission and objectives for the training.
- **Student Ability:** Panthera administers a pre-course assessment at the start of training to assess the students' baseline knowledge and skill level to enable us to prepare and adjust the level and tempo of the training, with concurrence from the customer, to achieve the training requirements.
- **Student Assessment:** Panthera provides continual assessment during training including: (i) observing and documenting daily student participation, (ii) conducting quizzes and exams, and (iii) completing practical exercises and scenarios to reinforce the training objectives. Panthera follows a "no student left behind" philosophy and will work to ensure all students master the subject matter.
- **Records:** Maintain a written record of each phase of instruction to record each student's proficiency.
- **Post-Training Assessment:** Conduct post-training assessment and measurement of the students to



ensure desired DEA outcomes are met and provide reports to the customer.

- **Training Methodology/Objectives:** The instructors use a "crawl, walk, run" teaching methodology. Students start their course of instruction in a controlled environment to learn /master the basics of each of the Training Objectives and then progress to more challenging and difficult tasks.
- **Continuous Instructor Feedback:** Panthera instructors will provide "on the spot" verbal feedback to trainees and conduct repeated drills to correct deficiencies. Panthera provides additional instruction and/or training venues to ensure higher skilled students are challenged, and lesser skilled students are provided remedial instruction or range time as required to improve their skill levels.

Testimonial: December 2017 TF SW, USMC

"The level of training at Panthera was tailored to the mission as police advisors (MPs) headed to Lashkar Gah, Afghanistan. The level of instructor depth far surpassed the program of instruction provided during our pre-deployment training. Instructors here are the constant professionals who have the knowledge base to elevate every individual's level of proficiency which directly correlates into increasing a Unit' level of lethality in the environments in which we will operate in down range. Panthera is one of the best facilities in introducing new fundamentals and building on them quickly with constant critiques/coaching and feedback on what the individual was doing. We recommend this facility and training venue to any team that is deploying."

2.2 Courses of Instruction

The ESF #13 Disaster Readiness Course (DRC) is designed to provide training and critical skills to prepare Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. The DRC will prepare Special Agents with knowledge and training enabling them to safely and effectively execute force-protection duties and other myriad skills needed to be self-sufficient for up to 72 hours. The DRC will consist of 30 students divided into two training groups; Group "A" and Group "B" will each consist of 15 students. The 5-day Course of Instruction is provided below.

2.2.1 Training Day One GROUPS A and B – Shelter Set-up

Day 1		Groups A&B: Arrival – Establish Base Camps / Shelter Set-Up
	1100	DEA Instructors Arrive at Panthera training facility
	1200	Students Arrive **Groups A & B - Shelter Set-Up & Establish Base Camps** Base Camp Area A (insert location) Base Camp Area B (insert location) Base camp areas are suitable for all students to erect personal tents and support the following tasks, skill training or capabilities: • Shelter building (manufactured tents, improvised shelters, large "field tents") • Open fires (i.e. fire-pit, cooking fire, or signal fire) • Access to natural water source (demonstration of field water acquisition and purification techniques) • Provide drinking and cooking water (using existing potable source or bottled water) • Immediate access to latrine services (we have fixed permanent facilities and temporary "port-a-potty" options)
1700	1800	Dinner
1800	1900	**GROUPS A and B – Fireside Chat** (informal discussion following dinner) Topics of Discussion: (i) Communications Principles; (ii) Satellite (SAT) Phone Operation; (iii) Mobile Satellite (MSAT) Phone Operation; (iv) Smartphone Applications; (v) Text vs. Cellular Calls During Disasters



	1900	Turn students over to DEA Instructor Cadre
	Note:	Panthera instructors will monitor both base camps to ensure safety of the students and ensure the training facility sustains no damage.

2.2.2 Training Day Two
Group A – Off-Road Drivers Training
Group B – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 2		**Group A: Driving Training (Panthera Instruction)**
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom (capacity for 15-30 students): Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer
1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.
1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle in challenging terrain. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
	Note:	**After Action Review/Safety:** Seven (7) Panthera driving instructors are provided for 15 students for Group A. All Panthera instructors adhere to safety protocols for high-speed and off-road driving. Safety helmets are provided for students, and each evolution begins with a safety briefing.

Day 2		**Group B: Chainsaw Awareness / Medical & Land Navigation / IED Exercise**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5-mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at

		least 12" diameter) provided for demonstration and processing at the base camp. Panthera will also provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment (i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Hearing protection is also provided for the other student groups awaiting their turn to use the chainsaws. Students are taught how to safely fell the trees, transport them to the base camp, and then process the wood for training, cooking, or warming purposes at the base camp, utilizing axes, small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training developed by the DEA instructors.
1700	1800	Dinner
1800	1830	**After Action & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.3 Training Day Three
Group B – Off-Road Drivers Training
Group A – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 3		Group B: Driving Training (Panthera Instruction)
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom (capacity for 15-30 students): Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer



1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.
1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle in challenging terrain. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
	Note:	**After Action Review/Safety:** Seven (7) Panthera driving instructors are provided for 15 students for Group B. All Panthera instructors adhere to safety protocols for high-speed and off-road driving. Safety helmets are provided for students, and each evolution begins with a safety briefing.

Day 3		**Group A: Chainsaw Awareness / Medical & Land Navigation / IED Exercise**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5-mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at least 12" diameter) provided for demonstration and processing at the base camp. Panthera will also provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment (i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Hearing protection is also provided for the other student groups awaiting their turn to use the chainsaws. Students are taught how to safely fell the trees, transport them to the base camp, and then process the wood for training, cooking, or warming purposes at the base camp, utilizing axes, small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped



		with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training developed by the DEA instructors.
1700	1800	Dinner
1800	1830	**After Action Review & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.4 Training Day Four GROUP A and B – Improvised Explosive Devices (IEDs) / Tactical Training / River Crossing / Vehicle Window Forced Entry

Day 4		Groups A &B: IEDs / Tactical Training / River Crossing / Vehicle Window Forced Breach
	0700	DEA Instructors Arrive
	0800	Students Arrive
IED Awareness and Demonstrations		
0800	0930	Upper Classroom (capacity of 30 students): IED and Explosives Lecture. Topics include types of explosives, explosive components and construction, destructive effects and safety measures to avoid or decrease injury.
0930	1030	Range 1: Explosives Demonstration Panthera will provide explosives, vehicle, and demolition range capable of allowing 30 students to observe the detonation of the following charges: • 6oz unconfined Black Powder (BP) • 6oz Confined BP • Electric Detonator confined in a 4" x 4" wood block • 24' 50gr/ft. Detonating Cord (1200 gr = .204 lb.) • 6' 50gr/ft. Detonating Cord (300 gr = .051 lb.) • Senatel Pulsar Emulsion 1.25" x 8" cartridge (6oz) • 8oz Cast Booster (pentolite) - the 8oz Cast Booster (pentolite) will be detonated in a vehicle, with windows, for one demonstration to show the students the true effect of explosives.
Tactical Training		
1030	1200	Live-Fire Shoot House: The live-fire shoot house is a multi-level structure, providing students with tactical instruction on room clearing techniques, team movement, forced-entry methods, and overall tactical operations will be demonstrated, practiced, and critiqued by DEA instructors.
1200	1300	Lunch
River CrossingTraining		
1300	1500	Base Camp A or B Areas: Panthera will provide an area with access to a river or stream where a swift water rescue can be demonstrated and practiced. The DEA, Fairfax County Fire Department, or contractor instructors shall provide instruction and equipment for swift water rescue using a variety of rescue techniques.
Vehicle Window Forced Breach		
1500	1700	Range 1: Panthera will provide several vehicles where the driver's and passenger's side windows can be shattered to demonstrate how to access the vehicle by gaining entry through a forcibly



		breached window.
1700	1800	Dinner
1800	1830	**Fireside Chat - After Action Review & Safety:** Panthera instructors will perform the IED demonstration, and with be the Range Safety Office (RSO) for the tactical training in the live-fire shoot house, and the vehicle window breaches. The review will encompass IEDs, Tactical Training, River Crossings, and Window Breaches.

2.2.5 Training Day Five GROUP A and B – Helicopter Landing Zone (HLZ) / Field Training Exercises (FTXs)

Day 5		**Groups A &B: HLZs / Field Training Exercises (FTXs)**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Helicopter Landing Zone Demonstrations		
0800	1000	HLZ / Skid Pad: DEA Airwing and DEA Instructors will provide aircraft and training expertise to students learning how to direct / vector a helicopter to a HLZ for supplies, medivac, etc.
Field Training Exercise (FTX)		
1000	1200	Track Classroom: Panthera will provide a classroom for 30 students. Scenario Village: Panthera will provide a multi-structure training area for scenario-based training that includes: • One structure (One-Story House) capable of being flooded with non-toxic smoke where Special Agents will need to conduct a security sweep of the premises. Panthera will provide a smoke machine capable of flooding a structure with non-toxic smoke, and the ability to quickly evacuate the structure for the next evolution. • Panthera will provide two SUV's, one equipped with a kill switch, to be used during scenarios. One SUV shall be equipped with a pyrotechnic device to simulate the vehicle striking an IED. The pyrotechnic device will be used four times. • Panthera will provide up to eight role players if needed. • Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Both the government students Panthera instructors and role players will be firing the BFA weapons during scenario-based training as developed by the DEA instructors.
1200	1300	Lunch
Field Training Exercise (FTX)		
1300	1600	Continue FTX Training Scenarios
		After Action Review & Safety: Panthera instructors will oversee all scenarios, and conduct safety briefs prior to each evolution. Panthera instructors will be the Range Safety Office (RSO) for the scenarios.



3.0 FACTOR 2 – KEY PERSONNEL

3.1 Instructors and Instructor Qualifications

Our Instructor Cadre has a wide breadth of knowledge and training experience in firearms, tactical and defensive driving, land navigation, survival, foreign internal defense, border security, disaster response, counterterrorism, surveillance and detection, and crowd control. Our instructors have either a U.S. military or special operations background, or a law enforcement background in a federal agency that works closely with the U.S. military (e.g., State Department, CIA, FBI, DEA).

Panthera's instructors possess prior training experience and have demonstrated the ability to provide the instruction required under Section 3.3 Task/Work Requirements of the DEA Statement of Work as described below:

- **Driving Instructors** - All our driving instructors have a minimum of two years instructional experience instructing technical driver training to both federal law enforcement and military special operations. ***See Panthera Instructor Qualifications Matrix below.***
- **IED/Demolition Instructor** - Panthera's IED/demolition instructor (Darrick Gust) has a minimum of five years of military demolition/breaching experience and a minimum of 2 years of instructional experience instructing federal law enforcement and or military special operations in demolition/breaching techniques. See Gust Resume attached as Exhibit D. Mr. Gust is a 25-year veteran of the Navy SEALs and was a Leading Explosives Instructor for five years teaching explosives, in a training environment. He was a Naval Special Warfare (NSW) Breacher from 1996-2016. From 2003 to 2005, Mr. Gust was stationed at NSW Group-2 Training Detachment, where he earned his Range Safety Officer (RSO) and Instructor qualifications in the Assault Cell, teaching Close Quarters Combat (CQC), Breaching, Mobile Operations on Urban Terrain (MOUT), and Visit Board Search & Seizure (VBSS). Mr. Gust has been teaching military and law enforcement personnel at Panthera since 2016.
- **Chainsaw Instructor** - Panthera's chainsaw instructor (William White) has X years experience owning and running his own tree cutting and clearing business, and is schooled in numerous tree cutting and tree clearing techniques using ropes and chainsaws. See White Resume attached as Exhibit E. In addition, Mr. White is a 24-year veteran of the Navy SEALs. Mr. White has over 15 years of relevant driving training experience, and has mastered the complex techniques taught in military and civilian driving schools. Mr. White has developed and taught driving courses for the State Department, Army, Navy, Marine Corps, Drug Enforcement Administration (DEA), SOCOM, NGOs, and Corporate clients.
- **Medical Instructor** – Panthera's medical instructor (Roger Bradford) has X years experience as an Emergency Medical Technician (EMT). See Bradford Resume attached as Exhibit F.

The qualifications and experience of our seven chosen driving instructors and one explosive instructor who will be teaching this DRC course are summarized in the matrix below:

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Panthera Instructor Qualifications Matrix					
Instructor Name	**Tactical Driving** 2+ years experience instructing tactical/technical driving to military special ops & federal law enforcement	**Panthera Certified Driving Instructor**	**Quarterly Recertification** Driving Instruction	**Demolition / Breaching** 5+ years demolition / breaching experience	**Demolition / Breaching** 2+ years experience instructing federal law enforcement and military special ops
White???	x	x	x		
Bacon	x	x	x		
Gentry	x	x	x		
Gust				x	x
Hurley	x	x	x		
Merritt	x	x	x		
Noesner	x	x	x		
??????	x	x	x		

Panthera maintains a core group of about 30 instructors that we task regularly for training, with another secondary group of approximately 20 instructors that we can task intermittently, with 10-15 days' notice, to instruct larger classes, or to provide specialized training (e.g., explosives/IEDs, breaching, mountaineering/lead climber/high angle rescue, medical, long range shooting, etc.).

For all Panthera instructors, we have a rigorous screening, hiring, training and monitoring process. Once we identify a potential instructor, our HR staff reviews each application for completeness, job history, technical training and skills, certifications and licenses, past-experience, and health. Following an initial telephone interview, we verify and check information on their background and references. We then invite them to a full-day interview on-site at the training center.

Upon hiring, the Instructor Candidate attends an intensive 5-day vetting/training course where he/she learns Panthera's Standard Operating Procedures (SOPs). Part of the 5-day course is our comprehensive Panthera Driving Assessment, due to the unique characteristics and safety considerations for driving training. The Candidate is continually assessed by Panthera's Lead Instructors and management staff during the course to ensure the Candidate is a good fit for Panthera's training team before they can teach a class and or have any contact with students. The Candidate then operates as an Instructor Under Instruction (UI) of a Panthera Certified Instructor, assisting in teaching the class for at least five (5) iterations. Before becoming a "Certified Panthera Instructor", the Candidate must be approved by a Panthera Instructor Review Board.

Our most recent Driving Assessment was conducted in February 2019, for 9 candidates (with only four passing). The course covers all aspects of on-road, off-road and unimproved road driving and instructional skills. The course was initially modeled on the Department of State instructor requirements



for their driving, but has been modified and updated over several years to incorporate additional military and State Department requirements for tactical and defensive driving.

We maintain an instructor certification database comprising: (i) a listing of each instructor; (ii) the training topics they are qualified to teach; (iii) any certifications required for the topics; and (iv) the frequency of any recertification. We conduct annual refreshers for all Panthera Certified Instructors, and ensure all instructors maintain their currencies within all their fields of competency. Driving credentials are certified quarterly.

4.0 FACTOR 3 – PAST PEFORMANCE

Panthera Training, LLC ("Panthera") provides the following three (3) Past Performance Information Examples to substantiate the most recent three (3) years of performing training contracts for the DEA, USSOCOM, and the Army. The past performance examples demonstrate that Panthera provided training that encompasses the broad DEA training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills set forth in the SOW.

Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP)			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T0001-DEA; Prime 15DDHQ18A000000
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	11SEP2018 – 10SEP2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$1,600,000 / year
I. Point of Contact Ryan Burke, Contracting Officer ryan.f.burke@usdoj.gov 202-307-4811			
J. Description of Training: Provided high-risk driving (sedans, SUVs, armored vehicles), ambush attack and urban scenario training for 38-42 DEA agents and support staff per class, who are deploying to high threat areas around the world. We tailored the pace of training based on whether agents, support personnel or a combination of the two groups arrived for the class, to ensure each student was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction for driving training. We have executed 8 iterations of this course and trained over 320 students. Operationally, Tactical Driving training included sedans, SUVs and armored SUVs, on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We also conducted an IED Awareness class, including classroom and actual explosives demonstrations, enabling the students to experience makeshift-IED blasts in real time. After each driving or IED evolution, Panthera employees reset, clean, and re-supply the training venues for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.			

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Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP) Testimonials
Testimonial – Jared Johnson, Unit Chief, DEA Personnel Recovery Unit, DEA – March 2019 "Since September 2018, Panthera Training LLC has supported five PREP courses, each consisting of 42 students. Panthera has not only met all contractual requirements, but have gone above and beyond to ensure each student is provided the best training, in the best environment possible. Panthera's staff have been nothing short of accommodating and supportive to ensure each course is a success. Panthera's training venue offers a wide range of training options, limited only to the client's imagination. The Prep course consists of both DEA Special Agents and support staff, which can cause some unique training challenges, as everyone does not possess the same level of training. Panthera's instructors have done an outstanding job ensuring all the students obtain the required skills and encourage students to perform at a level many of the students may not have recognized they were capable of. During the PREP course, I have personally had students approach me and comment about the high level of training provided and the professionalism of the Panthera instructors and staff."

Example #2: USSOCOM - Marine Raider Battalion Pre-Deployment Training			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC	**B. Contract number:**	Prime - H92222-15-D-0037-P00003; SubK: 2017-SWMS-MRR-PTP-Panthera-001
C. Contractor's Role:	Subcontractor to Prime Metis Solutions, LLC	**D. Cage Code:**	85BJ2
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	01NOV2017 – 27AUG2020 Base Year + 2 Option Years	**H. Initial contract cost:**	$ 351,315.82 / year
I. Point of Contact Al Hodge, SWMS–B Program Manager, Metis Solutions, LLC ahodge@metisolutions.com 931-624-2786			
J. Description of Training: Provided high-risk driving, shooting, land navigation, ambush attack and urban scenario training to MARSOC operators deploying to high threat areas, with class sizes ranging from 6-36 students. We tailored the pace of training to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 11 iterations of this course since contract award and trained over 300 students. Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, check point scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios. Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.			

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Example #2: USSOCOM - Marine Raider Battalion Pre-Deployment Training
Testimonials
April 2018 MARSOC "I would and will actively promote my experience with Panthera as one of the best overall facilities and staff I have been trained by." "Very impressed with the overall training curriculum and how relevant it was to our upcoming mission and the professionalism and expertise of our instructor staff. The instructors have a true desire to want to share their expertise and help the team develop – stay alive in the adverse conditions. I will/would actively seek to serve with these instructors and Panthera in the future." **November 2018 – MARSOC** "Great course seeing the student's skills and building, pushing them to find their limits, overall great course with good time management." "Instructors were very knowledgeable and approachable, and the training was flexible and tailored to the group." "Panthera works at the pace of the group which is perfect." "Some of the best instructors after doing this for over 10 yrs."

Example #3: US Army Combat Skills Training			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T003-ARMYCIG; Prime Contract W913JT-18-A-0005
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	08MAR2018 – 28FEB2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$227,709 / year
I. Point of Contact Tresa Sullivan, Contracting Officer tresa.m.sullivan.civ@mail.mil 703-664-5000 ext. 2704			
J. Description of Training: Provided high-risk driving, shooting, survival skills, ambush attack and urban scenario training to US Army service members deploying to high threat areas, to support special operations missions, with class sizes ranging from 6-18 students. We tailored the pace of training based on whether operators, support personnel or a combination of the two groups arrived for the class, to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 10 iterations of this course since contract award and trained over 180 students. Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios.			

Example #3: US Army Combat Skills Training
Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.
Testimonials
Aug 2018: 1st CIG Class Feedback "Some of the best cadre I have worked with in my 25yrs of service. Great job!"
Jan 2018: 1st CIG Class Feedback "Real World experience sharing by the instructors enforced relevance and environment conductive to learning." "Everyone was treated with respect and patience regardless of their skill level." "Instructors built a foundation of knowledge before moving to more complicated tasks, all instructors knew their topics and communicated well."

5.0 FACTOR 4 – PRICE

Panthera's price quote is provided in the CLIN matrix below, and the offer acceptance period is 120 calendar days.

SCHEDULE OF SUPPLIES/SERVICES

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2019 - 07/31/2020				
0002	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2020 - 07/31/2021				
0003	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2021 - 07/31/2022				
0004	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2022 - 07/31/2023				
0005	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2023 - 07/31/2024				



Attachments

- **Attachment A - Federal Explosives License**
- **Attachment B - Federal Firearms License**
- **Attachment C – WV State Explosives License**
- **Attachment D – Gust Resume**
- **Attachment E – White Resume**
- **Attachment F – Bradford Resume**

Bob Starer

From: Ray Jones <Ray.Jones@pantheraworldwide.com>
Sent: Monday, June 10, 2019 7:13 AM
To: Bill White
Cc: Bob Starer; Doug Kahle
Subject: Re: DEA Emergency preparedness Proposal
Attachments: DEA RFQ v4.docx

Hi Bill,

Attached is a nearly complete draft of the RFQ Response. Some broad comments regarding the RFQ edits:

- It is re-formatted and revised/edited to correspond to the four Evaluation Factors contained in the RFQ
- I beefed up the Instructor Section and added the Instructor Matrix
- Table of Contents and Acronym List generated
- Scoped down the verbiage throughout to ensure we stay within the 20 pages total

Additional Information needed from your end:

- Please review the various highlighted YELLOW items in the attached, and add/edit as appropriate
- Need resumes from you, Darrick and Roger, plus PT's FEL, FFL and State Explosives License as Attachments

I will handle the Reps & Certs and the OCI forms by COB today.

PRICING: I know you are working up Pricing spreadsheet, but I am assuming Larry has an idea of a general price point as well.

Let me know if you have any questions. I think we are in good shape to get this filed by the 13th, one day ahead of the deadline.
Ray

From: Bill White <wwhite@panthera-training.com>
Date: Thursday, June 6, 2019 at 11:45 AM
To: Ray Jones <Ray.Jones@pantheraworldwide.com>
Cc: Bob Starer <rlstarer@panthera-training.com>, Doug Kahle <dougekahle@gmail.com>
Subject: DEA Emergency preparedness Proposal

Ray,
I need your help on this. I am not sure what I need to do.
What I need help with is the DEA Provision and Clause Matrix – Commercial Items. Please see attached.
Can you call me on my desk phone to discuss?

The following required documents per DEA must be attached to Panthera's RFQ proposal response. Note that the RFQ response is due NLT June 14, 2019 at 10 am to DEA.

Panthera's RFQ response should be submitted on June 13th by COB to ensure a timely submission.

I would like to have it for review on the 10th if possible.

Thanks Ray.

Rgds,

Bill White
Vice President/General Manager

wwhite@panthera-training.com
304-582-4941_mobile
304-406-7455_Desk
www.panthera-training.com

Panthera Training LLC.
2506 Fish Pond Road
P.O. Box 981
Old Fields, West Virginia 26845

PANTHERA
TRAINING, LLC

Save a tree. Please don't print this e-mail unless it's really necessary.

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Date: 13 June 2019

PANTHERA

RFQ Response:
15DDHQ19Q00000076

Emergency Support Function #13
Disaster Readiness Course

Prepared for:
Drug Enforcement Administration
Office of Domestic Operations
Attn: Jacqueline Schottler
Jacquleline.P.Schottler@usdoj.gov

Prepared by:
Panthera Training, LLC
2506 Fish Pond Road
Old Fields, WV 26845

Attn: William A. White
T: (304) 582-4941
F:
wwhite@panthera-training.com

HUBZone CERTIFIED

Disclosure of Data Legend:
This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this Panthera Training, LLC, as a result of - or in connection with - the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in each sheet.

FOR OFFICIAL USE ONLY – SOURCE SELECTION INFORMATION – SEE FAR 2.101 AND 3.104



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B. Glossary of Abbreviations and Acronyms

AAR	After Action Review
ABS	Automatic Braking Systems
ALS	Advanced Life Support
AMLS	Advanced Medical Life Support
ASE	Automotive Service Excellence
ASP	Ammunition Supply Point
BLS	Basic Life Support
CIA	Central Intelligence Agency
CLIN	Contract Line Item Number
CO	Contracting Officer
COI	Course of Instruction
DAPAM	Department of Army Pamphlet
DEA	Drug Enforcement Administration
DoD	Department of Defense
DRC	Disaster Readiness Course
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
ESF	Emergency Support Function
FAA	Federal Aviation Administration
FAR	Federal Acquisition Regulation
FAV	Fully Armored Vehicle
FBI	Federal Bureau of Investigation
FDA	Food and Drug Administration
FOD	Foreign Object Damage
GSA	General Services Administration
HLZ	Helicopter Landing Zone
HR	Human Resources
HUBZone	Historically Under-Utilized Business Zone
IAW	In Accordance With
IED	Improvised Explosive Device
IWS	Inflatable Wall System
LTL	Less Than Lethal
MARSOC	Marine Special Operations Command
MOUT	Military Operations in Urban Terrain
NFA	National Firearms Act
NVG	Night Vision Goggles
OCI	Organizational and Consultant Conflicts of Interest
OCONUS	Outside Continental United States
PIT	Pursuit Intervention Technique
QMS	Quality Management System
RFP	Request for Proposal



RPG	Rocket Propelled Grenade
RSO	Range Safety Officers
RWD	Rear Wheel Drive
SAM	System for Award Management
SFG	Special Forces Group
SMEs	Subject Matter Experts
SOF	Special Operations Forces
SOPs	Standard Operating Procedures
SOW	Statement of Work
SqFt	Square Feet
SUV	Sport Utility Vehicle
SWMS-B	SOCOM Worldwide Mission Support – Group B
TF SW	Task Force Southwest, USMC
TTP	Tactics, Techniques and Procedures
UI	Under Instruction
USSOCOM	United States Special Operations Command
UTM	Ultimate Training Rounds

PANTHERA

1.0 Administrative Information and Training Facility Capabilities

Panthera Training LLC, a Small-Business and HUBZone Certified Company, presents the following response to the Drug Enforcement Administration (DEA) Request for Quotation (RFQ:15DDHQ19Q00000076) regarding their Emergency Support Function #13 (ESF #13) Disaster Readiness Course (DRC). Panthera is uniquely qualified to execute the five (5) day DRC to provide training and critical skills to prepare DEA Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. Training would be conducted at Panthera's training facility in Old Fields, WV, which is within 150 miles of the DEA Training Academy at Quantico, VA. The offer acceptance period for this proposal is for 120 calendar days.

1.1 Administrative Information

Company Name:	Panthera Training LLC
Mailing Address:	2506 Fish Pond Road, Old Fields, WV 26845
Physical Address:	2506 Fish Pond Road, Old Fields, WV 26845
Point of Contact:	William A. White
Telephone Number:	Cell: (304) 582-4941 / Direct: (304) 406-7455
Fax Number:	
Email Address:	wwhite@panthera-training.com
Federal Tax ID#:	83-0756532
DUNS Number:	081324935
NAICS Code:	
CAGE Code:	85BJ2 - Small-Business; HUBZone Certified Company
HUBZone Cert#:	60862

1.2 Training Capabilities Summary

Panthera welcomes the opportunity to conduct the Disaster Readiness Course (DRC) in support of the DEA. Panthera provides superior quality firearms, tactical and driving training to U.S. Military and Special Operations Forces (SOF), U.S. government agencies including the DEA, law enforcement personnel, private security corporations, and non-governmental organizations.

The 750-acre Panthera training center includes seven (7) firearms ranges with distances from 50 to 1000 meters, seven (7) types of paved and off-road driving tracks totaling more than 20 miles of track, a two-story 6000 SqFt live-fire shoot house, a complete combat village with six different Less-Than-Lethal (LTL) buildings, 5.5 miles of unpaved internal roads that can be used for training scenarios, eleven (11) classrooms spaced throughout the facility, and multiple outbuildings / structures on the property that can also be used for realistic rural training. The training center provides varied terrain, with elevations changes of over 1000 feet, forested sections, cleared sections, and mixed topography sections to provide a diverse and challenging training environment. Training takes place 24x7x365; the training center has zero time-of-day or day-of-week restrictions on shooting, driving or tactical training evolutions.

Testimonial: November 2017 - MCSCG, MARFORCOM
"Overall great experience at Panthera. Awesome experience with the venues offered and being able to practice out of the box training and pushing new skills to our limits that will be of future use. Great opportunities to train on skills that we cannot do at our home/local facilities."

1.3 Panthera Facility Detailed Description

Panthera has provided training to Department of Defense, Special Operations and Federal Agency customers, including the DEA, over the past three years that encompasses the broad DRC training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills as set forth in the Statement of Work (SOW).

The training center is in the D.C. National Capital Region, and within 150 driving miles of the DEA Training Academy at Quantico, VA. Panthera's multiple and varied driving tracks/venues, numerous classrooms and unique firearms ranges/venues, far exceed the facility requirements outlined in the SOW. An overview of the layout of the training center's venues is depicted in ***Figure 1*** below.

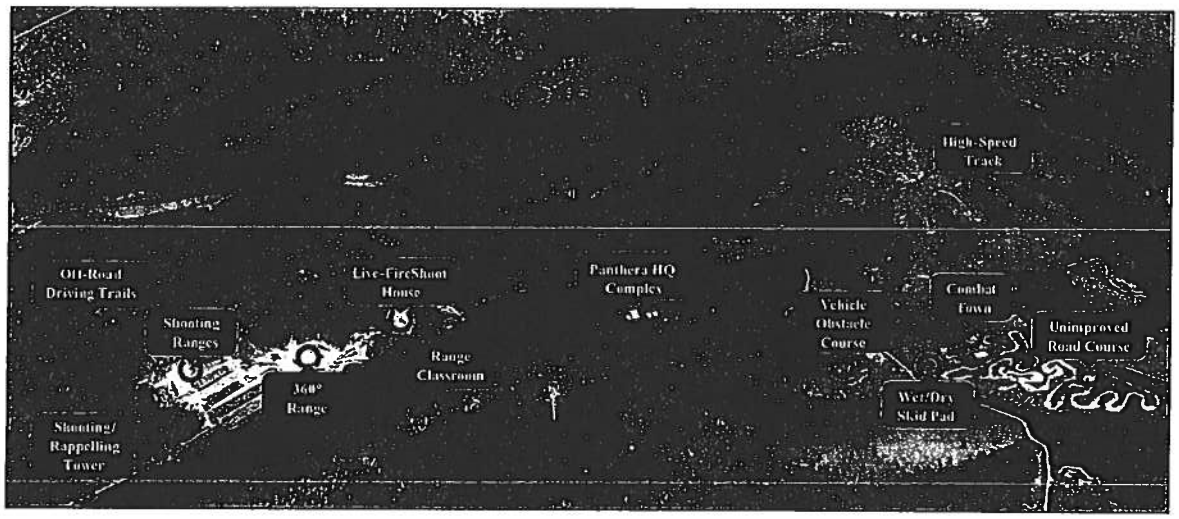


Figure 1: Training Center Overview

1.3.1 Driving Tracks. The training site comprises multiple driving courses, including paved and unpaved multi-lane road conditions, and are shown in ***Figure 2***:

- A three-lane wide, 1.5-mile high-speed course free of hazards that has:
  - Straightaways where speeds of greater than 90 mph can be attained
  - Uphill and downhill grades with 500 feet of elevation change along the course
  - Constant, increasing, decreasing radius turns and flat, negative, positive camber turns
  - Road shoulders composed of dirt, grass, or gravel
- 400'x 400' skid pad for skid control training, which is wetable if required
- 2.6-mile unimproved road course with elevation changes, off camber straights and turns, and surface compositions to include rock and mud pits, deep ruts and log bridges, to simulate driving or disaster conditions encountered worldwide
- 1.2-mile vehicle obstacle course with over twenty (20) obstacles of varied and increasing difficulty
- 5.5 miles of onsite gravel roads available for motorcade, ambush and convoy training
- 12 miles of off-road trails weaving throughout the mountainous and wooded terrain, with natural and man-made obstacles, water crossings, muddy terrain, rocky terrain, steep grades and descents, and areas for vehicle recovery / extraction with anchor/winch training.

After each driving training evolution, in accordance with our Quality Management System (QMS) and safety procedures, the venues are inspected for debris and are cleaned to reduce the risk of accidents or foreign object damage (FOD) to students or the vehicles, and to ensure the highest operational availability of the venue for subsequent classes, with a minimum of downtime between classes.

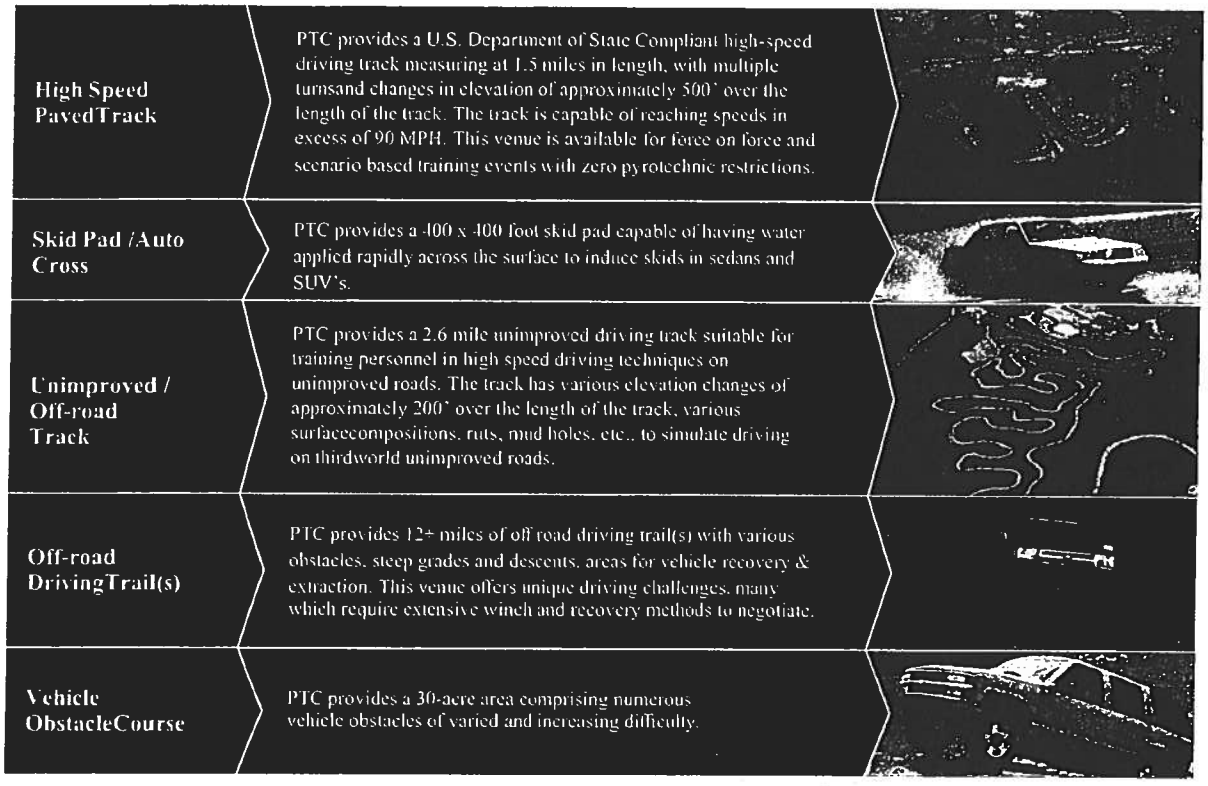


Figure 2: Panthera Driver Training Tracks / Venues

1.3.1.1 Vehicles and Related Equipment. Panthera employs a mix of vehicles (SUVs, sedans, armored vehicles, off-road vehicles and compact cars) to achieve all training objectives. The 100+ vehicles on-hand for training 24x7x365 include:

- Rear Wheel Drive (RWD) Crown Victoria Police Interceptor sedans (ABS and non-ABS) for high speed paved vehicle dynamics, high speed technical driving and evasive maneuvers and turns.
- A mix of high center of gravity SUV types (for unimproved roads, off-road, and convoy training) ranging from smaller Jeep Cherokees to the larger Tahoe vehicles, as well as armored SUVs.
- Ramming and Pursuit Intervention Technique (PIT) vehicles, which are destroyed in the training process. We provide vehicles with windows that can be forcibly breached for training purposes.
- Off-Road Vehicle Recovery Equipment and Training Aids.
- Consumable training aids to include windshields, windows, tires, fuel, doors and spare parts.

1.3.1.2 Vehicle Maintenance and Safety. Prior to each training day, the vehicles undergo an 18-point safety inspection by our ASE Certified Mechanics, in our on-site vehicle maintenance facility. The facility is staffed with at least two mechanics and includes a garage with two lifts, tools and an onsite inventory



of key consumables/parts to maintain vehicle readiness for the duration of the training. During training our mechanics provide on-the-spot repairs as required. Each instructor also performs a pre-operation inspection every training day. During breaks in training, the vehicles undergo repair and preventative maintenance to ensure the highest operational availability for subsequent classes.

1.3.2 Classroom Facilities. Panthera maintains multiple fully-equipped climate-controlled classrooms capable of hosting 15-50 students with internet access, audio/visual equipment (projectors and screens), whiteboards and other training aids as required. The eleven (11) classrooms are spaced throughout the facility, to reduce the distance/time students spend transiting from the classrooms to the training venues. The classrooms are cleaned daily.

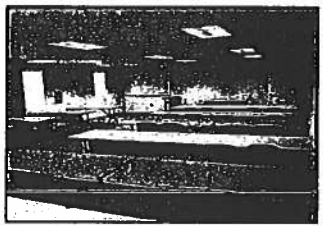


Figure 3: Typical Classroom at Panthera

1.3.3 Ranges

1.3.3.1 Firearms Ranges. Panthera has multiple firearms ranges to accommodate live-fire pistol, rifle and light machine gun training, up to 50cal rounds. All ranges are managed, maintained and certified IAW DAPAM 385-63. The ranges include (2) 50-meter ranges, one of them covered; (2) 100-meter ranges; a multi-level 60-foot-high shooting platform on a 1000-meter range; 200 meter and 300 meter ranges; a 360-degree range; and other areas for dynamic / kinetic firearms instruction. All ranges can accommodate 25 individually-marked and separate firing points. All ranges are rated as drive-on / drive-off for training purposes, with 270 degrees of safe live-fire zones. The ranges are depicted in ***Figure 4***.

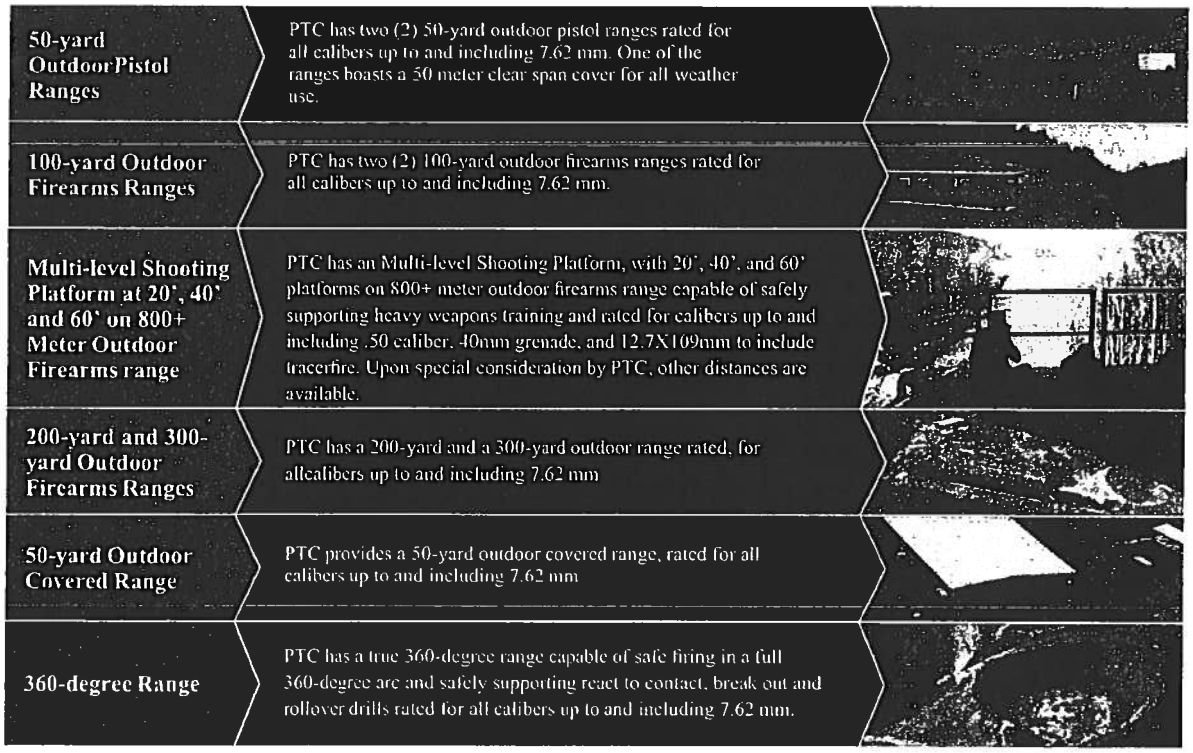


Figure 4: Panthera Firearms Ranges

The ranges include benches and tables for the students' gear and equipment, and covered areas for shade and cover from the weather. The ranges are supplied with paper, steel, moving targets and a variety of barricades as required for training. There is separate, designated and safe area for training on explosives and improvised explosive devices (IEDs).

1.3.3.2 Combat Village / MOUT Facility. Panthera has several Less-Than-Lethal (LTL) training venues / structures incorporated into its Military Operations in Urban Terrain (MOUT) facility shown in ***Figure 5*** below, which can be used individually or collectively. Simunition™ and Ultimate Training Munitions (UTM) training rounds can be used. These structures include:

- One-Story Non-Lethal Shoot House (1400 SqFt) – this structure is capable of being flooded with non-toxic smoke for smoke/fire training. The smoke can be fully evacuated within three (3) minutes to run another exercise.
- Two-Story Non-Lethal Shoot House (3500 SqFt)
- Embassy/Classroom Non-Lethal Complex (3100 SqFt) - capability for total black-out training to facilitate simulated night-time environments and Night Vision Goggle (NVG) training at all hours
- Mock Urban Area/Buildings/Rural Market place (30,000 SqFt) and an adjacent "Seacan" village
- An area capable of simulating a collapsed or damaged building with obstructions consistent with rubble caused from natural or man-made disasters
- The MOUT facility is adjacent to an FAA Certified helicopter landing zone (HLZ)

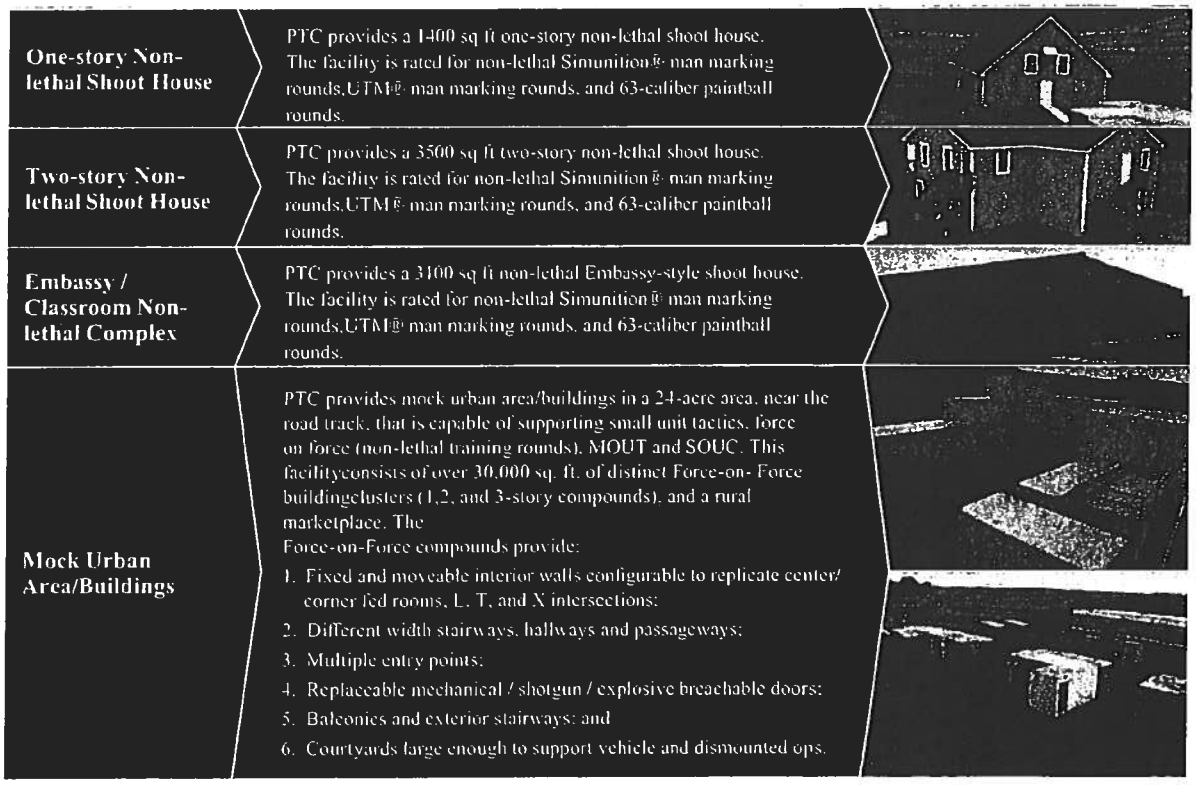


Figure 5: Panthera Combat Village / MOUT Facility

1.3.3.3 Live-Fire Shoot House. Panthera has the largest commercial live-fire shoot house on the East Coast, as depicted in ***Figure 6*** below. The two-story, 6000 SqFt all-steel shoot house has a weapons capacity up to 7.62 mm, and the following general characteristics:

- Multiple Entry Points/Corner & Center Fed Rooms/I, T, & X Intersections; two internal stairwells (open and closed)
- Extensive Instructor Cat Walks for Full Visibility During Training (video-enabled for playback/debriefs)
- Tunnel system connecting two internal rooms to a wooded area 100 Ft away from the Live Fire Shoot House

Live Fire Two-story Shoot House	PTC provides a 6,000+ Sq/ft Two-story Live Fire Shoot House fully separable into three houses for simultaneous use with the following specifications: 1. Moveable interior walls configurable to replicate center/corner fed rooms, L, T, and X intersections; 2. Different width stairways and hallways; 3. Multiple entry points; 4. A catwalk above all floors so that all hallways and rooms are observable from above; Rooms covered by second story supported by full motion video. 5. The ability to change/modify lighting; 6. The capability to support any distraction devices and calibers up to and including 7.62mm; 7. Replaceable mechanical /shotgun/explosive breachable doors; 8. The ability to support night fire; 9. Tunnel approach with changeable (torch, saw, explosive, mechanical) entry grate and floor entry points; 10. Fully climbable balcony that will support hook and climb; 11. Live Fire Stairwells and Three-Story live fire elevator shaft; 12. After Action trailer with full playback and recording of all house runs; 13. Houses separated by blast panels provide full ballistic protection from other users.

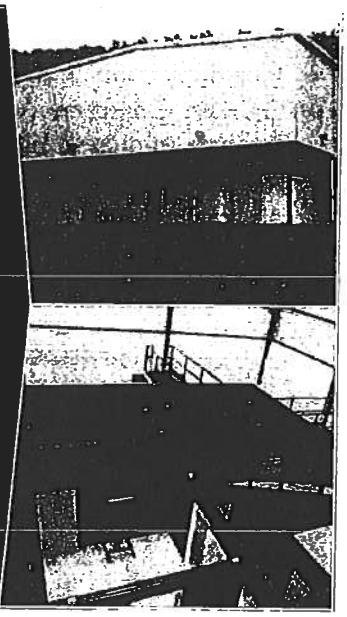


Figure 6: Live-Fire Shoot House

After all firearms training evolutions, in accordance with our QMS and safety procedures, the venues are inspected for debris and brass is picked-up, at no additional cost, to reduce the risk of accidents or FOD to students, and to operational availability of the shoot house for subsequent classes, with a minimum of downtime between classes.

1.3.3.4 Land Navigation / Survival Skills Area. Panthera has 750 acres of wooded, semi-wooded, and open areas suitable for basic and advanced land navigation training and exercises simulating rural areas. In addition, this rural environment is ideal for teaching survival skills (i.e., building shelters, water extraction and purification, fire starting and control, etc.). The wooded sections provide sufficient fallen and/or dead-standing trees for chainsaw and debris removal training. In addition, a river runs through the training center, providing an opportunity for flood and river crossing training, as well as survival skills related to drinking water purification systems.

1.4 Medical Support

Panthera has an on-site EMS capability (Basic Life Support) with WV State approved ambulance support. Upon request, Panthera can support all high-speed driving and live fire weapons or explosives training, and can respond to a medical emergency within three minutes. Our on-site EMS personnel have WV state certifications, and they also comply with our internal QMS and safety procedures for medical support. Panthera's medical emergency plan is coordinated with local emergency officials, and our medical staff has direct radio contact with the 911 networks. The local Level 2 Trauma emergency hospital is 20 minutes away. Panthera's FAA approved helicopter landing pad can accommodate a Life Flight helicopter if needed. The Level 1 Trauma facility is a one-hour drive, or 25-minute flight.

1.5 Lodging and Meals/Dining Facility

1.5.1 Panthera Townhomes Accommodations. Panthera provides its own community of 18 two-bedroom townhomes for exclusive use of instructors and students. The townhomes are within 7 miles (10-minute drive) of the training facility. Panthera's townhomes are compliant with all local, city, state, and federal laws, codes & regulations. The townhomes include 1.5 bathrooms, two bedrooms with a double-sized bed per room, kitchen (stove, sink, microwave, and dish washer), a living room (with TV and Wi-Fi), air conditioning and heat, and gear storage area. Each townhome has a washer, dryer and laundry soap. Men and women are billeted in separate townhomes and have separate bathroom facilities. In accordance with our QMS and safety procedures, the townhomes are cleaned and maintained to U.S. hotel and hospitality industry standards, ensuring the highest level of customer satisfaction during training.

Testimonial: November 2017 - CO, Company F, 2d Marine Raider Battalion
"As a resulting of our staying in these [town]houses, the men were able to have a more comfortable and enjoyable overall experience which increased our total effectiveness of training."

Living Accommodations	PTC provides a community of 18 townhomes in Moorefield WV for exclusive use by the training center students and instructors. The townhomes are just a 10-minute ride from the training facility under normal commuting conditions. Townhome accommodations include: 2 Bedrooms, 1.5 baths, and each with a full kitchen, living room and laundry room. All houses and townhouses have phones, wirelessinternet and cable TV.	
Living Accommodations (Commercial)	Within 8 minutes of the training center is the South Branch Inn in Moorefield WV, comprising 100 guest rooms, with queen and king beds. All rooms are non-smoking, and have hi-speed internet cable, TV/Free HBO, and guest laundry facilities.	

Figure 7: Lodging Accommodations

1.5.2 Commercial Hotel Accommodations. Panthera has arranged with the South Branch Inn, a local hotel with 100 rooms, to provide overflow lodging if required. It is located within 5 miles of the training facility. Single or double occupancy rooms are provided. Men and women are billeted in separate rooms and have separate bathroom facilities. Washers and dryers are available at the hotel.

1.5.3 Meals / Dining Facility. Panthera has a full-service on-site dining facility to serve three meals per day as required, meets all current state and FDA Food Code guidelines, and provides restaurant quality, healthy options, in accordance with our internal QMS standards. The dining facility can typically serve

60 people in 45-minute increments. Panthera's food service program will be tailored to the DEA's requirements and includes:

- Breakfast, lunch, and dinner will be served on all training days
- Lunch and Dinner meals shall consist of fresh seasonal fruits and vegetables, lean proteins that are grilled or baked, and starches that are prepared with oils that have less than 20% saturated fat.
- Nutrient-dense snacks and beverages to include coffee, juice, water, and Gatorade.
- Prepared or boxed meals can be served as well, or food service containers provided to transport food items.

2.0 FACTOR 1 – TRAINING PLAN

2.1 Panthera's Training Plan Development Overview

Over the past 6 years, Panthera has conducted firearms, driving, tactical, land navigation and survival training for more than 85 different organizations, with student skill levels ranging from beginners (e.g., civilian administrative personnel deploying overseas for the first time) to advanced level assets (e.g., U.S. Special Operations Forces from the Army, Navy and Marines). The capabilities and flexibility of our training center, the ability to tailor our training programs to meet each customer's unique training requirements, and the skill level of our Instructor Cadre, makes this range of training possible.

Testimonial: April 2017 - MCSCG, MARFORCOM

"The staff's ability to flex, sets Panthera apart from many other vendors I have worked with in the past. The overall driving experience at Panthera is one of the best courses that we have attended. Out of 4 tactical driving courses attended Panthera was rated the best."

Panthera is proud of its safety record, and its adherence to QMS principles. Panthera instructors provide a daily safety, range and vehicle operations brief prior to the start of all training sessions to ensure the safety and well-being of all students, instructors, and facility personnel. All training facilities, weapons, vehicles and equipment are inspected daily to ensure safe training. Panthera's comprehensive QMS framework provides quality control for all training evolutions, as well as its administrative, training support and training center maintenance programs.

Panthera follows a systems approach to training, requiring close interface with customer leadership and our Subject Matter Experts (SMEs) in course development and execution to ensure our customers meet their training needs and prepare their personnel to accomplish the mission. It is critical to adhere to the following principles, with safety and QMS procedures interwoven throughout:

- **Mission:** Understand and incorporate the DEA's mission and objectives for the training.
- **Student Ability:** Panthera administers a pre-course assessment at the start of training to assess the students' baseline knowledge and skill level to enable us to prepare and adjust the level and tempo of the training, with concurrence from the customer, to achieve the training requirements.
- **Student Assessment:** Panthera provides continual assessment during training including: (i) observing and documenting daily student participation, (ii) conducting quizzes and exams, and (iii) completing practical exercises and scenarios to reinforce the training objectives. Panthera follows a "no student left behind" philosophy and will work to ensure all students master the subject matter.
- **Records:** Maintain a written record of each phase of instruction to record each student's proficiency.
- **Post-Training Assessment:** Conduct post-training assessment and measurement of the students to



ensure desired DEA outcomes are met and provide reports to the customer.

- **Training Methodology/Objectives:** The instructors use a "crawl, walk, run" teaching methodology. Students start their course of instruction in a controlled environment to learn /master the basics of each of the Training Objectives and then progress to more challenging and difficult tasks.
- **Continuous Instructor Feedback:** Panthera instructors will provide "on the spot" verbal feedback to trainees and conduct repeated drills to correct deficiencies. Panthera provides additional instruction and/or training venues to ensure higher skilled students are challenged, and lesser skilled students are provided remedial instruction or range time as required to improve their skill levels.

Testimonial: December 2017 TF SW, USMC

"The level of training at Panthera was tailored to the mission as police advisors (MPs) headed to Lashkar Gah, Afghanistan. The level of instructor depth far surpassed the program of instruction provided during our pre-deployment training. Instructors here are the constant professionals who have the knowledge base to elevate every individual's level of proficiency which directly correlates into increasing a Unit' level of lethality in the environments in which we will operate in down range. Panthera is one of the best facilities in introducing new fundamentals and building on them quickly with constant critiques/coaching and feedback on what the individual was doing. We recommend this facility and training venue to any team that is deploying."

2.2 Courses of Instruction

The ESF #13 Disaster Readiness Course (DRC) is designed to provide training and critical skills to prepare Special Agents for deployment to natural and man-made disasters in furtherance of response and recovery efforts. The DRC will prepare Special Agents with knowledge and training enabling them to safely and effectively execute force-protection duties and other myriad skills needed to be self-sufficient for up to 72 hours. The DRC will consist of 30 students divided into two training groups; Group "A" and Group "B" will each consist of 15 students. The 5-day Course of Instruction is provided below.

2.2.1 Training Day One GROUPS A and B – Shelter Set-up

Day 1		Groups A&B: Arrival – Establish Base Camps / Shelter Set-Up
	1100	DEA Instructors Arrive at Panthera training facility
	1200	Students Arrive **Groups A & B - Shelter Set-Up & Establish Base Camps** Base Camp Area A (insert location) Base Camp Area B (insert location) Base camp areas are suitable for all students to erect personal tents and support the following tasks, skill training or capabilities: • Shelter building (manufactured tents, improvised shelters, large "field tents") • Open fires (i.e. fire-pit, cooking fire, or signal fire) • Access to natural water source (demonstration of field water acquisition and purification techniques) • Provide drinking and cooking water (using existing potable source or bottled water) • Immediate access to latrine services (we have fixed permanent facilities and temporary "port-a-potty" options)
1700	1800	Dinner
1800	1900	**GROUPS A and B – Fireside Chat** (informal discussion following dinner) Topics of Discussion: (i) Communications Principles; (ii) Satellite (SAT) Phone Operation; (iii) Mobile Satellite (MSAT) Phone Operation; (iv) Smartphone Applications; (v) Text vs. Cellular Calls During Disasters



	1900	Turn students over to DEA Instructor Cadre
	Note:	Panthera instructors will monitor both base camps to ensure safety of the students and ensure the training facility sustains no damage.

2.2.2 Training Day Two
Group A – Off-Road Drivers Training
Group B – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 2		**Group A: Driving Training (Panthera Instruction)**
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom (capacity for 15-30 students): Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer
1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.
1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle in challenging terrain. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
	Note:	**After Action Review/Safety:** Seven (7) Panthera driving instructors are provided for 15 students for Group A. All Panthera instructors adhere to safety protocols for high-speed and off-road driving. Safety helmets are provided for students, and each evolution begins with a safety briefing.

Day 2		**Group B: Chainsaw Awareness / Medical & Land Navigation / IED Exercise**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5-mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at



		least 12" diameter) provided for demonstration and processing at the base camp. Panthera will also provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment (i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Hearing protection is also provided for the other student groups awaiting their turn to use the chainsaws. Students are taught how to safely fell the trees, transport them to the base camp, and then process the wood for training, cooking, or warming purposes at the base camp, utilizing axes, small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training developed by the DEA instructors.
1700	1800	Dinner
1800	1830	**After Action & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.3 Training Day Three
Group B – Off-Road Drivers Training
Group A – Chainsaw Awareness / Medical & Land Navigation / IED Exercise

Day 3		Group B: Driving Training (Panthera Instruction)
0700		DEA Instructors Arrive
0800		Students Arrive
0800	0900	Track Classroom (capacity for 15-30 students): Students Vehicle Dynamics Lectures (Sedans & SUVs). Applicable course reference materials are provided.
0900	1000	1.5 Mile Track: Slalom (pointing and balancing your vehicle)/ Straight Braking (Sedan) Experience, understand the effect of weight transfer and learn method of control in evasive maneuvers. Cornering (setting up for and exiting departure angles)
1000	1100	1.5 Mile Track: Obstacle Avoidance / Braking in Turns (Sedan). Develop instinctive response of vehicle control in giving up one input to secure more of another. Lane change at speed controlling weight transfer



1100	1130	1.5 Mile Track: Elevated Speed / Technical Driving Lecture (Sedans). Theory of elevated speeds and reading unknown roads. Controlling braking (braking zones) and acceleration (Straight-away and entering and exiting corners) to gain maximum traction foot print on surface. Surface transitions.
1130	1200	Skid Pad: Skid Control Training (Sedans). Experiencing and developing vehicle control in traction loss situation.
1200	1300	Lunch
1300	1500	Unimproved Surface (Off-Road Track) (SUVs): Understand the effects of operating a high center of gravity vehicle as it pertains to brake/throttle modulation, weight distribution/weight transfer, surface transition and arrival/departure angles in a high center of gravity vehicle in challenging terrain. Demonstrate the effect on maneuverability on unimproved surfaces.
1500	1700	Unimproved Surface (Off-Road Track) (SUVs): Off Road Recovery - Controlling the vehicle back to good traction. Understanding the limitations on recovery gear and utilize gear to recover a stuck/disabled vehicle.
1700	1800	Dinner
	Note:	**After Action Review/Safety:** Seven (7) Panthera driving instructors are provided for 15 students for Group B. All Panthera instructors adhere to safety protocols for high-speed and off-road driving. Safety helmets are provided for students, and each evolution begins with a safety briefing.

Day 3		**Group A: Chainsaw Awareness / Medical & Land Navigation / IED Exercise**
	0700	DEA Instructors Arrive
	0800	Students Arrive
Chainsaw Awareness and Training		
0800	1130	Base Camp Area (within 0.5-mile walk): Panthera provides access to and designate fallen and/or dead-standing trees for utilization in Chainsaw Awareness training. A minimum of six trees (at least 12" diameter) provided for demonstration and processing at the base camp. Panthera will also provide a pick-up truck or other means to transport cut-trees to back to the base camp. Panthera provides five (5) chain-saw instructors to provide instruction to 15 students, one group of five (5) students at a time. Five (5) chainsaws and five (5) sets of chainsaw safety equipment (i.e. face-shield, chaps, ear-protection, gloves, etc.) will be provided as well. Hearing protection is also provided for the other student groups awaiting their turn to use the chainsaws. Students are taught how to safely fell the trees, transport them to the base camp, and then process the wood for training, cooking, or warming purposes at the base camp, utilizing axes, small hand tools, knives, etc. Panthera instructors will monitor all activities related to cutting, hauling, processing and burning the wood to ensure safety.
1130	1230	Lunch
Medical and Land Navigation Training		
1230	1500	Track Classroom (suitable for 15 students): Basic First Aid and Medical Training when responding to disasters in austere areas. Land Navigation Area: Land Navigation basics will be taught, including compass points, topography and pace count. The land navigation course will be developed by DEA instructors and will consist of a 100 meter pace count, and three navigation points approximately 300 meters apart.
IED Exercise and Scenarios		
1500	1700	Range 4: Panthera will provide up to 60 feet of Detonation Cord and one (1) vehicle equipped



		with a "kill switch." Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Panthera and DEA students will be firing the BFA weapons, as students and role players will utilize the BFA weapons during scenario-based training developed by the DEA instructors.
1700	1800	Dinner
1800	1830	**After Action Review & Safety:** Panthera instructors will monitor all chainsaw activities, land navigation and IED scenario-based training activities. See attachments A, B and C for Panthera's Federal Explosive License (FEL), Federal Firearms License (FFL), and State Explosives License.

2.2.4 Training Day Four GROUP A and B – Improvised Explosive Devices (IEDs) / Tactical Training / River Crossing / Vehicle Window Forced Entry

Day 4		**Groups A &B: IEDs / Tactical Training / River Crossing / Vehicle Window Forced Breach**
	0700	DEA Instructors Arrive
	0800	Students Arrive
IED Awareness and Demonstrations		
0800	0930	Upper Classroom (capacity of 30 students): IED and Explosives Lecture. Topics include types of explosives, explosive components and construction, destructive effects and safety measures to avoid or decrease injury.
0930	1030	Range 1: Explosives Demonstration Panthera will provide explosives, vehicle, and demolition range capable of allowing 30 students to observe the detonation of the following charges: • 6oz unconfined Black Powder (BP) • 6oz Confined BP • Electric Detonator confined in a 4" x 4" wood block • 24' 50gr/ft. Detonating Cord (1200 gr = .204 lb.) • 6' 50gr/ft. Detonating Cord (300 gr = .051 lb.) • Senatel Pulsar Emulsion 1.25" x 8" cartridge (6oz) • 8oz Cast Booster (pentolite) - the 8oz Cast Booster (pentolite) will be detonated in a vehicle, with windows, for one demonstration to show the students the true effect of explosives.
Tactical Training		
1030	1200	Live-Fire Shoot House: The live-fire shoot house is a multi-level structure, providing students with tactical instruction on room clearing techniques, team movement, forced-entry methods, and overall tactical operations will be demonstrated, practiced, and critiqued by DEA instructors.
1200	1300	Lunch
River CrossingTraining		
1300	1500	Base Camp A or B Areas: Panthera will provide an area with access to a river or stream where a swift water rescue can be demonstrated and practiced. The DEA, Fairfax County Fire Department, or contractor instructors shall provide instruction and equipment for swift water rescue using a variety of rescue techniques.
Vehicle Window Forced Breach		
1500	1700	Range 1: Panthera will provide several vehicles where the driver's and passenger's side windows can be shattered to demonstrate how to access the vehicle by gaining entry through a forcibly

		breached window.
1700	1800	Dinner
1800	1830	**Fireside Chat - After Action Review & Safety:** Panthera instructors will perform the IED demonstration, and with be the Range Safety Office (RSO) for the tactical training in the live-fire shoot house, and the vehicle window breaches. The review will encompass IEDs, Tactical Training, River Crossings, and Window Breaches.

2.2.5 Training Day Five GROUP A and B – Helicopter Landing Zone (HLZ) / Field Training Exercises (FTXs)

Day 5		Groups A &B: HLZs / Field Training Exercises (FTXs)
	0700	DEA Instructors Arrive
	0800	Students Arrive
Helicopter Landing Zone Demonstrations		
0800	1000	HLZ / Skid Pad: DEA Airwing and DEA Instructors will provide aircraft and training expertise to students learning how to direct / vector a helicopter to a HLZ for supplies, medivac, etc.
Field Training Exercise (FTX)		
1000	1200	Track Classroom: Panthera will provide a classroom for 30 students. Scenario Village: Panthera will provide a multi-structure training area for scenario-based training that includes: • One structure (One-Story House) capable of being flooded with non-toxic smoke where Special Agents will need to conduct a security sweep of the premises. Panthera will provide a smoke machine capable of flooding a structure with non-toxic smoke, and the ability to quickly evacuate the structure for the next evolution. • Panthera will provide two SUV's, one equipped with a kill switch, to be used during scenarios. One SUV shall be equipped with a pyrotechnic device to simulate the vehicle striking an IED. The pyrotechnic device will be used four times. • Panthera will provide up to eight role players if needed. • Panthera will provide Blank Firing Adaptor (BFA) weapons (i.e. BFA Glock 19 Pistols with 100 total rounds of blank ammunition, BFA AR-15 rifles with 100 total rounds of blank ammunition, BFA AK-47 rifles with 400 total rounds of blank ammunition) if needed. Both the government students Panthera instructors and role players will be firing the BFA weapons during scenario-based training as developed by the DEA instructors.
1200	1300	Lunch
Field Training Exercise (FTX)		
1300	1600	Continue FTX Training Scenarios
		After Action Review & Safety: Panthera instructors will oversee all scenarios, and conduct safety briefs prior to each evolution. Panthera instructors will be the Range Safety Office (RSO) for the scenarios.

3.0 FACTOR 2 – KEY PERSONNEL

3.1 Instructors and Instructor Qualifications

Our Instructor Cadre has a wide breadth of knowledge and training experience in firearms, tactical and defensive driving, land navigation, survival, foreign internal defense, border security, disaster response, counterterrorism, surveillance and detection, and crowd control. Our instructors have either a U.S. military or special operations background, or a law enforcement background in a federal agency that works closely with the U.S. military (e.g., State Department, CIA, FBI, DEA).

Panthera's instructors possess prior training experience and have demonstrated the ability to provide the instruction required under Section 3.3 Task/Work Requirements of the DEA Statement of Work as described below:

- **Driving Instructors** - All our driving instructors have a minimum of two years instructional experience instructing technical driver training to both federal law enforcement and military special operations. ***See Panthera Instructor Qualifications Matrix below.***
- **IED/Demolition Instructor** - Panthera's IED/demolition instructor (Darrick Gust) has a minimum of five years of military demolition/breaching experience and a minimum of 2 years of instructional experience instructing federal law enforcement and or military special operations in demolition/breaching techniques. See Gust Resume attached as Exhibit D. Mr. Gust is a 25-year veteran of the Navy SEALs and was a Leading Explosives Instructor for five years teaching explosives, in a training environment. He was a Naval Special Warfare (NSW) Breacher from 1996-2016. From 2003 to 2005, Mr. Gust was stationed at NSW Group-2 Training Detachment, where he earned his Range Safety Officer (RSO) and Instructor qualifications in the Assault Cell, teaching Close Quarters Combat (CQC), Breaching, Mobile Operations on Urban Terrain (MOUT), and Visit Board Search & Seizure (VBSS). Mr. Gust has been teaching military and law enforcement personnel at Panthera since 2016.
- **Chainsaw Instructor** - Panthera's chainsaw instructor (William White) has X years experience owning and running his own tree cutting and clearing business, and is schooled in numerous tree cutting and tree clearing techniques using ropes and chainsaws. See White Resume attached as Exhibit E. In addition, Mr. White is a 24-year veteran of the Navy SEALs. Mr. White has over 15 years of relevant driving training experience, and has mastered the complex techniques taught in military and civilian driving schools. Mr. White has developed and taught driving courses for the State Department, Army, Navy, Marine Corps, Drug Enforcement Administration (DEA), SOCOM, NGOs, and Corporate clients.
- **Medical Instructor** – Panthera's medical instructor (Roger Bradford) has X years experience as an Emergency Medical Technician (EMT). See Bradford Resume attached as Exhibit F.

The qualifications and experience of our seven chosen driving instructors and one explosive instructor who will be teaching this DRC course are summarized in the matrix below:

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Panthera Instructor Qualifications Matrix					
Instructor Name	**Tactical Driving** 2+ years experience instructing tactical/technical driving to military special ops & federal law enforcement	**Panthera Certified Driving Instructor**	**Quarterly Recertification** Driving Instruction	**Demolition / Breaching** 5+ years demolition / breaching experience	**Demolition / Breaching** 2+ years experience instructing federal law enforcement and military special ops
White???	x	x	x		
Bacon	x	x	x		
Gentry	x	x	x		
Gust				x	x
Hurley	x	x	x		
Merritt	x	x	x		
Noesner	x	x	x		
??????	x	x	x		

Panthera maintains a core group of about 30 instructors that we task regularly for training, with another secondary group of approximately 20 instructors that we can task intermittently, with 10-15 days' notice, to instruct larger classes, or to provide specialized training (e.g., explosives/IEDs, breaching, mountaineering/lead climber/high angle rescue, medical, long range shooting, etc.).

For all Panthera instructors, we have a rigorous screening, hiring, training and monitoring process. Once we identify a potential instructor, our HR staff reviews each application for completeness, job history, technical training and skills, certifications and licenses, past-experience, and health. Following an initial telephone interview, we verify and check information on their background and references. We then invite them to a full-day interview on-site at the training center.

Upon hiring, the Instructor Candidate attends an intensive 5-day vetting/training course where he/she learns Panthera's Standard Operating Procedures (SOPs). Part of the 5-day course is our comprehensive Panthera Driving Assessment, due to the unique characteristics and safety considerations for driving training. The Candidate is continually assessed by Panthera's Lead Instructors and management staff during the course to ensure the Candidate is a good fit for Panthera's training team before they can teach a class and or have any contact with students. The Candidate then operates as an Instructor Under Instruction (UI) of a Panthera Certified Instructor, assisting in teaching the class for at least five (5) iterations. Before becoming a "Certified Panthera Instructor", the Candidate must be approved by a Panthera Instructor Review Board.

Our most recent Driving Assessment was conducted in February 2019, for 9 candidates (with only four passing). The course covers all aspects of on-road, off-road and unimproved road driving and instructional skills. The course was initially modeled on the Department of State instructor requirements



for their driving, but has been modified and updated over several years to incorporate additional military and State Department requirements for tactical and defensive driving.

We maintain an instructor certification database comprising: (i) a listing of each instructor; (ii) the training topics they are qualified to teach; (iii) any certifications required for the topics; and (iv) the frequency of any recertification. We conduct annual refreshers for all Panthera Certified Instructors, and ensure all instructors maintain their currencies within all their fields of competency. Driving credentials are certified quarterly.

4.0 FACTOR 3 – PAST PEFORMANCE

Panthera Training, LLC ("Panthera") provides the following three (3) Past Performance Information Examples to substantiate the most recent three (3) years of performing training contracts for the DEA, USSOCOM, and the Army. The past performance examples demonstrate that Panthera provided training that encompasses the broad DEA training requirements of off-road driving training, medical training, land navigation, explosives awareness, and basic outdoor survival skills set forth in the SOW.

Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP)			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T0001-DEA; Prime 15DDHQ18A000000
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	11SEP2018 – 10SEP2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$1,600,000 / year
I. Point of Contact Ryan Burke, Contracting Officer ryan.f.burke@usdoj.gov 202-307-4811			
J. Description of Training: Provided high-risk driving (sedans, SUVs, armored vehicles), ambush attack and urban scenario training for 38-42 DEA agents and support staff per class, who are deploying to high threat areas around the world. We tailored the pace of training based on whether agents, support personnel or a combination of the two groups arrived for the class, to ensure each student was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction for driving training. We have executed 8 iterations of this course and trained over 320 students. Operationally, Tactical Driving training included sedans, SUVs and armored SUVs, on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We also conducted an IED Awareness class, including classroom and actual explosives demonstrations, enabling the students to experience makeshift-IED blasts in real time. After each driving or IED evolution, Panthera employees reset, clean, and re-supply the training venues for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.			

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Example #1: DEA – Personnel Recovery and Emergency Preparedness (PREP) Testimonials
Testimonial – Jared Johnson, Unit Chief, DEA Personnel Recovery Unit, DEA – March 2019 "Since September 2018, Panthera Training LLC has supported five PREP courses, each consisting of 42 students. Panthera has not only met all contractual requirements, but have gone above and beyond to ensure each student is provided the best training, in the best environment possible. Panthera's staff have been nothing short of accommodating and supportive to ensure each course is a success. Panthera's training venue offers a wide range of training options, limited only to the client's imagination. The Prep course consists of both DEA Special Agents and support staff, which can cause some unique training challenges, as everyone does not possess the same level of training. Panthera's instructors have done an outstanding job ensuring all the students obtain the required skills and encourage students to perform at a level many of the students may not have recognized they were capable of. During the PREP course, I have personally had students approach me and comment about the high level of training provided and the professionalism of the Panthera instructors and staff."

Example #2: USSOCOM – Marine Raider Battalion Pre-Deployment Training			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC	**B. Contract number:**	Prime - H92222-15-D-0037-P00003; SubK: 2017-SWMS-MRR-PTP-Panthera-001
C. Contractor's Role:	Subcontractor to Prime Metis Solutions, LLC	**D. Cage Code:**	85BJ2
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	01NOV2017 – 27AUG2020 Base Year + 2 Option Years	**H. Initial contract cost:**	$ 351,315.82 / year
I. Point of Contact Al Hodge, SWMS–B Program Manager, Metis Solutions, LLC ahodge@metisolutions.com 931-624-2786			
J. Description of Training: Provided high-risk driving, shooting, land navigation, ambush attack and urban scenario training to MARSOC operators deploying to high threat areas, with class sizes ranging from 6-36 students. We tailored the pace of training to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 11 iterations of this course since contract award and trained over 300 students. Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, check point scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios. Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.			

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Example #2: USSOCOM - Marine Raider Battalion Pre-Deployment Training
Testimonials

April 2018 MARSOC

"I would and will actively promote my experience with Panthera as one of the best overall facilities and staff I have been trained by."
"Very impressed with the overall training curriculum and how relevant it was to our upcoming mission and the professionalism and expertise of our instructor staff. The instructors have a true desire to want to share their expertise and help the team develop – stay alive in the adverse conditions. I will/would actively seek to serve with these instructors and Panthera in the future."

November 2018 – MARSOC

"Great course seeing the student's skills and building, pushing them to find their limits, overall great course with good time management."
"Instructors were very knowledgeable and approachable, and the training was flexible and tailored to the group."
"Panthera works at the pace of the group which is perfect."
"Some of the best instructors after doing this for over 10 yrs."

Example #3: US Army Combat Skills Training			
CONTRACT IDENTIFICATION & Point of Contact			
A. Contractor's Name:	Panthera Training, LLC (subcontractor to Panthera Enterprises, LLC)	**B. Contract number:**	Subcontract 2018-PE-PT-001/T003-ARMYCIG; Prime Contract W913JT-18-A-0005
C. Contractor's Role:	Subcontractor to Panthera Enterprises, LLC	**D. Cage Code:**	85BJ2 (Prime CAGE 6QS99)
E. Contract type:	Firm Fixed Price – Blanket Purchase Agreement (BPA)	**F. Was this a competitive contract?**	Yes
G. Period of performance:	08MAR2018 – 28FEB2023 Base Year + 4 Option Years	**H. Total contract cost estimate:**	$227,709 / year
I. Point of Contact Tresa Sullivan, Contracting Officer tresa.m.sullivan.civ@mail.mil 703-664-5000 ext. 2704			
J. Description of Training: Provided high-risk driving, shooting, survival skills, ambush attack and urban scenario training to US Army service members deploying to high threat areas, to support special operations missions, with class sizes ranging from 6-18 students. We tailored the pace of training based on whether operators, support personnel or a combination of the two groups arrived for the class, to ensure each soldier was challenged, but not overwhelmed, to reduce not only the risk of injury, but the risk of not meeting the training objectives. Panthera was responsible for all program of instruction (POI) design, training facilities, and instruction. We have performed 10 iterations of this course since contract award and trained over 180 students. Operationally, Tactical Shooting training included tactical pistol shooting, tactical rifle shooting and night fire familiarization. Tactical Driving training included sedans and SUVs on improved, unimproved and off-road road surfaces. We taught vehicle dynamics and driving in hostile environments and ambush scenarios, driver down drills, off-road and trail recovery techniques, individual attack scenarios, checkpoint scenarios, threat recognition, Pursuit Intervention Techniques (PIT) and ramming recovery drills. We ensure we have sufficient instructors and role players as "opposing forces" to provide realistic ambush and attack scenarios.			

Example #3: US Army Combat Skills Training
Panthera employees then reset, clean, re-supply the training venues between runs for safety, to minimize risk to personnel / equipment, and minimize downtime between runs.
Testimonials
Aug 2018: 1st CIG Class Feedback "Some of the best cadre I have worked with in my 25yrs of service. Great job!"
Jan 2018: 1st CIG Class Feedback "Real World experience sharing by the instructors enforced relevance and environment conductive to learning." "Everyone was treated with respect and patience regardless of their skill level." "Instructors built a foundation of knowledge before moving to more complicated tasks, all instructors knew their topics and communicated well."

5.0 FACTOR 4 – PRICE

Panthera's price quote is provided in the CLIN matrix below, and the offer acceptance period is 120 calendar days.

SCHEDULE OF SUPPLIES/SERVICES

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
0001	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2019 - 07/31/2020				
0002	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2020 - 07/31/2021				
0003	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2021 - 07/31/2022				
0004	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2022 - 07/31/2023				
0005	5 DAY DRC COURSE TRAINING - 15-30 Students (Services shall be performed in accordance with the Statement of Work - Section 3) **Line Period of Performance:** 08/01/2023 - 07/31/2024				



Attachments

- **Attachment A - Federal Explosives License**
- **Attachment B - Federal Firearms License**
- **Attachment C – WV State Explosives License**
- **Attachment D – Gust Resume**
- **Attachment E – White Resume**
- **Attachment F – Bradford Resume**