



Blackwater Worldwide

**BLACKWATER WEST**  
**JANUARY 2008**

*Dedicated to supporting security and peace, and freedom and democracy everywhere.*



## Blackwater: Who Are We?

Blackwater was founded in 1997 from a clear vision developed from an understanding of the need for innovative, flexible training and operational solutions to support security and peace, and freedom and democracy everywhere.

Our founder is a former U. S. Navy SEAL. He created Blackwater on the belief that both the military and law enforcement establishments would require additional capacity to train fully our brave men and women in and out of uniform to the standards required to keep our country secure.

Blackwater lives its core values of excellence, efficiency, execution, and teamwork. In doing this, we have become the most responsive, cost-effective means of affecting the strategic balance in support of security and peace, and freedom and democracy everywhere.

Customer satisfaction letter to Blackwater

drive seven hours again in the future to train with Blackwater than to drive an hour and a half to Camp Dawson, West Virginia, where we had trained in the past. The quality of instruction made all the difference.

For each event the range was ready, the weapons and ammunition were ready and the instructors were ready. I'm sure this is the expected norm for you, but it's not like that anywhere else that I've trained.

As a measure of comparison, I trained at Fort Bragg for four months in 2006 prior to deploying to Iraq. Every time we went to a range you would think it was the first time they ever ran a range in their lives. The amount of time wasted drawing weapons, waiting for ammunition and waiting for instructors was painful. When I say "instructors" I mean range safety officers. Actual instruction was almost non-existent.

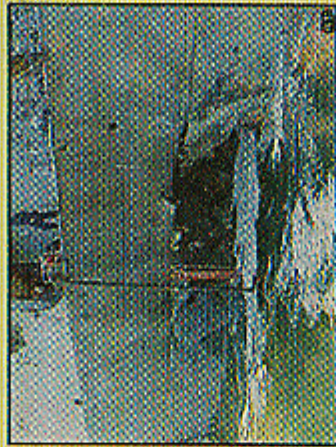
Your instructors, on the other hand, were well organized, well

## Blackwater Worldwide is Committed to Provide the Training and Training Facilities Needed by Law Enforcement and the Military

On Thursday, October 12, 2000, 17 young lives were taken in a terrorist attack on the USS Cole (DDG-67) while it sat docked in the port of Yemen. Blackwater Worldwide has been committed to provide the essential training and facilities needed to help keep our men and women who are serving here and abroad alive, safe, and secure. Blackwater Worldwide has trained more than 70 thousand sailors and Coast Guard service members, and as many law enforcement organizations.

Blackwater Worldwide has been providing training at its state-of-the-art facility in North Carolina. We now propose to provide the same training and professional facility to those law enforcement and military professionals serving on the West Coast.

As in North Carolina, Blackwater Worldwide will bring to Potrero its adherence to an essential of core corporate values - chief among these are integrity, innovation, excellence, respect, accountability, and teamwork. Also as in North Carolina, we look forward to being a good neighbor.



## Blackwater Proposes Training Facility in Potrero, CA

By: Andrew Howell

vice who would selflessly place their lives at risk providing protective services for our country. Despite the fact that San Diego Iraq were issued by the US Government under urgent and compelling circumstances on terms it

Rob, Just wanted to take a minute to acknowledge the great job done by Jeff Edwards and the team of instructors headed by Dennis Dorshimer this past weekend. My group of 14 Seabees from Pennsylvania was unanimous in the opinion that they would rather

Keep up the good work!

Bill Marsh  
Captain, United States Navy

## Our Vision and Mission

### Our Vision

To support security and peace, and freedom and democracy everywhere.

### Our Mission

Blackwater is committed to supporting national and international security policies that protect those who are defenseless and provide a free voice for all. We dedicate ourselves to providing ethical, efficient, and effective turnkey solutions that positively impact the lives of those still caught in desperate times.

We further are committed to the foot soldiers; the men and women who daily stand on the frontlines of the global war on terror and say, "not today" and who believe in a peaceful future for their communities and nations. Whether they serve in uniform or out, we will provide them the very best in training and tactical support to ensure they are fully prepared to meet current and future global security challenges.

### Our Core Values

Excellence: We strive to do not only our best, but to do the best that can be done in all situations and under all circumstances to protect the defenseless and provide a safe environment for all.

Despite the fact that San Diego County is home to one of the nation's largest concentrations of military and law enforcement, it is critically short on the training facilities those professionals need to safely and effectively perform their duties. Blackwater proposes to open such a training facility. While thorough and thoughtful debate on this particular plan and on Blackwater as a company is welcome, a campaign of misinformation has led the discourse far from reality. Clarification is in order.

The proposed facility is to train our nation's military and law enforcement professionals. Contrary to anti-Bush administration hyperbole many have injected into this debate, Blackwater is, at its core, a training company and has been since long before the Iraq War. Blackwater has trained more than 100,000 of our nation's first responders, preparing them to do their jobs with the highest level of expertise. Our sole interest in California is to provide a world-class training facility for those who protect and serve.

The facility itself is not what detractors discuss. Only 200 of more than 800 acres in Portero will be used for training. The remainder will be maintained as, or better than it is today. A helipad is planned for emergency medical assistance. There will be no ongoing flight operations. There will be no tanks, no artillery, and no bombing - Blackwater does not undertake that sort of training - only small arms and driver training. Perhaps most importantly, the proposed facility has no role at all in training Blackwater's private security professionals.

Following the attacks of 9/11, a compelling need was created for highly trained US veterans with a proven record of honorable ser-

vice services for our country. Purposeful use of the term "mercenary" as relates to these individuals slanders military veterans who have volunteered to face harm, not to fight, but to protect. It demeans the public debate to call these individuals "mercenaries" flippantly and erroneously.

Pay for private security is not the "\$1,000-a-day" figure that critics regularly use. In fact, payment is nowhere near this amount. Further, these military and law enforcement veterans are not on salary. They are paid only for days they actually provide services. More importantly, as anyone working without benefits can testify, there is far more to the equation than nominal pay. The compensation our security specialists receive is in the form of lump sum pay. As with all contractors, they are responsible for their own insurance, benefits, taxes, and retirement. Our nation's service members, who richly deserve all compensation they receive, are untaxed on much of their pay, receive free healthcare, have free housing available, education benefits, significant commissary savings, guaranteed life insurance, home-loan assistance, and many other hard-earned benefits. Once a contractor procures even some of these benefits, he has less take-home pay than the active duty soldier or sailor. Blackwater has elected not to publicize these figures in the past, but has found it remarkable that no one could figure this simple equation on their own.

Regarding the company Blackwater USA, 90% of current contracts were competitively bid and are firm fixed-price, meaning risk of financial loss is on Blackwater, not the taxpayer, and 100% were based on merit and capability to do the job. The two "no-bid" contracts Blackwater was awarded in

Andrew Howell is General Counsel for Blackwater USA. A graduate of the United States Naval Academy, and William & Mary's School of Law, Mr. Howell entered the practice of law after more than a decade of active-duty military service and he continues to serve in the Reserves.

Another myth is security contractors are totally unregulated and unaccountable. To make such an assertion is a willful misstatement of fact. All private security in Iraq coordinates activity with uniformed services via operations centers and as expressly clarified in 2006, is subject to the Uniform Code of Military Justice. Even before the 2006 clarification, a virtual truckload of federal statutes governed where, how, when and for how much government security services are provided. Any criminal misconduct is covered by laws such as the War Crimes Act, the Anti-Torture Statute, and Victims of Trafficking and Violence Protection Act. Blackwater has always supported effective enforcement of these laws.

Many fabrications have been circulated about Blackwater. However, we are far more interested in defending Americans than defending ourselves against conspiracy theories and ridiculous claims. However, we will engage in a solid policy debate on privatization so long as it is based on the facts.

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\*[http://ipoaonline.org/php/index.php?option=com\\_content&task=view&id=100&Itemid=108](http://ipoaonline.org/php/index.php?option=com_content&task=view&id=100&Itemid=108)



## The Manufacturing of Mistruths

By: Brian Bonfiglio

I have read the articles written about Blackwater West by some members of the community, but mainly from those who reside in other areas, and it is troubling when I see so much information that has not only been distorted, but has purposely been "manufactured" to provide Potrero community members blatant untruths. Not all of the misinformation can be addressed in limited space, but I would like to clarify some material misstatements of fact to provide for a more responsible discussion concerning Blackwater West.

### Chemically Sensitive Residents

This issue is of substantial interest to Blackwater. I can assure you that the air quality tests and the requirements placed on all applicants under CEQA and the County/DPLU address a wide spectrum of air, water, and other health and quality of life issues. Blackwater would not purposely endanger the health of any of resident of Potrero and once the air quality (among others) studies have been approved by the County, I will be personally looking forward to meeting with all who are concerned about this subject, and am more than happy to do so at your residences. I have been well briefed on the issue of Multiple Chemical Sensitivities. In addition, I have spoken to one family already. Blackwater is a strong proponent of clean air and clean water, and I am certain that all will concur that the past operation of the Ranch, including 350,000 chickens and hundreds of cattle (with manure trucks driving up and down Potrero community streets), are by far the unhealthy

dents of Potrero."

In truth there would be no predictability or standard for residents of residential development other than a known and tremendous strain on the community infrastructure; more water usage, more sewage and five times the traffic and potential crime. Based on the current land designation of Round Potrero Ranch (the Blackwater proposed site) a 50 (plus) home residential unit development is a current allowed use. This plus the 8 residential unit proposal; that is close to going to approval, on Potrero Valley Road next to the school would far exceed impacts that the Blackwater West project could potentially bring.

With this and the development being sought for Long Potrero Ranch, residential development is currently occurring in Potrero and Blackwater is a far less impact based project compared to current and potential future proposed developments. The known with Blackwater is that we are a responsible and professional company that will remain linked to the Potrero community. We will always be responsible and accessible to the community leaders and to our neighbors, organizations, schools, charities, churches, etc. We will be open and available to discuss traffic concerns, potential speeding issues, control fire potential, as well other community standards, all being agreed upon by community leaders, members, and Blackwater. Perhaps the most important is that these standards will be adhered to by the professional men and women of our Law Enforcement and Military community utilizing our facility.

## Blackwater West: Fact vs. Fiction

resolution.

*Fiction: A petition opposing the plan has been submitted as evidence that the community is opposed to the project.*

**Fact:** People were given inaccurate information about the project to gain signatures. Many people who signed the petition have since sent letters to the County, the Planning Board Chair, and Blackwater asking that their names be withdrawn from the petition.

*Fiction: Blackwater wants to use the proposed campus to train its contractors to go to Iraq and elsewhere.*

**Fact:** The proposed San Diego campus will train military and law enforcement agencies, with a great emphasis on Law Enforcement training. Blackwater has said that we will submit a letter to Rep. Filner stating that Blackwater contractors deploying to areas such as Iraq or Afghanistan will not be trained in Potrero.

*Fiction: There is no need for a Blackwater training campus in San Diego County.*

**Fact:** There is a compelling need for this campus because San Diego is one of the largest centers in the country for the military and federal, state, and local law enforcement and there is a shortage of training areas and qualified trainers to satisfy emerging requirements.

*Fiction: Noise from Blackwater's aviation activities will disrupt the community.*

**Fact:** No Blackwater aviation activities will be permitted at this



Brian Bonfiglio, Vice President  
Blackwater West

By: Brian Bonfiglio

I wish to provide truthful insight into what is proposed for the Blackwater West project. There continue to be distortions of the truth as we move forward through the County's planning process. These untruths have affected support for the Blackwater West project. Many residents in and around Potrero want to hear the truth and want to know and understand what the real impacts of the Blackwater West project will be. The following is to separate fact from fiction in an attempt to provide residents as much information as possible about Blackwater's land use project.

*Fiction: Blackwater would like to develop 824 acres in San Diego County.*

**Fact:** "Only" 145 acres of the 824 acres of land Blackwater is purchasing for a campus will be developed. That leaves 679 acres that will be wrapped up as open space never to be developed.

enforcement personnel that are again answering the call to assist their American government in its efforts overseas.

According to the 1989 International Convention against the Recruitment, Use, Financing and Training of Mercenaries <http://www.un.org/documents/ga/res/44/a44r034.htm>, to which the United States is neither a signatory nor a party, a "mercenary" is defined as "any person who:

(a) Is specially recruited locally or abroad in order to fight in an armed conflict;

Blackwater's professionals do not engage in offensive operations and are serving the U.S. State Department or U.S. Department of Defense.

(b) Is motivated to take part in the hostilities essentially by the desire for private gain and, in fact, is promised, by or on behalf of a party to the conflict, material compensation substantially in excess of that promised or paid to combatants of similar rank and functions in the armed forces of that party;

Independent Contractors serving the U.S. Government in places like Iraq and Afghanistan do not receive compensation in total more than our fine American fighting men and women. Blackwater professionals do not receive compensation of \$1,000.00 per day as some have suggested.

(c) Is neither a national of a party to the conflict nor a resident of territory controlled by a party to the conflict;

streets), are by far the unhealthy choice.

#### Endangered Species

A local article was written last May that spoke to a wide variety of plant and wildlife that, "had been documented." However, the list provided does not speak to the specifics of the proposed site. Further, all references made to Endangered Species should be limited to "regional mapping shows" because no actual Biological studies pertaining to the ranch have been released. The spring surveys are complete and have been submitted to the County/DPLU. Responsible reporting of Endangered Species is being documented at the proposed site and has been reviewed by a County Biologist and accredited and credentialed Subject Matter Experts. Although this report has not been released I can assure you that the chicken ranch is a well suited area for a proposed Biology training campus from a Biology standpoint.

#### Residential Development

It has been said that residential development would generate a known economy and predictable traffic, as opposed to the Blackwater West proposal. This is nowhere near the truth. The majority of Potrero residents do not work in Potrero and must travel, some an hour each way, to their employment. That means economic support goes to other towns and businesses. Blackwater will provide very good paying jobs "in" the community on a full and part-time basis. We would like to keep the economic and quality of life benefits to the community "in" the community. That applies to, but is not limited to those who reside off of SR-94, Potrero Valley and Round Potrero Road, Twin Lakes and beyond. "All the resi-

#### Noise test

A statement was made in the May 2007 issue of the BCM that a preliminary noise test had already been held, without community notification or participation, on March 17, 2007 is testament to the "Manufacturing of Truths." As the Blackwater representative responsible to the Planning Board and community members in coordinating the required live-fire noise test, was not even present in the State of California on March 17, 2007. In speaking with the property owner about the subject, he was outraged that such a commitment was made since he and an employee were present on Round Potrero Ranch almost all day. Not only did he convey that there was no live-fire noise test conducted on the Ranch, but also that he did not witness nor hear any firearms discharge at all.

A noise test will be conducted very soon as our neighbors settle back in based on impacts from the Harris fire and I can assure you that it will become a proven fact that the noise will not be what some have tried to misrepresent. The County standard is 50dB at the property line and our property line is quite some distance from our nearest neighbor.

It is my intent to provide you the facts; unemotional, apolitical facts concerning the Blackwater West project. I am certain that more discussion will occur following the release of the EIR to the public. At that time, if not sooner, I will hold an open house on the Ranch to discuss this Land Use Project to those responsible parties in the Potrero Community who have a sincere interest in choosing the best neighbor possible and learning more about the truth behind Blackwater West.

space never to be developed.

*Fiction: Blackwater will destroy the Cleveland National Forest.*

*Fact: None of the property to be developed is in the Cleveland National Forrest.*

*Fiction: Eco-friendly experts and organizations are opposed to the project based on adverse impacts to the environment and habitat.*

*Fact: Environmental land use and wildlife experts have conducted extensive studies mandated by the County. There have been no conclusions as to whether this project will impose any adverse environmental impacts on any resources located in the valley. Outside botanical and wildlife agencies are being included.*

*Fiction: Blackwater attempted to hide its application and intentions from Potrero community leaders and residents.*

*Fact: Blackwater was put on the October 2006 agenda Potrero Planning Board and we provided a complete brief to Board members and community members of our intentions. This was done two months prior to submitting the project application to the County and we continue to attend each months Planning Board meetings.*

*Fiction: The community of Potrero is opposed to the plan.*

*Fact: Some residents of Potrero are opposed, but most of those residents are opposed to any and all development. Based on the merit of the information presented, and until further studies are completed, the Potrero Planning Board voted 7-0 in support of receiving the more information concerning the project plan which was later outlined in a detailed Planning Board*

ivities will be permitted at this site.

*Fiction: Blackwater will have tanks, artillery and heavy-mechanized vehicles in Potrero.*

*Fact: There will be no use of tanks, artillery or heavy-mechanized vehicles in Potrero.*

*Fiction: Blackwater will train anyone who can pay for training so they can deploy to a place like Iraq.*

*Fact: The State Department requires and is involved with full background checks and the vetting and training of all personnel before Blackwater provides training.*

*Fiction: Blackwater trains and places people abroad, like in Iraq and Afghanistan.*

*Fact: Blackwater provided training to law enforcement and military long before 9-11 or the Iraq War. Its core competency is training, which is the only service that will be offered in Potrero.*

*Fiction: Blackwater is a mercenary company and trains and deploys mercenaries.*

*Fact: "Mercenary" is defined in the Oxford English Dictionary as "a professional soldier serving a foreign power." Blackwater does not now, nor has it ever, provided security services for, or on behalf of, any country other than the United States of America.*

Clearly, the repeated "mercenary" label is intended to polarize the discussion create a negative image of Blackwater. I would ask that all who choose to use the "mercenary" catchphrase when referring to Blackwater to please show some respect to the thousands of retired American soldiers and law

Clearly does not apply.

(d) Is not a member of the armed forces of a party to the conflict;

Again, Blackwater professionals are serving in support of, and on behalf of, the U.S. State Department and U.S. Department of Defense, and are not engaged in offensive operations.

(e) Has not been sent by a State which is not a party to the conflict on official duty as a member of its armed forces."

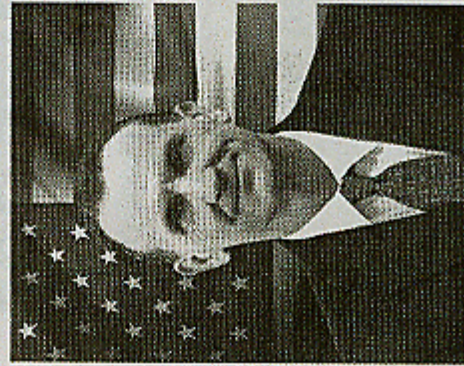
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*Brian Bonfiglio joined Blackwater in September 2003 as Program Manager for security detail in Baghdad, Iraq. This came after a successful five-year operational deployment to Bosnia Herzegovina in which he served the diplomatic community.*

*Following the signing of the Dayton Peace Agreement that ended the Bosnian war, Mr. Bonfiglio deployed to Bosnia and Herzegovina and was tasked with setting up three Ambassadorial Details, which are still deployed to the region, including the capital city of Sarajevo. He spent over five years operational in the Balkans and was directly responsible for every aspect of security as the Detail Leader (AIC) to the US Ambassador tasked with implementing the Dayton Peace Agreement. Mr. Bonfiglio has served four US Ambassadors in an exemplary and noted manner, and still advises current Team Leaders on operational and security related matters for Bosnia, Croatia, and Serbia.*

*In September of 2002 Mr. Bonfiglio was the lead protective services instructor for security team members traveling to Afghanistan tasked with protecting Afghan President, Hamid Karzai. Before doing so Brian received his credentialing through a Dept of State, Diplomatic Security Services, High-Risk Protection Operations Course.*

## Interview With Gary Jackson, President Blackwater Worldwide



Gary Jackson, President Blackwater Worldwide

Following are responses to questions submitted by Dr. R. Hillhouse, who runs the spy-whobledme blog. Some of the questions and answers later ran in *The New York Times*.

**Q.** Over the past four years, there's been a quiet revolution in how America fights her enemies and Blackwater USA is the vanguard of this transformation, but, out of necessity, it's all happened very fast and with little planning. I've heard a lot of stories about the early days in Iraq and what seat-of-the-pants operations all the PMCs were while everyone was doing his best to figure things out as he went along. What lessons have you learned over the past four years? How has the Blackwater organization changed?

**A.** There has been a lot of talk about a revolution in military affairs. While change has been a lot more visible the last few years, it was well underway before 9/11 and it's scattered with the end of

who you will take on as a client? Have you ever turned any down?

**A.** Our first commitment is to supporting the national security and foreign policies of the United States. We won't entertain any client that would conflict with that. Blackwater has turned down many opportunities for work. And you bring up a good point with IIR, which is part of the US system of export control laws. Put simply, no U.S. Company or citizen can supply military- or police-type goods or services to foreign persons without a license from the US Department of State or Department of Commerce — and they certainly aren't going to grant a license involving an unfriendly nation.

**Q.** Jeremy Scahill has called Blackwater's founder a "Christian supremacist" and has claimed that he has created, "a private army to defend Christendom around the world against secularists." Are religious services or prayer meetings regularly held at Blackwater facilities? If so, in what context? Does Blackwater employ chaplains like the regular military? If so, what is their role and what prompted you to add this position?

**A.** First, we have no private army. What we do have is a team of military and law enforcement veterans and other motivated, capable Americans who protect diplomats, provide training, and offer logistic services. We do those things in support of friendly nation peace operations around the world, including support of some of our Muslim allies. While I hesitate to discuss his personal life, Mr. Prince is a practicing

concerned, is not limited to the security clearance context. Legally we can't require anyone to swear the oath, but nearly everyone volunteers to do so. As far as the Third-Country Nationals that we are required by the U.S. government contract to use, we can't ask them to swear the same oath. However, all of Blackwater's deploying professionals, both US and TCN, undergo extensive training in core values, leadership, and human rights before they deploy. Each is issued a copy of the UN's Universal Declaration of Human Rights in their native language to carry with them and remind them of their commitment to legal, moral, and ethical standards.

**Q.** Blackwater Worldwide has an unprecedented concentration of military expertise and force in the hands of a private corporation. Together with your affiliates Total Intel and Greystone, you control a capacity that equals or surpasses the intelligence and Special Forces capabilities of most nations and some of this capacity is being marketed to Fortune 500 companies and foreign governments. What prevents this from being used against US interests? How do you evaluate a situation and a client before taking on a project? Who will you categorically not work for?

**A.** It is important to know that Total Intelligence Solutions (TIS), while owned by Mr. Prince, is absolutely separate from the Blackwater family of businesses. TIS markets itself primarily to corporate clients. Again, Blackwater supports U.S. national security and foreign policies. We will not undertake work that is contrary

to ensure the info makes it to the men and women on the ground every day, no matter where they're operating.

**Q.** How is your own armored vehicle, the Grizzly, working out? Does the use of such a signature vehicle make your teams a more desirable target for insurgents?

**A.** The Grizzly is going into production now. It is the most innovative personnel carrier-type armored vehicle designed to date, and it provides protection unmatched by pretty much anything but a tank. Predicting who insurgents will target is a difficult task, but in today's threat environment, I'd rather be in a Grizzly than any other APC out there.

**Q.** How has the role of the Little Birds QRF team changed after the acquisition of the AB-212/412 fleet?

**A.** To protect operational security, we do not discuss our support operations. We adjust our operations based on the threat. [Note: Dr. Hillhouse, I just can't go into this kind of tactical info.]

**Q.** I've written on this blog, "Having a company like Blackwater around is like having a wolf as a house pet. They'll break a lot, shit on a lot and probably eat your cat, but they can be very loyal, particularly when there's a break-in. And on 9/11, we had a hell of a break-in. But then I love my cat...and that's the dilemma we all have to figure out because BW isn't going away and neither are the dangers of the post-9/11 world." Keeping with the metaphor, a lot of people are scared the

ed, but as you know, there are serious legal and civil liberties concerns about trying civilians at military courts martial which are being explored in journals and the media. There are any number of federal civilians who participate in U.S. Government security operations who fall under federal court, not military, jurisdiction, so it is difficult to see why private security professionals working in U.S. Government security operations, particularly on non-Defense work, should fall under the UCMJ. In the end though, we support holding contractors to account for any wrongdoing that may occur, under whatever appropriate vehicle it is done.

**Q.** Given Blackwater's experience in Iraq over the past four years, do you see any changes that could be made in how contractors are used that could improve the security situation?

**A.** Overall, coordination between all U.S. and allied actors in Iraq has improved. Remember, our services are driven by demand created by an ever-changing threat environment. Trying to create absolute boxes (except for legal ones) marginalizes the private sector's greatest contributions: speed and flexibility. We can support U.S. interests in many circumstances, but the policy decision to do so rests with the U.S. Government.

**Q.** Last year at SOFEX, Cofer Black offered a brigade-side private army to assist with humanitarian problems and others. Has anyone contracted for this service? Do you currently hold contracts with any foreign governments?

wolf will eat the house cat. Any comment?

**A.** We are not a private army. We do not undertake offensive missions. Ambassador Black was speaking to a military audience and used the military term "brigade-size" loosely to convey how many people would be involved in an innovative concept that deserves discussion and debate. The question is not, "why would we use the private sector in humanitarian operations," but, "why aren't we using the private sector to the fullest extent possible to reduce human suffering around the world?" Member nations of the UN, NATO, AU, EU, etc. have their own defense interests to deal with before they commit troops to the ever-growing number of peace operations throughout the world. Their constraints actually encourage bad actors to prosecute ethnic cleansing and genocide operations. We live in a world where innocents are killed every day in large numbers, yet international organizations are sometimes so captivated by process that they seem to forget that the primary goal is to stop the violence first. The private sector can play a significant role in that effort as well as help provide secure environments in which NGOs can deliver their desperately needed services. We do have contracts with friendly foreign governments, all of which are accompanied by the necessary licenses and approvals by the US Government.

**Q.** Coordination among PMCs and between PMCs and the military in Iraq has been a longstanding issue. Have the Aegis regional cooperation offices contributed to a solution? What are the largest coordination issues currently?

**A.** The U.S. Regional Cooperation Offices have dramatically improved over time. The information provided and disseminated is invaluable. The challenge now is

**Q.** For most of the Iraq war, contract soldiers have operated in a legal vacuum. Last October the UCMJ seemed to be extended to contractors. Is this the best way to introduce some level of legal accountability to contractors?

**A.** Actually, there are quite a few federal laws that regulate contractors. The Military Extraterritorial Jurisdiction Act (MEJA) creates jurisdiction for federal court trials, and the wrongdoing itself is covered under statutes like the War Crimes Act, the Victims of Trafficking and Violence Protection Act, the Anti-Torture Statute, the Defense Base Act, the Foreign Corrupt Practices Act, and a whole raft of other domestic regulations, not to mention international prohibitions. The issue has never been about regulation; rather, it has always been about a lack of enforcement.

**Q.** I can't put it any more simply — we don't need new laws, we need to enforce the ones we have. Blackwater has always supported increased enforcement of these existing laws. Frankly, and this is a personal view, more money and more effort needs to be directed to that end in general, not just with regard to overseas contractors. As far as the UCMJ, I understand the recent change has not yet been fully implemented.

**Q.** Do Third Country Nationals swear any oaths? How are they educated about the values and ethics they are supposed to uphold?

**A.** Actually, the oath to our Constitution, as far as Blackwater is

and likely started with the end of the Cold War. To call Blackwater the vanguard of the transformation is overstating our role. The real vanguards are the military and civilian professionals who ensure that our national security system is best prepared to protect our country.

**Q.** As far as operational challenges, any organization operating in a region of conflict, especially one as dynamic and challenging as the Middle East, adjusts their tactics and procedures as they learn more about the intricacies of their environment and as that environment changes. Blackwater has been no different in that regard. As far as how we've changed, obviously providing private security services is a much larger segment of our business than it was four years ago. We've also diversified into other areas, such as logistics services and manufacturing. But the important thing to remember about Blackwater is that our roots and our strength lie in our military and law enforcement training — we were doing that long before we were asked to form security teams, and it will be a critical part of our future. We're the only private security company that has made the kind of investment required for large-scale training of federal and local authorities, and we're continuing to expand that support with new facilities — one in Illinois for law enforcement training, and one in California for military and law enforcement training. Those initiatives have no connection to our private security work. There's just a critical shortage of first-class training facilities for those who serve our country in uniform.

**Q.** The bulk of your contracts are with the US government, but you also offer your services to private and foreign interests, subject to ITAR. How do you determine

**A.** Sure. Two comments actually. First, the same thing can, and has been said of the military itself. At the end of the day, though, Americans have a long and honorable tradition of respect for elected government and the rule of law. That is really what prevents our military from departing from their assigned role. The majority of our security professionals are U.S. veterans and to claim they all checked those values at the door doesn't make sense. And while we don't discriminate against legal immigrants, the remainder of the men and women who make up Blackwater are dedicated Americans who proudly support those traditions. So, beyond the fact that our team is tiny compared to our own military, which is over 1200 times bigger than we are, we're citizens who strongly believe in democracy and the rule of law. Second, as far as your metaphor itself, describing Blackwater as the wolf is probably not accurate because it implies a naturally sinister disposition and that is simply not true. A sheepdog is a more appropriate description. Indeed, there are wolves in the world and they plot every day to do harm to the peaceful sheep. The sheep want peaceful and productive lives and to live freely and safely with other sheep. Unguarded, however, the sheep, who are tolerant, are easy prey for the wolf. The sheepdog wants the same as the sheep. He wants to freely and peacefully coexist with the sheep, but he has a developed the capacity to protect against the wolf when necessary. The sheepdog is honorable, committed, and undeterred from his mission of defending when called upon the flock whose life he respects and admires.

**Q.** The bulk of your contracts are with the US government, but you also offer your services to private and foreign interests, subject to ITAR. How do you determine



# Blackwater Plans to be a Good Neighbor

## Why Potrero Will Benefit from Blackwater

By Mike Taylor, CFO, Blackwater Worldwide

As reported back to me Potrero resident Frank Ortmeier had asked this question and it is a very good question. Potrero may not really need Blackwater, but it does need what Blackwater has to offer.

Currently, Potrero's population is approximately 45% contained in Twin Lakes Park on approximately 70 acres. Another approximately 20% of the population lives in lower-cost dwellings such as RV's and trailers. Currently only 35% or so actually meet what most Potrero residents believe is the community character of the Potrero that they would like to maintain. All of this is economics driven.

Successful shopping centers are based on a proven economic model of anchor stores that draw business and allow the smaller stores to have the traffic they need to be successful. There are similar economic models for healthy communities. Communities need services such as sheriff, fire, schools, libraries, roads, and convenience stores, etc. These are mostly tax-base driven and Potrero does not have the tax base to have more

than the minimum with which the County can get away. Additionally, many Potrero residents live on pensions or other government subsidies.

For example, Twin Lakes Park pays far less in taxes than the school district needs to educate the students from this area. The result is a school that is struggling to get the job done. There are very few jobs in Potrero. I've learned that people from down the hill, such as teachers and CDF, generally fill the few jobs that are there. Management of your library and the one and only café comes from Campo. Most other employees come from Tecate. The Postmaster and the operators of Potrero Store are the exceptions. Most money is spent where people live and not where it is earned.

Blackwater expects to employ approximately 60 people at our Potrero Campus and we expect more than half of these folks to come from Potrero. Blackwater also expects that approximately 10 or so employees could come from Tecate and another 5 or so from Campo. We expect to transfer very few; likely no more than 5, employees from our Moyock facility and most of them will

purchase or build homes in the Round Potrero area. We approximate the Potrero payroll to run up to \$850,000.00 - \$1,200,000.00 annually when fully operational. Blackwater has a policy of using local contractors when available. Blackwater will be paying a large amount of taxes without the need for tax-supported services.

Healthy communities' economic models clearly show that the economic ripple effect of Blackwater in Potrero will greatly improve the local economy. Any company that provides well paying jobs equal to almost 7% of the population provides a ripple effect that creates even more jobs with local businesses.

The residents of Potrero should consider looking past the manufactured mistruths and anti-Blackwater propaganda generated by those who do not even live in your community and see that our project is a great opportunity for the community. It should be a land use issue and not a political issue. Unfortunately, political propaganda has dominated the issue and the misinformation has blinded many people to the true economic benefits to Potrero. We provide so many economic and

other benefits to the community surrounding our Moyock facility and our pledge is to bring the same to Potrero.

## Humanitarian Support

*Blackwater provides humanitarian support in a crisis*

Blackwater responded to the humanitarian crisis created by Hurricane Katrina in 2005 with fixed wing and rotary wing air support, maritime support, security recruiting and training, communications support, incident command support, and 600 trained professionals deployed throughout the devastated Gulf region. Blackwater can provide a wide range of consulting, manpower, and material support in response to humanitarian events worldwide to include the following:

- Disaster planning and evaluation of disaster plans
- Mobility and logistics planning and evaluation of standing support plans
- Establishment of crisis management centers in support of disaster event
- Review or creation of post disaster recovery plans
- Personnel augmentation in support of standing aid organizations

Blackwater is capable of supporting U.S. and foreign government humanitarian agencies as well as supporting non-government aid organizations. We can respond as required, setting up a safe, Secure Zone environment complete with the entire infrastructure necessary to initiate humanitarian assistance in extreme situations.

## To the Residents of Potrero

To the residents of Potrero:

military personnel in San Diego County have a serious need for

Blackwater's sole aim is to pre-

pare and train the people who

I spent twenty-three years in the Navy SEALs before helping to create Blackwater. In creating the military and law enforcement communities would benefit from evolving training capabilities. By providing these new training opportunities, we would help keep brave Americans safe and our country secure.

I have seen the value of our North Carolina facility to both law enforcement and the military. I know that Potrero is an ideal location for a state-of-the-art training facility. Blackwater was started as a response to the necessity for training. San Diego County is one of the largest centers in the country for military and law enforcement. Law enforcement and

County have a serious need for training areas that only Blackwater can provide.

In addition to providing these needed services, we also seek to be good neighbors. I assure you we will be as good to the residents of Potrero and for the residents of Potrero as we have been to and for the people of Moyock, NC.

The proposed Blackwater facility will train law enforcement first responders and similar military personnel in small arms and tactical driving techniques. Blackwater is very proud of the services we have been able to provide in unstable and dangerous places overseas. However, the work done in Potrero will be entirely separate from our security consulting business. In Potrero,

Some residents have voiced concerns over possible noise. We have done extensive studies and we know that noise generated on our training facility will not be heard in the community - even by our closest neighbors. We hope to demonstrate the noise impacts to residents very soon. Further, there will be no regular helicopter operations here. The helipad is for emergency use only.

Traffic generated by the facility will be managed very tightly. Our student traffic, most of which will be van-pooled or bussed to minimize the number of vehicles on the roads, will be from scheduled arrival and departure times that will be carefully set to minimize

any traffic increase on Potrero Valley Roads.

Blackwater has been committed to limiting any environmental impact on the area throughout this process. Botanical and wildlife experts selected by the County have done extensive studies and have concluded that this project will not impose any adverse impacts on any botanical or wildlife resources located in the valley. Only 200 of the 800 acres of land are planned to be developed to create our facility. The majority of the property will continue to be used for agricultural purposes and no portion of the proposed land to be developed is in the Cleveland National Forest.

Potrero is a small community

and support, as well the support of the local government officials. As the Director of Operations at Blackwater's Moyock facility, I hope to meet you in the future to discuss what we can do better in Potrero.

Sincerely,

Gary Jackson, President  
Blackwater

## Traffic Management in North Carolina Will Benefit Potrero

By: Tammy Stocks  
Director of Operations

"Blackwater is usually quick to respond when North Carolina neighbors or community leaders raise a concern," said Currituck County Chief Sheriff's Deputy Sandy Casey. "The company responded to complaints about speeding by erecting electronic radar signs displaying a motorist's speed on the road leading into Blackwater," Casey said. "This has reduced speeding and all but eliminated complaints from residents on the issue," said the County Chief Sheriff's Deputy.

Blackwater's Moyock facility is located in an area of North Carolina that is not unlike Potrero. The rural lifestyles are similar, as well the reasons why people desire to move to these areas. Understand-

than once, their driving privileges are revoked, they are required to park their car at the gate and must either get a ride or walk to their workstation. Vendors they are not permitted to use a driver to service Blackwater under the same guidelines.

We have developed and implemented a "Driving on Property Policy Brief" that every new employee receives at their orientation. It explains the driving policy and consequences of breaking it, and is provided to each student. However, our driving policy reaches past our company property lines. With the support of the community and local representatives, we have placed electronic speed indicators with a visual display on Puddin Ridge Road (very similar to Potrero Valley and Round Potrero Road) alert-

ing all that travel Puddin Ridge Road of their speed with a posted reminder of the speed limit.

In addition, we keep a record of all vehicles that enter the property. Those who are seen speeding and are noticed by other employees are disciplined appropriately through their direct supervisors. Currently, we are discussing the issuance of fines that would be deducted from employee paychecks, primarily concerning repeat offenders.

I have worked for Blackwater for several years. I have met with our neighbors and local representatives and I can assure you that the measures in place in North Carolina will help mitigate traffic impacts such as speeding in Potrero. As always, we are only successful with community input

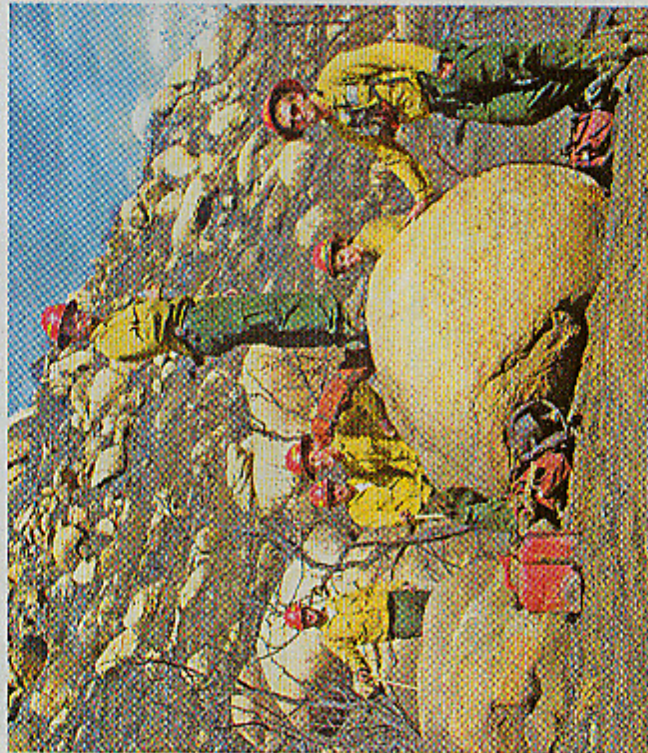






# Protecting Our Natural Resources

## In the Aftermath of Harris Fire, Fire Concerns at the Blackwater West Project Addressed



in Malibu uses sheltering in place for its preferred protective action for students during the frequent vegetation fires in that area.

The type of staff and student at the Blackwater facility are the type who are accustomed to dynamic situations and are not the type of people who may tend to panic. This is not a residential housing tract of families. This will be a highly controlled environment.

The Fire Chief has deemed that secondary access is not necessary for this development.

Comments made by media and some residents incorrectly state that Blackwater is not required to provide a fireproof shelter. In fact, Blackwater is required not only to have such a shelter, but a 9,600 square foot, multi-purpose, sheltering in place facility surrounded by an enhanced fire modification zone. In addition, the proposed bunk houses and dining facility are all to be built of enhanced ignition resistant construction and equipped with fire sprinklers, and can be used by occupants to shelter in place. They are described in the draft Fire Protection Plan. Structures will have 300' fuel modification zones between them and hill-sides, and a minimum of 150' on all sides. In addition, there is a 400' X 400' safety zone.

In the opinion of the local Fire District Fire Chief, the concern is not about Blackwater starting a fire, but of the Blackwater site being exposed to an offsite fire. This concern is the reason for the fire modification zone.

Photo at left:

CAL Fire Firefighters take a break during the Harris Fire (2007) that devastated Potrero, Barrett and other areas of the back country in San Diego County. This was one of the worst fires in San Diego County history.

150' of fuel modification around them and there will be a 24' high berm to keep rounds from entering brush or rocks on hill-sides. There will be a standby fire watch individual while shooting is occurring, and there will be fire equipment readily available.

Many residents are unaware of the shooting facility at George Bailey Prison in East Otay, which is used by local Law Enforcement and Federal officers. There have been no fires caused by that facility even though it is located in a high fire hazard area. In addition, there is a private gun club in Dulzura. There have been no fires at that facility in 15 years.

Camp Pendleton has a firing range, but the proposed Black-

during wildland fires without having any of the proposed fuel modification zones and protected buildings (i.e., previously used with less protection). CALFIRE currently designates the site, in its current condition, as a shelter in place site that would require no evacuation. The Fire District and the Fire Marshal are charged with mitigating fire problems, and providing fire and life safety. The Fire Chief states that this facility and property will be among the best protected in Potrero.

6. *Comments have been made that the proposed use could spark a fire.*

The Fire Protection and Fuel Modification for the site, as well as training and instruction of all staff and students, in addition to the fire watch person, will help eliminate the potential for generation of a spark. Most wildland fires are intentionally set or are the result of gross carelessness by a camper, off road vehicle, careless smoking, etc. As all fires start small, the job of the fire watch person will be to quickly extinguish an incipient fire and call 911.

In the opinion of the local Fire District Fire Chief, the concern is not about Blackwater starting a fire, but of the Blackwater site being exposed to an offsite fire. This concern is the reason for the fire modification zone.

By: Brian Bonfiglio

Blackwater spent a tremendous amount of time and due diligence with experts from San Diego County and California before we submitted our application for a major use permit for our proposed training facility to the County Department of Planning and Land Use. One of our greatest concerns and one of the issues we thoroughly explored with the experts was the mitigation of the potential for fire caused by the training campus in Potrero. We appreciate the concern for a fire mitigation plan and we have provided the following documented

Civilian lives lost in the Cedar Fire were lost while trying to evacuate from the wildland fire. No one died during the wildland fire in a properly protected structure (e.g., with a sprinkler system installed in the building or with proper vegetation management buffers around it).

2. *Blackwater officials have not witnessed the fury of a Southern California Fire Storm. If they did, they would have second thoughts about locating the facility in the chosen location. Flames in the Cedar Fire towered 300'.*

vided the following documented information in order to address speculation that has surfaced.

Some articles have been written and some comments have been made indicating that the Blackwater West facility will somehow contribute to future backcountry fires such as the Cedar fire. The statements and comments made were obviously done so without the benefit of the facts about fire risk versus mitigation. Neither did they concern themselves with the facts regarding Fire Agency approval of the proposed Fire Protection Plan and recommendation that others implement the same types of safeguards for their properties.

Various statements and claims regarding fire risk are listed below in italics. The facts provided by an expert in California wildfires (not Blackwater representatives) are in boldface type following the numbered criticisms.

1. *The Cedar Fire claimed lives of people trapped in a similar local canyon.*

The Fire Officials who have established the requirements for this development and who are reviewing the draft Fire Protection Plan have extensive Wildland Urban Interface firefighting experience as Chief officers in San Diego County, including the Potrero area. The consultant who prepared the draft Fire Protection Plan has a total of 44 years of fire protection, firefighting and Chief Officer experience in the Wildland Urban Interface areas of Southern California.

3. *Many fires have begun as a result of live fire shooting, bombing practices, flares, or sparks from vehicles.*

There will be no bombing practice on site and there will be no use of flares. There will be no tracer ammunition utilized. Vehicles used on site in any vegetated areas will be required to have approved spark arrestors installed.

The shooting areas will have

range, but the proposed Blackwater facility does not come close to that facility in type, size or intensity.

4. *Blackwater wants the County to approve this facility utilizing the County's new and controversial "Shelter In Place" policy.*

"Sheltering In Place" is not a new concept. It has been around for years. It is preferable to evacuation when there is not ample time to evacuate safely. It pre-supposes a properly protected facility with internal fire sprinkler system and adequate vegetation management (fuel modification) zones around it. The Fire Protection Plan proposes such a facility. Sheltering in place has been used for years in tornado and hurricane prone areas throughout the US. Sheltering in place, rather than evacuation, is the preferred action during a short-term (less than 1 hour) hazardous materials release. The Australians have used Sheltering in Place for years (they call it "Defend in Place"). Pepperdine College

triplets very common.

Nurturing Forests and Wildlife

The soil at Moyock is peat-based and lacks the minerals that all wildlife need for general health. Mineral plots have been established to supply di-calcium phosphate and various trace minerals and salts that promote health and are particularly helpful to lactating females of all species.

Native soft Mast such as grapes, blackberries, blueberries and cherries have been identified and fertilized. Four hundred nut-bearing

5. *Blackwater would gladly open its doors and shelter all townspeople in the event of a wildfire raising the frightening specter of massive incineration in a canyon abandoned as indefensible by public officials when a fire*



strikes.

The site has been used many times by the local Fire District as a staging area and base camp

ing hard Mast trees were planted to help augment the natural forest. We plan to add about 100 trees every year.

Solar powered animal feeders are currently being installed. In the meantime, we manually drop 500 to 1,000 pounds of shelled corn for feed each week.

Our largest lake has been stocked with various types of fish and we provide supplemental feed and transfer fingerling to all of our other lakes (approximately 20). We only allow fishing with barbless hooks and employ a strict

"catch and release" policy.

Blackwater works closely with the North Carolina Wildlife Agency hosting Hunter Safety Classes. This year, we will conduct four hunts during which Paralyzed Veterans will participate. We have ended the use of hunting dogs for Whitetail Deer and Black Bear and we closely monitor their use on small game and waterfowl.

Our plans include setting aside acreage for habitat for introducing Pheasants and increasing our native Quail population.

## Protecting Our Wildlife

By Ron Slezak

Protecting Deer

In a part of the country where hunting is seen as a birthright, Blackwater entered into a Quality Deer Management Program eighteen months ago with the goal of managing and monitoring the wildlife that is indigenous to the 7,000 acres that makes up Blackwater's facility in Moyock, North Carolina.

Blackwater designated 1,500

acres of our 7,000 acres as a "No Hunt Zone" and imposed a two-year period of "No Bucks to be taken" in order to establish a buck-to-doe ratio approaching 1 to 1. Six trail cameras have been installed to monitor activity and to aid in visualizing health and offspring numbers. In the past, about 100 deer a year were taken. Last year, that number fell to 8 does and no bucks. In 2008/2009, it is anticipated that the number we fall to 5 1/2 deer. Now, we are seeing multiple births in both Whitetails and Black Bear, with



# Where Do Blackwater \$\$\$ Come From?

## Blackwater's Facilities and Development Projects Are Funded With Private Blackwater Dollars

By: Erik Prince  
Blackwater Co-Founder and  
CEO (1997)

I feel compelled to clarify a few points in response to a series of articles about me and about my company, Blackwater Worldwide. My company is a turnkey solutions provider to a variety of clients and has been responsible for increased operations in increasingly hostile environments. Blackwater's core competency is in training military and law enforcement personnel. We have provided cutting edge training to these communities since long before 9/11 and continue to do so.

My plan never was to reap benefits from terrible events, but when there was a compelling need for advanced capabilities and the plans were adapted. I take issue with a reporter's claim that my company sought to "capitalize" on the 9/11 attacks. Shortly after the gruesome attacks, a security need arose in some of the most dangerous places in the world.

Very brave American veterans, many of whom were retired, once again answered the call to duty by working for my company. The individuals who risk their lives each day working for Blackwater have not forgotten and they remain committed. They swear the same

oath to defend the United States Constitution that the uniformed military services do.

A story referred to Blackwater as "arguably the world's most powerful private army." The Constitution does not permit the establishment of a private army, and Blackwater's team of highly motivated and capable security professionals serve at the request of the United States Government. Further, Blackwater professionals do not engage in offensive missions. One might be correct in calling Blackwater personnel a team of bodyguards, but very wrong in using a description of them as a "private army."

Clearly, the mercenary label is intended to polarize the discussion and craft the most negative image possible of Blackwater. The Oxford English Dictionary defines "mercenary" as "a professional soldier serving a foreign power." Blackwater does not now, nor has it ever, provided security services for, or on behalf of, any country other than the United States of America. Blackwater personnel are not mercenaries.

A reporter accurately reported that my company was awarded a no-bid contract to guard the Iraqi Coalition Provisional Authority. We were also awarded 14 other competitively bid contracts in

the same region within months. No-bid contracts are awarded in urgent and compelling situations. For the record, the same contract later was competitively bid and awarded. In fact, over 90 percent of Blackwater's contracts are competitively bid. This fact should cast doubt on insinuations that my company's success has been due in large part to political connections.

All of Blackwater's facilities and development projects are funded with private Blackwater dollars. We have never received any of the "plus ups" or directed appropriations that continue to undermine the integrity of Congress.

## Greenwald and Scahill Are The True War Profiteers

By: Chris Taylor

The House Sub-Committee on Defense Appropriations held hearings on "Contracting Out," a topic that deserves substantive discussion. Unfortunately, the Sub-Committee's hearing fell short of anything resembling thoughtful or deliberative discussion. In yet another display of "gotcha politics," the sub-committee found wisdom in inviting to testify two activist sensationists; both closely working with trial attorneys in a civil action

ed with two activists who were pawned off as experts.

The American capacity to respond to humanitarian and security challenges worldwide has always depended on the private sector's partnership for its responsiveness, cost-effectiveness, and quality. Since the American Revolution, when George Washington wrote IOUs for supplies to sutlers and merchants, to Vietnam, where more than 80,000 professional contractors served the country, the private sector has

situation in fulfillment of their duties to our country.

Everyone supports improved accountability, but willful hyperbole serves nobody's interests. Scahill pointed out that there have been 64 courts-martial of active-duty service members under the Uniform Code of Military Justice (UCMJ). There are roughly 140,000 service members in Iraq. There are only about 3,000 armed American contractors. Using the same ratio as the military, 1.37 contractors could have been

the DoD's own numbers, a side-by-side comparison of an average private security professional and a deployed E-7 Navy SEAL shows that take-home pay is nearly the same. That didn't make it into the hearing either.

On opportunity to invite a balanced panel that included industry was missed. American taxpayers deserve to know how their money is being spent, but they equally deserve issue-driven debate, not politically-driven grandiloquence. All they re-

against Blackwater and both true war profiteers.

Robert Greenwald freely admits his radical, polemical documentary, "Iraq for Sale," was purposely subjective and imbalanced (it intentionally tried to tie Blackwater to Abu Ghraib) to affect the midterm elections. Jeremy Scahill is author of "Blackwater: The Rise of the World's Most Powerful Mercenary Army," a cobbling of mostly already-written, politically driven stories weaved into an epic tale. Both were called to testify as defense appropriation "experts."

Neither is an expert in federal contracting. Neither has served in the armed forces. Only one has visited Iraq (years ago). As Congress continues to hold necessary hearings, one hopes those invited to testify are actually qualified to do so. In the case of Greenwald and Scahill, the American people weren't offered an option for balance; they simply were present-

played a significant role in supporting U.S. national security and foreign policies. However, the challenge has always been when and where to integrate expertise (inaccurately referred to as "outsourcing") into government operations. Accountability and cost are two fundamental issues that warrant Congress' focus.

Scahill and Greenwald's specious claim that private contractors were granted total immunity is at the heart of their own commercial profit agendas. Scahill decried that Ambassador Bremer gave full immunity to private contractors through CPA Order 17. That is wholly incorrect. CPA Order 17 states, "Contractors shall be immune from the Iraqi legal process with respect to acts performed by them pursuant to the terms and conditions of a Contract or any sub-contract thereto." The order only offers the same protection to private contractors that active-duty service members have for actions undertaken in the same

court-martialed, assuming the training, maturity, and experience levels were equal (an incorrect assumption) and a crime was committed. The UCMJ applies only to Americans and excludes third-country nationals (TCNs) and host-country nationals (HCNs) who are required by the terms of some contracts, and who make up the bulk of private security professionals in Iraq. Applying the UCMJ to American civilians will be met with constitutional challenges that will see private security companies and civil and human rights organizations uniting in objection. Modifications to the Military Extraterritorial Jurisdiction Act (2004) are being considered by Rep. David Price (D-NC) and others that offer a better solution because MEJA extends federal jurisdiction to American civilians, TCNs and HCNs serving U. S. contracts suspected of felonies where they could be tried and acquitted or punished as any other alleged felon in the United States.

outcome occurred after the fall of Baghdad. As we see still today, the environment is far more dangerous and requires more security than anticipated. That is a planning issue, not a pricing issue.

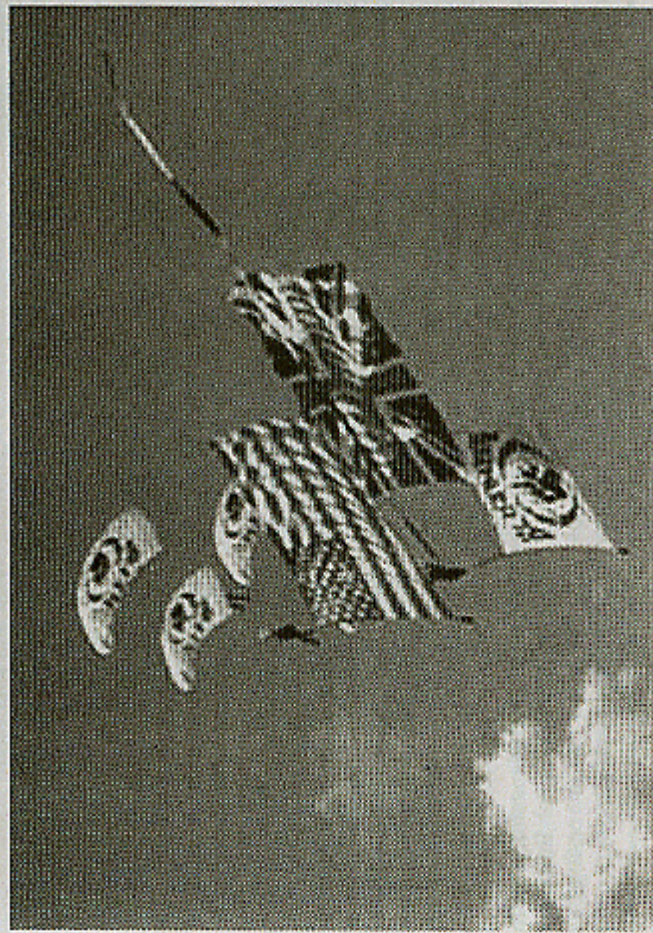
Scahill and Greenwald use sensational terms like "mercenary" to help sell more books and DVDs (private security professionals serving the U. S. Government don't fit any definition of the word - including the UN's). But what they don't tell you is that these men and women are retired or former military and law enforcement professionals, mostly working middle-class Americans, who want to continue to support their elected government. They have no guarantee of further work, they pay for their own healthcare, and they get no pensions. The cost to the government associated with them ends when their contracts end. They generally do not serve more than 90-180 days at a time and therefore do not enjoy any tax breaks. Further, using

gratuitous. All they receive was one-sided social activism from true war profiteers who make their money as parasites to family tragedy and by impugning the integrity of honorable, committed professionals in harm's way.

The dearth of informed experts on this particular panel deprived taxpayers of the discussion necessary to learn and make sound democratic choices.

Striking a pose in favor of partisan politics will continue to allow true war profiteers like Scahill and Greenwald to politicize and exploit others' tragedy and selfless service to great financial gain. Hopefully, Congress won't allow that to happen again.

Chris Taylor is an independent consultant, a former enlisted U. S. Marine, and a former vice president at Blackwater USA. His thoughts are his own.



## The Blackwater Parachute Team

The Blackwater Parachute Demonstration Team performs live aerial demonstrations for the public. Competes in National & International Events, and Tests & Evaluates New Equipment. The Blackwater Parachute Team (BWPT), competes internationally and demonstrates the latest parachuting techniques and technologies. Comprised of both current and former World Champions and World Record Holders in Formation Skydiving and Canopy Formation parachuting, members of the BWPT have over 50,000 parachute jumps among them. This makes them the most experienced parachute demonstration team in the world! Each member of the team was chosen based on individual talent, professional accomplishments, and the ability to travel internationally while increasing public awareness of Blackwater and its worldwide commitment to supporting our military men and women in uniform. The BWPT members include prior military members that served tours with the United States Army Parachute Team (Golden Knights), the United States Navy Parachute Team (Leap Frogs) and US Skydiving Team Champions.



# Noise & Opinions

## Noise Addressed

By: Brian Bonfiglio

We have another year (plus some) to go in the process so there will be ample time to provide everyone with the facts. We don't expect to win anyone over, but it is important to provide truthful answers and responses to all in the community.

Noise (continued)

Questions arose concerning the community live fire test that was to take place. I would like to remind everyone that the community noise test was a request made of the Board "by members of the community" and that is why it was scheduled. In the end, however, many in the community believed that the live fire test would not produce the results they had hoped for, so most argued that the test would be "unfair" and would not represent Blackwater's training operations.

The Noise data that is representative of the actual training to be conducted onsite has already been submitted to the County/DPLU and we are waiting for the County to release that study to all of you.

The question of the live fire test not being reflective of the actual training operations is an understandable point. However, the current area of the chicken ranch where the live fire test was to be conducted is also not representative of the actual ranges our stu-

Numbers of proposed shooters Hillside landscape  
 Specifications on the shooters overhead cover and the wall that is to the backside of each firing range  
 Number of rounds fired based on our training curriculum was used with a focus being placed on the peak hour (i.e., worse case scenario)  
 Type of training that can be conducted on each range

All of this data was collected and a Noise/dBA rating contour line graph was produced that shows the differences in the dBA rating at certain distances from the shooting ranges.

Along with the actual firing tests that were conducted, the noise consultant was able to conduct the same type testing of actual driver training that was taking place and was directly representative of what training we propose.

We also took into account an emergency helicopter flight and the means in which to mitigate that noise, which included a specific approach direction away from your homes. If an emergency flight was required, we would not be firing on the ranges, so the dBA ratings would be specific to the helicopter flight only.

We then factored in construction noise, as well HVAC noise, emergency fire pump noise, and the

## An Opinion

By: A Former San Diego County Democratic Central Committee Member

Since the 1980's, long before Bob Filner was elected to congress, there has been a concerted effort to close what are seen as unneeded military bases as part of wide-ranging efforts to balance the federal budget. With the fall of the Soviet Union and the military's focus on a smaller, more mobile and strategic force, there has been broad consensus within congress and the military that of the approximately 3,800 military bases in the United States, many could be closed without detrimental effect to national security.

However, Congressman Filner wants to create more military installations. He recently introduced legislation to mandate that training of non-military personnel for service to the United States government take place at a military facility. The Congressman's proposed legislation is at odds with what the Defense Department has hoped to achieve over the last thirty years. Military leaders have argued that base closings must continue if the military is going to maintain its combat capabilities. If not, the excess infrastructure will continue to be a financial drain on military services. In an era of shrinking defense budgets, this financial drain will weaken America's combat readiness and defense modernization programs.

military contractors is at odds with what the U.S. government feels is necessary and appropriate for the nation's military responsibilities worldwide.

Not Just The Military

Filner's ill-conceived legislation is an attempt to keep companies like Blackwater USA, that train private contractors serving the government from training personnel in those companies' private facilities. This not only will reverse what the base closure effort has been trying to achieve for thirty years, it will also negatively affect the Constitutional rights of local residents.

Filner's proposed legislation threatens the private property rights of his constituents. For example, Blackwater USA purchased it's site in Moryock, North Carolina and in the town of Portrero, California in order to train military and law enforcement personnel. Blackwater is proceeding through the County of San Diego's permitting process, including an Environmental Impact Report, which will mandate mitigation required as a result of the EIR and County permitting process.

If Filner's proposed legislation becomes law, the U.S. State Department, with which Blackwater USA contracts for security purposes, will be forced to foot the bill for training military contractors. Further, since the military is continuing with additional base

Filner's legislation will force the federal government to exercise it's power of eminent domain and the land - in Portrero or elsewhere - will be taken without either the compensation or the level of local input concerning environmental issues that Blackwater USA is currently adhering to. Therefore, local land owners will have their property taken, not bought at market value, as a consequence of Filner's shortsightedness.

Wait, There's More Bad News

Analysis are quite interested in another aspect of Filner's proposed legislation. In the bill, Congressman Filner would define "military-style training of individuals who are not members of the Armed Forces to provide security services to the Federal Government, to contractors of the Federal Government" as "Mercenary Training."

Filner is a former history instructor, not an English instructor. That is unfortunate, because if he had looked the word "mercenary" up in the dictionary, he would have found that the word is defined as someone "hired for service in the army of a foreign country."

Blackwater USA does not train or abide mercenaries. It is unfortunate that Filner's intentionality overbroad and questionable terminology will likely force local and state law enforcement personnel, as well as federal law en-

...ency are pump noise, and the like. We captured all the noises and sounds associated with our proposed training project. However, before doing any of this, the noise consultant took ambient noise rating throughout the community (I am certain some of you met him). The ambient test also took into account current Potrero traffic noise and similar ancillary noise/sounds.

The tests and data that I just covered will be a published document soon, but at this time it is still a working draft document at DPLU, and no matter how much we want to release information, it's against County policy.

We would not still be pursuing this property for our project if the dBA impacts on all residents were as some have tried to portray as "deafening - miles away."

#### Moyock

There was a comment made "that the residents in Moyock can hear the deafening shooting 3 - 5 miles away." This is simply an untruthful statement. We welcome anyone who wishes to visit with the residents of Moyock, sit on their back porches, and listen for what can be heard.

...ive of the actual ranges our students will be utilizing. There is no good answer on how to conduct the live fire test, but we will do our best to meet your expectations.

#### Actual dBA Rating Test

Following is an attempt to explain how the actual noise study was conducted once again. It is representative of our proposed training and it was submitted to the County Noise subject matter expert at DPLU.

The actual proposed caliber ammunition that would be utilized by our students was fired out of three different weapons including 5.56mm, which was fired out of a Military type (M16) rifle.

A specialized acoustical machine captured the actual firing dBA rating on each weapon/ammunition fired.

Utilizing a specially designed acoustical machine, the actual firing/dBA data, as well as the following data, was entered to obtain a dBA rating model:

Specifications of our berms  
Specifications on the heights and topography of the surrounding hillsides

continuing with additional base closures to save money, there will be no resources for the State Department to construct new training facilities.

So, the State Department will be forced to federalize ownership of existing or proposed non-military personnel training facilities. Since there are no revenues to do so, the federal government will have no choice but to exercise its right of eminent domain in the areas where training contractors like Blackwater USA currently have private ownership.

Perhaps not surprisingly, Filner disagrees. He has fought base closures while on the San Diego City Council and while in Congress. Now, Filner's crusade against

sonnel, as well as federal law enforcement such as the FBI and the Border Patrol, to travel to military bases to conduct their training. Alternatively, it will force law enforcement agencies to do the same thing as the federal government - take private property using the power of eminent domain.

As with base closing, Filner is too concerned with his short-term political goals to see the havoc that will be wrought on local property owners, the federal government, the military, and law enforcement.

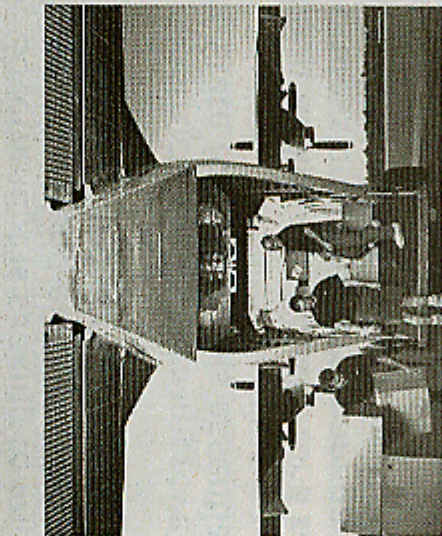
## Innovation Begins with Experience

Blackwater Worldwide efficiently and effectively integrates a wide range of resources and core competencies to provide unique and timely solutions that exceed our customers' stated needs and expectations.

We are guided by integrity, innovation, and a desire for a safer world. Blackwater Worldwide professionals leverage state-of-the-art training facilities, professional program management teams, and innovative manufacturing and production capabilities to deliver world-class, customer-driven solutions.

Our leadership and dedicated family of exceptional employees adheres to an essential of core corporate values - chief among these are integrity, innovation, excellence, respect, accountability, and teamwork.

Blackwater personnel attend to fire victims injured in a fire.



Blackwater helicopter showing their readiness before officials in North Carolina.





# Proposed Site of Blackwater West in Potrero, CA



Above: Existing Potrero Site  
Left: Proposed Potrero site

## Blackwater Training Facilities

Blackwater Training Headquarters - Moyock, NC

On over 6000 acres of private land we have trained and hosted over 50,000 Law Enforcement, Military and civilian personnel.

Blackwater North Training - Mount Carroll, IL

Provides Blackwater customers with another training location that offers the same high quality realistic training.

Proposed Blackwater West Training - Potrero, CA

Will provide Blackwater customers with another training location that offers the same high quality

Profile: (252) 435-2488  
Fax: (252) 435-6388

November 1, 2007

Mr. Gordon Hammers  
Chair, Potrero Planning Board,  
All Potrero Planning Board Members

Dear Gordon,

Brian has been keeping us all aware of developments in Potrero since the fires began. Please accept my deepest condolences for the loss of your friends and neighbors.

As you know, Blackwater has an interest in the community from a business perspective. But as you seek to restore your community, we are your neighbors.

community and Potrero's neighbors and he is doing so with the full backing of the Company.

I understand the challenges you and the residents of Potrero face. If there is anything we can do for you, please do not hesitate to ask.

Please convey to all the current Planning Board members that we will do whatever we can for the community they serve.

Sincerely,  
William W. Mathews  
Executive Vice President

Blackwater Worldwide  
850 Puddin Ridge Road  
Moyock, NC 27958

International Training -  
Worldwide your location or  
ours.

Blackwater can meet your  
training objectives. Training  
can be conducted at our  
Moyock Facility or in your  
Country.

The Backup - On-line  
Training

Provides U.S. law  
enforcement with useful  
low-cost training tools,  
up-to-date professional  
information, and state-of-  
the-art training tactics.

## **Blackwater Supports Recommendations Made by the U.S. Department of State to Increase Accountability of Contractors Working in Iraq**

Moyock, NC - Blackwater supports recommendations presented in a Report of the Secretary of State's Panel on Personal Protective Services in Iraq.

Blackwater is pleased that the U.S. Government is seeking to improve contractor accountability. Blackwater has long been a proponent of both legislative and executive branch improvements and will continue to hold its own contractors accountable to U.S. laws and company policies.

We look forward to participating in constructive efforts to improve governmental oversight and accountability and we applaud the Department of State for taking this essential first step.

Guided by integrity, innovation, accountability, and a desire for a safer world, Blackwater Worldwide leverages state-of-the-art training facilities, professional program management teams, and innovative manufacturing and production capabilities to deliver world-class, customer-driven solutions.