

Exhibit O

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STATEMENT OF WORK

DCI'S COUNTERTERRORIST CENTER (CTC)

ELICITATION AND TRAINING FOR CTC

"ETC

PROJECT

15 June 2005

20 October 2005

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1.0 (U) INTRODUCTION

(U) The DCI Counterterrorist Center (CTC) works closely with CIA components and other US Government agencies to orchestrate and carry out a number of responsibilities providing analysis, warning, and action in support of diplomatic, legal, and military operations against terrorism.

(U) The CTC collects and analyzes strategic intelligence on terrorist groups and state sponsors of terrorism and, in so doing: endeavors to know all there is to know about terrorist element capabilities; identifies weapons and tactics terrorists might use and what the United States is likely to face from terrorists; and furnishes detailed information on terrorist-related intelligence. These various efforts have benefited from being supplemented by expertise from outside the Government via industrial contracts.

(S/) The [] the Sponsor, of CTC is responsible for various tasks in support of the Global War on Terrorism. Some of those tasks are translation of foreign language documents, document exploitation, conducting and coordinating technical operations, providing specialized counterterrorist training to Agency staff and other personnel, and the elicitation of information from certain high-value detainees (HVD).

2.0 (U) BACKGROUND

(TS/) The Sponsor has an evolving program for gathering information from reluctant human sources. However, there remains insufficient in-house depth of professional, psychological expertise and background in human manipulation and exploitation in operational settings required to continue developing and refining this program. To meet this need, the Sponsor requires an outside source of professional expertise in the area of human exploitation, interrogation, debriefing, and the management of detainees in ways that facilitate intelligence collection.

(TS/) The Sponsor also has a shortage of deployable Government personnel with the professional background, expertise, and critical skills required to meet current and foreseeable operational requirements of eliciting information from human sources, particularly those who attempt to distort or withhold such. To this end, the Sponsor requires an outside source with extraordinary expertise in the area of eliciting information from human sources, particularly HVDs, who may be trained to resist interrogation or actively attempt to withhold or distort critical information. This information could lead to the prevention or disruption of an upcoming terrorist attack or could facilitate the arrest of others.

(TS/) The purpose of psychological operations in [] intelligence exploitation program is to collect critical threat and actionable intelligence from high-

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value detainees in manner that does not violate any federal law, the US Constitution, or any US treaty obligation. Further, aims to develop intelligence exploitation strategies that obviate the need for the use of coercive methods and maximize the use of sophisticated psychological approaches and techniques.

(TS//) The Sponsor has been relying heavily on the services of two independent contractors who have provided consultation on operational interrogation and exploitation capabilities starting in March 2002. Both have been involved in the process from the program's inception, and, in fact, were providing the C.I.A. with consultation and operational HVD interrogation and exploitation capabilities before the Sponsor was established to provide in-house capabilities. Many of the current success for obtaining information from detainees, who are actively trying to withhold or distort it, are due to the interrogations conducted by the two independent contractors. They are Ph.D. psychologists and trained interrogators, who have served in both capabilities. They have been involved in the selection and development of interrogation and exploitation techniques currently in use and have been instrumental in training and mentoring other C.I.A. interrogators and debriefers.

2.1 (U) OBJECTIVES

This effort has six broad objectives.

- (S//) The first objective is to ensure CTC senior management access to senior-level professionals with the prerequisite depth of psychological expertise and operational experience required to provide sound, actionable advice and recommendations on program development and operational efforts to obtain critical, time sensitive intelligence from high value sources who may be trying to distort or withhold information.
- (S//) The second objective is to provide the Sponsor with the depth of professional psychological expertise and operational experience required to provide operational consultation and support to the Sponsor's on-going operational efforts to obtain actionable intelligence from sources that may be actively trying to withhold or distort information.
- (S//) The third objective is to provide the Sponsor with the depth of professional expertise and operational experience required to:
 - (a) Review historical and current strategies, tactics, techniques, and procedures for obtaining intelligence from human sources who are attempting to withhold or distort information,
 - (b) To make recommendations on the development of new operational capabilities that could be implemented as intelligence exploitation tools.
 - (c) Provide consultation on the short and long-term management of detainees in ways that facilitate intelligence collection.

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- (S//) The fourth objective is to provide the Sponsor with a cadre of operationally deployable personnel with critical skill sets who can augment or mentor Sponsor personnel in efforts to obtain intelligence from sources who may be attempting to distort or withhold such information. The cadre shall include operational psychologists, and interrogators, and exploitation security advisors. Within the USG, exploitation security is unique to the Sponsor.
- (TS//) The fifth objective is to place on contract a capability to provide interrogation, resistance to interrogation, and exploitation training to personnel identified by the Sponsor. The Contractor shall provide training to Sponsor personnel on topics and skills required to support on-going operational requirements.
- (S//NOFORN) The sixth objective is to extend and maximize the use of operational psychology and related operational methodologies and principles into Groups to enhance selected intelligence collection, covert action, technical, and training programs. This objective is known by the Sponsor as the Terrorist Think Tank (T³).

3.0 (U) SCOPE OF EFFORT

(FS//) The scope of this effort is to provide exploitation-focused psychological consultation, operationally deployable exploitation and interrogation capabilities, and training to CTC senior management and the Sponsor for a period of five years defined as a one-year base effort plus four, one-year options.

(FS//) The Sponsor estimates the need for up to full-time, dedicated and cleared (ISSA/TS) senior-level operational psychologists with significant operational experience in interrogation and exploitation to provide senior-manager consultation, program review and development, and study operational problems. Further, these senior-level operational psychologists shall serve as authors on reports, deploy operationally to exploit and/or interrogate (if qualified) and gather intelligence from high value sources, provide psychological support to exploitation teams, and conduct training.

(FS//) Further, the Sponsor estimates the need for up to full-time equivalent (FTE) cleared (ISSA/TS) interrogators during the first twelve (12) months (and continuing throughout the option years) and, depending on operational requirements, the Sponsor anticipates a growth factor of additional FTE during the first option year of the effort (again, if implemented to continue throughout the option years). At a minimum, each interrogator must be cleared to ISA/S to begin work on this effort and must immediately upon beginning work on this effort be submitted for ISSA/TS

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clearances. Note: the clearance process to obtain ISSA/TS may take six to twelve (or more) months. Note: if the ISSA/TS clearance is denied, all clearances are revoked and the individual cannot, then, participate further in this effort.

(U) The Sponsor estimates the need for five (5) or six (6) training classes per year during the effort. The Sponsor estimates the need to train _____ people during each class. The training shall take place in a Sensitive Compartmented Information Facility (SCIF).

(TS//_____) The Sponsor estimates the need for _____ FTE, cleared (ISSA/TS) exploitation security advisors. These exploitation security advisors shall perform the following functions, ALWAYS keeping in mind the need for the safety of all persons at the Sponsor-controlled, OCONUS facilities and during Sponsor operations:

- Develop psychology-based, exploitation security protocols for the various Sponsor-controlled OCONUS facilities. These protocols shall address at a minimum: handling the HVDs during rendition operations, handling the HVDs within the facilities, movement of HVDs between facilities, release of HVDs from the facilities, _____ and securing the extant facilities.
- To the extent practical, vet the protocols at one of the Sponsor-controlled OCONUS facilities
- Develop and conduct training classes of these protocols as directed by the Sponsor
- Monitor the implementation of the protocols at the Sponsor-controlled facilities:
 - Provide feedback and guidance to the on-site Sponsor officer
 - Use lessons-learned to modify the protocols and training
- Serve as the security team leaders during the Sponsor's rendition operations, reporting directly to the mission manager.

(S//_____) The Sponsor estimates the need for _____ FTE, cleared (ISSA/TS) project managers to receive, develop, and service T³ intelligence requirements. _____

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TOP SECRET//NF//MR//20300614**4.0 (U) APPLICABLE DOCUMENTS**

- ~~(FOUO)~~ Contractor Data Classification Guide (attached to the RFP/Contract Schedule)
- ~~(FOUO)~~ National Industrial Security Program Operating Manual (NISPOM), JAN 95
- ~~(FOUO)~~ NISPOM Supplement, FEB 95
- ~~(FOUO)~~ Director of Central Intelligence Directive (DCID) 6/3, Protecting Sensitive Compartmented Information with Information Systems, 5 JUN 99
- ~~(FOUO)~~ DCID 6/4, Personal Security Standards and Procedures Governing Eligibility For Access to SCI, 2 JUL 98
- ~~(FOUO)~~ DCID 6/9, Physical Security Standards for Sensitive Compartmented Information Facilities, 23 DEC 02
- ~~(FOUO)~~ DCID 6/1, Security Plan Manual for SCI Control System, 1 MAR 95
- ~~(FOUO)~~ HUMINT Control System Manual (HCSM), AUG 01
- ~~(U)~~ Department of State Standardized Regulations (DSSR) 510 "Post Hardship - Differential"
- ~~(U)~~ Department of State Standardized Regulations (DSSR) 650 "Danger Pay - Allowance"
- ~~(U)~~ Department of State "Table of Allowances (Section 920" including footnotes)

5.0 (FS) TASKS AND REQUIREMENTS

1. Provide timely senior-level psychological consultation and actionable advice and recommendations on program development and operational efforts to obtain intelligence from sources that may be trying to distort or withhold information.
2. Provide the Sponsor with up to _____ psychologists with appropriate professional credentials, training and operational experience required to support the Sponsor's program.
3. Provide the Sponsor with a cadre of up to _____ [possibly becoming] FTE screened, trained and certification-eligible interrogators.
4. Assist the Sponsor in continuing to develop and refine a comprehensive and autonomous capability to train and mentor personnel across the spectrum of exploitation in:
 - a. Exploitation
 - b. Interrogation
 - c. Debriefing
 - d. Resistance to interrogation

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5. Provide short-notice psychological consultation and operational assistance for novel and emerging critical program needs identified by the Sponsor.
6. Provide ongoing operational consultation, study, and implementation of intelligence exploitation strategies and techniques for the Sponsor's "long-term" facilities.
7. Provide the Sponsor with specialized psychological consultation by attending meetings, providing briefings, writing papers, providing training, and operational assistance related to the Sponsor's program as requested.
8. Provide the Sponsor with exploitation security advisors.
9. To accomplish its strategic mission and execute its program goals, the Sponsor has the need to train select officers in human exploitation and interrogation. This training must provide officers the capability of employing "state of the art" scientifically based exploitation and interrogation tactics, techniques and procedures designed to gain actionable intelligence from willing or unwilling human sources under time urgent conditions. The Sponsor lacks sufficient facilities and qualified staff to adequately meet this requirement. In order to meet this critical requirement the Contractor shall provide training in conducting exploitation and interrogation training and operational exercises for select program officers. This training shall occur in secure Contractor facilities that include the capability for classroom discussion, academic and scenario role-play training, and an operational exercise-training laboratory. Contractor instructors shall be fully qualified to provide the Sponsor with requisite instruction, training scenario role-play, and operational exercises.

a. Training:

The contractor shall provide classroom training and associated support for students in a secure Contractor facility that meets the Sponsor's security standards. This training shall include: scenario role-playing exercises, space and time for planning and study sessions, and student breaks. The Contractor shall provide all other resources needed to support the training including: projectors, video monitors, instructional aids, and reference materials, etc. The Contractor shall provide a minimum of four (4) course iterations per year. The training shall also incorporate exercises in an operational exercise-training laboratory with necessary training accessories to facilitate an authentic operational exercise experience

The laboratory shall meet the Sponsor's standards for security and be available for use a minimum of four (4) course iterations per year.

- b. Instructors: Provide instructors and role-players adequate to conduct a minimum of four (4) complete course iterations per year (classroom academic and scenario role-play training, and an operational exercise-

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training laboratory). Ensure the instructors and role-players meet the Sponsor's requirements for security clearance.

- 10.
11. Conduct a comprehensive historical review of the Sponsor's program, formulate observations and findings and write a report describing the historical development of the program, identifying key events, and providing observations and recommendations for modification and refinement of the Sponsor's program.
12. Provide the Sponsor with [redacted] FTE program managers to support the Sponsor's T³ effort.
- 13.
14. Review current exploitation, interrogation, debriefing, and resistance tactics, techniques and procedures currently in use by the Sponsor, evaluate the need to revise or refine; and provide a written report recommending refinements and suggested courses of action.
15. Study potential exploitation, interrogation, debriefing, and resistance tactics, techniques and procedures not in current use by the Sponsor, evaluate the suitability of developing and validating such procedures, and provide a written report containing recommendations and suggested courses of action for implementing select techniques and procedures.
 - a. Identify specific tactics, techniques and procedures for revision or refinement
 - b. Develop protocols for training revisions or refinements of existing tactics, techniques and procedures
 - c. Validate revisions and refinements of existing tactics, techniques and procedures
16. Study the potential for [redacted] among security and staff personnel manning detention facilities, and write a report describing the psychological mechanisms that could contribute to [redacted] among interrogators, debriefers, detention staff and security personnel. The report shall provide suggestions and recommended courses of action for reducing the risk of [redacted] developing among the sponsor's personnel.

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17. Conduct field assessments of the Sponsor's detention facilities to compile lists of best practices that have yielded valuable intelligence and overall beneficial results.
18. Assess, study, adapt procedures, and assist implementation of long-term projects to ensure the highest level of continuing productivity and intelligence collection, to include operational applications in the areas of:

19. Conduct interviews of all managers to become familiar with each Group's mission. As required, develop operational psychology or related operational strategies, techniques, and training programs to improve the operational effectiveness of the Group's missions.

(TS//) Reporting requirements

Following is a list of work products with dates of delivery to be determined (TBD) by the Sponsor in consultation with the Contractor and subject to the Contractor's capacity to deliver:

- A written report reviewing the Sponsor's current exploitation, interrogation and debriefing program including to-be-agreed-upon sections, and recommendations and suggested courses of action for future program development.
- A written report reviewing exploitation, interrogation and debriefing tactics, techniques and procedures not currently used by the sponsor. The report shall include: descriptions of relevant techniques, recommendations and training protocols; and, suggested courses of action for working them into the current repertoire of techniques and methods.
- A written report outlining the psychological processes involved in containing recommendations and suggested courses of action to reducing the probability of such problems in the Sponsor's program.
- Training courses for personnel involved in key programs, to include interrogators, debriefers, operations and technical officers, security and other CIA staff.
- A yearly report providing the results of a field audit and risk management evaluation for all Sponsor detention facilities to assess the potential risk for

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- Provide the Sponsor with a series of seven (7) to-be-resolved (TBR) thought papers outlining implications of current scientific psychological literature on the care, handling and questioning of HVDs to meet the Sponsor's goals and objectives. These papers can serve as the reference base for the Sponsor's program.

(U) Management

(U) The Contractor shall be responsible for the day-to-day management of Contractor personnel when not deployed in support of the Sponsor. While OCONUS, senior USG personnel will serve as focal points for tasking. The Contractor shall provide a cleared company liaison to manage the day-to-day aspects of implementing this contract. The Contractor shall recommend to the Sponsor other program managers in the Management Plan to help fully complement a management team for the success of the overall effort.

(TS//) Personnel Qualifications

- Senior-level professional psychology consultant. A person in this role and position provides consultation and operational capabilities for the "weaponization" of psychology as a tool in the war on terror. With respect to obtaining intelligence through exploitation and interrogation, understanding and harnessing psychological factors are the most critical mechanisms in play. To this end, this person must possess the credentials and experience to be a preeminent expert on exploitation, interrogation, resistance to interrogation, and the psychological aspects of obtaining intelligence from human sources attempting to withhold or distort time-sensitive, critical information. For purposes of this SOW, a senior-level professional psychology consultant must:
 - o Hold a Ph.D. or Psy.D. in psychology from an American Psychological Association approved academic program (or equivalent)
 - o Be licensed or license-eligible to independently practice their profession
 - o Have experience advising senior management on the development of exploitation strategies for obtaining information from human sources who are attempting to distort or withhold it
 - o Have operational experience in the exploitation and interrogation of human sources who are attempting to withhold information
 - o Have experience developing exploitation techniques and strategies, to include the development of exploitation plans, the identification, assessment, and implementation of specific interrogation procedures against such targets
 - o Have experience deployed as a psychologist advising exploitation teams, conducting psychological assessments of detainees for purposes of exploitation, and monitoring operational activities for

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- o Experience developing and providing exploitation and interrogation training programs
- o Experience with resistance to interrogation training programs and operational applications, to include experience with developing training programs, teaching resistance to interrogation, studying issues related to resistance to interrogation, and being operationally deployed to monitor, assess and develop countermeasures for resistance to interrogation methods employed by enemies of the United States
- o Experience in the development and operational use of risk management programs designed to reduce the risk in detention facilities and other locations where exploitation and interrogations are conducted
- o Experience mentoring and providing on-site training in operational locations for senior management, interrogators, debriefers and security personnel
- o Experience resolving emerging problems in detention facilities and other settings where interrogations and exploitation occur
- o Experience providing psychologically-based consultation to the USG on the design and maintenance of facilities and other settings to enhance intelligence collection from human sources reluctant to provide it
- o Experience providing psychologically based consultation to the USG on the short and long term maintenance of detained personnel to facilitate intelligence collection while maintaining mental health, and experience implementing interventions in long term maintenance facilities.

- **Psychologist:** For purposes of this effort, psychologists provided by the Contractor must meet the criteria and training requirements of the Sponsor.

- **HVD Interrogator:** For purposes of this effort, HVD interrogators must meet the criteria and training requirement of the Sponsor
- **Exploitation and Interrogation Instructor:** For purposes of this effort, exploitation and interrogation instructors provided by the Contractor must meet the criteria and training requirements of the Sponsor.

- **Operational Exercise - Training Laboratory Role-Player:** For purposes of this effort, operational exercise-training laboratory role-players provided by the Contractor must meet the criteria and training requirements of the Sponsor.
- **Exploitation Security Officer:** For the purposes of this effort, such an Officer combines the skills, talents, and experience to provide both security and safety for the HVDs, to provide security of the facilities, and to provide for the safety of Sponsor's staff and other contractors. These Officers must also have the background, experience, and/or training to maintain or enhance the well being of

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the HVDs; this is imperative to help meet the mission requirements of eliciting information from HVDs.

6.0 (U) DELIVERABLES AND MILESTONES

6.1 (U) Management Plan

(U) The Contractor shall prepare a Management Plan setting out the processes for planning, applying, reporting, and controlling the use of personnel, funds, and facilities in order to achieve the objectives of this effort. This Management Plan shall be made available for Government review within one (1) month TBR after receipt of order (ARO).

6.2 (U) Concept of Operations

(U) The Contractor shall prepare a concept of operations document. The purpose of this document is to demonstrate to the Government that the Contractor fully understands the requirements and needs of the Government. The Concept of Operations document shall also be presented to the Government within one (1) month TBR ARO.

6.3 (U) Operational Readiness Review

(U) The Contractor shall host an Operational Readiness Review on a date specified by the COTR,

tentatively six (6) months ARO. This Operational Readiness Review shall be conducted at a training facility to demonstrate the readiness of the facility to begin operations. The Contractor shall use the Concept of Operations as the principal, yet not sole basis, for establishing operational readiness. Working with Government personnel, the Contractor shall establish the required products for this Review.

6.4 (U) Periodic Reports

(U) The Contractor shall submit quarterly technical reports to the Government during the period of performance. The content and format of these quarterly reports will be mutually agreed to between the Sponsor and the Contractor.

(U) The Contractor shall submit monthly financial reports to the Government during the period of performance. The content and format of these reports shall be as specified within the contract.

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(C) The association between the Sponsor and the Contractor shall be classified **CONFIDENTIAL**.

(S) Contractor personnel assigned to this effort working "unescorted" within the training SCIF must be cleared to the ISSA/TOP SECRET level. Any contractor personnel having access to SI, other Sensitive Compartmented Information (SCI), or Special Access Program (SAP) material must be cleared to the ISSA/TOP SECRET level. Likewise, contractor personnel having access to the ADSN or the Agency's secure voice telephone system must also be cleared to the ISSA/TOP SECRET level.

(S) As noted in ¶ 3.0 Scope, "interrogators" may be brought onto this effort at a minimum ISA/SECRET level, but must immediately be put into process for ISSA/TOP SECRET level clearances.

(U) If required by security considerations, the Contractor shall provide properly segregated workspaces, which facilitate various levels of clearance and work classification. The methods by which each such office is secure shall be addressed in the Concept of Operations and the Operational Readiness Review.

8.0 (U) PLACE OF PERFORMANCE

(S) Work under this effort shall be performed at the Contractor's SCIF Facility, which shall be obtained and maintained by the Contractor.

9.0 (U) SPECIAL CONSIDERATIONS**9.1 (U) Government Furnished Information (GFI)**

(U) Exemplar Computer Security Plan. This exemplar will be provided to the Contractor upon award.

(C) All materials furnished by CTC or other U.S. Government organizations must be handled in a safe and secure manner commensurate with the classification or compartmentation security controls of the material. Any questions about the secure

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handling and safe storage of the material shall be directed to the US Government staff for resolution.

9.2 (U) Government Furnished Equipment (GFE)

(FOUO) The Sponsor will deliver, install, configure, and test the requisite computer equipment backbone for the ADSN in the Contractor's facility,

The Sponsor will order and ship to the contractor's facility, the requisite computer hardware and software for the ADSN. The Contractor must design, configure, build, and maintain the Contractor's facility to accommodate the physical, technical, and security requirements of the Sponsor's ADSN,

(S/) For the Contractor's exploitation security advisors working at the Sponsor-controlled, OCONUS facilities, the Sponsor will provide all clothing, weapons, and ammunition. The Contractor's exploitation security advisors may purchase boots for work under this effort and the Contractor can invoice the costs of these boots to the contract; the boots are considered GFE.

9.3 (E) Overseas Fitness

(E) For Contractor personnel for whom potential OCONUS travel is anticipated or planned, the Contractor shall certify that those personnel are medically fit, that each does not have medical conditions that:

- Cannot be safely dealt with overseas, or
- Will likely require temporary or permanent return to CONUS prior to the end of the assignment, or
- Prevents safe performance of the job, or
- Makes it impossible to meet required Federal Medical Standards.

9.4 (E) OCONUS Travel: "Off Contract"

(E) When Contractor personnel are required to undertake OCONUS TDYs, the Government shall provide travel services, such as, but not limited to, airline reservations, vehicle rentals, lodging, per diem, and documentation. Funding of these travel costs shall be separate from the contract. To accomplish this work, Contractor personnel may be directed by the Government to TDY

9.5 (U) CONUS Travel: "On Contract"

(U) When Contractor personnel are required to undertake CONUS TDYs, the Contractor shall provide travel services, such as, but not limited to, airline reservations, vehicle

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rentals, lodging, per diem, etc. Funding of these travel costs shall be included within the contract and invoiced as such.

9.6 (U) Dangerous Locations

(U) Some of the OCONUS locations are considered "dangerous" by the Department of State (reference DSSR 650 and Section 920). For OCONUS TDYs of certain durations and certain locations, "post hardship differentials" may be applied (reference DSSR 510).

9.7 (U) MedEvac Coverage

(U) The Contractor shall demonstrate insurance coverage for medical evacuation (medevac) from OCONUS locations for Contract personnel. The name of the provider of this coverage, policy or certificate number, and telephone contact numbers shall be provided to the Sponsor. The Sponsor notes that to certain OCONUS locations: "country clearance will not be granted to contractors without medevac insurance."

9.8 (U) Hazardous Duty

(U) When Contractor personnel are required to undertake hazardous duties, as described below, additional fees for such services may be claimed. Those fees, differentials, may only be claimed for the actual hours during which such hazardous duties are performed.

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