



Centre Firearms Co. Long Mountain Outfitters Transition Plan, 2014-2017

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REVISION HISTORY

Rev	Date	Description
1.0	22NOV13	Original



1 PURPOSE OF PLAN

Centre Firearms Co. (CFC) is acquiring Long Mountain Outfitters (LMO) to better position itself as the leading international supplier of arms and training. The primary objectives of this plan are to lay out a map of how management will achieve these objectives. The five main objectives are:

- Achieve sales revenues of \$4M by year three (More importantly cash flows of over \$500k)
- Expand the uses of LMO's current inventory beyond operator/armorer classes and R&D
- Become the leading import/export source for surplus weapons and ammo
- Implement an inventory system for sales/rentals that can track weapons, ammo and parts
- Aggressively pursue contracts with organizations who need our services such as police departments, military branches and private security agencies

2 THE COMPANY TODAY

This section will be completed after discussions with Dan S.

3 MARKET ANALYSIS

Research has indicated that the wholesale weapons, ammunition, and accessories market has been one that is on a continuous, steady growth curve. Competition comes from manufacturers, wholesalers, and small to medium sized gun shops. Major manufacturers have been remarkably stable over extended periods of time through mechanisms such as acquisition and R&D. Wholesalers have shown a lower level of stability and we do not consider small to medium sized gun shops as direct competition.

The training market has several "wire house" firms who cater to the US government and control the majority of the large training contracts. Small to medium sized "boutique" training companies are our major competition.

At this time, we have no intention to compete with weapons manufacturers (weapons) or the "wire house" training companies. Our strength is in our ability to apply concrete, proven, corporate processes to the marketing, operational, and logistical aspects of both weapons wholesale and training. While we have the technical, tactical, and operational experience, our corporate acumen sets us apart and will enable CFC/LMO to implement and maintain a stable, controlled growth.

4 ORGANIZATION AND PERSONNEL

The transition process will be a collaborative effort between existing key personnel from both CFC and LMO along with additional subject matter experts who will be brought into the process. These personnel are identified by name, position, location, and brief bios are documented in Section 13 Management Team.

5 FINANCIAL DATA

Financial data is covered in detail in Section 15 Financials. At this time, data tables are pending formulation but will be compiled upon contract completion.



6 PRODUCTS AND SERVICES

Table 1 presents an overview of goods and services that will be offered by CFC/LMO. This list is constantly evolving based on personnel levels and qualifications, and availability of training assets.

SERVICES	
Training	
Weapons, AK & PKM Operator/Armorer	Medical, Advanced Cardiac Life Support (ACLS)
Weapons, Browning Machine Gun	Medical, Basic Life Support (BLS)
Weapons, Familiarization, Long Gun	Medical, Combat Lifesaver (CLS) Course
Weapons, Familiarization, Machine Gun	Medical, EMT-B
Weapons, Familiarization, Shotgun	Medical, EMT-I
Weapons, Familiarization, Sidearm	Medical, EMT-P
Weapons, Familiarization, Sub-Machinegun	Medical, EMT Level Refresher Courses
Weapons, Foreign Weapon Operator/Armorer	Medical, First Responder
Weapons, M134 "Minigun" Operator/Armorer	Medical, NREMT-P Re-Entry Program for SOF Paramedic
Weapons, M16/M4/AR15 Armorer	Medical, NREMT-P Re-Certification Program for the SOF Paramedic
Weapons, M203/M320 Operator/Armorer	Medical, Pediatric Advanced Life Support (PALS)
Weapons, M240/M249 Combined Operator/Armorer	Medical, Tactical Canine Combat Casualty Care Course (TC4, TC3)
Weapons, M2HB/M3 Operator/Armorer	Medical, Trauma 1, Military and Civilian Tactical Operators Medical Skills (MACTOMS) Course
Weapons, M60 Machine Gun Armorer	Medical, Trauma 2, Military and Civilian Surgical and Anesthesia Training (SAT) Course
Weapons, Maxim-Vickers-Lewis	Medical, Trauma 3, Military Operations, Tactical Emergency Medical Skills (MOTEMS) Course
Weapons, Silencer History, Technology, and Testing	Medical, Wilderness First Aid Course
Weapons, MK19 40mm Operator/Armorer	Medical, Wilderness First Responder Course
Weapons, US M3 MAAWS 84mm Recoilless Armorer	Medical, Wilderness EMT Course
Weapons, US Weapons Operator	Medical, Wilderness Advanced First Aid Course
Weapons, MK46 / MK48 Armorer/Operator	Medical, Wilderness Life Support Course
Weapons, Remington M700/870 Operator/Armorer	Survival, wilderness, classroom
Weapons, HK P7 Pistol Series Operator/Armorer	Survival, wilderness, lab (outdoors)
Weapons, Glock Series Armorer	
PRODUCT **sales focused on wholesale	
Weapons	
Armorer	Sales, new, sidearm
Rental, blank firing, long gun	Sales, new, sub-machine gun
Rental, blank firing, machine gun	Sales, reconditioned, long gun
Rental, blank firing, shotgun	Sales, reconditioned, machine gun
Rental, blank firing, sidearm	Sales, reconditioned, shotgun
Rental, blank firing, sub-machine gun	Sales, reconditioned, sidearm
Sales, blank firing, long gun	Sales, reconditioned, sub-machine gun
Sales, blank firing, machine gun	Sales, surplus, long gun
Sales, blank firing, shotgun	Sales, surplus, machine gun
Sales, blank firing, sidearm	Sales, surplus, shotgun
Sales, blank firing, sub-machine gun	Sales, surplus, sidearm
Sales, new, long gun	Sales, surplus, sub-machine gun
Sales, new, machine gun	Sales, parts
Sales, new, shotgun	Sales, accessories
Training Aid	
rental, late return fee	training aid, in-stock, rental
training aid, fabrication, purchase.	training aid, special order, purchase
training aid, fabrication, rental	training aid, special order, rental
training aid, in-stock, purchase	
Effects	
effects priced on a case by case basis	

Table 1 CFC/LMO Service and Product List



6.1 Entry Strategy

- GSA Training/Sales:
 - The entry strategy for CFC into the GSA military sales and training market is to acquire LMO and its equipment and contacts. Additionally, we are exploring entry into domestic trade shows and ads in SAR and DJ.
- Domestic Training:
 - The entry strategy for CFC/LMO is web marketing and trade show presence. Word of mouth and management personal connections can also bring in new students.
- International/Domestic Movie/TV/VG Rentals:
 - Use the Specialists brand and connections to promote new west coast facility. Attract Drew S. and David F. to work with the new movie unit.
- Domestic Sales of Surplus arms/accessories/parts (FTZ Required):
 - Need to work with Dan on strategy for moving these items on a wholesale basis, is this a "buy it" and they will come situation? We need to have a plan to presell portions of large purchases before they arrive.
- International Sales of Surplus arms/accessories/parts (FTZ Required):
 - Need to work with Dan on strategy for moving these items on a wholesale basis, is this a by it and they will come situation? We need to have a plan to presell portions of large purchases before they arrive.
- Domestic Arms Sales to Domestic Mil/LE:
 - Need to work with Dan on strategy for moving these items and what mix of marketing is most effective. Working with LSC on this.

6.2 Growth Strategy

- International/Domestic Surplus and New Ammo Sales (FTZ Required?):
 - Need to discuss strategy with Dan S. and the possible future dealings of DM, LLC with Arsenal & Kevin.
- Import Arms Sales to Domestic Mil/LE (FTZ Required):
 - Need to work with Dan on strategy for moving these items and what mix of marketing is most effective.
- International Training:
 - CFC/LMO's presence at international arms shows and web marketing. Dan's possible connection in Jordan.
- International Wholesale New Weapons Sales:
 - This market needs further discussion, it may require too much investment for CFC/LMO in the first three year business plan.
- Domestic Wholesale Used Parts:
 - This is a business of moving large volumes of parts wholesale or retail. It's a long term goal for LMO, by working with LSC and a newly formed Guns 4 Cash business to cheaply obtain large volumes of parts and sell them to a small group of wholesale clients or make a web business out of it.



7 THE INDUSTRY: WHOLESALE WEAPONS SALES, RENTALS, AND TRAINING

The \$4 billion firearms and ammunition industry stands apart from other industries that are struggling in the slow economy. Demand for guns has continued at a robust pace since late 2008. NSSF estimates the industry is responsible for approximately 180,000 jobs and has impact on the U.S. economy of \$28 billion. Indicators such as background-check statistics, firearms production and importation, firearm-retailer surveys and on-the-ground reports from retailers nationwide reveal that interest in firearm ownership is high. Another indicator pointing to robust gun sales is the federal excise taxes collected on the sale of new firearms and ammunition, which have risen 48.3 percent over the last five years.¹

8 ATTRACTIVENESS OF THE INDUSTRY

While there is a fair degree of entry into and exit from the firearms market, it is clear that market leaders have firmly established themselves in every market segment, sometimes in long-lasting stable duopolies. An analysis of recent merger and acquisition activity reveals ownership concentration—especially in the rifle market—far beyond what an analysis of ATF data suggests. In particular, it was found that in 2010 a single parent company controlled five major rifle brands that in turn held more than one-third of the rifle market and about three times the market share of its nearest competitor.²

That stated, the steady increase in wholesale firearms purchase and the increase in individual firearms purchases indicate that both the wholesale weapons market and the firearms training market will continue their upwards growth trends.

8.1 Competition and Suppliers

The landscape of competitors needs to be discussed with Dan S. The following attachments list out the key companies either directly in competition with CFC/LMO or that may be utilized for domestic and international supply:

- Attachment A: Firearms Training Schools by State (competition)
- Attachment B: Firearms Manufacturers / Distributors (suppliers)

In addition to utilization of the distributors listed in Attachment B, CFC/LMO will continue to develop domestic and international sources through contact with weapons warehouse and storage facilities.

8.2 Threat of Entry

The weapons systems leasing/training business is highly exclusive and nearly impossible to break into. On the national level, the barriers to entry are great due to the large amount of capital required to build an adequately sizable and diverse inventory. The established contacts with military/LE and PMC's are well entrenched and the licensing is very difficult to obtain and maintain. The high capital requirement is very helpful in keeping out small agile firms, but large defense companies sometimes have divisions that enter the field. The opportunity here for CFC/LMO is to be the only small agile firm with the resources to compete with the large

¹ Brassard, B., NSSF Press Release, 1/18/2012

² Brauer, J., The US Firearms Industry, Production and Supply, Small Arms Survey, 2/2013

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companies. The ability to customize products and training to our clients will be far more cost efficient for a small company with these clients' needs as its sole business focus.

9 TRENDS IN THE WHOLESALE WEAPONS AND TRAINING INDUSTRIES

Weapons:

Law Enforcement agencies throughout the US have been able to tap into billions of dollars in grants for the purchase of "military style" weapons and training. Through the federal grants the agencies can purchase most style of weapons normal used by the military to include full auto M-4's, belt feds, sub-guns, and APV's. This trend will allow CFC/LMO to position itself as a leading supplier and seize on the opportunity to train on weapons familiarization. CFC/LMO can also follow this trend internationally and market to foreign countries in need of the training and sales of these systems.³

Training:

The global war on terror has transformed training into more "real-life" scenario's and role-playing exercises. By utilizing the diverse urban, desert, and mountain environments of the US, military and law enforcement agencies are trending towards "train as you fight" exercises. This real-life experience has driven up the demand for role-playing companies and the need for large quantities of blank firing foreign weapons (AK-47, RPD, RPK, PKM, and RPG). By utilizing our inventory CFC/LMO can market to the companies bidding on these types of contracts, spearheading the new trend in training.⁴

The US military has the growing concern of multiple theaters of combat action. This situation presents a unique opportunity to CFC/LMO to market our weapons familiarization, sales, and rentals to the military. By having the large inventory of multi-national weapons and classroom CFC/LMO can offer the training classes needed and rent the large inventory for the role-playing scenarios. This strategy can also be implemented for international sales, rentals, and training.

10 TARGET MARKETS

CFC/LMO has identified the following target markets for exploitation:

- GSA Training/Sales:
- Domestic Training:
- International/Domestic Movie/TV/VG Rentals:
- Domestic Sales of Surplus arms/accessories/parts (FTZ Required):
- International Sales of Surplus arms/accessories/parts (FTZ Required):
- Domestic Arms Sales to Domestic Mil/LE:

³ www.aclu.org/militarization

⁴ http://www.iitsec.org/documents/iitsec_2011_show_daily/iitsec11_day1_web.pdf

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10.1 Demographics

Demographics are being researched.

10.2 Market Size, Trends, Share

Demographics are being researched.

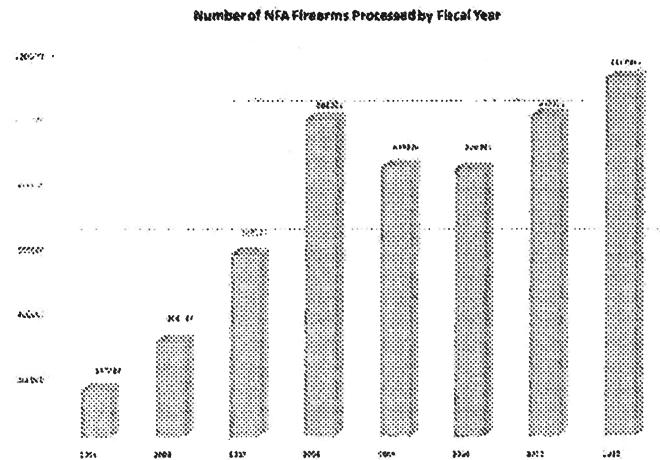


Figure 1 Number of NFA Firearms Processed by Fiscal Year (ATF Statistics)

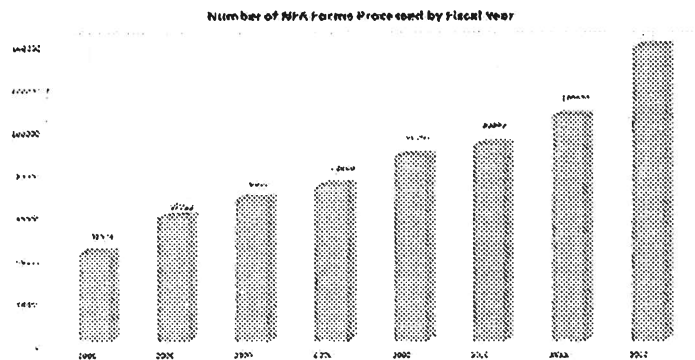


Figure 2 Number of NFA Forms Processed by Fiscal Year (ATF Statistics)



10.3 Analysis of Competitors

The competitor analysis is ongoing and at this time, there is insufficient data to make informed judgments. The environment has been discussed in detail in previous sections of this document. The informal external analysis is as follows:

- **Industry Traits:**
Currently in the US, the sales of weapons and ammunition are experiencing a steep increase with the outlook for demand staying strong. Training for military and law enforcement organizations is moving from the classroom to realistic, scenario based training.
- **Nature and Strength of Competition:** To be completed based on discussions at upcoming meeting.
- **Forces Driving Change:**
The government is steadily increasing its legal constraints on the sale, purchase, and ownership of weapons and ammunition. The Global War on Terror (GWOT), has increased the need for training and the OPTEMPO for military and law enforcement units.
- **Positions Occupied by Industry Competition:**
Currently, the focus of the "wire house" corporations involved with government and military training is on generating revenue and decreasing overhead. This business model is loosely based on the military process of outsourcing support activities. It is in the best interests of the larger corporations to outsource (sub-contract) many of their support activities and product needs. This opens the door for CFC/LMO to leverage its physical and human assets to fill the training support needs of the corporations, and either directly or indirectly, the military and law enforcement communities.
- **Competitors and Industry Likely "Next Move"**
As stated above, larger corporations in the industry are looking to increase cash flow and decrease overhead. It is highly likely that this trend will continue and while there are a high number of very small companies, there are very few that can offer the level of support CFC/LMO is able to provide. CFC/LMO believes that beyond this concept, likely "next moves" will come from the R&D side of the industry as the US weapons laws become more restrictive. Government, military, and commercial training programs will have to look at providing weapons training with substitute, "non-gun", weapons.

11 MARKETING AND SALES ACTIVITIES

Current:

- The director of Aegis Worldwide DC, Ethan Bond is planning a site visit to NYC to discuss the capabilities
- Continue the relationships with RTS, IRH24, Reservoir International
- Develop the national relationships with police and federal agencies
- .
- .
- .

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Future:

- Reach out to DynCorp, Triple Canopy, and other international PMC's
- Develop unique training/role-playing scenarios to market to police and federal agencies
- Establish direct links to DoD, DoE, and DoS personnel for weapons familiarization, training, classroom use.
- .
- .
- .

11.1 Overall Marketing Strategy

Our strategy for CFC/LMO will be the establishment of a comprehensive marketing campaign to inform all the players in the industry of our current capabilities.

- Stressing our global weapons inventory for training, weapons familiarization, armoring, sales, and rental.
- Highlighting the accessibility of our Las Vegas location, with the international airport, is ideal for national and international business, our large classroom and onsite armors, our vast experience in military and law enforcement.
- Gain access to the open source government contracting (DoD, DoS, DoE, etc...). Establish relationships with the RFP writers

11.2 Marketing Penetration Strategy

Utilize our current contacts with PMC's and the private training companies to continually market our capabilities.

- Reaching out to the open source government contracting writers. Developing relationships to track all new RFP's.
- Find the POC's of all the companies in the US doing the role-playing and supply them with our marketing material. Stressing our support and be non-threatening..."we are the company that supports training projects".
- Highlight our mission to support the projects...our goal to make the contract provider look like "rock stars".
- Offering our unique weapons inventory and classroom for weapons familiarization.
- Establish relations with the major PMC's and offer our capabilities
- Use our relations with government contacts and politicians

11.3 Pricing

To be discussed with Dan S.

11.4 Sales Tactics

Our Sales tactics will utilize our vast connections with military, law enforcement (state, federal, local), and political. We will develop our relationships with the open source government contract writers to help define the markets that we can provide service and support.

- Maintain and advance the current contracts with the companies currently renting our military type weapons
- Find and market to similar companies doing the rentals

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- Direct marketing to PMC's (Aegis, DynCorp, Tripe C, etc...)
- Acquire strategic partners to market to government agencies...i.e. Freedom Group
- .
- ..

11.5 Sales Generation

CFC/LMO will generate sales through our existing contacts, current contracts and creating a data base of all relevant government RFP's. New business will be developed through the federal contracting offices, contract RFP writers, utilizing strategic partnerships with PMC's and training facilities.

- Foreign weapon sales and training
- US military weapon rentals and weapon familiarization
- State/Local and federal Law Enforcement agencies
- Resale of foreign weapons and ammo
- .
- .
- .

12 OPERATIONS

CFC has established and maintains a Product and Service Realization Planning Procedure to ensure that processes and sub-processes are conducted under controlled conditions. Planning of the realization processes is consistent with the other requirements of the organization's quality system. Product realization plans determine the following:

- quality objectives for the product, project or contract;
- the need to establish processes and documentation, and provide resources, infrastructure, and work environment necessary to produce conforming product;
- verification and validation activities, and the criteria for the determination of acceptable product;
- the records that are needed to provide evidence that the processes and resulting product conform to specified requirements.

12.1 Transition Best Practices

12.1.1 Best Practices Overview

- Establish Strategic Framework for Decision Making
- Dedicate Integration Resources
- Frequently Assess Cultural Progress
- Communicate Early and Often
 - Spell out "Non-Negotiables" as early as Possible
 - Jointly formulate a 100 Day Integration Plan
 - Communicate to all Employees, Customers, Suppliers
- Measure Performance Versus Proforma
- Focus on Priorities
 - Objectively and Systematically identify the highest priority Synergies
 - Those with Highest Value + Probability of Success

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Figure 3 Transition Key Steps

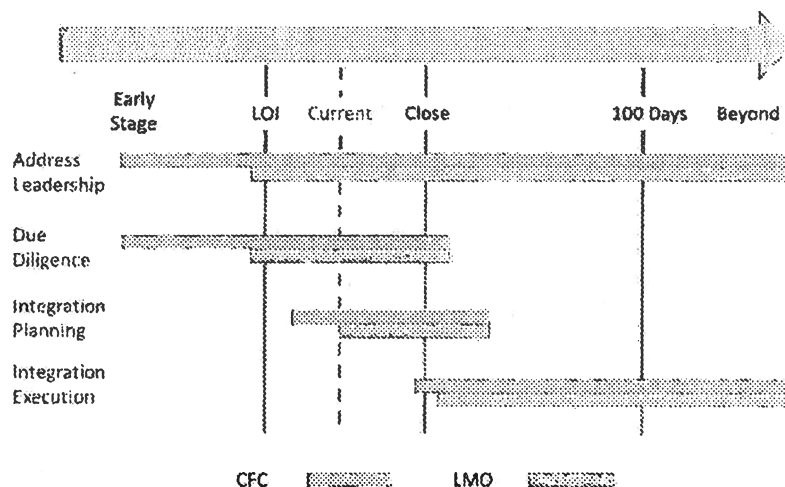


Figure 4 Transition Timeline Overview



12.2 Transition Documentation

The following figures identify 3 key documents that will be developed as part of the transition process. These 3 documents are part of the program management / transition management system.

Project Name:		
Project Manager:		

ID	Activity	Issue	Derivative Updates
Production Support, Operations, Network and Help Desk			
1	Develop detailed support plan with clearly defined roles & responsibilities. Secured approval from key stakeholders.		
2	Engage operations team to define primary and secondary support groups, distribution lists for communication and customer escalation contacts.		
3	Provide new system environment implementation notes to help desk at least 10 days prior to implementation. Ensure helpdesk is aware of criticality of support levels.		
4	Develop and conduct training to ensure help desk, primary and secondary support teams are equipped to handle calls once system implemented.		
5	Provide instructional documentation, Frequently Asked Questions and scenarios/scripts to help support and analyze problems.		
6			
7			
8			
9			
10			
Inventory Control and Logistics			
12	Identify/assign support team, roles & responsibilities documented and clearly understood.		
13	Define and test support documentation.		
14	Develop scenarios/scripts to help support and analyze problems.		
15			
16			
17			
18	Update production support for primary and secondary.		

Figure 5 Transition Checklist (to be developed)

Project Name:	
Project Manager:	

Go-Live Checklist								
ID	Task	Dependencies	Owner	Target Start Date	Target Start Time	Updates	Checkpoint	Current Status
1								
2								
3								
4								
5								
6								
7								

Figure 6 Go-Live Checklist

Project Name:	
Project Manager:	

Contact Information					
ID	Name	Primary Contact Number	Secondary Contact Number	Email Address	Comments
1					
2					
3					
4					
5					
6					

Figure 7 Key Transition Personnel Contact Information



12.5 Order Processing and Delivery Procedures

Product and service realization planning encompasses determination of product/process quality objectives, development of required processes, and process documentation and records.

Procedure

- Product Quality Objectives
 - Product quality objectives are defined in drawings and specifications, contracts, standards, samples, workmanship standards, and applicable legal and regulatory requirements.
 - The COO, acting as the Quality Manager, is responsible for identifying product quality objectives and requirements. This may be included in the process of determining customer and product requirements.
- Product Realization Planning
 - Product and service realization planning will be coordinated, planned, and executed by Mr. Ortiz and Mr. Scott as part of the Closing phase.

12.6 Customer Service Procedures and Requirements

Determination of Requirements Related to the Product and Service

CFC/LMO has established a Design and Development Control Procedure and a Contract Review Procedure for identifying customer requirements. These processes determine:

- product and service requirements specified by the customer, including the requirements for availability, delivery, and post-delivery support;
- product requirements not specified by the customer but necessary for intended or specified use;
- obligations related to product, including regulatory and legal requirements;
- customer requirements are confirmed before acceptance in situations where the customer provides no documented statement of requirements.
- The results of the reviews, pertinent related correspondence, and necessary follow-up actions are documented by CFC/LMO order number and customer name.

Review of Requirements Related to the Product

CFC/LMO reviews the identified customer requirements together with additional requirements that are not specified but are necessary for fitness for use and governed by laws and regulations, and requirements for availability, delivery, and support. This review is conducted prior to commitment to supply a product to the customer per the Contract Review Procedure. The review process ensures that:

- product and service requirements are defined;
- where the customer provides no documented statement of requirement, the customer requirements are confirmed before acceptance and a record of verbal order is maintained;
- contract or order requirements differing from those previously expressed in a tender or quotation are resolved;
- CFC has the ability to meet the customer requirements.



12.7 IT Requirements

Following are the IT requirements to effect the transition and move forward.

- Phone systems – Use current system in place (Las Vegas)
- Email Servers – Use Google Apps (Cloud)
- Accounting and SQL Server (NYC)
- New Server for remote client logins (NYC)
- New Desktops/Laptops for each employee (Las Vegas)

13 MANAGEMENT TEAM

The key management personnel are broken out below and illustrated in the Organizational Chart.

Name	Title	Location
George Wells	President/CEO	Las Vegas / New York City
Ryder Washburn	VP/CFO	New York City
Dan Shea	General Director	Las Vegas
Karl Scott	COO	New York City
Peter Pukish	Director of Sales	Las Vegas
Robert Gee	Director of Training	Las Vegas
Louis Ortiz	Director of Logistics	New York City

Table 2 LMO/CFC Key Leadership

13.1 Organizational Chart (Transition Team)

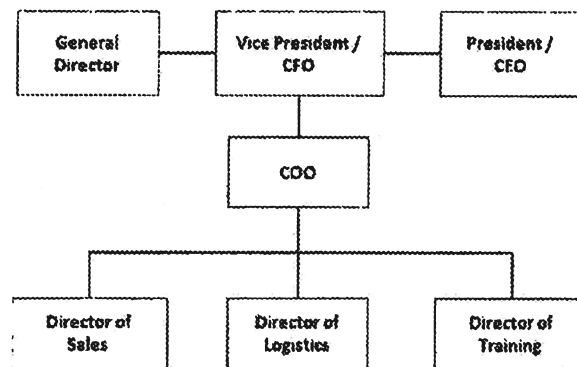


Figure 9 LMO/CFC Organizational Chart



13.2 Legal Structure of Business

Centre Firearms Co., Inc. ("CFC") is a corporation registered in New York state. The newly formed Long Mountain Outfitters brand will be setup as a DBA of CFC and treated as a separate division for sales purposes. Defense Munitions will also be registered as a DBA of CFC and treated as a separate division for sales purposes. For licensing we will add the following licenses under CFC for the Las Vegas office and list the DBA's of both new divisions:

- Type 10 FFL/Class 2 SOT
- Type 11 FFL/Class 1 SOT
- ITAR AECA76 DDTTC registration as MFG/Exporter/Broker
- New FTZ

13.3 Key Personnel Bios

- **George Wells, President, CEO:** Before joining CFC, Mr. Wells spent five years in Iraq working for Aegis Worldwide, LLC, where he held numerous leadership and operational roles and was team leader of the Dhi Qar, Muthanna, and Maysan Recon Liaison Team. While in Iraq, he was lead instructor for his team, training local nationals and US Special Operations units as well as various international government and private military forces. Mr. Wells provided advanced training to military and law enforcement agencies with Sabre Tactical Training Resource Research, where he obtained the certification of Master Instructor. He has significant experience in combat medicine, close quarter battle, SWAT, defensive tactics, and advanced small arm tactics as well as multiple certifications in risk assessment and medicine. Mr. Wells holds positions as the president of the Southeast New Mexico Police Reserve Foundation and sits on the board for the Law Enforcement Education Organization.
- **Ryder Washburn, VP, CFO:** Mr. Washburn has over 14 years of experience in the fields of arms rental and training. After finishing business school, Mr. Washburn joined Weapons Specialists Ltd as vice president. In the past eleven years, under his direction, revenues and profits have grown over 2000%. He considers long-term strategy, diversified revenue streams, and carefully chosen employees as the keys to strong and sustainable growth. His love for guns is surpassed only by his love of cash flow.
- **Dan Shea, General Director:** Dan Shea is a US Army veteran with over 35 years' experience in military small arms. Dan is a certified government expert on small arms, and a Master Armorer certified as an armorer instructor on various weapons and weapons systems. He is the current General Manager of Long Mountain Outfitters LLC, the small arms specialty sales and training company that holds the GS contract for Armorer/Operator training on all US and foreign small arms. Dan was the Technical Editor the old "Machine Gun News" for ten years starting in the 1980s, and has been the General Manager and Technical Editor of "Small Arms Review" magazine for the past eighteen years, and the newer "Small Arms Defense Journal." He has many hundreds of articles in print on the subject of military small arms, and is the author of "The Machine Gun Dealers Bible" presently in its fifth edition. Dan's companies have provided firearms on many training missions as well as movies, television, and video games. He sits on the Board of Directors of NFATCA, AEAA, DSAAC, as well as the Small Arms Group



Steering Committee for NDIA.

- **Karl Scott, COO:** Mr. Scott is a 17 year US Army veteran, with 13 years spent in Special Forces. Since leaving the military in 2004, he has worked for government and commercial organizations running business, field, and relief operations both domestically and globally. Many of these programs involved the coordination of efforts among government and commercial organizations, universities, and NGOs. Mr. Scott's vast experience along with a solid understanding of operational and program management concepts has allowed him to successfully integrate disparate organizations with varying corporate cultures into successful, productive programs.
- **Peter Pukish, Director of Sales:** Mr. Pukish has been involved in law enforcement since 1986, originally in the field of loss prevention and internal investigations and then later as a deputy sheriff and still remains active as a sergeant on the police force. He continues to teach internationally and is recognized as an authority on both traditional martial arts and modern forms of hand to hand combat and weapons training. He is the founder and currently serves as the president of Bellum Global LLC., a security and consulting firm, servicing both the public and private sectors with executive protection, intelligence gathering, training, and instruction. Mr. Pukish will leverage his extensive contacts and business acumen to develop the domestic and international wholesale markets.
- **Robert Gee, Director of Training:** Mr. Gee has over 30 years of experience in the field of firearms training. His experience ranges from trainer and Course Development Manager, to Program Management for the DOE's National Training Center. He has developed close, professional relationships with many government and law enforcement agencies enabling him to offer training and contract opportunities not afforded others. Mr. Gee is an organized and effective training program manager with strong leadership and team skills.
- **Louis Ortiz, Director of Logistics:** Mr. Ortiz has over a decade in Loss Prevention, Inventory Control, and Safety working for retailers such as Century 21 Department Stores, Canal Jean's, G&G Retail, Modell's Sporting Goods, and Popular Club. He has spent the last twenty years in Warehouse Operations, logistics and system upgrades. Mr. Ortiz is a senior executive with extensive experience in corporate-level strategic and tactical planning, program development, and change implementation and a reputation for balancing high quality, measurable results with efficiency, resolving operational issues before they become intractable problems, and rapidly adapting to changing priorities in the workplace



14 RISKS

The CFC leadership cell has identified the following corporate risks:

- Liquidity
- Inventory Turnover
- Expense Control
- Divisional Separation

15 FINANCIALS

The financials will be tabulated post meeting.

15.1 Driver Explanations

Following are assumptions that need to be discussed and worked out in order to produce quality financial reports:

- 1) Of current LMO sales how many customers (sales) will port over to CFC/LMO?
- 2) What is the current split between rentals, sales, training, etc.?
- 3) Product Mix (services and products)?
- 4) Average Price Per item category?
- 5) Average sales per transaction?
- 6) Average Gross profit margin (List price – COGS)?
- 7) Shipping costs?
- 8) Salaries?
- 9) Full Time employees?
- 10) Promotions and Marketing as a % of sales?
- 11) Travel as a % sales?
- 12) Startup costs?
 - a. IT (phones, comps, etc.)
 - b. Office furniture?
 - c. Legal / Reg
 - d. Software – Inventory and Accounting
- 13) Rent number?

15.2 Proforma Income Statement

To be tabulated post meeting

15.3 Proforma Cash Flow

To be tabulated post meeting

15.4 Revenue Sources

To be tabulated post meeting

15.5 Cost of Goods

To be tabulated post meeting



15.6 Variable Expenses

To be tabulated post meeting

15.7 Fixed Expenses

To be tabulated post meeting

15.8 Balance Sheet

To be tabulated post meeting

15.9 Breakeven Analysis

To be tabulated post meeting

16 ABBREVIATIONS

- ATF/BATF: Bureau of Alcohol Tobacco and Firearms
- CFC: Centre Firearms Co.
- DJ:
- DoD: Department of Defense
- DoE: Department of Energy
- DoS: Department of State
- EMT (B,I,P): Emergency Medical Technician (Basic, Intermediate, Paramedic)
- FTZ: Free Trade Zone
- GSA: Government Services Administration
- GWOT: Global War on Terror
- LE: Law enforcement
- LMO: Long Mountain Outfitters
- LSC:
- NSSF: National Shooting Sports Foundation
- OPTEMPO: Operations tempo
- PMC: Private military company
- POC: Point of contact
- RFP: Request for Proposal
- SAR: Search and Rescue
- VG: Video Game



ATTACHMENT A: FIREARMS TRAINING SCHOOLS BY STATE

Information Source: www.martialfirearmstraining.com

Alabama	Shooters-Edge	Argenbright International Training Institute
Shootrite Firearms Academy	Shoot Safe Learning	Atlanta Firearms Training
Arizona	Southwest Tactical	Combat Hard Training Center
Advanced Tactical Technologies Inc.	Specialized Training Associates	Firearmz
American Firearms Training and Tactics	Stand Alone Training	Glock, Inc.
American Shooting Academy	Suarez International	Georgia Range / Fighting Pistol
American Small Arms Academy	TAC-1 (Tactical Advanced Combat)	Hepsa National Law Enforcement
Arizona Defensive Firearms Training	TACFIRE	Training Academy
Defensive Use of Firearms	Tactical Edge	Marital Strategies, LLC
Firebase PHX	Tactical Firearms Training Team	Personal Defense Training
Force Options Tactical Training Solutions	Tactical Training Associates, LLC	Personal Tactics
Force Training Systems	Top Gun Training Centre	Superior Security Concepts
GPS Defense Sniper School	Train2besafe.com	T.P.I Consulting
Gunsite Training Center	Colorado	Hawaii
Insight Firearms Training Development	Colorado Handgun Safety	Hawaii Defense Foundation
Malins Defense Systems	Colorado School of Firearms LLC	Hawaii Pistol & Rifle
Marksmans Enterprise	Colorado School of Trades	Idaho
Rural/Urban Tactical Training	Colorado Weapons Training	Center Target Sports
Tactical Gun	Defense Training International, Inc.	Firearms Training Institute
Turnipseed Stance	Defensive Dynamics, LLC	Security Awareness & Firearms
Yavapai Firearms Academy	Firearms Training Institute	Education (SAFE)
Arkansas	Fortified Solutions LLC	TIBA LLC
THOR Global Defense Group	Personal Defense Institute	Illinois
Arkansas Police Trainers	Practical Shooting Academy, Inc.	Firearms Safety Academy
California	Precision Defensive Shooting School LLC	Fortress Defense Consultants
Academy of Saint Crispian, The	Rocky Mountain Combat Applications	Illinois Small Arms Institute
Advanced Training Assoc	Training	Hollow Training Center
Advanced Weapons and Tactics	Shooting School, The	Marksmanship Training Group LLC
Aegis Academy	Tac One	Midwest Training Group
AEGIS Training Solutions	Tactical Iron Firearms Training	Northwest Suburban Tactical Training
Allstate Defense Systems	Talons Firearms Training, Inc.	Center
American Academy of Protective Training	Connecticut	Personal Defense Training, Inc.
Bay Area Professionals for Firearms	Defense Associates	Police Training Institute
Safety & Education (Bayprofs)	DRF Tactical	Spartan Tactical Training Group
Calaveras Tactical	First Shots Program	Vital Defense Solutions
California Security & Safety Institute	IM-Safe Firearms Training	Wicklander-Zulawski & Associates
CCW USA Firearms Training	HF LearnSafety, LLC	Indiana
Combative Concepts	Specter Tactical	First Action Self-Defense, LLC
Covered 6, LLC	Sturm, Ruger & Company	Indiana Firearms Training
Dobbs Firearm Training	Tacsticks Group Tactical Training and	Shooting Institute, The
Double Tap Shooting	Consulting	Kansas
F.A.S.T. O.C.	Delaware	F.I.R.E. Defensive Skills LLC
Firearms Training Associates	Safe Action's Firearms Ed	Kentucky
Franco Security	Florida	Defensive Handgun Training LLC
Front Sight Firearms Training Institute	Defense Offense Academy	Firearms Training Center
Gunner Joe's Bullseyes Academy	Defensive Shooting Instructors	Harmony Hollow Firearms Training
Inland Firearms Training	Defensive Training Group, Inc.	Southern Police Institute
International Protection Consulting	Equip 2 Conceal Firearms Group	Maine
International Shootists Institute	Gun School, Inc	Weaponcraft LLC
International Tactical Training Seminars	HomeSafe Protective Training	Maryland
Inc.	Massad Ayoub Group	Action on Target
Iron Sight Indoor Range	Miami Firearms Training, Inc.	Beretta Training
Marital Arms	On Target Training, LLC	Defensive Firearms Consultants
Martial Arts Resource	Rogers Shooting School	Frederick Shooting Instruction
Nor-Cal	Santas Instinctive Shooting School	IOTA Firearms & Security Training
Personal Protection Strategies	Tactical Security & Safety, LLC	Academy
Scott, McDougall & Associates	Tactical U, LLC	Maryland Firearms Training Group
Self Defense Firearms Training	Universal Shooting Academy	Maryland Gun Training Center
Security Training International	Georgia	
Sierra Firearms Training	4G Tactical	
Sharpshooter Academy	American International Marksmanship	
	Academy	



Mid-Atlantic Firearms Training
Massachusetts
2nd Amendment Firearms Training
AWARE
Bob's Tactical
Boston Firearms Training Center
CCW Point Blank
Down Range Firearms Training
Mass Firearms School
Mass Gun Permit
Massachusetts Firearms Seminars
RKBA Firearms Training of
Massachusetts
Saber Group, Inc
Smith & Wesson Academy & Armorers
School
SnubTraining.com
Michigan
Motor City Marksman Firearms Training
Academy
St. James Academy, The
Tried Tactical Training
Minnesota
Defensive Firearms Tactics
MN Concealed Carry
MN Pistol Class, LLC
Tactics Training Center
Mississippi
Elite Arms Training
The Tactical Mindset LLC
Total Control Training Institute, Inc.
Missouri
Archangel3 Firearms Training
Black Ops School of Combat
Gateway Firearms Training LLC
National Law Enforcement Training
Center
Survival Concepts, LLC
Thin Line Shooting Academy
Montana
K-5 Firearms Training, Inc.
Marksman's Enterprise
Nebraska
Precision Response Training
Nevada
A+ Firearms Training
ADAPT (The Academy of Defensive &
Protective Training)
Arms To Bear
High Desert Special Operations Center
Personal Security and Firearms Training,
LLC
Progressive F.O.R.C.E. Concepts
Responsible Firearm Owners
Semper Firearms Training
Sierra Firearms Academy
Tactical West, LLC
Weicor, LLC Firearms Training
New Hampshire
Certain Victory Firearms Training, LLC
International Association of Law
Enforcement Firearms Instructors, Inc
New England Tactical
Response Ability Firearms Training, LLC
SIG SAUER Academy

New Jersey
Constitution Arms
Defensive Firearms Academy
Gun For Hire, LLC
Home Defense Site
International Security Instructors
Mine Brook Search & Rescue, Inc.
New Jersey Firearms Academy
Shoot NJ, LLC Firearms Instruction
Shoot Smart Training
New Mexico
Personal Security Consulting
New York
Chelsea Gun Club, Inc.
F.A.C.E (Firearms Academy and Center
of Education)
Firearms Training Institute, Inc.
Guardian Group International
International Rescue and Tactical
Consultants
MINDRICK Security Academy and
Shooting School
Modern Warrior Defensive Tactics
Institute
Police Training Division
Professional Safety & Security Training,
LLC
Remington Shooting School
Rochester Personal Defense
Tactical Defense International
Tactical Handgun Training
TOTAL Firearm Techniques Inc.
VERDAD Investigations and Protection,
Inc
North Carolina
ACADEMI Training Center
CCW of NC
Defensive Concepts NC
Ladies Handgun Clinics
Starlite Firearms Training
North Dakota
Fargo Firearms Training
Ohio
Personal Protection Concepts
PRO
Tactical Defense Institute
Three Tango Firearms Academy
Walsh Defensive Firearms Training
Center LLC
Oklahoma
Shoot-N-Iron, Inc.
Survival Tactics, LLC
US Shooting Academy
Oregon
Oregon Firearms Academy
Mitchell's Clay Target Sports
Thunder Ranch, Inc
Pennsylvania
CTA Trainers
Dynamic Force Institute
Gunskills Training Group
Firearms Research & Instruction, Inc.
Marksmanship Trainer LLC
Peregrine Corporation
Personal Defense Solutions
Tuscarora Tactical Training, LLC

South Carolina
Carolina Handgun Academy
South Dakota
Degrata Tactical Inc.
Tennessee
Academy of Personal Protection and
Security
American Pistol & Rifle Association
Austin's Tennessee Firearms School
Coal Creek Armory, Inc.
Cumberland Tactics
Defensive Solutions
Farris Firearms Training
Institute of Security Services
Mid-South Institute of Self-Defense
Shooting
Northridge Defense Training Solutions
Personal Responsibility, Inc.
Rangemaster
Shepherd School, Inc.
TAC2 - Tactical Advantage Concepts
2000
Target-Pro Firearms Training Academy
Whitten Arms
Texas
Auto Arms
Carry In Texas, LLC
Defensive Arts of Texas
Denton County Sports Association
FAST Inc
Gun Training San Antonio
GunPlay USA
ISI
Law Enforcement Educators
North Texas Tactical Training
Operational Support Services
ProTac Global Inc
Rifles Only
South West Association of Trainers and
COMSAT
Southwest Defensive Shooting Institute
Strategic Shooting Dynamics LLC
Strategic Weapons Academy of Texas
Templar Titan
Texas Small Arms Academy
Texas Tactical
Trident Concepts
U.S. Small Arms Training School
Wetmore Shooting Sports
Utah
Counterterrorism Institute of America,
LLC
Strategic Tactical Group LLC
Virginia
Concealed Carry Academy
Firearms International Training Academy
Heckler & Koch, Inc.
I.C.E. Training Company
Practical Firearms Training
Proactive Shooters, LLC
SafePistol.com
Shawnee Hunt Club
Tactical Shooting Academy
Team One Network
Virginia Pistol, LLC



Washington
Burton's Firearm Instruction
Firearms Academy of Seattle
InSights Training Center, Inc.
Personal Safety Institute
Washington, D.C.
National Rifle Association
West Virginia
Peacemaker National Training Center
Storm Mountain Training Center
Wisconsin
Midwest Marksman, Inc
Wyoming
Silver Dragon Training



ATTACHMENT B: FIREARMS MANUFACTURERS/DISTRIBUTORS

Information source: The Association of Firearm and Tool Mark Examiners

Accu-Tek Firearms	Heckler & Koch Inc.	SIGARMS
American Derringer	Henry Repeating Arms Company	Uberti USA, Inc.
AR-7 Industries	Heritage Manufacturing	Unique of France
Armalite, Inc.	Hi-Point Firearms	Valkyrie Arms, Ltd.
Auto-Ordnance Corp.	High Standard	Walther
Ballard Rifle and Cartridge Co. LLC	Huglu Shotguns	Weatherby
Barrett Firearms	Infinity Firearms	Wildey Guns
Beeman	Israel Arms International, Inc.	Wilson Combat
Benelli USA.	Ithaca Gun Company, LLC	Winchester
Beretta	Kahr Arms	Z-M Weapons
Bersa	KEL-TEC CNC, Inc.	
Black Mesa Rifle Co.	Kimber America	
Black Powder Specialties	Knights' Armament Co.	
Bond Arms, Inc.	L.A.R. Manufacturing, Inc.	
Briley	Lazzaroni Arms Co	
Browning	Llama	
Bul Transmark	Lone Star Rifle Co., Inc.	
Bushmaster	Maadi-Griffin	
Casull Arms Corp.	Magnum Research	
Century Int'l Arms	Marlin Firearms	
Ceska Zbrojovka (CZ)	McMillan Bros Rifle Co, Inc.	
Charles Daly	MKS Supply, Inc.	
Charter 2000, Inc.	Mossberg	
Christensen Arms	Navy Arms Co.	
Cimarron Firearms	North American Arms (NAA)	
Colt Blackpowder Arms Company	Nowlin Manufacturing	
Colt's Firearms Co.	Olympic Arms Co.	
Connecticut Shotgun Manufacturing Co.	Para-Ordnance	
Connecticut Valley Arms Company	Pedersoli, Davide & Company	
Cooper Firearms	Professional Ordnance Inc.	
Crosman Corporation	Remington	
C. Sharp Arms Company	REXIO	
Daisy Manufacturing	Rossi	
Dakota Arms, Inc.	SAKO	
Dan Wesson Firearms Co.	Savage Arms	
Davidson's Gallery of Guns	SKB Shotguns	
DPMS	Smith & Wesson Firearms	
DSA, Inc.	Springfield Armory	
Enterprise Arms	SSK Industries	
European American Armory (EAA)	Strayer-Voigt, Inc.	
Feather USA	Sturm, Ruger & Company	
FN Manufacturing, Inc.	Tanfoglio	
Franchi Spa	Taurus	
Freedom Arms	Thompson/Center Arms	
Gatling Gun Company		
Gibbs Rifle Company		
Glock		