

# TORRES TIMES

June 2009

## A Word From Jerry

As you will read in this installment of the newsletter, Torres has achieved growth, both organically through work added to existing contracts and through new contract wins. Just last quarter, we were awarded the following new contracts:



- **GTMO** contract to continue library, instructional and program support services (contract doubled in size and includes new courses in art, humanities and vocational education)
- A new **U.S. DoS** contract with Technatomy to provide language related services in Iraq valued at \$550 million
- 2 contracts with **USDA FSA** to continue Lean Six Sigma work and new work providing program management office support to the FSA MIDAS PMO
- 2 contracts to perform **sign language** interpretation for Army Corps of Engineers and Department of Interior, U.S. Fish and Wildlife
- **17 linguists added** to our existing State Department contract to provide linguistic support to Diplomatic Security in Iraq
- Contract to provide statewide **Spanish translation and interpretation** services to the Arkansas Department of Corrections
- **Combatives** contracts at Fort Lee, VA, and West Point

Due to our phenomenal growth rate and superb service delivery, we have received numerous awards and have been recognized in the international press. In a spiraling down economy, everyone asks me how Torres continues to thrive. It's not luck, and there is no magical illusion to it. The key to our success at Torres has always been through the very strong work ethic of our exceptional staff and remaining true to our guiding principles of agility and flexibility in response to client needs. These are really basic business principles, but they are the most important components of our success at Torres. I am pleased to share that success with each of you and thank you all for your contributions to it. Stay strong, focused on the customer, and never settle for anything less than excellent.

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## EDWARD ANTON PROMOTED TO SENIOR DIRECTOR OF LANGUAGE AND SME SERVICES

Recently, one of Torres' most distinguished linguists and managers, Mr. Edward Anton, was promoted to Senior Director of Language and SME Services. He is now responsible for and manages our high profile linguist and SME programs worldwide, including our AFRICOM language programs in Africa and Germany, U.S. Department of State Language and SME programs in the Middle East, our U.S. Army and NATO Linguist and SME programs in Afghanistan, our Joint Task Force Security, Library Services and Instructional programs at Guantanamo Bay, and NGO linguist programs throughout the Middle East.

Over the course of his career, Mr. Anton has been on the frontline of Torres' successful language and SME programs. When he first became Program Manager for the U.S. Department of State contract, Torres only employed 16 linguists to serve the U.S. Embassy in Iraq. Thanks in part to his first-class work, commitment and leadership, our role with DoS has greatly expanded, and we now have four contracts with the Department of State valued at over \$620 million. Our prime contract has also recently been expanded to include 17 linguists to support Diplomatic Security and the potential to expand into Saudi

Arabia. His accomplishments are even more remarkable against the backdrop of a post-invasion Iraq, where mortar and rocket attacks were commonplace.

During his time with Torres, Mr. Anton has raised the bar for diplomatic level language services for the United States during wartime. He has served as interpreter for some of the highest levels of government, including U.S. and Foreign Ambassadors, Inspector Generals, Appellate Court Justices, Commanders of the U.S. Armed Forces in Iraq, Senators and Congressmen, Prime Ministers and Presidents of Iraq and other Foreign Nations, as well as the President of the United States.

The reputation Edward and others have earned for Torres has been invaluable, and he will continue to use his guidance and expertise to play a central role in expanding our language services to additional embassies and countries throughout the world. His new role as a Senior Executive will bring new challenges and opportunities as we continue to do important work in the United States and abroad. Congratulations Edward! We are proud to call you a colleague and friend. ✎

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**Torres Bilingual Advisor Monir Hachwa interpreting for U.S. President Barack Obama and Iraqi President Jalal**

## **NO HOLDS BARRED CONTRACTING**

# **TORRES EXPANDS ROLE IN DETAINEE PROGRAMS AND CORRECTIONAL SYSTEMS**

**W**ith current and upcoming contracts, Torres is becoming a power player in translation/interpretation services for correctional systems and detainee programs. Our work in this area started in 2005, when a serious hunger strike at the Guantanamo Bay Detention Center in Cuba was growing and officials needed a solution badly. In their search for a solution, the Joint Task Force responsible for running the prison dispatched Torres Arabic Cultural Advisor Ahmed Ghuneim to assist in mediation with the goal of ending the hunger strike. Thanks to Mr. Ghuneim's skills and background, as well as his immediate deployment, he was central to bringing about the end of the strike. Torres has since been recognized by JTF-GTMO for the high quality of our services. This work opened the door for Torres and our reputation has greatly contributed to new contract opportunities at Guantanamo Bay and elsewhere.



**Torres Operational Security Manager, Gary Belch, Delivers Security In-Brief at GTMO.**

In 2006, Torres was awarded a contract to provide Arabic and Pashto literacy instructors to Guantanamo Bay. Later, this contract was expanded to include Operation Security (OPSEC) and detainee library personnel. Our OPSEC personnel, Gary Belch and Rob Boyce, now serve in a variety of vital security roles which include developing, organizing, and implementing the JTF-GTMO OPSEC program and conducting briefs and de-briefs for incoming/outgoing personnel (including newly assigned JTF-GTMO personnel, press, visitors and Red Cross personnel). They also screen outgoing information and photos, audio and video of JTF-GTMO personnel (including press and visitors), provide tours and escorts for distinguished and non-distinguished visitors, and serve as liaisons with JTF-GTMO and other DoD personnel. Library technicians Mohamed Abdelaal and Nafisa Rahman (along with Chief Librarian Ramonita Rodriguez) were hired to expand and maintain the JTF-GTMO detainee library, and Mohnsein Almeemaar and Aziz Rah-

## NO HOLDS BARRED (CONT.)

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have interpreted  
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man currently serve as Arabic and Pashto instructors. Being male Muslims, part of Mohnsein and Aziz's role is also to foster cultural sensitivity by being responsible for storing and distributing the Koran to Islamic prisoners as required by Islamic law. In the last three years, all of Torres' staff at Guantanamo has met and exceeded the needs of their contracts and continue to receive high praise for their outstanding work. Their professionalism and expertise contributed in a big way to Torres' most recent contract win for JTF-GTMO, awarded in January 2009, where our detainee instructor program doubled in size to include vocational, humanitarian and art instruction to further develop the skills and intellectual growth of detainees.

The initial success of our JTF-GTMO program made it possible for Torres to branch out into other areas of criminal justice and correctional system services. In June 2007, Torres won a bid for a 5-year contract to provide full-scale translation and interpretation services to the U.S. Bureau of Prisons. Today, Torres maintains a highly experienced and professional pool of over 35 linguists with secret or top-secret security clearances who work on-demand at Torres' headquarters in Arlington, Virginia. In the first year and a half, Torres linguists have interpreted over 13,000 audio and written communications between prisoners and non-prisoner personnel in 34 different languages, including several exotic languages. Thanks to exceptional recruiting and management, over 99.8% of these assignments were completed within the strict contract requirements and

more than 30% of them were delivered in half the required time.

Awarded in March 2009, Torres is also now under a contract for the State of Arkansas' Department of Corrections to provide Spanish translation and interpretation across 12 counties in over 22 correctional facilities. Much like the Bureau of Prisons contract for the Federal government, Torres will employ linguists at our headquarters in Arlington, Virginia to translate encrypted documents and audio files. Additionally,

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### **Torres is becoming a power player in translation/interpretation services for correctional systems and detainee programs**

Torres will have staff on site in Arkansas to provide face-to-face interpretation and translation services to Department of Corrections personnel.

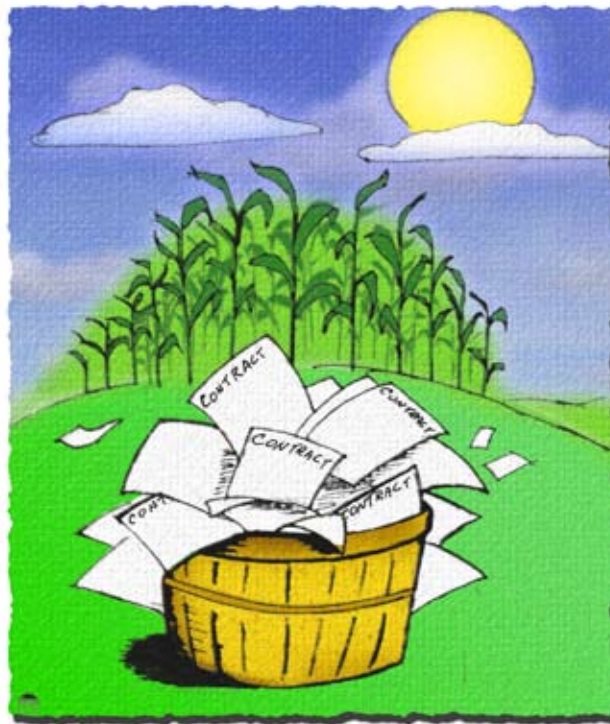
Contracts with GTMO, Bureau of Prisons, and the Arkansas Department of Corrections are coordinated by Mary Elizabeth Haley, a Torres veteran who has been central to meeting contract demands and representing Torres to the various agencies involved. Thanks to her efforts, Torres personnel both in Arlington and abroad have the support and information they need to consistently do top-notch work. Congratulations to everyone involved with winning and providing quality service on these contracts. Keep up the good work! 🍀



**Torres Linguists at our Arlington Virginia office**

# TORRES HARVESTS NEW CONTRACTS WITH FARM SERVICE AGENCY

Lately, Torres has reaped the harvest of all the hard work and dedication of our staff working downtown at U.S. Department of Agriculture Farm Service Agency (FSA). Initially, Torres contracted with FSA to provide Lean Six Sigma process improvement services, which has reduced errors and wastes and saved the USDA more than \$100 million. In March, we were awarded a contract to continue these services for another 18 months. In April, we were awarded a brand new contract to provide Program Management Office Support for the Modernize and Innovate the



Delivery of Agricultural Systems (MIDAS) program.

Both of these contracts are headed by Torres' Bob Nagle, who serves as the USDA account manager. Bob has done a superb job managing customer requests in a dynamic environment in addition to overseeing the team at FSA, which includes the staff members listed below.

As Torres builds a reputation with the USDA, additional opportunities for work and contracts are expected to present themselves. Great work to everyone involved! ✨

## THANKS TO THE TEAM THAT MADE THIS HAPPEN

### Lean Six Sigma Process Improvement

**Jeff Molner** – Lean Six Sigma Master Black Belt  
**Harvinder Singh** - Lean Six Sigma Black Belt  
**Daisy Mohr** – Lean Six Sigma Business Analyst 2  
**Don Hardway** – Lean Six Sigma Requirements Manager  
**Ursula Kuen** – Lean Six Sigma Project Controller  
**Sandeep Shah** – Lean Six Sigma Cost Estimator

### Program Management Office Support

**Ursula Kuen** – PMO Support Project Controller  
**Sandeep Shah** – PMO Support, Capital Planning Investment Control  
**Jon Valett** – PMO Project Manager  
**John Dean** – PMO Acquisitions Specialist  
**Vicky Czaplewski** – PMO Business Analyst 3  
**Meg Ormiston** – PMO Business Analyst 1, SharePoint Administrator

# TORRES TRAINS 110 COLOMBIAN SECURITY INSPECTORS TO DEPLOY TO IRAQ

In 2007, Torres in combination with Sabre International won a one billion dollar contract with the U.S. Department of Defense and to deploy U.S. and personnel of other countries to serve as Security Managers, Medics and Security Canine Handlers to serve under Operation Iraqi Freedom. Today, Torres has over 80

contractors on roadways and within U.S. camps, bases and Forward Operating Bases (FOB) throughout Iraq. Their performance is so well heralded that Torres was recently asked to recruit, train and deploy over 300 Third Country Nationals (TCN) from Colombia to perform duties as Security Inspectors, Guards, Canine Handlers

and logistics support cells to ensure that the students were well take care of throughout the program. We also assembled a superb instructor team to train the Colombians in over 35 courses, including English. Our training team from Fort Riley, Kansas, headed by Wayne Hales, developed the course materials and conducted training quality control. It was inspected by U.S. Department of Defense contract officials who had the highest complements for the training program and the students. The students took exams and were required to pass exams with an 86% or higher in each of the 35 courses - All 110 students passed every examination.

Today, our new 110 Colombian employees are on deck to deploy to Iraq to serve the U.S. Government. This is a first for the country of Colombia. So if you get the chance to see them performing their inspection, guard and safe duties, give them a hearty hello. They are our companions. ✦

## Torres headquarters assembled a team in Bogota, Colombia to recruit, train and deploy the initial 110 security personnel in a mountainous region of Colombia.

U.S. personnel cleared at the secret level or higher serving throughout Iraq under this program. Their duties are to ensure the safety and to provide security for U.S. troops, civilians and

and to serve in administrative and logistics roles.

Torres headquarters assembled a team in Bogota, Colombia to recruit, train and deploy the initial 110 security personnel in a mountainous region of Colombia. The team established

training, billeting and dining facilities, and established robust administrative



## Employee Spotlight

# NUHAD KARAKI—CHIEF OPERATING OFFICER



We would like to welcome Mr. Nuhad Karaki, our Chief Operating Officer. Nuhad is responsible for overseeing all of the departments featured in this newsletter plus the finance department. He also oversees all Torres programs, providing guidance to program managers in the United States and abroad.

Nuhad holds an MBA in Finance and BSCE from the University of Colorado. He has over 20 years of executive management experience directing highly successful projects in the intelligence community and the private sector. Some positions he has held include President of Medusa Media, CEO and director of an Aveda affiliate, COO of

Minerva Network Systems, CEO of US LAN Systems and director at PriceWaterhouseCoopers. From his numerous leadership roles, he has gained expertise in the following primary areas: technology, e-commerce, project management, in-depth due diligence, consulting and solution implementation, reorganization and organizational restructuring. Nuhad is also active in community activities, serving as a volunteer, and assisting and leading many socially beneficial projects. Additionally, Nuhad is an active council member at the Woodrow Wilson International Center for Scholars. We welcome him to Torres. 🌟

# MEET THE CORPORATE OPERATIONS TEAM

## SERVING EMPLOYEES GLOBALLY FROM ARLINGTON, VA

In this installment, we'd like to introduce our corporate operations staff comprised of the human resources, recruiting and security departments. The personnel in these departments serve our more than 400 employees world-wide. Some of the faces that keep the company going on a day-to-day basis by providing support to our employees on current contracts are pictured below.

### SECURITY

**Charron Gordon, Renee Wedge—FSO**

Torres employs a full Service Security Team, responsible for:

- Conducting Briefings and training
- Supporting classified efforts
- Assisting with the completion of security applications
- Managing personnel security processing
- Maintaining facility security

#### *Help Security Help You!*

When relocating, please provide us with your change of address information as soon as you move.



### RECRUITING

**Floyd Sartin, Muhammad Popal, Chiman Mustafa, JoVan Freeland (not pictured)**

Torres' Recruitment team is responsible for finding qualified candidates for positions needed by the company and its contracts:

- Searches for candidates using internet databases and referrals
- Reviews resumes and contacts candidates to seek their interest
- Ask questions relating to their experience, work history, and personal history
- Maintains database of potential candidates including their forms, resumes, clearances, and copies of identification
- Once vetted, tests candidates for language skills (if required) and screens them for medical before hiring



# HUMAN RESOURCES

**Rita Nisan—HR Generalist, Grace Garcia—HR Assistant, Karie Newmyer—HR Director, Sarah Nisan—HR Assistant and Brent Rains—HR Generalist**

Torres' Human Resources team is responsible a large variety of personnel-related tasks, including but not limited to:

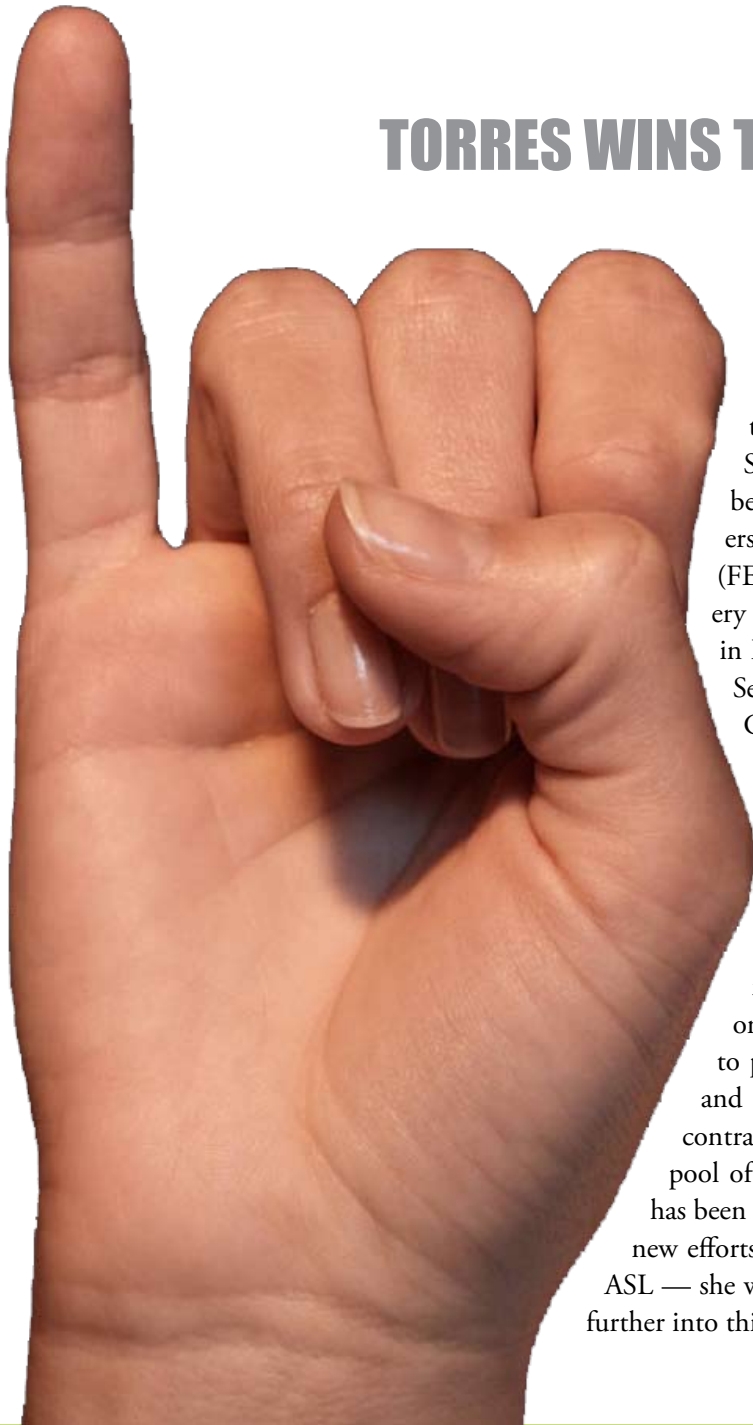
- Coordinating with recruiting and security to employ and deploy personnel
- Submitting clearances and Setting up training and testing of personnel when needed
- Creating and maintaining agreement templates and policy manuals
- Maintaining all personnel-related paperwork, including hiring/termination records, contracts and agreements, resumes, etc.

- In-processing for new employees, including payroll procedures, benefits, timesheet entry and approval, vacation requirements and approval, travel and expense reimbursement procedures
- Arranging and maintaining records of travel for personnel deployment
- Coordinating insurance benefits and Providing a 24-hour emergency support line
- Reception and Front Desk Coverage, General Administrative Support and Mail distribution
- Ordering and Maintaining Office Supplies, Cleanliness and Equipment



# A SIGN OF NEW WORK

## TORRES WINS THREE ASL CONTRACTS



Torres has forged a new line of business with the win of three contracts to provide American Sign Language (ASL) services. Our ASL work began with a contract to provide ASL interpreters for a Federal Emergency Management Agency (FEMA) training conference on Earthquake Recovery and Mitigation at the FEMA training institute in Emmitsburg, MD. This conference was held in September 2008 for FEMA employees of Clark County, Nevada – home of the Las Vegas metropolitan area.

Since this conference, we have won two more prime contracts to provide ASL interpretation services to the U.S. government. We currently provide ASL interpreters to the US Army Corps of Engineers' IT department, where hearing-impaired employees make use of our services on a daily basis. In addition, we hold a contract to provide ASL interpreter services to the US Fish and Wildlife's HR department. For both of these contracts, we employ interpreters from our world-class pool of ASL specialists. Torres' Mary Elizabeth Haley has been a key player in managing and coordinating these new efforts—and thanks to her background knowledge of ASL — she will continue to be a valuable asset as we expand further into this area of service. 🦋

## Did You Know

**One quarter** of the bones in your body are in your feet

**When the moon** is directly over you, you weigh less

**Strawberries are** the only fruits whose seeds grow on the outside

**The city** of Los Angeles has three times more automobiles than people

**A hummingbird** weighs less than a penny

**Broccoli** is the only vegetable that is also a flower

**The San Francisco** Cable cars are the only mobile national monument

**Elephants** only sleep 2 hours a day

**A one-day** weather forecast requires about 10 billion math calculations

**The average** person spends 2 weeks of its life waiting for a traffic light to change



## Torres Expands its Reach to Vulnerable Populations

Since its inception, Torres has dedicated itself to providing humanitarian assistance and aid through a variety of efforts, including donations, volunteerism, scholarships and pro bono work. Here are a few highlights of the way Torres is making a difference around the world.

From 2007 to 2008, Torres developed a training center in Iraq – at its own expense - to train Iraqis in a variety of vocational and computer skills. Currently, our team of instructors at this facility are training Iraqi women who have lost their husbands during the course of the Iraqi conflict. This training and the instructors, materials, computers, network infrastructure, meals, transportation and all management and administrative support is completely funded by Torres.

Our CEO Jerry Torres is on the Board of Directors to develop the first ever hospice to U.S. veterans – a project that Torres has dedicated over \$250,000 in donations and volunteered time to. Additionally, Torres awards scholarships every year to handicapped U.S. citizens to support their efforts to achieve a higher education.

Most recently, Torres has provided funds and volunteers to humanitarian programs in Sudan and Columbia. Our program in Columbia, which began in 2008, involves working with an indigenous tribe called the Arhuacos – one whose ethno-linguistic population of about 15,000 people is shrinking along with their traditional lands. Located high in the northern tropical region of the Andes Mountains, these people - in addition to high infant mortality rates associated with malnutrition - have suffered greatly due to their location in a hotly contested area in the war between the government and the revolutionary group known as FARC. It was only after the government gained control of this area that it became safe for us to do volunteer work there. Despite their challenging external environment, the Arhuacos remain a peaceful people with almost no crime or violence. Torres charitable program to help the Arhuacos is focused on the following areas:

- Education in agribusiness – we help them develop farms to raise animals needed to feed the tribe
- Improvement of their school facilities (currently about 160 of 15,000 attend school)
- Improvement of hygiene for the children of the tribe

Kudos to all volunteers and people involved in these humanitarian efforts – your compassion and dedication to improving life for those less fortunate helps define Torres as a company. 🌱

