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To Whom it May Concern

In a recent conversation with Elliot Freeman, creator of Defensive Tactics Technologies of St. Louis, Missouri, I ascertained that he has made further refinements to his defensive techniques and is in the process of expanding his training to a variety of persons who, in their line of work, face liability risks. I have always believed, since meeting Mr. Freeman, that his training enables persons who work in public venues to carry out their tasks more efficiently and with less physical risk to themselves and to those they sometimes must encounter in a defensive mode.

I am pleased to offer some insight into the ability of Mr. Freeman. Three years ago, while serving as President of Culver-Stockton College in Canton, Missouri, I was introduced to Mr. Freeman by a mutual friend. I had suffered some disturbing incidents on campus in the months before and when I learned of Mr. Freeman's expertise in defensive techniques, I became interested in his potential usefulness to the College. After some further investigation and personal observation of his techniques, my faculty and I decided to engage his services to teach defensive tactics to our students and some staff members. I discovered that his teaching style and his techniques allowed a very meaningful program to be taught in the course of a weekend.

Subsequently, I have followed Mr. Freeman's career and am pleased that after my departure, the College chose to continue to use his teaching services. Recently he has been engaged by Smith and Wesson as a teacher of defensive tactics and several law enforcement agencies have talked to me about Mr. Freeman as they have sought techniques that can abort aggressive and even violent behavior with no physical damage to the aggressor. Therein lies the key to his success.

I am convinced that the defensive techniques he teaches are unique and needed in a society that is both more aggressive and especially more litigious. I wanted to create confidence on the part of students and especially female students that they would be able to avoid exacerbating the use of force in a situation where self-defense became necessary. I was very pleased with the outcome at the College and my discussions with law enforcement personnel leads me to believe they do so as well.

The ability to teach in a few hours the means to use the aggressor's momentum to turn an attack into a neutralization is far superior to other defensive measures that create the risk and even likelihood of physical injury and the resultant potential of lawsuits. If I sound like a champion of Mr. Freeman's techniques, it may be because I have come to realize

they represent the only feasible method of personal self-defense and employee control of aggressive, potentially violent behavior that I have observed.

As a former CEO, I was cognizant of the risk factors in any aggressive or confrontational episode. The outcome of physical defense techniques generally taught and used frequently created more physical damage than the original attack. Hence, my risk increased, not decreased if I had staff use physical force to subdue and irate or out of control person, including students. Mr. Freeman's techniques resolved those concerns. I suggest other would be prudent to reduce litigation risk by the use of Mr. Freeman's expertise and training of employees.

If I can provide further information, please feel free to contact me.

Best Wishes,

A handwritten signature in black ink, appearing to read "Ed Strong". The signature is fluid and cursive, with the first name "Ed" being more prominent and the last name "Strong" following in a similar style.

Ed Strong